

**Hackney Homes Ltd Board Part A**

Part A meeting (held in public)

**Tuesday, 24th January, 2012 from 6.30 pm to 8.20 pm**

**Chief Executive's Conference Room - First Floor,  
Christopher Addison House, 72 Wilton Way, London E8 1BJ**

**Distributed to:**

**Hackney Homes Board Members**

Alice Burke, Councillor Susan Fajana-Thomas, Mervyn Jones, Carla Keegans, David Larkin, Councillor Samantha Lloyd, Ian Nelthorpe, Joseph Oshikoya, Councillor Alex Russell, Councillor Saleem Siddiqui, Rupert Tyson MBE, Tom Tyson and Audrey Villas

**Hackney Homes Officers**

Odile Anderson, Sunil Desai, Charlotte Graves, Trish Hail, Neil Isaac, Judith Morrison, John Newton, Jonathan Oxlade, Jim Paterson, Neehara Wijeyesekera and Chrys Edwards

**Stakeholder Representatives**

Councillor Karen Alcock, Bruce Devile, Councillor Philip Glanville, Ian Marriott, Michelle Patterson, Tim Shields, Charlie Forman and Siobhan Silbert

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Item	Title	Page(s)
1.	<b>Welcome, Introductions and Apologies</b> Information-2 mins	
2.	<b>Declarations of Interests</b> Information-1 min	
3.	<b>Minutes of Previous meeting (Part A) and Matters Arising</b> Decision-5 mins	<b>(Pages 1 - 7)</b>
4.	<b>Communications</b> Presentation-20 mins	
5.	<b>Chief Executive's report - Strategic overview</b> Information-15 mins	<b>(Pages 8 - 15)</b>
6.	<b>Action items for future meetings</b> Information-2 mins	<b>(Page 16)</b>
7.	<b>Hackney Homes Olympic Preparation</b> Information and presentation-40 mins	<b>(Pages 17 - 23)</b>
8.	<b>Decent Homes Q3 2011/12 update</b> Information-10 mins	<b>(Pages 24 - 26)</b>
9.	<b>Financial overview report</b> Information and decision-10 mins	<b>(Pages 27 - 30)</b>
10.	<b>Any Other Business</b> Information-5 mins	

The next meeting is scheduled for **Tuesday, 13 March 2012.**



## Hackney Homes Ltd

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

On 13 December 2011 at 6.30 PM

Present	<b>Board members</b> Rupert Tyson Alice Burke Tom Tyson Mervyn Jones Saleem Sidiqqi David Larkin Alex Russell Audrey Villas	<b>Hackney Homes Officers</b> Charlotte Graves Neehara Wijeyesekera Neil Isaac Alex Jarosy (Part) Sunil Desai Chrys Edwards (Part)	<b>Stakeholder Representatives (Hackney Council)</b> Ian Marriott Cllr Philip Glanville	
		<b>Part A – Open to the Public</b>	<b>Action</b>	<b>Date</b>
<b>1. Election of Chair and Vice Chair</b>		Neil Isaac, Company Secretary, introduced the item. As there had only been one expression of interest for the position of Chair and one expression of interest for the position of Vice Chair, the Board appointed Rupert Tyson as Chair of Hackney Homes and Alice Burke as Vice Chair.  Rupert Tyson and Alice Burke thanked the Board for its continued support.		
<b>2. Welcome/ Introductions</b>  <b>Apologies</b>		The Chair welcomed everyone to the meeting.  Samantha Lloyd, Susan Fajana Thomas		
<b>3. Declarations of Interests</b>		Saleem Sidiqqi declared that he was on the Board of Clapton Park TMO		Item 3

