



Hackney Homes Ltd

ITEM 4

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

On 23 June 2008 at 7.30PM

Present	<p>Board Members Rupert Tyson (Chair) Alice Burke (Vice Chair) Audrey Villas (Vice Chair) Samantha Lloyd Asim Bhattacharyya Brian Marsh Marie Photiou Danny Sutcliffe Afolasade Bright David Larkin Karen Dodds Linda Kelly Terry J Edwards Jonathan McShane Feryat Demirci</p>	<p>Hackney Homes Officers Charlotte Graves Neil Isaac Gary Penticost Peter O’Kane Robin Smith Pat Ronayne Sunil Desai Tom Hunt</p>	<p>Stakeholder Representatives (Hackney Council) Stephen Tate Nimisha Patel</p> <p>Housing Partners Representative John Newbury -Mouchel</p> <p>Member of the Public Eric Cato</p>
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	Part A – Open to the Public	Action	Date
1. Welcome/Apologies/ Introductions	<p>Apologies were received from the following:</p> <ul style="list-style-type: none"> • Jamie Carswell <p>Introductions: The Chair welcomed the following to the meeting:</p> <ul style="list-style-type: none"> • John Newbury representing Housing Partners, Mouchel • Mr Eric Cato, a member of the public. 		



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<p>5. Hackney Homes Board Member Resignation - Resolution</p>	<p>The Chair informed the Board that Natalie Pace resignation has created a vacancy. A process of recruiting will commence once the Board passes the resolution. Board Members were encouraged to inform potential candidates to apply when the application process starts.</p> <p><i>Hackney Homes Board passed the resolution to:</i></p> <ul style="list-style-type: none"> • <i>Accept Natalie Pace's resignation;</i> • <i>Instruct Hackney Homes officers to begin process of recruiting for a new Hackney Homes Independent Board member;</i> • <i>Invite Board Members to volunteer to sit as panellists on the Hackney Homes Board Member Interview Panel.</i> 	<p>C Ramsay</p>	<p>TBC</p>
<p>6. Hackney Homes' Chair Report</p>	<p>The following issues were highlighted:</p> <ul style="list-style-type: none"> • Major inroads made into youth participation in the Borough. • The Chair reported back on the CIH Harrogate Conference. Alice Burke, who also attended the conference, said that all delegates networked and discussed relevant issues regarding ALMOs and other Housing matters. • Board Members were invited to attend a Picnic organised by Hackney Homes Communications Team. The event will be held on the 27.06.08 at lunch time. • Woodbury Down event- Board Members were invited to Woodberry for an event on the 5th July 2008. <p><i>The Board noted the Hackney Homes Chair Report.</i></p>	<p>S Raphael R Smith</p>	<p>TBC TBC</p>
<p>7. Report back from Committee: Hackney Homes</p>	<p>Alice Burke, Chair of the Human Resources Committee informed the Board of the following :</p> <ul style="list-style-type: none"> • Consultants reduced from 37 to 20. 		



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<p>Human Resources Committee Meeting- 4th June 2008</p>	<ul style="list-style-type: none"> • Leasehold job vacancies will be sent soon. • The Board said that they expected appraisals to be completed by 30.06.08 • E&D Training for the Board must be completed. • The new Hackney Homes advert received positive feedback from Board. They said that it was inspiring and hoped it will encourage residents to be more involved in Hackney Homes activities. <p><i>The Board noted the report back from the Hackney Homes Human Resource Committee Meeting of 4th June 2008.</i></p>	<p>Governance</p>	<p>TBC</p>
<p>8. Chief Executive's Report-Strategic Overview (Including Woodberry Down Report-Appendix 1)</p>	<p>The Chief Executive highlighted the following :</p> <ul style="list-style-type: none"> • Board meetings must cover issues central to the performance of Hackney Homes. The issues to be covered at every Board meeting must include Performance and Financial Overview as well as Budget Update. • The Chief Executive informed the meeting that Hackney Homes is enhancing strategic relationships with the Council as well as Housing Partners. The Housing Partners are now part of the extended Hackney Homes executive team. • Board meetings must cover issues central to the performance of Hackney Homes. The issues to be covered at every Board meeting must include Performance and Financial Overview as well as Budget Update. • The Chief Executive informed the meeting that Hackney Homes is enhancing strategic relationships with the Council as well as Housing Partners. The Housing Partners are now part of the extended Hackney Homes executive team • Board was also told that the changes to RLG and Panel were not 		

achieving the results intended. A fundamental review of the system is required.

- The Chief Executive said that there must be a coherent thread between RLG and Panels on one hand and the Board. This relationship must encourage a better working relationship with the ultimate aim of achieving Hackney Homes objectives.

