

HACKNEY HOMES BOARD

**TUESDAY, 20 SEPTEMBER 2011 at 6.30pm to 7.50pm
THE CHIEF EXECUTIVE'S CONFERENCE ROOM
1ST FLOOR, CHRISTOPHER ADDISON HOUSE
72 WILTON WAY
LONDON E8 1BJ**

PART A MEETING (OPEN TO THE PUBLIC)

Hackney Homes Board Members:

Rupert Tyson (Chair)
Alice Burke (Vice Chair)
Alex Russell
Audrey Villas
David Larkin
Joseph Oshikoya
Karen Dodds
Mervyn Jones
Saleem Siddiqui
Samantha Lloyd
Susan Fajana-Thomas
Tom Tyson

Hackney Homes Executive Team:

Charlotte Graves (Chief Executive)
Neil Isaac (Director of Finance & Resources)
Neehara Wijeyesekera (Divisional Head of Tenancy and Leasehold Services)
Judith Morrison (Head of Leasehold and Right to Buy)
Jim Paterson (Head of Building Maintenance)
Jonathan Oxlade (Head of Asset Management)

Hackney Homes Officers:

Sunil Desai

John Newton

Trish Hail

Odile Anderson

Stakeholder Representatives:

Philip Glanville (Cllr)

Tim Shields

Ian Marriot

Bruce Devile

Michelle Patterson

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HACKNEY HOMES Ltd Board Meeting 66

Tuesday, 20 September 2011 at 6.30pm to 7.50pm

*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	Minutes of 26 July 2011 (Part A) and Matters Arising	1-8	Decision	5 mins	6.33-6.38
4.	C Graves	Chief Executive's Report - Strategic Overview	9-20	Information	10 mins	6.38-6.48
5.	T Merrett	Action items for future Meetings	21	Information	2 mins	6.48-6.50
6.	A Jarosy	Business Critical Performance Summary Q1 2011/12	22-34	Information & Discussion	15 mins	6.50-7.05
7.	C Edwards	Tenants Annual Report 2011	35-37	Information	10 mins	7.05-7.15
8.	N Wijeyesekera	Installation of Communal Aerial Digital Reception Systems(IRS) to Housing Blocks: Award of Phase 2 Contract	38-46	Information	15 mins	7.15-7.30
9.	N Wijeyesekera	Criteria for Neighbourhood Panel Grants	47-50	Information	15 mins	7.30-7.45

10.	Chair	Any Other Business		Information	5 mins	7.45-7.50
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Future Board meetings.

- Monday, 31st October 2011
- Tuesday, 13th December 2011
- Tuesday, 31st January 2012



Hackney Homes Ltd

ITEM 3

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

On 26 July 2011 at 6.30 PM

Present	Board Members Rupert Tyson Alice Burke Audrey Villas Tom Tyson David Larkin Samantha Lloyd Mervyn Jones Susan Fajana Thomas Alex Russell	Hackney Homes Officers Charlotte Graves Jim Paterson Neehara Wijeyesekera Sunil Desai Judith Morrison (part) Martin Weaver (part) Martin Long (part)	Stakeholder Representatives (Hackney Council) Cllr Philip Glanville Ian Marriott
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	Part A – Open to the Public	Action	Date
1. Welcome/ Introductions Apologies	The Chair welcomed Susan Fajana Thomas, the newly appointed Council Board Member to her first meeting and everyone then introduced themselves. Karen Dodds, , Pam Lockley, Saleem Siddiqui		
2. Declarations of Interests	There were no declarations of interest.		
3. Presentation by Abigail Davies, CIH, Localism Bill and other housing matters	Charlotte Graves introduced Abigail Davies from the Chartered Institute of Housing and gave some context to the presentation. The Board asked whether in the CIH's view the Government realised the serious effects of their change proposals? Abigail Davies said that the Government did realise the potential effects on the elderly and vulnerable		



Hackney Homes Ltd

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which was why the benefit reforms only applied to people of work age. However, there were a number of issues which would pull in different directions and these needed to be thought through more carefully.

Given that private rented accommodation was very expensive, the Board asked whether the Government would put a cap on this. Abigail Davies said that currently, the private sector rental market had been allowed to find its own market levels but that may change.

The Board asked what Hackney's view was on flexible and fixed tenancies. Charlotte Graves said that the Council together with Hackney Homes were working on a tenancy strategy which would be published next year. An interim strategy was currently being agreed. Hackney Council wanted to remain with lifetime tenancies. The Board asked whether under-occupiers were being encouraged to downsize. Charlotte Graves said that this was something Housing Needs may have looked at.

The Board asked whether there was any likelihood of a change of direction in respect of Universal Credit. Abigail Davies said that the Government would be unlikely to climb down on this as it would mean a loss of face and the Government were very centred on individual responsibility. However, the issue of capping appears to have been brought in as an afterthought which had not been thought through in respect of other policies. There was a lot of behind the scene activity to find resolutions to this although it was probable that this activity would only result in a tweaking of the current proposals. The whole issue of Universal Credit was very complicated and it would be difficult for local authorities to come up with a one size fits all solution. Despite the fact that there may be considerable changes, local authorities and housing providers needed to address the matter rather than wait and see what the final

	<p>proposal looked like.</p> <p>The Board noted that the Localism Bill and Big Society meant that communities could become unsettled and as a housing provider, Hackney Homes was looking to build settled communities. Abigail Davies said that this was something that housing providers needed to watch out for.</p> <p>The Board asked what, in Abigail Davies' opinion, was Hackney Homes' biggest challenge in the light of these proposals. Abigail Davies said that the Benefit Reforms would provide the biggest challenge as many of the other proposed changes were optional. The Board asked what could be done to mitigate these risks. Abigail Davies said that robust demographic information was important as that would give Hackney Council and Hackney Homes a clear picture of their customers. The HRA reform was also a risk but risk assessments and planning around this reform were well in hand.</p> <p>The Chair thanked Abigail Davies for attending and said that the Board would return to the issues discussed at this meeting at a future Board.</p>		
<p>4. Minutes of the meeting held on 24 May 2011.</p> <p>Matters arising</p>	<p><u>Corrections</u> It was noted that Mervyn Jones had been in attendance at the last meeting.</p> <p>Estate Management on page 7 should read Estate Environment.</p> <p>With these corrections, the minutes of the meeting held on 24 May 2011 were agreed as a true record and signed accordingly.</p> <p>There were no matters arising.</p>		

**5. Chief Executive's Report
– Strategic Overview**

Charlotte Graves introduced the report. The relationship with the Council was good and Officers were working with the Council on the financial challenges facing us. Charlotte Graves highlighted the following

- Hackney Homes had been elected to the NFA Board which was a prestigious position
- Shoreditch Heat Network. The Board would start to see information coming through on the Combined Heat and Power project in Shoreditch
- Christophe Tabi had moved on from Hackney Homes and Jim Paterson now had overall responsibility for Estate Environment
- Preparations for winter were well underway
- Board Members were encouraged to visit some of the food growing projects around the borough.

Universal Housing Universal Housing had not yet gone live although a period end run had now taken place. The project board were meeting weekly but a decision had been taken that if the project could not go live in the next few weeks, then Charlotte Graves would be reporting back to the Board that officers would be completely reviewing the approach to this project.

The Board endorsed the pragmatic approach and asked if there was anything Officers needed to ensure the success of the project.

Charlotte Graves thanked the Board for this, but for the moment nothing was needed. However, if she came back to Board in September to say that a new approach would be considered, she asked that the Board help with the thought processes on this.



Hackney Homes Ltd

ITEM 3

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The Board asked what were the ultimate consequences for Hackney Homes if a change of approach had to be adopted. Charlotte Graves said that for Hackney Homes, there was not an immediate business impact. However, work needed to continue on the repairs module which had been part of an earlier implementation to ensure that it was working 100% effectively. Currently, staff had been taken away from their day to day responsibilities to work on the Universal Housing Project so the longer go live was delayed, the longer staff were working on the project. However, there was a bigger risk if the system went live before it was working properly. There was not a big financial risk with a change of approach and although money could not be recouped now, savings would materialise in future years.

The Board asked if any of the Universal Housing issues needed to be brought to the A&F Committee. Charlotte Graves said no, not in the immediate future.

It was noted that the Council had received an allocation for new build social housing. Charlotte Graves said that this meant that the Council could fulfil its new build plans and that the new homes would be managed by Hackney Homes. A very positive outcome of this was that officers could influence practicalities in the design such as where the bin stores were and access to the homes.

The Board asked whether the Trade Unions were in agreement with the proposals for the reorganisation of the Tenancy & Leasehold Services departments. Neehara Wijeyesekera said that the consultation process with the unions had already started and so far no problems had been encountered.

The Board noted the report.

6. Board actions yet to be implemented and not elsewhere on the agenda	The Board noted the report.		
7. Decent Homes Programme	<p>Martin Long introduced the report and clarified the position with those homes not yet timetabled into the programme. No property identified for decent homes work had been left out of the programme rather it was necessary to confirm on a year by year basis which properties would be worked on. David Larkin said he would pick this up with Martin Long outside of this meeting.</p> <p>The Board asked how long call-backs took. Martin Long said that realistically, Hackney Homes would look at call-backs in years 3 and 4 of the programme.</p> <p>The Board noted the report.</p>	D Larkin/M Long	
8. Fire Safety Policy	<p>Charlotte Graves said that Officers spent a considerable amount of time looking at the fire risk assessments and fire policy. She highlighted the difficulty around evacuation advice as the construction of blocks in Hackney meant that blanket advice on an evacuation procedure was not appropriate. Officers were working on disaggregating the advice but this also presented problems as in some cases, the fire safety of compartmentalised blocks could be breached by leaseholders. It was for this reason, on balance that Officers were recommending the Fire Brigade's advice. Charlotte Graves said that she had a good relationship with the Fire Brigade's Borough Commander and she would be speaking with him again on this issue.</p> <p>The Board asked if Hackney Homes had any initiatives in place to encourage residents to have in house fire safety visits from the Fire Brigade. Martin</p>		



Hackney Homes Ltd

ITEM 3

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

On 26 July 2011 at 6.30 PM

	<p>Weaver confirmed that Hackney Homes encouraged this wherever possible. Furthermore, the Fire Brigade attended events such as fundays and leaseholder events.</p> <p>It was noted that there was an issue on some estates with people parking in front of the emergency access gates. Neehara Wijeyesekera asked for details of where this was happening. The Board queried whether Hackney Homes still used clamping as a deterrent as from next year this would become illegal. Neehara Wijeyesekera said that we used the Council's clamping service. It was also suggested that someone from the Fire Brigade might like to attend a Board meeting at a future date.</p> <p>The Board approved the policy for use as Hackney Homes Fire Safety Policy Version 1 subject to future periodic revision.</p>		
<p>9. Consultation Process for the Draft Tenancy Agreement</p>	<p>Neehara Wijeyesekera introduced the report and asked for comments to be fed back to him. There was some anxiety expressed by the Board about TMOs and the number of different variations of leases currently in use by Hackney Homes. Judith Morrison said that there were currently 4 different leases in use. All the leases were consistent in their reference to a rulebook and consideration was being given to drawing up a rulebook to be kept in the neighbourhood offices which may be a possible solution to removing the inconsistencies between the different leases. Officers were in consultation with Legal Services about this. It was also noted that there were some inconsistencies between the tenancy conditions and clauses contained in the leases e.g. it was possible for a tenant, with permission, to run a business from home whereas this was forbidden under any circumstance for leaseholders. Judith Morrison said this was something which needed to be considered more carefully. Neehara Wijeyesekera said that since the leases were drawn up,</p>		



