

## **HACKNEY HOMES Ltd Board Meeting**

Monday 22<sup>nd</sup> October 2007 at 6.30pm to 8.30pm

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

### **Part A Meeting (Open to the Public)**

Distributed to:

#### Hackney Homes Board Members:

Rupert Tyson (Chair)  
Samantha Lloyd  
Asim Bhattacharyya  
Audrey Villas (Vice Chair)  
Linda Kelly  
Karen Alcock  
Sharon Patrick  
Alice Burke (Vice Chair)  
Brian Marsh  
Marie Photiou  
Afolasade Bright  
David Larkin  
Danny Sutcliffe

#### Hackney Homes Executive Directors:

Susmita Noonan (Interim Chief Executive)  
Neil Isaac (Director of Finance and Resources)  
Gary Penticost (Director of Property Services)  
John Broomfield (Interim Director of Housing Services)  
Robin Smith (Programme Director – Woodberry Down Regeneration)

## Hackney Homes Officers:

Nilavra Mukerji (Interim Head of Policy and Planning)

Sue Poulter

Sunil Desai

John Newton

Trish Hail

Daniel O'Connell

## HACKNEY HOMES Ltd Board Meeting 30

Monday 22<sup>nd</sup> October 2007 at 6.30pm to 8.30pm.

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

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

Item	Presenter	Subject	Status	Page Number	Duration
		<b>Open Items</b>			
1.	Chair	Welcome/Apologies/Introductions	Information		2 mins
2.	Chair	Declarations of Interests	Information		1 min
3.	Chair	Questions received from the public	Information (Verbal)		2 mins
4.	Chair	Minutes of 17 <sup>th</sup> September 2007 (Part A) and matters arising	Decision		5 mins
5.	S Noonan	Chief Executive's Report	Information (Report)		10 mins
6.	S Noonan / G Penticost / N Isaac	Hackney Homes Performance – August 2007	Presentation		10 mins
7.	N Isaac	Hackney Homes: <ul style="list-style-type: none"> <li>• Delivery Plan;</li> <li>• Business Plan.</li> </ul>	Information (Verbal Updates)		5 mins
8.	Chair	<b>Any Other Business</b>	Information		2 mins

9.	Chair	<b>Date of Next Board Meeting:</b> 12 <sup>th</sup> November 2007 at 6.30pm (Christopher Addison House)	Information		1 min
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### **AGENDA B – Part B (Not Open to the Public)**

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

#### **Hackney Homes Board Meeting Agenda B – Part B on Monday 22<sup>nd</sup> October 2007:**

1. The Minutes of 17<sup>th</sup> September 2007 – Part B and matters arising (this Minutes Document cannot be disclosed as it contains confidential and commercially sensitive information);
2. Hackney Homes Ltd – Reports from Committees in July 2007 to September 2007 (these Minutes Documents cannot be disclosed as they contain confidential and commercially sensitive information);
3. Hackney Homes Performance & Business Service (this is a presentation item which contains commercially sensitive information);
4. Decent Homes (this report cannot be disclosed as it contains commercially sensitive information);
5. Hackney Homes Risk Register (this report cannot be disclosed as it contains commercially sensitive information).

## Hackney Homes Ltd

ITEM: 4

**PART A** Minutes of Board of Directors, held at Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

On 17<sup>th</sup> September 2007 at 6.30PM

Present	<b>Board Members</b>	<b>Officers</b>	<b>Members of the Public</b>
	David Curley (Chair) Alice Burke Afolasade Bright Samantha Lloyd Rupert Tyson Audrey Villas Karen Alcock Sharon Patrick Marie Photiou David Larkin Brian Marsh Linda Kelly Andrew Potter	Susmita Noonan Gary Penticost Neil Isaac Sunil Desai	Steve Edwards (Union Representative) Helen Toner (Union Representative) Mr & Mrs Callaghan Terry Edwards (MESH Chair)