INSPECTION PREPARATION

- The Chief Executive outlined the key task facing Hackney Homes in preparing for inspection.
- Board was informed that staff across Hackney Homes are working very hard to ensure that the next inspection achieves the expected result. The Chief Executive said that the various improvement plans now include the requirements of the Audit Commission's Key Lines of Enquiry (KLOEs)
- Achievement of the 2 stars and the £225m that comes with it must be emphasised.
- She added that the achievement of the 2 star rating will help the improvement of services.

REPAIRS AND MAINTENANCE

- The Board was informed that the Chief Executive and other officers met with first year apprentices. The meeting was informed that about 260 applications were received for 6 posts. Hackney Homes is working with partners to see if more apprentices can be placed in training.

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- The Board was informed that feedback from the Steering group is promising and resident involvement was encouraging
- Gary Penticost informed the Board that Hackney Homes' appreciated residents' participation in procuring maintenance contract. The process is on course to meet the contract start date of 1st September 2008.

LEASEHOLD AND RIGHT TO BUY

Pat Ronayne informed the meeting that the Right to Buy scheme continues to attract interest. The following points were highlighted:

- Meeting told that 37 formal offers were made to tenants with 12 sales resulting.
- New service standard to come out soon.
- Rent strategy to be tabled at the Board
- Resident survey to be conducted over June.
- Preparation is underway for a Major Advice Day scheduled for September.

ESTATE CLEANING AND GROUNDS MAINTENANCE

Tom Hunt highlighted the following to the Board:

- Performance is being maintained at 92%-94%.
- Hackney homes are recruiting for Estate Cleaning and Grounds Maintenance Manager and Business Development Manager positions.
- **Board was also informed that tree maintenance was experiencing problems and increase complaints because no money was allocated during Resourcing Our Priorities (ROP).**

	<p><u>WOODBERRY DOWN UPDATE</u> The following issues were highlighted:</p> <ul style="list-style-type: none"> • All Board Members were invited to Fun day scheduled for Saturday 5th July at Rowley Gardens. • Council and Berkeley finalising the S106 agreement for the Old School Site. Development will start about three (3) months after planning permission is granted and the agreement is signed. A report to protect retailers and landlords from sub-standard retail occupation will be presented to the July. • Decanting and rehousing is almost complete because only 3 tenants remain. • On the Horston and Sherwood Houses Kick Start site 5 tenants remain. 2 have accepted the offer of new homes. 2 leaseholders agreed to sell with repurchases to complete soon. • Delay on demolition is due to one tenant in Dean House delaying moving. Lawyers are dealing with issue while attempts are made to persuade the tenant to move voluntarily. <p><i>The Board noted the Chief Executive's Report- Strategic Overview including the Woodberry Down update.</i></p>		
<p>9. Hackney Homes Performance Overview</p>	<p>The following issues were highlighted :</p> <ul style="list-style-type: none"> • Repairs monitoring information will include all repairs in addition to DLO. • The Chair said that residents are not happy with how certain departments are responding to calls from residents. He expected a response from officers on this issue. • NI will report back progress next month 	<p>NI</p>	<p>14.0.08</p>

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Telephone system and customer service

- Answering continues to be at almost 90% of external calls being answered with 96% of these within 5 rings.
- Hackney Homes working to improve settlement rate at Stage 1
- NI working together with AD of ICT at Hackney Council to find ways to improve the system.
- Board was informed that transferred calls may record as missed calls if they are not answered after the transfer.
- Board Members urged officers to look at other organisations outside Hackney on ways to minimise the problems with the telephone system.
- Stephen Tate from Hackney Council said that the Council and Hackney Homes are cooperating on ways to improve the system.
- Board Members suggested the following measures to improve service:
 - a) more time and resources must be allocated to complaints.
 - b) residents expected from Hackney Homes Officers to be courteous when responding to calls.
 - c) First person to receive a call must take ownership of issues. This ensures that the enquiry is not passed around too many people resulting in no one taking responsibility of the call.

Rent Collection and Arrears

- Rent arrears remained constant despite the April rent increase.
- Meeting was informed that rent collection target was exceeded with the achievement of 98.13%.