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<p>10. AOB</p>	<p>times had moved on and legal advice was such that Hackney Homes would not be able to be so restrictive in respect of leaseholders.</p> <p>In respect of TMOs, given the extensive lead in period for consultation, soft consultation had already started. Officers were consulting Legal Services to see if formal consultation could start earlier.</p> <p>The Board noted the report.</p> <p>Audrey Villas said that she and Alice Burke along with four Hackney Homes Officers had attended a Gerda demonstration. Both she and Alice Burke were going to the Shoreditch Neighbourhood Office to talk about Customer Service.</p> <p>The meeting closed at 7.50 pm</p>		
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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: 20th September 2011
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: N/A

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 RECENT DEVELOPMENTS IN HOUSING

- 4.1 The Government is currently consulting on its directions to the Tenant Services Authority on a series of changes that will affect social landlords in 2012. This includes the introduction of new requirements to enable tenant scrutiny of performance and a new 'Tenant Cashback' scheme to enable tenants to commission and undertake minor repairs.
- 4.2 The Government is currently proposing changes to legislation intended to strengthen the ability of social landlords to take possession action against tenants (or members of their family or regular visitors) where they have committed acts of anti-social behaviour or criminality. Following the recent rioting and looting, the Government has also set out its intention to extend existing powers for social landlords to take action where the ASB or criminality has taken place beyond the immediate neighbourhood of a tenant's home.

5.0 FINANCE & RESOURCES

Finance

Budget Monitoring 2011/12

- 5.1 The budget monitoring position for July shows a £84k under spend on the HRA as shown in the table below –

	July Forecast Variance
	£000's
Delegated	1,070
Council	(1,154)
Net HRA over / (under) spend	(84)
Memorandum	
• HH Management Fee	(489)

- 5.2 The year end actual for utility costs in 2010/11 has been used for the July projection for 2011/12 and is the main reason behind the £1,154k overspend on delegated budgets. HH will be working with the Energy Management Unit (EMU) to obtain a reliable and robust projection for 2011/12. Overall the HRA is in balance due to a favourable settlement on 2009/10 Housing Subsidy and release of HRA contingency.

Budget Setting 2012/13

- 5.3 At the 26th July HH Board meeting, the decision made was to accept the majority of the savings identified. The one savings proposal that was not accepted was the £200k additional income from 4G masts. This therefore means that other savings proposals will need to be identified. The HH executive team feel that this will be achievable by releasing £100k more from our central contingency budget and the other £100k from non employee related budgets across the various service areas from for example training / conferences / stationery budgets.

Budget Setting 2013/14

- 5.4 It is proposed that a further £2m saving is identified for 2013/14. This will help fund the anticipated Capital resources shortfall in the HRA business planning model, see Appendix 1. It is expected that the majority of this saving will come from the final phase of restructuring Resident Services following the Partner Contract being brought in house and from the release of the central contingency £500k with the remainder £500k needing to be identified from various service areas. It is expected that these savings will be finalised between September / October therefore well in advance of the normal budget setting processes.

HRA Reform

- 5.5 The latest position of the HRA Self Financing reform is that the Department of Communities and Local Government (DCLG) published in July more guidance (Self Financing Planning the transition / HRA Determinations) of how to prepare for the HRA Self Financing which will commence from April 2012. The guidance include a summary that explains the reform to tenants and other interested groups, this is attached as Appendix 2. The guidance also included an updated timetable which is included as Appendix 3.

PEFORMANCE

Performance issues raised with the Council

- 5.6 Quarterly reviews of performance have taken place both through the ALMO clienting function and through the Council's corporate management team. These have focussed heavily on complaints and in particular the low level of customer satisfaction with responses which is very low for Hackney Homes. Within this, repairs complaints have figured prominently and whilst the numbers of repairs complaints by comparison with our overall numbers of repair orders are small (less than one per cent), there is concern that prompt resolutions are not being managed effectively. To redress this, measures are being developed to establish a dedicated surveying resource for repairs complaints and to follow through more effectively all complaints to final completion of the work.
- 5.7 Because customer satisfaction with Hackney Homes complaints' responses is low (at 15%), we are now launching a resident satisfaction project of our own to try to identify the core reasons for the dissatisfaction across Hackney Homes

Update on establishment of complaints panels

- 5.8 With the implementation of the new Localism Bill which is now in its final stages and the establishment of the new Housing Ombudsman Service with a brief for complaints across all public sector landlords, Hackney Homes is now establishing its own resident lead complaints panel. Work on this will be progressing from next month and there will be further consultation with the Council and residents culminating in a further paper to the Board in due course. It is likely that the new Complaints Panel will have a role as the final stage of the complaints process as well as a role in reviewing improvements emanating from complaints and overall complaints handling performance.

Board and Governance

- 5.9 **Resident Board Members:** Our congratulations go to Rupert, Alice and Audrey who were re-elected to the board in July.
- 5.10 **Councillor Board Members:** Now that Susan Fajana-Thomas has been appointed by the Council to sit on our board, we have a full quota of Councillor board members.
- 5.11 **Independent Board Members:** Pam Lockley has formally resigned from the board and Karen Dodds is required to step down this year under the rotation rules. We will therefore be carrying two independent vacancies. Tess Merrett will shortly be undertaking a board skills analysis exercise and once this has been completed we shall be looking to recruit to these independent vacancies.
- 5.12 **Annual General Meeting (AGM):** The AGM this year will take place in early November. The power to approve the business at the AGM is only vested in the Council as sole member of the Company. Therefore whilst Notice of the meeting which will take place at a lunchtime will be sent to you all, you are not required to attend.
- 5.13 **Chair and Vice Chair elections:** Under the articles of association, the election of the Chair and Vice Chair of the board always takes place at the first board meeting after the AGM. As the AGM this year will take place in early November the election of the Chair and Vice Chair will be the first item of business at the board meeting scheduled for 13 December 2011. As in previous years, interested candidates will be required to prepare a written statement as to why they wish to stand and this will be circulated in advance to all the board members. Tess Merrett will contact you all nearer the time with further details.

Communications

- 5.14 **The Recent Disturbances:** Dedicated street cleaners worked throughout the night following the recent disturbances in Hackney so that by 7.30 am the next morning, all the borough's streets had been cleaned and the debris removed. Hackney Homes' operatives also played their part and Jules Pipe the Mayor of Hackney paid tribute to all the cleaners for their hard work.
- 5.15 **Fun Days:** Hackney Homes sponsored 19 TRAs to organise events on their estates between May – September. Hackney Homes worked with and sponsored the Council to organise 1 event at Haggerston – attended by 500 July

Hackney Homes Olympics themed event(August) attended by 1000+

Supporting/sponsoring TRAs to have events during September (end of summer)

Winter events are being planned.

Proposal for the future delivery of support services

- 5.16 In May 2011, we presented to Board the proposal on shared services, which was agreed in principal. Since then a further report was produced which described a proposal regarding Communications, HR and IC. This report which was issued to staff affected and trade unions on the 1st August 2011 started a consultation period which ran from the 1st August to 6th September 2011.
- 5.17 A report summarising the outcome of this consultation and the final proposal was produced on the 14th September 2011.

6.0 TENANCY & LEASEHOLD SERVICES

Reorganisation of the Tenancy and Leasehold Services

Housing Management changes and Restructuring progress

- 6.1 Phase one (senior management) collective and individual consultation meetings with the Divisional Head of Tenancy and Leasehold Services and Human Resources were carried out with 10 senior managers affected and Trade Unions during July and August 2011. These meetings provided the opportunity to discuss the proposed changes and put forward comments in response to the consultation report during the formal consultation period. Consultation formally ended on 31st August.

The implementation timetable for phase one of the proposed reorganisation is as follows:

- | | |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| September 2011 | <ul style="list-style-type: none">- Consider feedback on proposed changes- Evaluation of job descriptions- Final changes confirmed- Report to Human Resources Committee |
| October 2011 | <ul style="list-style-type: none">- Assessment centres and testing- Final interviews (Phase one)- Phase two (middle manager/front line) proposals to Exec |
| November 2011 | <ul style="list-style-type: none">- New arrangements commence- Phase 2 consultation with Unions- Phase 2 consultation with staff |

Customer service review

- 6.2 Work has commenced within the Tenancy and Leasehold Division to improve the overall customer service experience for residents. A project group has been established consisting of customer service staff and managers to develop our overall theme of 'Treating Customers Fairly'. The

group's first task is to look at how we can develop and embed customer service in our overall divisional culture. This follows feedback from residents about attitudes and behaviour.

We are pleased that Alice Burke and Audrey Villas have agreed to act as sponsors to the group with valuable input for officers to consider.

Housing management trainee scheme

- 6.3 From 5th September, 7 apprentices will gain experience in various aspects of housing management. Our recruitment consultants Randstad have sourced local people including tenants to join the scheme, working closely with Council's Ways into Work scheme, as well as local youth groups to identify potential candidates.

Risk Management LBH/HH

- 6.4 Recently the Council and police have been assessing the impact of ASB incidents on victims following a recent high profile national review. Police are conducting pilots on all ASB calls using a new risk matrix with all high level cases being referred directly to Anti Social Behaviour Action Panels. The assessment is based on the impact on the victim in their particular circumstances and can come to a high assessment even if the actual incident would under existing criteria be classed as low level.
- 6.5 This approach using the new risk matrix will be piloted by Hackney Homes through calls received to Hackney Homes ASB direct line. This will help inform all partners tackling anti social behaviour and learn lessons from reporting and assist with shaping the housing management service across central teams and neighbourhoods. Hackney Homes begin the pilot from October for 6 months which will be assessed jointly by LBH ASB Manager and Hackney Homes ASB/Estate Safety Manager.

Noise Service and Pilot

- 6.6 The new LBH Noise Pollution Manager attended Hackney Homes ASB Service Planning meeting to update on changes to the Council's Noise Services; action taken to deal with perpetrators and what constitutes a statutory nuisance. The meeting was attended by the Estate Safety Team, ASB Managers, ASB Officers and Neighbourhood Relation Managers. Noise is a major source of complaint within housing and all parties are working towards improvements.
- 6.7 The recent noise pilot scheme conducted last year in the north of the borough has brought about a decrease in the number of ASB cases reported and helped with case closure as advice and guidance is provided to help tenants and to monitor noise nuisance. Following advice and guidance from the LBH ASB Manager and LBH Noise Manager all neighbourhood offices now have access to and are trained to implement noise machine equipment to monitor alleged noise nuisance. This helps

Council colleagues in addressing demand for monitoring across the borough from all tenures.

ASB Road Shows and Fun Days

- 6.8 In collaboration with LBH, ASB/Estate Safety and Communications Team organised 8 ASB Road Shows for this year. ASB/Estate Safety have attended 4 Road Shows with 3 remaining, 1 was cancelled due to the riots. Estate Safety has also participated at all the recent Fun Days which have been very successful in and around estates.
- 6.9 This follows on from last year's highly successful round of road-shows on Hackney estates, providing awareness and focus to residents on services provided and how to report. All feedback is being considered and action is taken where necessary.