Item	Part A – Open to the Public	Action	Date
<b>1. Welcome / Apologies / Information Introductions</b>	Apologies were received from Asim Bhattacharyya and Sandra Hall.		
<b>2. Declarations of Interest</b>	None.		
<b>3. Questions received from the public</b>	Steve Edwards asked the Board questions about Steve Tucker's early retirement. Neil Isaac advised the Board that Mr Edwards had been informed that the matter concerning Mr Tucker and Hackney Homes Limited was subject to a legal agreement and could not be discussed.  The Board requested the following:		



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	<ul style="list-style-type: none"> <li>that any points from Mr Edwards' questions from the public document which can be addressed by the Hackney Homes Senior Management Team should be dealt with at the next Hackney Homes Joint Committee scheduled for Thursday 25<sup>th</sup> October 2007;</li> <li>the HHJC Committee be the forum in which Hackney Homes employee early retirement issues are discussed.</li> </ul>	NI / DOC	By 25 <sup>th</sup> Oct 2007
<p><b>4 a). Minutes of 25<sup>th</sup> June 2007 (Part A) and matters arising</b></p> <p><b>4 b). Rolling Decision register</b></p>	<p>Agreed.</p> <p>Withdrawn by Susmita Noonan.</p>		
<p><b>5. Chief Executive's Monthly Report</b></p> <p><b>6. Hackney Homes Performance At A Glance – July 2007</b></p>	<p>Susmita Noonan highlighted the following items contained in her report:</p> <ul style="list-style-type: none"> <li>Hackney Homes Delivery Plan (<b>Item 2.0</b>);</li> <li>Staff Conference (<b>Item 4.1</b>);</li> <li>National Federation of ALMO's Ballot (<b>Item 9.1</b>);</li> <li>Correspondence From the CLG (<b>Item 10.0</b>);</li> <li>Performance Snapshot (<b>Item 11.0</b>).</li> </ul> <p>The at a glance format was endorsed by the Board</p>		
<p><b>7. Repairs Policy Review (Revised Report)</b></p>	<p>The Board approved the report.</p> <p>Officers were requested to report back on the cost and service delivery impact of including garden and or boundary fencing within the repairs policy as a landlord obligation.</p>		



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<p><b>- Vulnerable Persons Repairs Policy</b></p> <p><b>- Rechargeable Repairs Policy</b></p>	<p>The Board requested that the following areas are examined on a regular basis by the management team and that they receive a quarterly update:</p> <ul style="list-style-type: none"> <li>• Cost Analysis (including all estimated costs);</li> <li>• Key Performance Indicators;</li> <li>• Neglect Issues;</li> <li>• The number of tenants that will be affected;</li> <li>• Any further consultation necessary.</li> </ul>	<p><b>GP</b></p>	<p><b>January 2008</b></p>
<p><b>8. Hackney Homes Final Accounts 2006/07</b></p>	<p>The Board noted the report.</p> <p>Neil Isaac distributed copies of the Hackney Homes Final Accounts 2006/07.</p> <p>The Board approved the Hackney Homes Final Accounts 2006/07 and the Chair Mr David Curley signed off the documents.</p>	<p><b>NI / SD</b></p>	
<p><b>9. Service Level Agreement Reviews</b></p>	<p>The Board noted the report and agreed the recommendations. The Board requested that the following items be included in the Service Level Agreement Review process:</p> <ul style="list-style-type: none"> <li>• Aids &amp; Adaptations;</li> <li>• Domestic Violence and Hate Crime.</li> </ul>	<p><b>NI / GP</b></p>	
<p><b>10. Any Other Business</b></p>	<p>None.</p>		
<p><b>11. Date of Next Board Meeting</b></p>	<p>22<sup>nd</sup> October 2007 at 6.30pm Christopher Addison House.</p>		

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

<b>Title of Report: CHIEF EXECUTIVE'S REPORT</b>	
<b>Decision Making Body: Hackney Homes Board</b>	<b>Date: Monday 22<sup>nd</sup> October 2007</b>
<b>Classification: FOR INFORMATION</b>	<b>Report of: Chief Executive (Interim) – Susmita Noonan</b>
<b>Item Previously considered at:</b>	<b>On Which Date: N/A</b>
<b>Report Author: - Chief Executive (Interim) 020 8356 3671</b>	<b>Appendices:</b>  Appendix A – Work Plan For The Board.