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<p><b>4. Minutes of the meeting held on 31 October 2011 and matters arising</b></p>	<p>There was one correction to the minutes. <u>7 Annual Tenants' Report</u> It was noted that Audrey Villas had provided Chrys Edwards with feedback on the Annual Tenants' Report.</p> <p>With the above correction, the minutes of the meeting held on 31 October 2011 were agreed as a true record and signed accordingly.</p> <p>There were no matters arising.</p>		
<p><b>5. Chief Executive's Report - Strategic Overview</b></p>	<p>Charlotte Graves introduced the report and highlighted the following</p> <ul style="list-style-type: none"> <li>• The position generally was good and Hackney Homes was maintaining a good relationship with the Council.</li> <li>• Following a joint review with the Council of the in-house repairs service, it had been decided to retain the current in-house service</li> <li>• Services had been maintained during the recent nationwide industrial action</li> <li>• The garden swap scheme which was linked to the Council's manifesto had been launched. Charlotte Graves asked Board Members to help publicise this initiative around the borough.</li> <li>• Jim Paterson was the Executive Team Member Champion for the Olympics and a significant stream of work was on-going in respect of planning for the Games. The Board asked that Jim Paterson liaise with Charlie Forman, the lead officer for the Olympics in the Council, to ensure a co-ordinated approach.</li> <li>• Right to Buy. Apart from the initial announcement by the Government, no further detail had been released. Information relating to any financial cap was still awaited.</li> <li>• Housing Management restructure was progressing. The restructure was</li> </ul>		

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	<p>fundamental to achieving the savings requirement for this year and these savings would be achieved.</p> <p>The Board asked for clarification on the UH project. Charlotte Graves said that the repairs module had been implemented although there were still areas which needed resolving. The rest of the modules were still to be implemented with Tenancy Services due to go live in April 2012. The IT directorate at the Council had been asked to ensure delivery of the remaining modules. The difficulties outstanding with repairs were not just IT related but included business systems and training. Trish Hail was leading on resolving these outstanding matters. Discussions around IT support for Trish Hail in final delivery of the repairs module were currently underway.</p> <p>The Chair of the Board explained that Cllr Alcock had resumed her duties as Lead Cabinet Member for Housing following her maternity leave. Cllr Glanville was working through a transitional handover period and would remain as Cabinet Advisor for Housing. The Chair thanked Cllr Glanville for his support.</p> <p>Clarification was sought on why property traditionally let to the elderly and the elderly disabled, was now being let as general needs as this appeared to be causing problems across the borough with, for example, ASB. Furthermore, many of these properties had been specially adapted for disabled use and therefore needed further adaptations to be let as general needs. Charlotte Graves asked Neehara Wijeyesekera to research this matter.</p> <p>The Board noted the report.</p>	<p><b>N Wijeyesekera</b></p>	<p><b>13.3.12</b></p>
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<p><b>6. Board actions yet to be implemented and not elsewhere on the agenda</b></p>	<p>The Board noted the report.</p>		
<p><b>7. Delivery Plan</b></p>	<p>Chrys Edwards introduced the Delivery Plan which had been streamlined this year. Although this was a Council document, it was important that Hackney Homes' Board was satisfied with it as it had responsibility for overseeing the delivery of the Plan. The Board was asked to provide any feedback or suggestions for content to Chrys Edwards. Consultation was underway and the Plan was due to go before Cabinet in March.</p> <p>The Board noted the report and Plan.</p>		
<p><b>8. Q2 Performance Report and Business Critical Indicators.</b></p>	<p>Alex Jarosy introduced the report and indicators. The Board asked for further clarification on staff sickness levels. Neil Isaac said that Officers had met with the doctor at Occupational Health Services and this had been a very productive meeting. The indicators appeared to show that levels had peaked but once the December figures were available, further analysis on this could be undertaken. Charlotte Graves met with all service heads every 4-6 weeks to go through each case individually. There were some long term sickness cases which had necessitated consulting lawyers as there were other issues around these. The Board asked if a further piece of work could be undertaken which involved extracting the extreme cases from the statistics which should then give a clearer picture.</p> <p>The Board asked what was being done about rent arrears. Neehara Wijeyesekera said that there had been an increase in collection rates and a decrease in arrears since September and some trend analysis had been</p>	<p><b>A Jarosy</b></p>	<p><b>24.1.12</b></p>



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undertaken. Officers at Hackney Homes were working closely with Revenue and Benefits at the Council. Furthermore, an interim Head of Income Services had been appointed and work was being done to improve consistency in dealing with arrears across the neighbourhoods. Hackney Homes had recently joined the rent income excellence network and had been having conversations with neighbouring boroughs, Islington and Haringey which indicated that there were common issues within the boroughs.

The service charge arrears had shown an increase owing to the actuals which were sent out at the end of September being higher than the estimates. However, this had since decreased and the indicator was now showing amber.