Gangs Project – notice served

- 6.10 Hackney Homes ASB/Estate team have served 22 Gangs Associated Warning Letters to tenants, after close working with LBH Gangs project. Letters strongly advise that Hackney Homes will not tolerate anti-social behaviour of any kind on the part of tenants or others living in or associating with residents in properties it manages on behalf of Hackney Council.
- 6.11 Proven gang membership, or any related anti social behaviour is likely to result in enforcement action being taken which could include termination of their tenancy or the tenancy of someone that they reside with. Hackney Homes have served 1 notice of seeking possession as a result of gang activity and await trial outcome on a number of other cases.

Changes in ASB and Noise services

- 6.12 The Council is undertaking consultation across Public Realm and Planning departments with a view to creating a single Community Safety structure which has responsibility for ASB, Enforcement and Noise Services. Hackney Homes will be advised of changes during the autumn.
- 6.13 Alongside proposals to centralise ASB functions within housing management this should all help towards a joined up approach to tackling anti social behaviour and addressing residents concerns.

Tackling subletting and tenancy fraud

- 6.14 London Borough of Hackney and Hackney Homes are committed to minimising misuse of public housing through illegal subletting. Hackney Homes investigate subletting within the Hackney Homes housing stock. London Borough of Hackney (Audit & Anti-Fraud Division) investigate illegal subletting across 11 of the Borough's Registered Social Landlord (RSL) housing stock. Hackney was the first Local Authority to adopt an approach that deals with the problem across all public sector housing providers,

following a successful bid to central government for investigation funding. HH continues to resource subletting and fraud investigations from within the ring fenced Housing Revenue Account (HRA).

- 6.15 Our approach has been identified as a model of excellence by the Audit Commission, and LBH now advises neighbouring Boroughs on the merits of our approach. Additionally, Hackney Homes has been acknowledged by the Chartered Institute of Housing as a purveyor of good practice.

7.0 ASSET MANAGEMENT

Decent Homes

- 7.1 The 2011/12 programme is on track to fully spend the approved budget. The majority of schemes involving external works, such as Morris Blitz and Gascoyne point blocks are now contractually committed. Work has also started on the street properties in the programme. A detailed update report will be submitted to Audit and Finance Committee on 10th October.
- 7.2 The Cabinet meeting on 12th September included a report recommending an increase in the total Decent Homes 2011/12 budget to £22.2m. Cabinet was also requested to approve any 2012/13 cash-flow on schemes which will still be on site next year (such as Nisbet House and the Shoreditch Heat Network). The increased 2011/12 budget includes £2m of the Decent Homes Backlog Funding being brought forward from 2012/13 with the agreement of the HCA. This has enabled some additional homes on the Hobbs Place Estate to be added to the 2011/12 programme. It is expected that a programme for 2012/13 will be agreed by the council in December, or as soon as the capital resource position for that year becomes clear. The Board will be kept up to date on progress with these issues.

Shoreditch Heat Network - Cranston CHP

- 7.3 September Cabinet held on 12 September approved the finance for this scheme. Mulalleys have been appointed as Lead Constructors and have been designing the works with Supply Chain Partners, Vital Energi.
- 7.4 The works comprise
- extension of the heating mains from Cranston Estate to Fairbank Estate and 25-196 Cropley Court on Wenlock Barn Estate
 - installation of Combined Heat and Power plant at Cranston Estate
 - new central heating/heat metering systems to 489 units
 - new kitchens and bathrooms to 274 units
- 7.5 Consultation on this phase has commenced. On the 23rd August 48 residents attended a drop-in event at the Carole Young Hall.

- 7.6 The outcomes of the scheme will include:
- Reduced energy consumption
 - Alleviated fuel poverty
 - Provide 489 homes with controllable, efficient and affordable heating
 - Ability to add blocks in the future
 - CO2 emissions reduced by 55%

8.0 PLANNED MAINTENANCE

Fire and Fire Risk

- 8.1 The Fire Risk Assessment programme continues on a cyclical basis whereby each block that has communal areas is assessed by a specialist fire risk assessor on a cycle dependent on the overall risk rating of the block [given when the first FRA was undertaken]. The maximum period between assessments is 2 years.
- 8.2 Recommended actions from the surveys are prioritised and the top priority items are, almost all dealt with straight away. Programmes of work and funds are now in place to address most priority two, and some priority three actions. This includes general repair works, door replacement programmes [flat entrance doors and communal fire doors], fire alarms and emergency lighting installations.
- 8.3 In the light of recently published guidance from the Local Government Group we are currently reassessing the need for communal alarms, where identified in the FRAs, in purpose built blocks. We are aware that the management of communal fire alarms would be problematic and the guidance indicates that they are not necessary or recommended in the vast majority of cases within purpose built blocks of flats. It is expected that the reassessments will identify alternative actions that will obviate the need for alarms to be installed. This process is causing some delay however.
- 8.4 We are now estimating the funds that may be required in future years in order to complete the recommended actions and to maintain the equipment and measures put in place for the fire safety of residents.
- 8.5 Property Services and Housing Management are working closely together in this area and maintaining a good relationship with the London Fire Brigade. LFB do identify concerns to us and we are able to respond quickly and effectively to deal with any matters of particular concern to them.
- 8.5 A Fire Safety Policy has been agreed by HH Board and an Equalities Impact Assessment is being undertaken on the policy
- 8.6 Last week, senior managers from Hackney Homes and the Borough Fire Commander conducted estate visits to look at some of the fire risk issues arising from metal gates being fixed to the front of some of our properties by

residents. Detailed guidance is being finalised on the circumstances when we will remove a gate. All residents are also being advised to remove their gates due to the nature of the risk this creates.

9.0 ESTATE ENVIRONMENT

Update on Cleaning and Grounds Maintenance

- 9.1 The grass areas are still growing at a rapid pace however we are managing to keep to the schedules, we have also commenced our winter program in terms of hedge cutting rose pruning, tree maintenance, weeding beds and mulching the beds to suppress weeds. We have also placed orders for plants and bulbs which we will be planting this winter so we have lots of colorful plants during spring/summer months around the estates.
- 9.2 This winter we are also planting to meet the targets set out in the Biodiversity Action Plan for housing and we have a program in place to renew a number of areas.
- 9.3 The Estate that was affected by the riots was cleared quickly and without any additional cost to the service.

Update on Winter Programme

- 9.4 A Leaf Clearance programme has been created to be implemented this winter, whereby rotas will be followed and both Estate Cleaning and Grounds Maintenance staff will work alongside each other
- 9.5 We currently have 41 tonnes of salt around the borough and will be ordering a further 150 tonnes next week

Olympic Preparations

- 9.6 Meetings have taken place with the Unions with regard to operatives starting either earlier during the Olympic Games or staggered hours of working to be implemented
- 9.7 We are also looking at enhancing the estates in and around the stadium area and are reviewing what can be done.

10.0 LEASEHOLD SERVICES

Leasehold Services

2010/11 Actual Service Charges

- 10.1 Leasehold Services is preparing to issue the 2010/11 actual service charges at the end of September 2011. These are higher than estimated mainly owing to an increase in energy prices and an increased number of day-to-day repairs being carried out over the course of the year.

Leaseholder and Freeholder Open Day

- 10.3 Following on from the success of the last Leaseholder and Freeholder Open Day Hackney Homes has arranged a further Open Day to which leaseholders and freeholders throughout the borough have been invited.
- 10.4 This event which is being held from 12 noon to 4.30 pm on Saturday 17 September at Hackney Free and Parochial School provides leaseholders and freeholders with a valuable opportunity to discuss their service charges and services with Hackney Homes staff, meet with other leaseholders and freeholders and enjoy a range of fun activities.
- 10.5 This year's event involves Hackney Homes continuing to provide a range of popular stalls including Leasehold Services, Decent Homes and Planned Maintenance, Estate Safety, Neighbourhood Housing Offices and Estate Environment in addition to specialist external companies equipped to provide assistance with regard to financial and fire safety matters. The event will also include providing leaseholders and freeholders with information about the additional services that are available to them such as gas servicing.

CHARLOTTE GRAVES
CHIEF EXECUTIVE
HACKNEY HOMES

Item 5
Board Actions yet to be implemented and not covered on this agenda

<i>Meeting</i>	<i>Action Agreed</i>	<i>Officer</i>	<i>Future Meeting</i>
24.05.11	Youth RLG 12 month review mechanism	N Wijeyesekera	May 2012
26.07.11	Localism Bill issues follow up	Board	TBC

Title of Report: <i>Business Critical Performance Summary Quarter 1 - 2011/12</i>	
Decision Making Body: <i>Hackney Homes Board</i>	Date: 20 September 2011
Classification: <i>FOR INFORMATION</i>	Report of: <i>Director of Finance & Resources- Neil Isaac</i>
Item Previously considered at: <i>Not Applicable, though full Performance Report is circulated regularly to Board Members</i>	On Which Date: N/A
Report Author: - <i>Vijay Pillai Extension 6023</i> Approved by: <i>Alex Jarosy Extension 4001</i>	Appendices: <ol style="list-style-type: none"> 1. <i>Hackney Homes Quarter 1 Business Critical Performance Summary (2011/12)</i> 2. <i>Hackney Homes Service Standards Summary</i> 3. <i>Hackney Homes Local Offer</i>

If you have any questions about this report, please contact Alex Jarosy on 0208 356 4001 or e-mail to Alex.Jarosy@Hackneyhomes.org.uk

1 SUMMARY AND BACKGROUND

- 1.1** This Report provides the key highlights of Hackney Homes' Quarter 1 performance against the agreed Business Critical Indicators (BCI's), and also includes supplementary information showing our performances against the 'Tenancy Services Authority (TSA) Regulatory Standards' and the Hackney Homes 'Local Offer'.

With effect from quarter 1 of 2011/12 the BCI list includes all indicators which currently form part of the Delivery Plan which is the core document through which the Council manages the performance of Hackney Homes. The BCI Schedule also includes those indicators for which Hackney Homes has a statutory duty to collect and report. This includes relevant measures which form part of the new single data set required for our annual Housing Investment Business Plan- Statistical appendix (HIP BPSA).

The full schedule of Business Critical Indicators is attached to this Report as Appendix A. The full performance report provides more detailed information on specific service areas.

- 1.2** In all there are now 58 Business Critical Indicators. This is an increase from the 23 previously reported and broadly matches those indicators included in the Hackney Homes Delivery Plan. The year to date outturns are set out on the right of the Hackney Homes Performance Summary. Where performance has either hit the target or ended the period between 0% and 5% of the target, this will be showing as green. Where performance is between 5% and 10% behind the target, this will be showing as amber. In areas where performance is in excess of 10% outside of the target, this will show as red and these represent areas where additional scrutiny and significant improvements are required by Service Heads if performance is to hit the target by the end of the year.