<b>Paragraph 1.0</b>	<b>- Summary of Report</b>
<b>Paragraph 2.0</b>	<b>- Tenant Participation Review</b>
<b>Paragraph 3.0</b>	<b>- Funding</b>
<b>Paragraph 4.0</b>	<b>- Coaching/Mentoring</b>
<b>Paragraph 5.0</b>	<b>- Charter Mark</b>
<b>Paragraph 6.0</b>	<b>- Delivery Plan</b>
<b>Paragraph 7.0</b>	<b>- Performance Snapshot</b>
<b>Paragraph 8.0</b>	<b>- Recruitment</b>
<b>Paragraph 9.0</b>	<b>- Reorganisation</b>
<b>Paragraph 10.0</b>	<b>- Residents' Conference</b>
<b>Paragraph 11.0</b>	<b>- Workplan for Board</b>
<b>Paragraph 12.0</b>	<b>- Woodberry Down Update</b>
<b>Appendix A – Workplan For The Board</b>	

If you have any questions about this report, please contact Pauline Fontaine on 020 8356 3671 or email [Pauline.Fontaine@hackneyhomes.org.uk](mailto:Pauline.Fontaine@hackneyhomes.org.uk)

1.0	<b><u>SUMMARY</u></b>
1.1	This Report updates the Board on the activities of Hackney Homes since the Board's last meeting on 17 <sup>th</sup> September 2007.

2.0	<b><u>TENANT PARTICIPATION REVIEW</u></b>
2.1	The final stages of the Tenant Participation Review have been implemented. The enhanced TRA model has been operating since 2 <sup>nd</sup> September 2007. To date, a number of issues have been raised. Responses have been used to record feedback and actions arising out of this.
2.2	The process has generated a mixed response from residents and will require up to six months to be properly embedded. Additional training sessions have been arranged for all Hackney Homes and housing partners' staff. A seminar has been organised during October to obtain feedback from TRA Chairs since the new arrangement has been in place.
2.3	Other Forms of Engagement Resident Participation Officers are now leading on the following: <ul style="list-style-type: none"> <li>• Turkish forum</li> <li>• African forum</li> <li>• Muslim women's forum</li> <li>• Street property forum</li> <li>• A programme of randomly-selected focus groups</li> <li>• Fundays</li> </ul>
2.4	Visit to London Borough of Croydon Hackney Homes has approached the L.B. of Croydon to act as a mentor - because Croydon holds Beacon status in tenant participation. If successful, Croydon will support HH in developing effective strategies to engage residents across the borough. As a result of the visit a sounding-board will be established by the end of November 2007.
2.5	Tenant Compact: a review is under way and will involve consultations with residents' representatives and the wider community.
3.0	<b><u>FUNDING</u></b>
3.1	<b>Resourcing Our Priorities (ROP)</b>
3.2	The Council budget setting includes a process to align budgets and priorities. This is known as Resourcing Our Priorities or ROP.
3.3	The ROP process for the HRA is not as well defined as for the General Fund but runs to the same timetable. Bids were submitted at the end of September for consideration during the autumn.
3.4	We know that the HRA will have a tight budget settlement so we have been focussed in our submission rather than creating a long shopping list. We have sought additional funding for preparing for the re-inspection and improving the estate environment.