The Board queried why stage two complaints were red. Alex Jarosy said that if a stage two complaint needed to be upheld then it was upheld. Work was being done on auditing stage one complaints to ascertain why they became stage two complaints. Once the handling of stage one complaints was improved, this should in turn see a decrease in the number of complaints moving through the different stages in the complaints process.

The Board queried the diversity profiling. The Chief Executive gave some background to this. Pre-inspection the profiling statistics were very low and as a result, a considerable amount of money had been spent in improving the collection of this data. Hackney Homes and the Council acknowledged that further work needed to be done on how we collect the information and where it should appear e.g. setting up a corporate library. It was stressed that the information collected was used in better targeting our services. It was suggested that a further report be brought back to Board on profiling which included some further information on the methodology of collecting this data set.

**A Jarosy**

**24.4.12**

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The Board asked whether any trend analysis was undertaken on Members' Enquiries as experience seemed to show that the same enquiries appeared over and over e.g. repairs. Alex Jarosy said that a learning from complaints exercise was undertaken and RESPOND recorded some common threads in Members' Enquiries.

The Board queried the ASB indicator and given that there were many external influences to take into account e.g. police involvement, were we setting ourselves up to fail as resolving some of these matters was not solely the responsibility of Hackney Homes. Neehara Wijeyesekera acknowledged this could be an issue but equally, it was very important to demonstrate to our residents that Hackney Homes acted upon complaints of ASB. Recently, noise nuisance equipment had been purchased and this had been very successful in closing down quickly cases of noise nuisance. Alice Burke, the Board ASB Champion said that considerable work had been undertaken with ASB staff and residents and Officers had taken on board residents' suggestions. Hackney Homes was one of only six organisations which had achieved the ASB accreditation from Housemark.

Neehara Wijeyesekera would contact Alex Russell with further information on ASB and Alice Burke would ask Wayne Hylton to invite Alex Russell to one of the ASB Forums.

The Board queried the low satisfaction rate for new tenancies. Alex Jarosy said that the question asked had been amended but still needed to be looked at again as the question was asking about satisfaction with the property not for example, the neighbourhood or schools which may influence some of the answers given.

**N Wijeyesekera/  
A Burke**



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	<p>The Board asked what help was offered to new disabled tenants. Neehara Wijeyesekera said that aids and adaptations were undertaken well in advance of any disabled tenant moving in and casework identified a tenant's needs appropriately.</p> <p>The Board noted the report.</p>		
<p><b>9. Financial Overview Report</b></p>	<p>Neil Isaac introduced the report. Mervyn Jones said that the Audit &amp; Finance Committee had been through the financial information in detail and were keeping matters under close review. Neil Isaac said that the final figures for the HRA reform should be received in January/February however, the budget for next year would have to be prepared using assumptions only. The business plan should be submitted to Cabinet for approval in July</p> <p>The Board noted the report.</p>		
<p><b>10. AOB</b></p>	<p><u>Garages</u> The Audit &amp; Finance Committee had discussed a scoping paper for the future management of garages and this would be presented to the A&amp;F Committee in the spring.</p> <p><u>Lights</u> Tess Merrett to contact Saleem Siddiqui regarding the issues about lights.</p> <p><u>Tenancy Conditions Consultation</u> 1620 responses to the consultation had so far been received and of those 75-85% were in agreement with the proposals</p> <p>The meeting closed at 8.00 pm</p>		

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



Title of Report: <b>Chief Executive’s Report – Strategic Overview</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>24<sup>th</sup> January 2012</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Chief Executive – Charlotte Graves</b>
Item Previously considered at: <b>This is a monthly standing item</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Charlotte Graves, Chief Executive</b>	Appendices: <b>N/A</b>

If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email [charlotte.graves@hackneyhomes.org.uk](mailto: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 FINANCE & RESOURCES**

### **4.1 RTB Consultation**

On the 22<sup>nd</sup> of December, the Department for Communities and Local Government (DCLG) published a consultation paper entitled, "Reinvigorating the Right to Buy and one for one replacement". The consultation ends on the 2<sup>nd</sup> of February 2012 with the intention that changes will be implemented in April 2012.