2 RECOMMENDATIONS

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

3 KEY MESSAGES

- 3.1** This Report shows that at the end of quarter1, of the 58 core indicators, 14 PI's have no data to report for the current year as these are mainly reported on an annual basis. Of the remaining PI's, 23 have either hit the target or delivered outturns which are within 5% of the target, hence are rated as green. 9 indicators are within 5 – 10% of the target and are therefore rated as amber and the remaining 12 are 10% or more outside of the target.

Specific areas performing well include rent collection, estate cleaning and grounds maintenance, service charge collection, repair appointments, decent homes, minor adaptations, invoice payments and the responses to formal complaints..

Areas where performance is less satisfactory include the overall value of rent arrears which is showing as £30K outside of the target. Similarly, customer satisfaction with the early assessment of antisocial

behaviour is below target although the Q1 figures do represent a significant improvement from the outturn achieved in Q4 of last year.

In terms of the repairs service, repair appointments are performing well at 98.30% and completions are hitting their respective targets. Resident satisfaction with the quality of work also remains high at 89% (7 percentage points above the target).

More generally, there have been some implementation challenges since April when the old Saffron system was disengaged to be replaced exclusively by the new Universal Housing system. This has caused a drop in performance in some areas. These system and process implementation problems are expected to be resolved within the next 2–3 months as the new reporting arrangements are established from within the Universal Housing system.

This quarter 1 report also for the first time outlines the final outturns for 2010/11 relating to Pl's that are reported on an annual basis. This mainly relates to Pls belonging to the repairs service and to the value for money financial indicators.

4 COMMENTARIES ON SERVICE AREAS

4.1 Tenancy and Leasehold Services

Rent collection figures show that Hackney Homes is now collecting 98.72% of rental income due (excluding previous years arrears). Analysis of the monthly figures shows collection rates are improving month on month since April. The all-important BV66a measure is now showing that we are collecting 99.39% of income due which although reduced from Q4 of last year is still above target. In terms of the total value of rent arrears this now stands at £3.66 million compared with a start of year position of £3.38 million. Neighbourhood Office staff are therefore increasing their efforts to target long standing arrears cases as well as making early contact with new low level arrears.

Performance on void property management shows that on average we re-let properties 7 days earlier than the target and the level of rent lost due to vacant dwellings is therefore within the agreed target.

As previously stated satisfaction levels amongst residents reporting anti-social shows that both management of the complaint and the outcome has performed at 45% and 41% respectively. Whilst this is below the target it has improved considerably from that reported in Q4 at the end of last year. Whilst this is an area where customer satisfaction is traditionally very low, service areas are currently investigating ways to improve satisfaction through regular feedback from residents' surveys. The outcomes of the recent HouseMark peer

review/service audit has also identified several service improvement initiatives,. These include increased training for staff, revisions to the Hackney Homes Tenancy Agreement and increased resident involvement in anti social behaviour policies.

For service charge collection, Hackney Homes performance is currently ahead of target at 105.70% and a similar position also exists in terms of the overall service charge arrears which now stands at 18.02% and is on course to hit the end of year 22% target.

4.2 Property Services (Repairs Service)

The transition from the former Saffron housing management system to the new Universal Housing System has created some difficulties with the provision of key performance information. This situation is expected to be resolved within the next 2-3 months. For this quarter, key areas performing well include repair appointments, where the target has been exceeded with almost 99% of all appointments made being kept and improved satisfaction levels from tenants with the quality of repairs. Performance on major adaptations is very high at 100% for completions within the 28 eight week target.

Areas needing attention include gas safety inspections where performance in June has declined slightly and the management of emergency repair completions. The average end to end repair period is also marginally behind the 6 day target with an outturn of 7.64 days.

4.3 Asset Management (Decent Homes)

Levels of non-decency for the previous year have ended at 29.19%. For Q1, there is an improved position at 28.83%. The small decrease in performance is also reflective of the reductions in available capital resources impacting on a smaller decent homes program for 2011/12. The Decent Homes Programme for 2011/12 is scheduled to deliver only 292 units compared with 1,277 last year. Given the fact that the revised programme was only given approval by Cabinet in July, performance is significantly behind the target, though expected to recover in the last half the year as more schemes go on site..

On a positive note the outturns for 2010/11 annual indicator for the SAP rating shows continued progress on energy efficiency of Hackney Homes managed stock. This is directly related to the work completed under the decent homes programme.

4.4 Estate Environment

Performance against both indicators of cleaning and grounds maintenance continues to be high with the inspections for cleaning hitting a pass rate of 98.53% and for grounds maintenance achieving 98.94%.

5 OTHER CORPORATE INDICATORS

- 5.1 Responses to Stage 1 complaints are currently ahead of the 91% target with an outturn of 93.12% of responses having been delivered within the 15 day target. For Councillors' Enquiries performance has slipped to just under 70% of responses on time and the Head of Performance and Standards will be addressing this with service units. Whilst responses to complaints do not give grounds for serious concern, there is an identified problem regarding the quality of some of the responses both within Hackney Homes and across the Council in terms of providing definitive resolutions to complainants. Additional technical resources are being deployed here for the repairs service with additional training provided across service units to ensure that the numbers being upheld at Stage 2 (currently almost 71 %) are reduced.

Performance on managing staff absence continues to be a cause for concern with current levels of sickness standing at an average of 10.40 days. This is significantly higher than same period last year. A significant contributory factor here has been a limited number of long terms sickness cases and the relevant Service Head is now chairing regular reviews to look at both the return to work and termination options. It should also be noted however that absence figures are influenced by high proportion of Hackney Homes employees over 50 years old (over 35%).

With regards to invoice payments, there has been a significant improvement since May of this year (almost 6 percentage points) with the year to date performance being just outside target. It is expected that this trend will continue as the new system of payment management continues to bed down in the coming months.

6 TSA SERVICE STANDARDS & TENANTS LOCAL OFFER

- 6.1 Attached to this report is a schedule of Hackney Homes performances against the TSA standards. This is in the style and format chosen by residents as part of a wider consultation process on performance standards and reporting completed in 2010/11. There is a statutory requirement to publish our performances against these service standards and local offer approved by tenants on an annual basis.

Appendix B therefore provides a summary of our performances for 2010/11 and compares this against targets and the attainments achieved for 2009/10.

The schedule of TSA standards has a total of 16 established KPI's. Of these 12 have improved since 2009/10 and 3 have declined and relate to areas such as complaints, ASB satisfaction and diversity profiling. There is one area (satisfaction with complaints responses) where data was not collected in 2009/10). Comparing outturns with targets, there are 11 areas where performance has either hit the target or only narrowly missed the target with rent arrears evictions and complaints responses outside the 2010 /11 target.

- 6.2** The Tenants Local Offer schedule comprises of 12 established measures based on areas tenants' have identified as their main priority. This covers mainly repairs and maintenance, ASB and cleaning and ground maintenance. The local offer measures are monitored at two levels and comprise of measures monitored by Hackney Council which are known as the 'Hackney Offer' and those specifically selected and monitored by Hackney Homes, known as the 'Hackney Homes Offer'. A similar comparison as used for the TSA standards is used to compare performance attainments. There are eight indicators here where performance has either hit the target or narrowly missed the target and on this schedule handling of anti social behaviour and satisfaction with the condition of the property from new tenants are both areas requiring attention. It is intended that these schedules will be published in Hackney Homes Newsletters and the Tenants Annual Report required to be published in Oct 2011.

7 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN

- 7.1** The Business Critical Indicators are set out in the Hackney Strategic Plan.

8 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 8.1** N/A

9 CONSIDERATION OF THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010-2013

- 9.1** 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.

10 CONSULTATION PROCESS & FINDINGS

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

11 ICT IMPLICATIONS

11.1 Relevant issues impacting on ICT are covered in this report

12 HUMAN RESOURCES IMPLICATIONS

12.1 Staff absence performance is covered in the Report

13 FINANCIAL IMPLICATIONS

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

14 LEGAL IMPLICATIONS / ADVICE

14.1 N/A

15 OTHER RELATED DECISIONS / GUIDANCE

N/A

Key:			Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	YTD 2011/12	Target 2011/12	R.A.G Rating	Outturn 2010/11		
THE VARIANCE FOR THIS PI IS BETWEEN 0% AND <5% OF TARGET																										
THE VARIANCE FOR THIS PI IS BETWEEN 5% AND <10% OF TARGET																										
THE VARIANCE FOR THIS PI IS GREATER >= 10% OF TARGET																										
PI Reference & Description	Frequency	Polarity	RESIDENTS' SERVICES																							
LUP1 47c YTD Total Collection as % of Rent Debt	Monthly	Maximize	99.81%	99.56%	99.53%	99.66%	99.65%	99.77%	99.70%	99.75%	99.85%	100.15%	96.20%	97.77%	98.72%	98.72%	100.00%		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
LUP1 47d YTD Rent arrears as % of Rent Debt	Monthly	Minimize	2.62%	2.70%	2.73%	2.70%	2.70%	2.64%	2.69%	2.64%	2.56%	2.94%	3.20%	3.29%	3.26%	3.36%	3.35%		3.35%	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%	
LUP1 48 Total Value of Rent Arrears (YTD - £M)	Monthly	Minimize	£3.83 M	£3.80 M	£3.82 M	£3.80 M	£3.88 M	£3.80 M	£3.85 M	£3.80 M	£3.71 M	£3.38 M	£3.69 M	£3.70 M	£3.66 M	£3.66 M	£3.53 M		£3.53 M	£3.53 M	£3.53 M	£3.53 M	£3.53 M	£3.53 M	£3.53 M	
LUP1 114 (Ex-BVPI 65a) YTD Total Collection as % of Rent Arrears brought forward from previous years	Quarterly	Maximize	99.25%	N/A	N/A	99.25%	N/A	N/A	99.22%	N/A	N/A	99.42%	N/A	N/A	99.26%	99.39%	99.89%		99.89%	99.89%	99.89%	99.89%	99.89%	99.89%	99.89%	
LUP1 114 Former tenant arrears as a % of rent roll	Quarterly	Minimize	2.74%	N/A	N/A	2.85%	N/A	N/A	2.09%	N/A	N/A	2.15%	N/A	N/A	2.15%	2.15%	2.00%		2.15%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%	
LUP1 117 (Ex-BVPI 65d) % of local authority HRA tenants evicted as a result of rent arrears	Quarterly	Minimize	0.12%	N/A	N/A	0.20%	N/A	N/A	0.32%	N/A	N/A	0.46%	N/A	N/A	0.02%	0.02%	0.40%		0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	
LUP1 123 (HMP BPSA E3, Ex-BVPI 212) Average time taken to re-let local authority housing (in days)	Monthly	Minimize	37	31	36	33	28	21	18	27	28	23	25	27	25	26	32		32	32	32	32	32	32	32	
LUP1 99 % of rent lost through vacant dwellings (includes all voids except voids where a formal decision to demolish/disposal has been taken by the Committee)	Quarterly	Minimize	1.17%	1.03%	1.30%	1.05%	0.84%	0.90%	0.90%	0.61%	0.66%	1.12%	N/A	N/A	0.70%	0.70%	1.52%		1.52%	1.52%	1.52%	1.52%	1.52%	1.52%	1.52%	
LUP1 61a % of tenants satisfied with the landlord's handling of ASB cases	Annual (Intermediate) Q1,Q2,Q4	Maximize	60.00%	N/A	N/A	47.00%	N/A	N/A	52.00%	N/A	N/A	35.00%	N/A	N/A	45.00%	45.00%	55.00%		55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	
LUP1 61b Satisfaction with outcome of ASB complaint	Annual (Intermediate) Q1,Q2,Q4	Maximize	50.00%	N/A	N/A	45.16%	N/A	N/A	49.22%	N/A	N/A	35.00%	N/A	N/A	41.00%	41.00%	47.50%		47.50%	47.50%	47.50%	47.50%	47.50%	47.50%	47.50%	
ESTATE ENVIRONMENT SERVICES																										
LUP1 7A Total % of Inspections (N-Pass)	Monthly	Maximize	93.10%	93.80%	96.20%	95.90%	97.10%	97.20%	96.80%	96.50%	97.30%	98.00%	97.80%	97.50%	98.52%	97.94%	92.80%		92.80%	92.80%	92.80%	92.80%	92.80%	92.80%	92.80%	
LUP1 8A Total % of Inspections (N-Pass)	Monthly	Maximize	95.20%	94.20%	95.90%	95.80%	95.60%	97.10%	97.70%	97.00%	97.50%	98.80%	98.80%	98.32%	98.94%	96.70%	92.80%		92.80%	92.80%	92.80%	92.80%	92.80%	92.80%	92.80%	
LEASEHOLDER SERVICES																										
LUP1 15 % of annual service charges collected from leaseholders (including arrears from previous years)	Monthly	Maximize	107.77%	107.76%	107.05%	106.66%	105.97%	103.61%	102.39%	102.12%	101.60%	104.00%	108.90%	103.00%	105.70%	105.70%	100.00%		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
LUP1 16 Service Charge arrears as % Invoiced	Monthly	Minimize	23.48%	23.05%	22.47%	27.28%	25.53%	24.11%	22.96%	21.25%	19.81%	18.62%	18.18%	18.00%	18.02%	22.99%	22.80%		22.80%	22.80%	22.80%	22.80%	22.80%	22.80%	22.80%	
LUP1 107 Leaseholder major works charges collected as a percentage of invoices raised	Monthly	Maximize	60.26%	61.01%	65.83%	72.55%	80.57%	76.80%	86.63%	88.47%	90.23%	92.45%	248.46%	219.00%	162.01%	162.00%	68.80%		68.80%	68.80%	68.80%	68.80%	68.80%	68.80%	68.80%	