3.5	When the Council has considered the ROP bids these will be reconciled against resources once the subsidy settlement has been announced and the final budget proposals taken to Board and Cabinet in the new year.
3.6	The Capital programme is also subject to the ROP process. This is complicated by the ongoing work on the capital programme following the inspection result. While we have submitted proposals based on a decent homes programme of £20m with a similar level of resources for Planned Maintenance, the allocation of resources is still under discussion.
3.7	<b>CLG</b>
3.8	At the last meeting of the Board I reported the contents of the CLG letter and informed you that we would be arranging a meeting with the CLG at Officer level. This meeting took place on 25 September with Ken Swann who is the Civil Servant with responsibility for the ALMO programme. (Neil and I attended from HH, with Fiona Fletcher Smith and Tim Sylvester representing the Council).
3.9	The meeting was effectively a thorough review of our preparedness for a re-inspection and included a number of issues raised in the inspection report. We satisfied the CLG representative that we were on track to achieve two stars.
3.10	The positive news is that the £225m resources remain allocated to Hackney Homes. We have been asked to submit a revised programme of drawing down those resources from 2008/09 to 211/12 (or 2012/13). We will send this information along with our service plan to CLG in the next couple of weeks when the current work on the capital programme has been completed.
4.0	<b><u>COACHING / MENTORING</u></b>
4.1	I met with the Chief Executive of Homes for Islington, an ALMO which has achieved Two Stars and is preparing for its re-inspection in November 2007. Islington has indicated a keen interest in working with Hackney Homes officers and its Board.
4.2	A programme is being developed by the Chief Executive and will be available at the next Board meeting.
5.0	<b><u>CHARTER MARK</u></b>
5.1	Hackney Homes was inspected on 20 <sup>th</sup> September 2007 for re-accreditation. At the time of writing, we are awaiting the result. The Assessor was impressed by the level of consistency and uniformity at local offices.

6.0	<b><u>DELIVERY PLAN</u></b>
6.1	Hackney Homes and the Council have commissioned HQN to produce the Delivery Plan up to March 2009. The work is progressing well and it is hoped that a draft will be available at the meeting.
7.0	<b><u>PERFORMANCE SUMMARY</u></b>
7.1	Please refer to Item 6 on the Agenda. The summary highlights the key messages arising from August's performance.
8.0	<b><u>RECRUITMENT</u></b>
8.1	Recruitment for the following vacancies has commenced: Chief Executive; Governance Manager; Head of Policy and Planning.
8.2	The following Interim appointments have been made: John Broomfield as Director of Housing Services; Nilvara Mukerji as Head of Policy and Planning.
9.	<b><u>REORGANISATION</u></b>
9.1	A restructure of the Housing Services Directorate will take place at the end of the year. Consultation will take place with staff and unions in line with the Organisational change policy.
10.0	<b><u>RESIDENTS' CONFERENCE</u></b>
10.1	This has been re-scheduled to February 2008 after discussion with residents. It is proposed that the event will be a 'drop-in', including HH, LBH and other agencies in the borough that provide advice and information to residents.
11.0	<b><u>WORKPLAN FOR BOARD</u></b>
11.1	Appendix A. The plan aims to increase awareness of the role of the Board amongst residents and staff. The plan proposes a more structured approach to Board engagement. The board is requested to approve the work plan.

12.0	<b><u>WOODBERRY DOWN UPDATE</u></b>
12.1	<p>Progress since the last Report includes:</p> <ul style="list-style-type: none"> <li>❖ Planning Committee on 10<sup>th</sup> September 2007 agreed the Outline Planning Application subject to referral to the London Mayor and relevant conditions.</li> <li>❖ 6 blocks have been demolished comprising 124 properties. Duffield House is currently being demolished, leaving only Dean House at Woodberry Grove North with one tenant remaining.</li> <li>❖ The Old School Site has been newly hoarded by Berkeleys and, subject to planning approval, construction is programmed to begin in Spring 2008, and the first new social rented and private-sale homes are programmed for completion in late 2011.</li> <li>❖ The Communication and Consultation Team have been busy organising the third Woodberry Down Regeneration Roadshow, which has been staged in different locations around the estate from 25<sup>th</sup> September and culminates on Saturday 6<sup>th</sup> October with the Roadshow at the Woodberry Grove shop parade where the Information Centre will also be open, and models of the Masterplan and the designs for the first site – the former school - are on display.</li> </ul>

**Susmita Noonan**  
Chief Executive (Interim)

## Item 5 – Appendix A

### Hackney Homes Board Work Plan

The Hackney Homes Board Work Plan sets out how the Board can engage with staff and residents. The plan aims to increase the awareness of the important role of the Board and give the Board more opportunities to represent the organisation.