#### **Key Areas of consultation**

- **Caps discount rates and eligibility**

DCLG proposes to increase the cap on Right to Buy discount to £50,000 throughout England. This is an increase of £34,000 from the current £16,000 cap in London.

There are no plans to change the five year qualifying period for eligibility, but DCLG is interested in views on changing the minimum and maximum discount rates for houses and flats or the rate of accrual of discount.

- **Protecting tenants who exercise their Right to Buy**

DCLG recognises that there are different costs and responsibilities of home ownership compared with renting and want to make sure that tenants considering the RTB are properly informed. However they consider that the current range of information is sufficient.

- **Preventing abuses**

While recognising the need to prevent abuse of the system the DCLG considers that the current safeguards put in place since the last peak in RTB are adequate. They do note that the abuses were largely an Inner London issue given the high values and rental yields available in Inner London.

- **Use of RTB receipts**

There are a range of quite complicated proposals aimed at ensuring the HRA business plan under self financing is not adversely affected by the (anticipated) increase in RTB sales.

DCLG is considering allowing the admin cost of applications which do not proceed to sales, to be recovered from the RTB receipt. This would be a welcome change as we would anticipate an increase in the number of applications from this consultation paper and it has always been harsh to charge the cost of abortive sales to the HRA.

The current regulations allow improvement costs and buy back costs to be offset against the RTB receipts, there is an implicit threat to these rules which could be significant: for example we use the buybacks rule for regeneration schemes to make them more affordable.

- **Apportioning RTB receipts**

The current spending review round and the HRA Business Planning Settlement made projections about the level of RTB sales. The Consultation Paper makes proposals that endeavour to satisfy those projections while ensuring that any higher than expected sales receipts are available for replacing stock that is sold.

In the context of the consultation these proposals appear reasonable. However the calculation would appear to put a maximum on the usable receipt based on the HRA settlement figures. Depending on the proposals for delivery this could have the effect of pooling the entire receipts not just the 75% pooled under the current regime.

- **Proposals for delivering replacement homes for affordable rent**

A range of options are presented in the consultation paper, but all based on the “affordable” rent model. This may explain why the paper considers that receipts in London will be sufficient to allow a greater than one for one replacement while the North West will struggle to deliver one for one replacement.

The local model would fit more in line with localism and is likely to ensure that receipts are retained for reinvestment in the high value and high needs areas such as Inner London.

### **Response to the consultation paper**

Hackney Homes will work with colleagues in the Council to input into the response to the consultation, the results of which will be known by the end of March 2012.

There is a considerable amount of “devil in the detail” which will have to be assessed when the final changes are unveiled. A further report will be brought to Board early in the new financial year setting out the impact of those changes.

## 5.0 HOUSING STRATEGY

### 5.1 Pan-London Housing Mobility Scheme – Choice based lettings

The Pan-London Housing Mobility Scheme – Choice based lettings will be going live in Hackney on the 27 January 2012. The following will take place to enable smooth implementation in Hackney:

- Lettings staff will attend the GLA Training Sessions from the 16 January 2011 to the 25 January 2011.
- Internal training will subsequently be done for staff in the Single Front Office, Contact Centre, Housing Needs Service and Hackney Homes on Pan London, Affordable Rents and Fixed Term Tenancies on the 26th and 27th January 2012.

**Background** - Social tenants who wish to move are often restricted to their own borough. The Scheme aims to facilitate cross London moves to:

- to help social tenants move for work, training or education, or to free up larger homes
- to meet the demand for cross-borough moves.

The GLA scheme, now named '*housingmoves*' has been approved by nearly all London boroughs. The key features of the scheme are that (i) it does not apply to new build but only to relets, (ii) there is a guarantee that each borough receives as many units from other boroughs for its applicants as it loses to other boroughs - this principle of 'reciprocity' to be achieved by allowing boroughs who are losing out not to release any voids for a period until their figures come back into balance, (iii) only applies to a small number of lettings, i.e. 5% of all general needs relets, and (d) priority groups are under-occupiers and people wishing to move for employment reasons (must have been working in another borough for 6 months), or to care for a family member or friend. Voids will be released to all other subscribers only if no eligible bids are made from these groups (the scheme does not have to comply with the allocations policies of the individual boroughs)