Key:			Jan-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	YTD 2011/12	Target 2011/12	R.A.G Rating	Outturn 2010/11	
THE VARIANCE FOR THIS PI IS BETWEEN 0% AND <5% OF TARGET																				
THE VARIANCE FOR THIS PI IS BETWEEN 5% AND <10% OF TARGET																				
THE VARIANCE FOR THIS PI IS GREATER >= 10% OF TARGET																				
PI Reference & Description	Frequency	Polarity	PROPERTY SERVICES																	
LRI1 120 (HQP BPSA EA, BM03) The average SAP rating of HRA dwellings (using the SAP 2005 measure)	Annual	Maximize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	76.00%	N/A	75
LRI1 77 No of HRA rented homes made decent during the year	Quarterly	Maximize	120	N/A	N/A	147	N/A	N/A	170	N/A	N/A	621	N/A	N/A	53	58	292		1,277	
LRI1 121 (HQP BPSA EA, BM03) % of HRA rented dwellings non-decent at the end of the financial year. (Based on new NI guidance)	Quarterly	Minimize	24.43%	N/A	N/A	22.70%	N/A	N/A	31.98%	N/A	N/A	29.15%	N/A	N/A	28.82%	28.82%	27.89%		29.19%	
LRI1 67 % of all new tenants stating they were satisfied with the condition of the property	Quarterly	Maximize	56.34%	N/A	N/A	53.45%	N/A	N/A	39.51%	N/A	N/A	52.30%	N/A	N/A	N/A	N/A	79.00%	N/A	49.62%	
LRI1 79 (HQP BPSA E7) % of dwellings with a valid Gas Safety Certificate (CP 12's Excluding carcasses)	Monthly	Maximize	98.21%	98.29%	98.28%	98.82%	98.97%	99.50%	99.50%	99.43%	98.91%	98.96%	98.97%	99.21%	95.25%	95.39%	100.00%		98.66%	
LRI1 96 % of Responsive Repairs Appointments kept (excluding TMOs)	Monthly	Maximize	97.63%	98.15%	98.70%	97.73%	97.18%	98.82%	98.82%	98.75%	97.71%	97.67%	97.70%	98.13%	98.96%	98.30%	96.90%		97.38%	
LRI1 28 % of Emergency Repairs (jobs completed within target (24 hours))	Monthly	Maximize	92.21%	90.83%	87.55%	88.46%	91.02%	92.37%	94.16%	95.97%	93.59%	95.37%	88.77%	88.91%	87.89%	88.02%	94.50%		82.62%	
LRI1 129 % of all repairs completed within target	Monthly	Maximize	95.14%	95.34%	95.62%	94.16%	95.07%	94.48%	95.42%	96.67%	96.69%	96.45%	88.77%	88.91%	93.71%	92.70%	96.50%		95.52%	
LRI1 140 Average End to End Repair Time (in days)	Monthly	Minimize	5.45	6.22	2.93	4.64	6.75	7.00	7.12	6.10	5.91	6.04	14.12	11.77	7.34	8.68	6.00		5.95	
LRI1 161 (HQP BPSA D38) Proportion of emergency and urgent repairs (RTR) as a % of all jobs raised	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC	N/A	3.99%	
LRI1 162 (HQP BPSA D39) Proportion of non-urgent repairs (non-RTR) as a % of all jobs raised	Annual	Maximize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC	N/A	97.06%	
LRI1 63 (HQP BPSA E5) % of urgent repairs completed within Gov't time limits	Annual	Maximize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC	N/A	76.96%	
LRI1 64 (HQP BPSA E6) Average time taken to complete non-urgent repairs (in calendar days)	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC	N/A	2.68	
LRI1 99 % of repairs completed on first visit (based on tenant satisfaction)	Quarterly	Maximize	76.49%	N/A	N/A	77.55%	N/A	N/A	79.02%	N/A	N/A	80.30%	N/A	N/A	68.60%	68.60%	82.99%		77.73%	
LRI1 11 Resident Satisfaction with quality of work	Quarterly	Maximize	89.47%	N/A	N/A	87.65%	N/A	N/A	91.97%	N/A	N/A	87.00%	N/A	N/A	89.00%	89.00%	82.99%		87.45%	
LRI1 141 Average repair cost per repair order (Housemark-Core)	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	€112.59	N/A	€ 135.33	
LRI1 13 (HQP BPSA E2) Average weekly cost of maintenance per unit	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC	N/A	€ 21.32	
LRI1 132 (HQP BPSA D34) % Expenditure on planned to responsive maintenance	Annual	Maximize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	48.99%	N/A	48.06%	
LRI1 131 (HQP BPSA D32) % Expenditure on responsive to planned maintenance	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	60.99%	N/A	52.06%	
LRI1 98 % of calls to Repairs Contact Centre (RCC) answered	Monthly	Maximize	71.42%	70.84%	83.85%	72.58%	77.50%	75.45%	56.46%	40.45%	74.50%	81.73%	89.40%	88.22%	85.41%	87.47%	94.99%		83.63%	
LRI1 133 All tenants satisfaction with the landlord's response repair service (Non-STATUS call back survey)	Quarterly	Maximize	74.68%	N/A	N/A	73.62%	N/A	N/A	63.38%	N/A	N/A	72.00%	N/A	N/A	65.00%	65.00%	72.99%		71.65%	
LRI1 144 % of tenants satisfied with disabled adaptations to their home	Annual (Intermediate) Q3 & Q4	Maximize	80.00%	N/A	N/A	91.66%	N/A	N/A	83.33%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	88.99%	N/A	85.27%	
LRI1 69 % of minor adaptations completed with time scales (0.5 weeks)	Monthly	Maximize	92.89%	70.00%	61.54%	84.12%	92.86%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	86.00%	91.99%		87.67%	
LRI1 70 % of major adaptations completed with time scales (28 weeks)	Monthly	Maximize	100.00%	100.00%	95.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	91.99%		87.11%	

Key:																				
THE VARIANCE FOR THIS PI IS BETWEEN 0% AND <5% OF TARGET																				
THE VARIANCE FOR THIS PI IS BETWEEN 5% AND <10% OF TARGET				Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	YTD 2011/12	Target 2011/12	R.A.G Rating	Outturn 2010/11
THE VARIANCE FOR THIS PI IS GREATER >= 10% OF TARGET																				
PI Reference & Description	Frequency	Polarity	HACKNEY HOMES CORPORATE SERVICES																	
UKPI 135A % of tenants on whom the landlord has diversity information : Age	Quarterly	Maximize	70.00%	N/A	N/A	71.21%	N/A	N/A	77.62%	N/A	N/A	N/A	N/A	N/A	70.23%	70.23%	75.00%		N/A	
UKPI 135B % of tenants on whom the landlord has diversity information : Gender	Quarterly	Maximize	92.54%	N/A	N/A	91.96%	N/A	N/A	51.00%	N/A	N/A	N/A	N/A	N/A	90.29%	90.29%	95.00%		N/A	
UKPI 135C % of tenants on whom the landlord has diversity information : Ethnicity	Quarterly	Maximize	81.47%	N/A	N/A	82.49%	N/A	N/A	70.20%	N/A	N/A	N/A	N/A	N/A	79.50%	79.50%	85.00%		N/A	
UKPI 135D % of tenants on whom the landlord has diversity information : Disability	Quarterly	Maximize	22.94%	N/A	N/A	22.72%	N/A	N/A	10.17%	N/A	N/A	N/A	N/A	N/A	18.35%	18.35%	30.00%		N/A	
UKPI 135E % of tenants on whom the landlord has diversity information : Sexuality	Quarterly	Maximize	21.79%	N/A	N/A	21.59%	N/A	N/A	9.45%	N/A	N/A	N/A	N/A	N/A	21.07%	21.07%	25.00%		N/A	
UKPI 135F % of tenants on whom the landlord has diversity information : Religion of Belief	Quarterly	Maximize	30.18%	N/A	N/A	29.81%	N/A	N/A	15.61%	N/A	N/A	N/A	N/A	N/A	24.91%	24.91%	30.00%		N/A	
UKPI 135G % of tenants on whom the landlord has diversity information : Transgender	Quarterly	Maximize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	30.00%	N/A	N/A	
UKPI 106 Average weekly core management cost in £ per week per rented dwelling (based on Housemark Core definition)	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	£7.74	N/A	£8.74	
UKPI 05 (RFP-BPSA E2) Average weekly cost of management	Annual	Minimize	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
UKPI 112 (EX-BMPS 08) % of undeposited invoices paid on time (on Hackney Homes Management Fee & delegated budgets)	Monthly	Maximize	86.21%	86.64%	92.02%	88.91%	94.63%	92.81%	93.94%	88.57%	96.60%	95.81%	93.58%	88.88%	94.50%	91.67%	92.50%		89.87%	
UKPI 19 % of telephone calls answered within 30 seconds (excluding Repairs Call Centre)	Monthly	Maximize	94.62%	97.64%	97.39%	97.73%	97.55%	97.34%	96.91%	97.41%	97.67%	97.67%	98.32%	97.97%	97.49%	97.98%	93.00%		96.58%	
UKPI 25a % of Formal Stage 1 Complaint Responses completed within target time	Monthly	Maximize	81.40%	76.04%	94.69%	89.90%	83.16%	92.38%	85.29%	87.50%	91.11%	93.51%	95.93%	96.64%	87.59%	90.32%	91.00%		87.94%	
UKPI 111 % of formal complaint (Stage 1 & 2) responses completed within target time (15 working days)	Monthly	Maximize	71.57%	71.57%	63.32%	81.36%	70.65%	80.66%	83.04%	85.45%	91.55%	90.08%	93.02%	96.95%	87.10%	92.89%	92.00%		82.77%	
UKPI 09 Stage 2 complaints upheld	Monthly	Minimize	66.67%	80.00%	63.16%	40.00%	25.00%	33.33%	75.00%	72.73%	57.14%	33.33%	75.00%	81.25%	54.55%	70.97%	5.00%		59.62%	
UKPI 150 Average time taken to respond to stage 1 complaints (working days)	Monthly	Minimize	21.00	24.00	25.00	17.00	26.00	21.00	16.00	12.00	12.00	19.00	18.17	21.12	17.46	6.59	17.00		19.47	
UKPI 109 Stage 1 complaints progressing to stage 2 complaints (within a 12 month period)	Monthly	Minimize	20.45%	10.20%	6.09%	16.67%	16.25%	5.60%	9.71%	5.71%	5.00%	6.50%	4.88%	5.74%	6.38%	4.15%	9.00%		10.97%	
UKPI 28 % of Members' enquiries responded to within target time (10 working days)	Monthly	Maximize	63.75%	83.54%	85.90%	78.57%	75.58%	85.07%	82.42%	86.44%	87.50%	85.37%	67.21%	84.62%	58.87%	69.89%	90.00%		82.47%	
UKPI 110 % of Ombudsman investigations and enquiries culminating in local settlement (Against the month the original Ombudsman enquiry received)	Monthly	Minimize	84.14%	27.78%	27.27%	27.59%	22.22%	20.41%	20.41%	21.57%	22.81%	23.64%	N/A	N/A	N/A	22.22%	2.00%		23.64%	
UKPI 113 (EX-BMPS 12) No of working days lost in a year due to sickness per employee	Monthly	Minimize	8.41	8.75	9.13	10.04	10.51	11.29	11.40	11.71	11.72	11.81	9.17	9.50	10.40	10.40	9.90		11.81	