Action	Responsible officer	Timeline
<b>Increase resident and staff awareness of the important role of the Board</b>		
Promote new Board appointments (Chair of the Board, Rupert Tyson, two new Vice Chairs, Audrey Villas and Alice Burke) in local and housing press	Sally Raphael	October 2007
Promote role of the Board in Hackney Homes News	Sally Raphael	October 2007 onwards
Promote role of Board to staff, including profiles of Board members and decisions made by Board. Use Top Storey and staff email bulletins and develop intranet pages for Board decisions. Include information about Board champions.	Sally Raphael	October 2007 onwards
<b>Provide Board members with opportunities to meet staff and residents</b>		
Provide Board members with opportunities to meet staff during October and early November. This will include visits to: Cleaning teams, Repairs contact centre and repairs operatives, Neighbourhood offices and open coffee sessions at Leasehold Services, Lower Clapton and Christopher Addison House.	Sally Raphael	October 2007
Board to send introduction letter to Panels and TRAs offering to attend their meetings.	Sally Raphael and Cheryl Ramsay	October 2007
Provide Board with the opportunity to attend quarterly estate neighbourhood walkabouts.	Sally Raphael and Tom Hunt	October 2007 – April 2008
Provide Board with the opportunity to attend Star Chamber challenge meetings. These meetings are coordinated by the Chief Executive and will challenge improvement and performance based on critical themes e.g. repairs, empty properties.	Susmita Noonan and Sally Raphael	October 2007 onwards

## Item 5 – Appendix A

Action	Responsible officer	Timeline
Resident Board members to attend Panel meetings, subject to agreement with the Panels. The aim is to develop a buddy system where each panel group is paired with a Board member and Hackney Homes Director.	Susmita Noonan and Cheryl Ramsay	October 2007 onwards
Board members to attend Residents' Awards Dinner	Sally Raphael	13 <sup>th</sup> December 2007
Board members to attend Leaseholders Conference	Sally Raphael	26 <sup>th</sup> January 2008
Board members to attend staff conference (date TBC)	Sally Raphael	February 2008 (Date TBC)
Identify Hackney Homes events (for staff and residents) on a bi-monthly basis and provide at least one month in advance. E.g. events for November and December provided at the start of October.	Sally Raphael and Cheryl Ramsay	Ongoing (every 2 months)
<b>Provide Board members with opportunities to represent Hackney Homes at relevant networking and housing industry events</b>		
Identify relevant networking opportunities on a bi-monthly basis and provide at least one month in advance. E.g. events for November and December provided at the start of October. This will include events such as the National Federation of ALMOs Annual Conference and the CIH Annual Conference.	Cheryl Ramsay	Ongoing
Identify training opportunities on a bi-monthly basis and provide at least one month in advance. E.g. training for November and December provided at the start of October.	Cheryl Ramsay	Ongoing
Invite Board members who attend such events to write a short summary or be interviewed by Communications Team to share their learning and increase their profile.	Sally Raphael	Ongoing