## 6.0 BUILDING MAINTENANCE

- 6.1 The 2011/12 Capital Programme is now in full swing with all projects to be undertaken by Hackney Alliance Constructors now committed. In order to maximise value for money on Lifts and Door Entry a process of supply chain 'harmonisation' has been undertaken, as has been used successfully on Decent Homes programmes. This has taken longer than expected but the process is now complete allowing these programmes to progress.
- 6.2 Draft programmes and bids for capital funds for 2012/13 have been scrutinised and will hopefully receive Council approval in February, allowing a smooth transition into the New Year that can really be taken advantage of

now that all the delivery arrangements under the Hackney Alliance Contracts are resolved.

- 6.3 In line with the new structure the client and contractor functions for all responsive repairs are being gradually established. This is a major change of culture and will take some time to fully implement, including recruitment to new posts. Work has been progressing to set new Revenue budgets for 12/13 and this again is progressing well.
- 6.4 The Fire Risk Assessment programme is continuing with all blocks coming under the remit of the Regulatory Reform Act having had fire risk assessments within two years. All the original priority one actions are complete and ones arising from resurveys are dealt with straight away. The vast majority of priority two actions are being dealt with as part of this year's capital programme. The new communal alarms installed on the designated 'high risk' 'scissor' blocks have now been activated. Funds have been requested for 12/13 in order to start to address the priority three works.
- 6.5 The communal works team has now been fully staffed since the 9<sup>th</sup> January. There is one dedicated officer per neighbourhood. Of the £1.4m budget we have so far committed £1.3m and expect to spend the budget fully.
- 6.6 Diligent sickness monitoring within Building Maintenance has resulted in a significant drop in both ad hoc and long term sick figures. January's figures indicate 6.6 sick days per person per year, with only 3 long term sickness cases. Management is meeting with the new Occupational Health providers to ensure a consistent and proactive approach to OHS referrals and case management. This should also assist in ensuring that sickness targets are consistently achieved across all areas.
- 6.6 The response times within the Repairs Call Centre continue to improve following a review of the process. This together with several staff obtaining jobs elsewhere within Hackney Homes has enabled a more flexible staff resource plan to be created enabling the use of additional temporary workers for Monday – Wednesday during the months of October - March.
- 6.7 The introduction of the new Hackney Homes vehicle fleet is now well underway and, by the end of this week, Hackney Homes will have seen the introduction of 80 Citroen Berlingo vans and 31 of the slightly larger Citroen Dispatch vans. The new vehicles, procured in conjunction with the Council's Fleet Management Unit, have been secured on a 4-year agreement and each display the full Hackney Homes livery. The vehicles are also fitted with internal plyboarding, deadlocks and a metal bulkhead for added security, as standard. The new fleet vehicles offer an improved fuel consumption of approximately 12mpg against the previous comparable fleet vehicles while also offering the same 625kg payload and storage space of their predecessors. Added security features include the presence of immobilisers on the Berlingo while the Dispatch offers an effective audible alarm system. There now remain just 6 Citroen Berlingos, 5 Citroen Relay vans and 25 Citroen Relay Tippers to be delivered and commissioned and it is expected

that these remaining vehicles will be fully operational within Hackney Homes by 31<sup>st</sup> March 2012.

The introduction of the new fleet has also included the installation of both internal and external racking, where specified, for the storage of imprest stock and this has been particularly well received by the workforce in their quest to provide a first time fix.

## **7.0 ESTATE ENVIRONMENT**

- 7.1 We have now recruited 18 full time Estate Cleaning posts, this will reduce our agency staff by this amount and the number includes two young Hackney Residents that were previously employed by us under the Train to Gain Scheme which was for 6 months last summer.
- 7.2 Funding provided by Capital Growth to assist with *Grow Your Own Project*, this Project commenced in July 2009, to date we have 125 sites across the Borough. It has been reported that Hackney is the top Borough with the highest amount of sites funded through Capital Growth, closely followed by London Borough of Islington who has 119 sites and London Borough of Camden with 112 sites
- 7.3 A Garden Swap Scheme was created at the end of October 2010 whereby Residents who were unable to manage their own garden or do not have an interest in gardening were able to be paired up with someone who had an interest in gardening. This person would learn new skills, help someone in the local area and have the opportunity to attend training courses. Since the Scheme commenced 4 gardens have been successfully paired up.
- 7.4 An immense effort from the staff over the last 6 months has enabled sickness within Estate Environment to be reduced significantly. July's figure recorded 361 days for the month, December was 159 days. Continual monitoring is taking place to ensure the department is on top of the situation and for the first time in a very long time, the department is under the monthly corporate target.
- 7.5 Due to the mild weather we still have a significant amount of grit should we experience severe weather conditions; to date only a small amount has been utilized owing to the recent frosty weather