Halcrow Homes Ltd - Performance Report: REGULATORY STANDARDS PERFORMANCE

Our Mission: To deliver excellent, accessible services and quality homes that people want to live in.

To help us achieve our mission, we have set out our performance against our regulatory standards. We invite you to read, comment, and give us suggestions to improve. If you wish to make comment about our performance, please contact us via our email address: www.halgov.gov.uk/tenantsandresidents

Key							
Are we meeting the targets?					Comparing 2009-10 and 2010-11		
We are very happy with our performance in this area because we are meeting our target.					Better		
We are satisfied with our performance in this area because we are close to meeting our target.					No Change		
We are disappointed with our performance in this area as we are not meeting our target, however, we are looking at ways to improve our performance.					Worse		
	Tenant Involvement and Empowerment	2009/10	2010/11	Targets: 2010/11	Better or Worse	Meeting target	Target 2011/12
We aim to obtain 80% of tenants' ethnicity information		81.50%	76.20%	80.00%			80.00%
We aim to have a significant % of tenants satisfied with the handling of their complaint		N/A	50.00%	N/A	N/A	N/A	75.00%
We aim to respond to stage 1 complaints within 12 days		19.67 days	19.75 days	12 days			15 days
	Home	2009/10	2010/11	Targets: 2010/11	Better or Worse	Meeting target	Target 2011/12
We aim to keep to 96% of repairs appointments		95.16%	97.20%	95.00%			95.00%
We aim to have 95% of all repairs completed within target time		93.70%	95.00%	95.00%			95.00%
We aim to complete 85% of repairs on the first visit		72.65%	72.16%	85.00%			76.00%
We aim for 90% of residents to be satisfied with the quality of the repairs work		82.77%	89.00%	90.00%			90.00%
We aim to have less than 20% of dwellings not meeting the Decent Homes Standard by 31 March 2011		34.80%	28.50%	28.00%			28.00%
We aim to complete all adaptations within an average time of 11 weeks		17.68	8.64 wks	N/A		N/A	11 wks
	Tenancy	2009/10	2010/11	Targets: 2010/11	Better or Worse	Meeting target	Target 2011/12
We aim to let empty homes within 28 days		35.00%	29 days	28.00%			30 days
	Neighbourhood and Community	2009/10	2010/11	Targets: 2010/11	Better or Worse	Meeting target	Target 2011/12
We aim to have 50% of tenants satisfied with our handling of anti-social behaviour cases		52.21%	47.34%	55.00%			55.00%
We aim to have 60% of tenants satisfied with the result of anti-social behaviour complaints		47.06%	44.07%	45.00%			45.00%
We aim for 90% of estate cleaning inspections to be graded as 'good' or 'acceptable'		94.91%	95.93%	95.00%			95.00%
We aim for 90% of grounds maintenance inspections to be graded as 'good' or 'acceptable'.		95.20%	96.43%	95.00%			95.00%
	Value for Money	2009/10	2010/11	Targets: 2010/11	Better or Worse	Meeting target	Target 2011/12
We aim to collect 98.85% of all rent and arrears		99.24%	99.42%	98.85%			98.85%
We look to exit up to 0.40% of tenants who owe rent and did not adhere to arrears reduction agreements		0.03%	0.40%	0.40%			0.40%

Local Offer: The 'Hackney Local Offer' is a different approach to housing regulation that the Council is taking. We know what is important to you, and the local offer is about how we build on this and improve our services in the areas that you have identified as being important to you.

The Council and Hackney Homes would like to involve you in defining and improving services that we offer, and evaluating performance against standards agreed with you.

To help us achieve this, we have set out our performance against the areas that you have informed the Council and Hackney Homes as being important.

In a number of surveys, you have said that you want -











- a) a quick and reliable repairs service
- b) a quick and effective response to anti-social behaviour

Key:





Are we meeting the targets?		Comparing March 2010 and March 2011	
We are very happy with our performance in this area because we are meeting our target.		Better	
We are satisfied with our performance in this area because we are close to meeting our target.		No Change	
We are disappointed with our performance in this area as we are not meeting our target, however, we are looking at ways to improve our performance.		Worse	

Local Offer Pts	Offer Status	2009/10	2010/11	Targets 2010/11	Better or Worse	Meeting target	Target 2011/12
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		Repairs, Maintenance & Empty Properties						
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We aim to keep to 80% of repairs appointments being on time	Hackney Homes Offer/ Hackney Offer/ Hackney Offer	96.16%	97.16%	96.00%			96.00%
We aim to complete 85% of repairs on the first visit	Hackney Homes Offer/ Hackney Offer	72.45%	77.18%	85.00%			75.00%
We aim to complete 95% of all repairs within target time	Hackney Offer	91.70%	95.34%	95.00%			96.50%
We aim for 90% of residents to be satisfied with the quality of the repair work	Hackney Homes Offer	82.77%	87.45%	90.00%			90.00%
Our aim is to ensure 75% all new tenants are satisfied with the condition of the property	Hackney Homes Offer	50.00%	49.61%	75.00%			79.00%

	Anti-Social Behaviour						
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We aim to have 50% of tenants satisfied with our handling of anti-social behaviour cases	Hackney Homes Offer/ Hackney Offer	52.21%	47.24%	55.00%			55.00%
We aim to have 45% tenants satisfied with the outcome of ASB	Hackney Offer	47.06%	44.47%	45.00%			47.50%

	Estate Cleaning & Grounds Maintenance						
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We aim for 95% of estate cleaning inspections to be graded as 'good' or 'acceptable'	Hackney Homes Offer	94.31%	95.83%	95.00%			95.00%
We aim for 95% of grounds maintenance inspections to be graded as 'good' or 'acceptable'.	Hackney Homes Offer	96.20%	96.45%	95.00%			95.00%
We aim to have 70% of tenants satisfied with estate cleaning	Hackney Offer	N/A	68.73%	70.00%	N/A		70.00%
We aim to have 70% of tenants satisfied with grounds maintenance	Hackney Offer	N/A	63.85%	70.00%	N/A		70.00%
We aim to have 70% of tenants satisfied with overall estate services provided.	Hackney Homes Offer	N/A	57.64%	70.00%	N/A		70.00%

Title of Report: Tenants Annual Report 2011	
Decision Making Body: Hackney Homes Board	Date: 20th Sept 2011
Classification " For Information "	Report of: Director of Finance & Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Chrys Edwards ext 2752	

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Annual report – proposed content**
- **Paragraph: 5.0 - Impact on the Hackney Homes Single Equality Scheme**
- **Paragraph: 6.0 - ICT Implications**
- **Paragraph: 7.0 - Human Resources Implications**
- **Paragraph: 8.0 - Financial Implications**
- **Paragraph: 9.0 - Legal Implications / Advice**
- **Paragraph: 10 - Next Stage**

1.0 **SUMMARY**

- 1.1. The following update is to provide the Board with information relating to the formulation of the second tenants annual report as required by the social housing framework introduced in April 2010.

2.0 **RECOMMENDATION**

- 2.1. That the Board notes the contents of this report.

3.0 **BACKGROUND**

- 3.1. In April 2010, changes to the social housing framework came into being. The key changes were the introduction of national standards for tenants in receipt of housing services and the requirement for landlords to genuinely engage with tenants in the improvement of services and the scrutiny of performance.
- 3.2. This scrutiny should be linked to the Landlord's performance in regard to the agreed 'Offer' (another requirement).
- 3.3. The Hackney Offer relates to the following areas:
- More reliable and more flexible response to repairs

- Quicker and more reliable response to anti social behaviour.
- Cleaner and more attractive surrounding environment

3.4. On the 1st October 2010 Hackney Council published its first annual report. It was available on the internet and a summary of the report was printed in the tenants' newsletter.

3.5. Feedback from the National Tenant Organisations(March 2011) mentioned Hackney specifically for its honest presentation of performance, its equalities dimension and the fact that it was easy to read, particularly in regard to the comparison tables and information contained within the report.

3.6. This year, 2011, there is no need to send the report to the housing regulator.

3.7. Also different this year is the fact that Hackney Homes will be responsible for producing this document on behalf of the LBH.

3.8. Its content will refer to the HH's performance in regard to the Hackney Offer as well as describe some of the initiatives which have been delivered in the past year.

4.0 **ANNUAL REPORT PROPOSED CONTENT**

4.1. Below is a table which summarises the content of the 2011 Tenant Annual Report:

4.2.