**HACKNEY HOMES PERFORMANCE SUMMARY - Business Critical PI's**

KEY	PERFORMANCE AGAINST LAST MONTH	PERFORMANCE AGAINST ANNUAL TARGET 2007/08	2007/08												Perf Against Last Month (PALM)	TARGET	Perf Against Annual Target (PAAT)	Method & Period used for forecast	EOY 06/07	
			APR	MAY	QTR 1	JUL	DATA MONTH	QTR 2	OCT	NOV	QTR 3	JAN	FEB	QTR 4						MAR
RENT COLLECTION & ARREARS	LKPI 48 Total Value of Rent Arrears (YTD - £M)		£8.85 M	£8.64 M	£8.67 M	£8.50 M	£8.35 M								£8.35 M	△	£5.27 M	▽	Linear Financial Year	£8.80 M
	LKPI 47c YTD Total Collection as % of Rent Debt		96.50%	100.03%	99.54%	99.94%	99.98%								100.0%	△	101.2%	△	Linear Financial Year	100.06%
TENANCY MANAGEMENT & AUDITS	LKPI 34 YTD Relettable Voids as % of Stock		0.68%	0.50%	0.49%	0.70%	0.68%								0.6%	△	0.78%	△	Linear Financial Year	0.70%
EMPTY PROPERTY MANAGEMENT	BVPI 212 Average re-let time		22	24	19	19	21								21	▽	25	△	Average Financial Year	26.00
REPAIRS	APPOINTMENTS	LKPI 06 % of Responsive Repairs Appointments Kept	98.16%	98.63%	97.63%	98.32%	98.56%								98.2%	△	98.0%	△	Average Financial Year	98.18%
	URGENT REPAIRS	LKPI 03 % Completed within government time limits	99.74%	99.22%	99.59%	99.39%	99.29%								99.4%	▽	98.0%	△	Average Financial Year	98.45%
	SATISFACTION	LKPI 12 Resident Satisfaction with Repairs Call Centre	97.30%	97.78%	99.27%	99.39%	99.60%								99.0%	△	97.5%	△	Average Financial Year	97.00%
		LKPI 11 Resident Satisfaction with quality of work	98.00%	98.52%	98.54%	97.98%	98.10%								98.3%	△	98.5%	◁▷	Average Financial Year	98.00%
CLEANING	LKPI 7 A Total % of Inspections (% Pass)	92.30%	89.80%	88.40%	92.20%	93.80%								90.9%	△	90%	△	Average Financial Year	-	
GROUNDS MAINTENANCE	LKPI 8 A Total % of Inspections (% Pass)	98.60%	95.00%	94.10%	93.30%	93.60%								95.1%	△	90%	△	Average Financial Year	-	
LEASEHOLD & RTB SERVICES	LKPI 14 Service Charge Collection Cumulative YTD (£)		£0.63 M	£1.37 M	£2.08 M	£2.69 M	£3.42 M								£3.42 M	△	8.50 M	▽	Linear Financial Year	£7.30 M
REPAIRS CALL CENTRE	LKPI 9 % Calls answered	95.62%	96.63%	97.75%	96.11%	96.13%									96.4%	◁▷	94.0%	△	Average Financial Year	92.30%
TELEPHONE ANSWERING & CORRESPONDENCE	LKPI 18 Monthly % of Calls Answered	72.83%	73.77%	75.19%	76.02%	77.04%									74.9%	△	87.0%	△	Average Financial Year	76.32%
COMPLAINTS	LKPI 25a Stage One Complaints	92.80%	94.62%	98.81%	99.02%	95.24%									96.0%	▽	95.0%	△	Average Financial Year	81.50%
	LKPI 23 Members Enquiries	84.10%	100.00%	100.00%	100.00%	94.55%									95.1%	▽	92.0%	△	Average Financial Year	75.11%
	LKPI 25b Stage Two Complaints	86.40%	88.24%	84.62%	95.24%	78.57%									87.0%	▽	85.0%	△	Average Financial Year	55.34%
	LKPI 22 Board Members Enquiries	100.00%	100.00%	50.00%	N/A	N/A									66.7%	◁▷	98.0%	◁▷	Average Financial Year	51.00%
HUMAN RESOURCES	BVPI 12 Annualised YTD Avg No. of days lost to sickness	9.28	9.66	9.74	9.90	9.94									9.94	▽	8.00	▽	Linear Last 12 Months	9.54
INVOICE PAYMENTS	BVPI 8 Monthly % of undisputed invoices paid on time (30 days)	N/A	80.80%	80.48%	88.74%	91.38%									88.5%	△	85.0%	△	Linear Last 12 Months	80.74%