## **8.0 TENANCY & LEASEHOLD SERVICES**

### **Reorganisation of Tenancy and Leasehold Services**

- 8.1 Formal consultation commenced with all staff about proposed reorganisation of services. Briefings have commenced for 250 staff affected and the focus is on ensuring services are maintained and residents remain the focus of our attention. In addition to staff and union consultation, regular updates are in circulation to resident panels, resident liaison groups including bi-monthly meetings led by Divisional Head inviting tenants and residents associations.

### **Tenancy Conditions Review**

- 8.2 The consultation deadline has been extended following member and resident requests to 13<sup>th</sup> February. This brings it in line with the TMO consultation timetable so no delays ensue as a result of this, and ensures the Council is reasonably accommodating requests from tenants. Nearly 2000 individual responses have been provided. Formal notice and new conditions should be in place for May/June 2012 following Council approval.

### **Anti Social Behaviour**

- 8.3 Between Oct and Dec 2010, we obtained 2 outright possession orders and a further ASB injunction following the enforcement focus where all other forms of support and prevention have been exhausted. All ASB activity is now being managed through Wayne Hylton and Sarah Chapman.

### **Resident Participation**

- 8.4 In December, Living in Hackney Scrutiny Commission reviewed the progress made on resident participation and were pleased with the progress. The Local Government Association noted the "Communities of Practice" website which was set up by the resident participation team, as an example of good practice helping tenants to become involved on line. In a recent survey, residents fed back about the work of resident participation and 75% of residents were satisfied with the opportunities to participate and make their views known. This is a steady and positive increase in satisfaction with our services.
- 8.5 We have taken over direct management of 7 community halls at residents' requests or where the duties have become too onerous. The resident participation team provides standards information leaflets, lettings agreements and centralised contact arrangements, including management of funds which can be used to cover the running costs. A review of all 74 community halls including general facilities and conditions has been compiled to help groups.

### **Tenant Management Organisations**

- 8.6 We are liaising with all TMOs about the next year allowances. As identified previously, 40 courses have been organised starting this January for the TMO Board members across the borough to assist each TMO Board with development and support needs. We have issued a first edition of our TMO newsletter which will be developed and regularly disseminated. This year 6

TMO continuation ballots are due, and we are organising a joint procurement exercise to engage consultants.

### **Income Services**

- 8.7 January is scheduled for rent notification and consultation. We are pleased to be working with Hackney's housing partnership with Council and RSLs on the Big Lottery Funding bid with Improving Financial Confidence. If successful this could help bring support and advice to residents within the borough. At this stage, Southern Housing Group and Hackney CAB are the lead partners.
- 8.8 We have made an Interim appointment following the new senior management structure. Paul Hayward is now leading all rents and collection teams as well as the rent accounting functions.

### **Neighbourhood Customer Services group**

- 8.9 Regular focus groups are being held to ensure we design and provide better services at the front line receptions. The group, chaired by David Saxon includes two resident Board members as well as customer service staff. Strong focus is being maintained while new teams are being developed with new managers, which is leading to good relations and constructive dialogue around service improvements.
- 8.10 Concierge contract meetings have been established on a six weekly basis to ensure service provision is properly maintained. We are also reviewing the operation so we can consider best options for service delivery and a direct door knocking survey of requirements has been conducted, safety and security being the main priority for residents. We have ensured that Carlisle are aware of residents concerns and regular feedback.
- 8.11 Vulnerability visiting scheme continues to receive great support from residents and is making a real difference since we dispersed this service across the borough. In the north east area, on 20<sup>th</sup> December two officers, Elli Papamichael and Catherine Marie were given high praise from relatives for preventing a lonely death after discovering an elderly resident had fallen in their home who had been on the floor for four days. The tenant had been on our new visiting scheme since September and we continue to personalise and develop this pilot scheme.