	Content	Description
1	How we performed last year	In this section we bring the reader up to speed with information relating to: Improving there homes Employing young people Customer Service Initiatives relating to our elderly and vulnerable tenants Listening – learning from complaints
2	The Hackney Homes Offer	We remind tenants of the contribution they made in HH arriving at the 'Offer', as well as reminding them again of what the offer relates to. We provide performance information relating to the offer – over the past year 2010-2011
3	How the Council spends your money	A pie chart which depicts where the pennies go in relation to every pound spent
4	Equalities and Diversity	We take the opportunity to show case some of the initiatives which we know will help with the accessing of our services and improve the customer experience. This was one of the areas which Hackney received good feedback about.
5	Tenant Scrutiny of our performance	This section of the report provides the tenant with an opportunity to tell us what they wish to see introduced in regard to tenant involvement in the scrutiny of performance against the agreed offer.

5.0 **CONSULTATION**

5.1 An initial draft of the annual report was circulated to our readers' panel for their views on content and user friendliness of the proposed report. Their feedback was positive. Below are some of the comments received:

- *"I like this report, it feels real. I like it that Hackney Homes is in the process of challenging some of the issues and clearly is listening to tenants. A great report".*
- *"I find it good and informative".*
- *"More specific examples of achievements e.g. I like the housing estate cleaners in Stoke Newington (Bottom of Page 6)"*

7.0 **HUMAN RESOURCES IMPLICATIONS**

7.1 N/A

8.0 **FINANCIAL IMPLICATIONS**

8.1 Any costs can be met from within current budgets.

9.0 **LEGAL IMPLICATIONS / ADVICE**

9.1 N/A

10.0 **NEXT STAGE**

10.1. The finalised Tenant Annual Report will be published on the Hackney Homes and Hackney Council Internet on the 30th September 2011. A summary of the report will also appear in the October tenants' newsletter.

Title of Report: INSTALLATION OF COMMUNAL AERIAL DIGITAL RECEPTION SYSTEMS (IRS) TO HOUSING BLOCKS: Award of Phase 2 contract	
Decision Making Body: Hackney Homes Board	Date: 27th September 2011
Classification: Information	Report of: Divisional Head of Tenancy and Leasehold Services
Item Previously considered at: Audit and Finance Committee	On Which Date: 1st September 2008 Hackney procurement Board (HPB); February 2009 Cabinet Procurement Committee (CPC); 13th July 2009, Hackney Homes Board, 26th October 2010.
Report Author: Roy Coenye, Project Manager; Sarah Chapman, Neighbourhood Manager; John Newton, Head of Procurement.	Appendices: Appendix 1 – Contractor Performance against KPIs

1.0 SUMMARY

- 1.1 In November 2009 Hackney Homes commenced a programme to install access to digitally-compliant communal aerial and satellite dishes to more than 20,000 of its properties using an Integrated Reception System (IRS). The programme includes all blocks comprising 6 or more dwellings and of two or more stories in height. The programme is being carried out in 3 phases.
- 1.2 Excluded from the programme are all street properties and all blocks of flats of fewer than 6 dwellings or including freeholders. Also excluded are those blocks identified for demolition or included in major regeneration programmes, such as Woodberry Down.
- 1.3 From April 2012, after programme completion all 20,458 residents will receive Digital TV and radio when the analogue signal is terminated after Digital switchover in London. It will also enable residents to access pay-to-view Sky, Sky+, Turk sat, and Hotbird services without the need to provide their own aerial or satellite dish, with consequent planning and environmental benefits.
- 1.4 This report advises members of the progress of Phase 1 and 2 of the programme.

2. RECOMMENDATION(S)

2.1 That the Board notes progress on the programme

3.0 BACKGROUND

3.1 The September 2008 Hackney Homes Procurement Board noted that Hackney Homes intended to participate in a joint procurement exercise with other participating ALMOs and the London Area Procurement Network (now called Cyntra) in order to procure digitally-compliant IRS to blocks of three stories and more (see 3.4 below for amendments however), through a jointly procured framework agreement.

3.2 Cabinet Procurement Committee (CPC) at its February 2009 meeting authorised Hackney to enter into this agreement.

3.3 In July 2009 Board agreed to award Phase 1 installation to Avonline. The programme commenced in November 2009. The contract requires installing digitally-compliant communal aerial and three satellite dishes using an IRS (Integrated Reception System) capable of receiving digital television, radio, and satellite services inclusive of system wiring and outlet points within each property. This has allowed residents access to digital free to air terrestrial television and radio channels (terrestrial TV / FM / DAB), and Freesat if they purchase the requisite set box. Residents are also provided with separate outlet points for each satellite service (Sky+, Hotbird and Turksat). That solution is designed to minimise potential future resident issues in setting up their satellite receiver with associated callout charges for Hackney Homes, as they are provided with a clear solution where they connect their equipment to an outlet plate which is marked with satellite service which they which to receive.

3.4 The programme has been split into 3 phases. Phases 1 and 2 are fully underway, with Phase 3 due to complete in January 2012. It is expected that this timescale will be met. The programme has since been modified to cover properties in blocks consisting of 6 or more dwellings and of two or more stories in height.

3.5 The modifications have been necessitated because information held on the Saffron database did not adequately reflect the properties actual profiles. The change has resulted in a number of properties being removed from the programme as they did not meet the criteria (for instance, properties in Victorian and Yorkshire Grove were removed as visits to those estates ascertained that they constituted separate townhouses within blocks). Some properties have been added following the changed criteria, but the net result of the change is a decrease in the number of properties covered.

3.6 Advised by the Project Manager, there are 16,531 properties in the blocks included in phases 1 and 2. Phase 3 will cover a further 3962 dwellings. In

total, the programme will see 15,186 new aerials installed and 5272 replaced.

- 3.7 The programme has been managed by a team within Hackney Homes Property Services supported by a full time Clerk of Works who has extensive professional knowledge and experience within the satellite communications industry. Monthly formal contract meetings have taken place in relation to the progress and performance of the contract. Additionally there are day to day on-site meetings / conversations, between the Clerk of Works (COW) and the Avonline Contracts Manager that resolve day to day operational issues.
- 3.8 The contractor reports an 80% success rate with access to individual dwellings to install the outlet points as at 1st September 2011. Installation and commissioning of IRS systems have now been completed to all phase 1 and 2 blocks apart from those that have scaffolding around them, or require planning consent due their location within conservation areas affecting 50 properties. Of a potential 16531 dwellings within phase 1 and 2 of the programme, the project manager and contractor report that 13,180 have had their outlet plates installed (80%).
- 3.9 The contractor reports that 4935 dishes on properties in phase 1 and 2510 dishes on phase 2 have now been removed.
- 3.10 Paragraph 3.17 details the arrangements for gaining access to properties to install the outlet points. A definitive “no access” list will be generated towards the end of the programme with neighbourhood offices working in liaison with the contractor to ensure access is gained. It is also expected that once the system is lived in and dishes removed that more residents will arrange access to their properties voluntarily. If a resident has refused access, and Avonline has moved on from the block, a recharge may be raised if they have to return to install the outlet point. An article on the programme and the importance of giving access to the contractors is going into the autumn Hackney Homes newsletter, which will be sent to residents in September/October.
- 3.11 Avonline will remove all dishes from a block as part of the set price per unit for the contract. They report that they expect to remove all dishes by two months after the completion of the programme to install IRS. Once the programme is complete and they have left site, however, Hackney Homes will need to make their own arrangements for removing dishes residents have erected or re-erected.
- 3.12 Staff at the neighbourhood offices are being briefed on the programme to ensure they are able to answer queries from residents and deal with complaints in the first instance. The majority of complaints from residents centre on claims that the contractor has not informed them of the removal of their satellite dishes, and concerns about having to pay for a service when they do not make use of it (e.g. Virgin Media customers).
- 3.13 Key Performance Indicators (KPIs) were set including the total number of property installations completed progress on access and resident satisfaction. Details are included in the appendix.

- 3.14 As previously indicated, residents of street properties and small blocks of fewer than six properties have not been included in the programme. Discussions are ongoing as to how we can best assist those residents. There is a government website on this issue and a help scheme about which we will look to disseminate information for those without access to the internet. Further articles specifically covering this subject are planned for the Hackney Homes newsletter in the months prior to the switchover and staff will be fully briefed on how to answer questions put to them on this subject. We have been in discussions with our contractor, Avonline, on whether they are in a position to offer a service to residents not in the programme, and we will assess whether this is value for money for those residents before making any recommendations.
- 3.16 Hackney Homes sends out a preliminary letter advising residents of the IRS programme for their block of flats and that it will be completed during the next quarter year. A leaflet which answers frequently asked questions is enclosed.
- 3.17 Avonline then take over and make the first of three individual visits, by their Resident Liaison staff member, to establish personal contact with each resident; to explain the system, confirm what viewing arrangements that the resident wishes to have, agree additional service requirements and to arrange for an installation date. If there is no contact made, on any of those visits, then a card is left, requesting the resident to contact the Avonline National Call Centre on 0800 694 0139, to arrange an installation visit.
- 3.18 After the three attempted visits, a final letter is hand delivered to give a final contact date to arrange for the installation to be carried out. A degree of flexibility is given for late contacts.
- 3.19 Following this a letter is hand delivered giving the date after which all remaining satellite dishes and TV aerials are removed and disposed of by the contractor.

4.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN

- 4.1 The installation of IRS should improve the asset management of the blocks that Hackney Homes manages as the programme also removes resident-fitted external satellite dishes. These can damage the fabric of buildings, are environmentally unsightly, and often need to be removed and refitted in order to allow improvement and maintenance programmes to proceed.

5.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 5.1 This project has involved Hackney Homes taking proactive procurement action in partnership with other ALMOs in order to ensure residents receive digital television and radio broadcasts once digital switchover happens in 2012. The contract and monitoring relate to HH8 and delivery of the programme is anticipated to be on schedule.

6.0 CONSIDERATION OF THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010-2013

6.1 Hackney Homes has taken into consideration the viewing needs of the very wide and diverse communities that are resident within the Borough. It made specific provision for residents to receive the facility to receive the three most popular satellite dish services; two of which (Turk Sat and Hot Bird) are targeted towards our largest ethnic communities, Turkish and East European speaking residents. The choice of these has been directly informed from the 1,380 resident survey responses that were received during the original consultation process. This confirms that 10per cent of residents require those two options, on the basis of approximately 5per cent for each satellite service. We have been able to provide access to other satellite services (such as China Sat) where requested by a majority of residents in the block responding to surveys. It is also possible to realign the satellites to receive these channels after they have been erected if concerns are expressed by residents following installation.

6.2 Avonline has been asked to report performance in accordance with Hackney Homes Sustainable Supply Chain Policy (agreed by this Board at its August 2008 meeting) with respect to the following applicable key economic and social sustainability indicators:

- Proportion of staff employed by main contractor(s) and supply chain partners working in Hackney that are paid the London Living Wage of £8.30 (as subsequently indexed), with any individual exceptions specifically reported;
- Number of previously registered unemployed or economically inactive people employed by main contractor and supply chain partners (a) who are resident in Hackney (b) who are resident outside the borough
- Number of training and apprenticeship opportunities provided to people resident in borough by main contractor(s) and supply chain partners;
- Number of training and apprenticeship opportunities provided to people resident in borough by main contractor(s) and supply chain partners that subsequently result in job offers;
- Number of work experience opportunities offered by main contractor(s) and supply chain partners to people resident in borough;

6.3 Avonline report employing 19 additional people for Phase 1 works. This has now reduced to 7 (full details in Appendix 1).