	<p><u>TMOs</u></p> <ul style="list-style-type: none"> • Board was informed that Hackney Homes is working hard to improve the performance of TMOs that are not performing as expected. • The TMO Regulation Team is monitoring the work in progress. <p><u>Property Services and Asset Management Division</u></p> <ul style="list-style-type: none"> • The Board informed that the division is now subject to revised criteria for performance. • Meeting was further informed that urgent repairs continued to perform well at 85% despite the revised criteria for performance. <p><i>The Board noted the Hackney Homes Performance Overview report.</i></p>		
<p>10. Financial Overview and Budget Update</p>	<p>Neil Isaac informed the Board that the report contained updates on the Outturn position for 2007/08 for Council's HRA Delegated Budgets and Hackney Homes own budgets from the Management Fee.</p> <p><u>Outturn position 2007/8</u></p> <ul style="list-style-type: none"> • The Board was informed that Closure of HH accounts for 2007/8 has been completed. • The Board was also informed that the underspend resulting from the budget was returned to Council's HRA. This ensured that HH has a break even position at the year end. • The initial audit of Hackney Homes accounts by external auditor, Baker Tilly is expected to show no major concerns. The report will be presented at the Audit and Finance meeting scheduled for 7th July 2008. • The Board was informed that Delegated budgets will be overspent by about £1m because of the Repairs and Maintenance overspend. 		

	<p><u>Budget monitoring 2008/9</u></p> <ul style="list-style-type: none"> • Impact of recent fuel increases will impact on the delegated budgets. • Draft outturn from 2007/8 will be reviewed to assess the impact on repairs overspend. • Audit and Finance Committee and Board will receive reports on the conclusions in due course. • Board Members agreed that any problems with the budget must be picked up during the year rather than at the end. Board should be made aware of discrepancies. • The Chief Executive informed the Board that the Management Team will put extra financial controls and update Board <p><i>The Board noted the report.</i></p>		
<p>11. Establishment of the Service Improvement Committee</p>	<p>The Chief Executive outlined the need for the establishment of the Service Improvement Committee. She said that the Committee will allow nominated Board Members to consider in detail operational service areas and service improvement.</p> <p>Board members highlighted the following :</p> <ol style="list-style-type: none"> a) The reporting mechanism must be clear. b) Committee must recommend matters to the Board for decision. c) The Board should only debate matters recommended from the Committee if there are differences in opinions. 		

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	<p><i>The Board agreed to the following:</i></p> <ul style="list-style-type: none"> • <i>establishment of a new Service Improvement Committee</i> • <i>nomination of the Service Improvement Committee Members.</i> <p><i>The following Board Members were nominated to the Service Improvement Committee.</i></p> <ul style="list-style-type: none"> • <i>Terry J Edwards</i> • <i>David Larkin</i> • <i>Alice Burke</i> • <i>Afolasade Bright</i> • <i>Linda Kelly</i> • <i>Brian Marsh</i> • <i>Marie Photiou</i> • <i>Rupert Tyson</i> • <i>Audrey Villas</i> 		
<p>12. Mediation Services</p>	<p>Pat Ronayne outlined the plan to find alternative ways to provide mediation services.</p> <p>The following points were highlighted:</p> <ul style="list-style-type: none"> • The Board Members promised their full support to the plan to engage residents to volunteer and minimise costs of providing mediation services. • Linda Kelly suggested the use of law centres, voluntary services and outside bodies who will welcome the publicity. • The Chief Executive informed the Board that Hackney Homes involved in ongoing talks with the Council on the issue of how to fill the gap left by the closure of Mediation Services. • A suggestion was made to the Board to incorporate the mediation task 		

	<p>into Estate Managers' job description.</p> <ul style="list-style-type: none"> • The Board will receive an update on the progress. • Pat Ronayne told the Board that the cost to Hackney Homes of using alternative services has not been determined. Hackney Homes is however hoping they will use the £50 000 paid to the Council for providing Mediation Services prior to the termination of the arrangement. • Board to receive an update on Mediation Services <p><i>The Board noted the Mediation Services Report.</i></p>	PR	TBC
<p>13. Audit Commission Documents- Agreeing process on refreshed documents</p>	<p>The Chief Executive informed the Board that about 300 documents will be submitted to the Audit Commission. She further informed the Board that some documents required minor changes but other needed substantial review and Board agreement.</p> <p><i>The Board agreed to:</i></p> <ul style="list-style-type: none"> • <i>delegate to the Chief Executive agreement to minor changes and updates;</i> • <i>delegate to the Chief Executive the decision as to whether refreshed documents should be referred to the full Board or relevant Board Committee.</i> 		
<p>14. Any other Business</p>	<ul style="list-style-type: none"> • The Board was informed of concerns by residents that contractors were not listening to residents' concerns. More feedback to residents to understand what's going on is important. • Linda Kelly invited all Board Members and staff to the North East Neighbourhood Compact presentation event on 16th July 2008. 		



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15.	<p>Date of next Board Meeting: Monday 14th July 2008 at 6.30pm Christopher Addison House.</p> <p>The Board noted the date of the next meeting.</p>		
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Signed as a true record of this meeting _____ Chair Dated _____