**CHARLOTTE GRAVES**  
CHIEF EXECUTIVE  
HACKNEY HOMES

**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>
24.5.11	Youth RLG 12 month review mechanism	N Wijeyesekera	May 2012
26.07.11	Localism Bill issues follow up	Board	TBC

Title of Report: <b>Hackney Homes Olympic Preparation</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>24<sup>th</sup> January 2012</b>
Classification: <b>For Information</b>	Report of: <b>Director of Finance &amp; Resources</b>
Item Previously considered at: <b>N/A</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Chrys Edwards , ext 2752</b>	Appendices: <b>App. 1 - Key dates summary</b>

- **Paragraph: 1.0 - Summary**
- **Paragraph: 2.0 - Recommendation(s) to the Board**
- **Paragraph: 3.0 – Background**
- **Paragraph: 4.0 - Preparing for the Olympics - General**
- **Paragraph: 5.0 - Preparing for the Olympics - Operational**
- **Paragraph: 6.0 - Communications**
- **Paragraph: 7.0 - ICT Implications**
- **Paragraph: 8.0 - Human Resources Implications**
- **Paragraph: 9.0 - Financial Implications**

### **1.0 SUMMARY**

- 1.1. This report will update Board members on Hackney Homes' preparation for the Olympic Games.
- 1.2. It will describe the actions taken so far and what actions are planned to ensure the provision of services during the Games.

### **2.0 RECOMMENDATION(S)**

- 2.1. That Hackney Homes Board note the contents of this report.

### **3.0 BACKGROUND**

- 3.1. 2012 is upon us. The largest logistical challenge a country can undertake in peace time is hosting the Olympic and Paralympic Games.
- 3.2. The build up to the Games will start in earnest with the construction of the Olympic Route Network in May with the Olympic Games running

from the 27<sup>th</sup> July – 12<sup>th</sup> August and the Paralympics from the 29<sup>th</sup> August – 9<sup>th</sup> Sept.

- 3.3. The eyes of the world will be on Hackney and the other host boroughs with some 4 billion people expected to watch the opening ceremony.
- 3.4. The importance of the Games to Hackney cannot be understated. It has already resulted in better public transport links, has created training and job opportunities for residents and will provide state of the art sports and leisure facilities thus contributing greatly to the overarching objective to make Hackney a great place for living, working, visiting and investing in.
- 3.5. Hackney Homes as a key agent on Hackney Estates will have an important role not only in contributing to the overall preparation for the Games, but also ensuring as far as possible – business as usual as far as the delivery of key services to residents.

#### **4.0. PREPARING FOR THE OLYMPICS - GENERAL**

- 4.1. During the Games we aim to provide a business as usual service to our residents, while recognising the need for some flexibility in how those services are provided.
- 4.2. Hackney Homes is involved in the planning for the Games being coordinated by the Council's Doing the Day Job (DtDJ) Board. This has involved identifying a Hackney Homes Champion to attend DtDJ Champion meetings and responding to requests from that Board in relation to planning and resource considerations.
- 4.3. Within Hackney Homes we have set up the Hackney Homes Olympic Planning Working Group, whose membership consists of representatives from all divisions within Hackney Homes. All members are tasked with responding to LBH requests for updates and evidence of planning and preparation in relation to the Games.
- 4.4. The Executive Team lead for Olympic preparation is Jim Paterson.
- 4.5. An initial service gap analysis and risk assessment has been undertaken and the issues arising are being addressed. The Hackney Homes Executive Team have been briefed and are aware of potential risks e.g. difficulty some staff may experience getting into work etc.
- 4.6. Contractors delivering services on our behalf have been kept informed about potential pinch points and what they can do to support our aim of business as usual.
- 4.7. Suppliers are also being asked to be flexible and in some instances – the potential to store additional supplies so that during the Games period there is no need for deliveries is being considered. An example of this is in Estate cleaning, where the team have identified additional storage for this purpose.
- 4.8. In regard to Decent Home constructors – a workshop was held in September of last year to give them information about the Olympic preparations and what support they could provide. There is a continued dialogue with constructors.
- 4.9. LBH Olympic planning officers have presented information to the Executive Team and to the managers in attendance at Leadership Briefings to update them on how preparations are going and what is needed.