6.4 Due to health and safety issues, no apprentices or trainees were taken on.

6.5 All of Avonline staff are directly employed save for specialist sub-contractors, and it is reported that £140,500 has been spent with local sub-contractors

since the start of the contract. Avonline report that all their staff are paid at the London Living Wage or above (£8.30).

7.0 CONSULTATION PROCESS & FINDINGS AND LEASEHOLDER RECHARGE ARRANGEMENTS

- 7.1 Consultation process has been fully reported on previously to the Board during 2008, and 2009. Further consultation is planned on general advice and guidance to all residents through Communications team.
- 7.2 Further guidance and points of access will be provided to residents who will not be eligible for a communal IRS service and do not form part of the programme.
- 7.3 The leaseholder recharge will vary according to the unit price attributed to each individual block, but is expected to be around £360, after additional client professional fees of 7%, a LAPN (CYNTRA) contract fee of 1.5% and a Leasehold and RTB service charge of 10% is taken into account. The recharge to tenants, will be through an additional IRS system service charge, added to their weekly rent payment, which will be eligible for housing benefit support. This is set at 81p per week.

8.0 ICT IMPLICATIONS

- 8.1 None identified at this stage.

9.0 HUMAN RESOURCES IMPLICATIONS

- 9.1 None identified at this stage.

10.0 FINANCIAL IMPLICATIONS

- 10.1 The installation of digital aerials has been forward funded from Capital resources, the charge attributable to tenants will be recovered through an additional service charge which will be added to their weekly rent payment. The income collected will be contributed back to the capital programme by making a revenue contribution to capital. For work carried out to Leaseholder properties this will be billed as major works and in the majority of cases will be recovered over a 12 month payment term.
- 10.2 £4.36 million has been paid out to Avonline for their work to date, out of a total cost of £6.3 million expected for the contract. It is expected that the total outgoing budget will be less than originally planned due to the removal of properties from the contract (as detailed in para. 3.4).

11.0 LEGAL IMPLICATIONS / ADVICE

- 11.1 Previously reported.

Appendix 1

Contractor Performance against Key Performance Indicators

Target	Performance	Comments
1. Programme completed on time 100%	80%	Completion is based on all dwellings at an address working with the residents' dishes removed. However, non allowance of access by residents into their homes to carry out the installation of the outlet points (plating) is the major factor affecting this figure.
2. Cost Predictability – 100%	100%	The fixed price schedule per dwelling set out in Table 1 has been adhered to, save the unforeseen costs mentioned in 1.11.
3. Quality – 100%	100%	Constantly monitored with issues being addressed immediately.
4. Residents Satisfaction – 85%	93% as of end of July	Based on 100% return of contractor questionnaires completed by residents which all are required to complete and sign when their points are installed.
5. Access Rate – 100%	80%	
6. Number of previously registered unemployed or economically inactive people resident in the borough, employed by contractor – 12	Was 19 now 7	6 left after training and initial start because they felt the job was not suitable for them, 4 moved on to other employers within the industry, and 2 started their own aerial installation businesses. However, a few are employed from neighbouring boroughs.
7. Number of training	0	See comment in report

Target	Performance	Comments
and apprenticeship opportunities being provided to local people resident in the borough		
8. Number of work experience opportunities offered to local people resident in borough	0	See comment in report
9. Amount of spend on small and medium enterprises SMEs, including Black and Ethnic Enterprises (BME) located in the borough		See comment in report
10. Proportion of staff employed by main contractor and its sub-contractors that are paid the London Living Wage of £8.30 per hour.	100%	

1. Sustainability issues/TARGETS

	Summary of objectives	Description of Targets	Performance against Target
Equalities Issues:	See below		
Environmental Issues:	Any redundant TV aerials & Satellite dishes are removed and any recyclable parts are separated for recycling. Solar Arrays are being installed where no available power supply exists.	To remove all unauthorised dishes and aerials on blocks which have had IRS systems installed.	See para 1.12. * These have performed well during the recent bad winter.
Economic Issues:	See below		

	Summary of objectives	Description of Targets	Performance against Target

* A rogue signal caused disruption to all satellite signals being received in the eastern region of London caused a temporary cessation of the full removal of the redundant aerials and dishes, this has been now overcome by the manufacturers of the electronic reception system building in filters to overcome this interference. The dish removal programme has now resumed, following on 2 months or more after the final card for access is delivered, with additional resources being employed to bring the programme back on track by planned completion.

Title of Report: Criteria for Neighbourhood Panel Grants	
Decision Making Body: Hackney Homes Board	Date: 20 September 2011
Classification: For discussion	Report of: Divisional Head of Tenancy and Leasehold Services
Item Previously considered at: Executive Team	On Which Date: 17 August 2011
Report Author: - Faisal Pirbhai, Resident Services	Appendices: N/A

If you have any questions about this report, please contact Faisal Pirbhai on 020 8356 2126 or email faisal.pirbhai@hackneyhomes.org.uk

1.0 SUMMARY OF REPORT

- 1.1 The purpose of this report is to agree a way forward to establish a mechanism to set the criteria for the use of the neighbourhood panel grants.
- 1.2 The report was drafted and tabled at Executive Team on 17 August for observations and comment. These have been incorporated into this report.

2.0 RECOMMENDATION

- 2.1 The Board requests implementation of financial controls as outlined to ensure guidance is available to residents and officers.
- 2.2 During October 2011 consult with a resident working group comprising treasurers from neighbourhood panels on specific matters which will benefit residents in providing this volunteering function to the community.

3.0 BACKGROUND

- 3.1 Hackney Homes makes payments to the Neighbourhood Panels quarterly in advance. At the start of the financial year they are required to provide a business plan (projection) setting out their budget for the forthcoming year. They are required to report on expenditure each quarter prior to the following quarter's payment being made by Hackney Homes.
- 3.2 At each Neighbourhood Panel the Treasurer is responsible for keeping proper accounts of income and expenditure and reporting these as required. Each Neighbourhood Panel has a bank account from which cheques are drawn to cover expenses. They are also required to provide annual audited accounts.

3.3 Following internal audits conducted during 2009/10, certain criteria were also established pending formal adoption of written criteria about the use of neighbourhood panel grants. This included allocation of funds to be spent proportionately; quarterly submission of receipts, invoices, bank accounts by Hackney Homes Resident Participation Manager. Any inappropriate usage such as excessive cab usage, formal hire facilities would be limited and any expenditure not agreed would be reimbursed.

3.4 The amount of funding each neighbourhood panel receives is as follow:

		Annual	Quarterly
Neighbourhood		Grant	Grant
North East		£22,102.00	£5,525.50
	Clapton (sub)		£2,762.75
	Stamford Hill (sub)		£2,762.75
Homerton (MESH)		£20,133.13	£5,033.28
Shoreditch		£20,133.13	£5,033.28
Stoke Newington		£17,039.04	£4,259.76
QDB (Central)		£17,039.04	£4,259.76

3.5 An internal audit was undertaken by PricewaterhouseCoopers in 2009. The auditors concluded that there are some weaknesses in the design and operation of controls which could impair the achievement of the objectives of the system, function or process. However, either their impact would be less than critical or they would be unlikely to occur and as a result a ‘**Moderate Assurance**’ was given by the auditors on the adequacy and operating effectiveness of controls in place.

3.6 A number of recommendations were made to Hackney Homes to improve the processes associated with the neighbourhood panel grants. These have been discussed with individual neighbourhood panels and a clear process and procedure has been produced to improve this process. PricewaterhouseCoopers will be monitoring the progress made based on all their recommendations.

3.7 In 2009/10 the majority of requests made to Hackney Homes for the quarterly panel grants were set in the format as requested by PricewaterhouseCoopers.

3.8 During the audit process it was made clear that no written guidance or set criteria has been provided or agreed for the usage of panel grant funds. This was documented and highlighted by auditors during their grant meetings with Hackney Homes and the Homerton (MESH) and Stamford Sub Panels who volunteered to be involved in this process

4.0 CRITERIA

4.1 The following criteria is proposed:

Control	Outcome
Record beneficiary	There will be a new duty to identify the outcome or any beneficiary of any spending. This will aim to monitor the number of people that have access to a given piece of equipment or the number of residents who attend a given event. It will also seek to explore the equity of spending to ensure that the maximum number of residents benefit from spending. This will also be to ensure that similar funding is not being received for the same item twice.
Limit spending over £250	The criteria of what money can be spent on will be regulated and all planned spending over £250 will have to be agreed in advance, rather than waiting for the post spending audit process. Officers will look at other local best practice in this area, and the potential to introduce a limited element of best value.
Reporting of Spend	Spend to be formally reported at each Panel using an agreed format.
Asset List	An asset list of what equipment is currently held by the Panel and its officers will be asked for. This is to ensure that money is being used in a correct way, and only equipment needed is purchased. At the moment it is not possible to track high ticket items from one year to the next. This should also highlight items that should be replaced by insurance rather than using new resources and make sure that equipment is returned if someone ceases to be an officer.
Quarterly Scrutiny	Residents/officers to discuss the previous quarter's spending at panel meetings and sign them off. This will run alongside the existing process of signing off the coming year's business plan. Also at each Neighbourhood Panel AGM, financial statements will be presented to all members for scrutiny (as in the case of TRA AGMs) and subsequently sent to Hackney Homes for approval.
Community Events and Engagement	Each panel to arrange at least one community event or consultation exercise to obtain the views of residents within the designated neighbourhood. Maximum limits or ceiling to be introduced. Hackney Homes to work closely with panels to arrange the process.
Administration	Basic administration items where possible to be supplied by Hackney Homes to ensure best value. Mobile phone and telephone call limits to be introduced.
ICT Equipment	An asset list of equipment and recorded beneficiary to be maintained and supplied annually. Also wherever possible ICT equipment to be supplied by Hackney Homes to ensure best value.

Control	Outcome
Advertising and Communications	Newsletters and publicity to be produced wherever possible using Hackney Print department to ensure best value. Each panel to produce one newsletter per year as necessary.
Training	Each panel in consultation with Hackney Homes to arrange a minimum of two training sessions per year for its members. Costs and consideration of benefits of training to be demonstrated by Panel to Hackney Homes.
Petty Cash	Guidance and maximum limits on items to be purchased from petty cash, i.e. refreshments, travel, train fares, cabs, petrol and other miscellaneous items. Limits to be agreed for spending of petty cash. Strict criteria should apply to standard fare travel and use of public transport, and shared car journeys.
Hospitality	Food/alcohol/events etc. Consideration needs to be given to refreshments and food for events, meetings, functions. This must benefit and be accessible to the widest possible residents groups, attendees. Restrictions should apply for alcohol as this will not be funded.

5.0 WAY FORWARD

- 5.1 To establish a resident working group in partnership with Hackney Homes to agree the criteria and guidance notes on the spending of neighbourhood panel grants.
- 5.2 Each neighbourhood panel treasurer to be part of this working group to ensure that those responsible for financial record keeping and accounting are satisfied with the criteria agreed.
- 5.3 The working group to meet and outline its proposals back to Audit and Finance Committee for approval and implementation from January 2012 or sooner.