## **5.0 PREPARING FOR THE OLYMPICS - OPERATIONAL**

- 5.1 In general it is proposed that during the period of the Games, only essential internal meetings will take place. Hackney Homes will request that departments clear diaries over this period – this will maximise time available to provide a service recognising the difficulty that people may experience getting into and out of Hackney as well as the fact this is the time of the year people tend to take annual leave.
- 5.2 We will also be proposing that officers will not be in attendance at TRA meetings during this period. Hackney Homes cannot insist on TRA meetings not going ahead, however we will inform Chairs that for that period only there will not be officers from Hackney Homes in attendance.
- 5.3 From as early as September last year departments within Hackney Homes have been looking at staffing requirements for the games. Critical services such as repairs for example, have agreed that senior staff take no leave during the games and are on call to assist with dealing with any emergencies or major incidents.
- 5.4 Data relating to annual leave is being collated and staff are being asked to confirm their availability as soon as possible.
- 5.5 A number of departments have conducted transport surveys – the aim of which is to identify modes of transport and transport routes staff take to get to work – this will help identify staff that are within walking or bussing distance from CAH and other key work sites.
- 5.6 If departments are going to encourage home working for staff not currently doing so, they are being encouraged to notify ICT as soon as possible
- 5.7 **Routine Repairs** - An analysis of the types of repairs by location is being undertaken to identify the types of repairs that take place over the summer months. This information will enable Hackney Homes Repairs to identify what resources are needed over the period of the Games. It will also tell us what repairs can and cannot be delayed.
  - 5.7.1. In terms of fleet – Hackney Homes Repairs are looking at parking options – for example is it better to leave vehicles in Hackney overnight and have staff use public transport?
  - 5.7.2. There may be aspects of the service that could be deferred until after the Games – for example some communal repairs – this decision would be made on a repair by repair basis.
  - 5.7.3. The DLO is also looking to optimise repairs request in the run up to the Games. All operational issues will be addressed specially arranged weekly meetings.
- 5.8. **Emergency Repairs** - In terms of emergency repairs it will be business as usual. The Out of Hours contractor has been informed of Hackney Homes' requirements and will provide extra support where needed.
- 5.9. **Repairs Contact Centre (RCC)** - The Repairs Contact Centre will deliver services as usual although hours of operation may be changed in line with staff availability. As a contingency the Out of Hours (OOH) Call Centre will extend their cover to the daytime if necessary.
  - 5.9.1 The RCC may also introduce different working patterns to achieve the maximum cover.

- 5.9.2 Over the period of the Games it is proposed that Outreach surgeries are suspended.
- 5.10 **Planned maintenance** - Consideration has been given to deferring planned maintenance programmes. This would be mainly major capital schemes which will be programmed to avoid the period. Residents will be informed and consulted with in the normal manner.
- 5.10.1 We are also looking at whether any cyclical programmes can be brought forward to reduce the work needed during the Games. For example - lift servicing, gas servicing etc. Residents will be informed in the usual way.
- 5.10.2 Although it is our intent to ensure a full service for what may become vital reactive repairs during the games – e.g. lighting, lifts, door entry, hot water, drainage, CCTV. We are still in talks with Mansell and are awaiting their proposals for services during the Games.
- 5.10.3 2012 is the year of the digital switch over, by April it will have happened. Faults as a result of this will need to be dealt with efficiently. Only blocks with existing communal systems or in blocks over 3 storeys with more than six dwellings will have had installations, those that do not will have to make their own arrangements.
- 5.11 **Parking** - The London Organising Committee for the Olympic Games (LOCOG) are responsible for additional parking controls during the Games.
- 5.11.1 Controlled parking zones schemes will be introduced for the duration of the Games where estates have previously opted out of such schemes. It is seen as way of protecting residents from the potential of increased levels of unauthorised parking.
- 5.11.2 Hackney Homes are being asked to bear the cost of additional temporary signage. This is still being negotiated.
- 5.11.3 Staff who currently park on estates will now have to find alternative parking or use an alternative mode of transport to come to work.
- 5.12 **Neighbourhood Offices** - for neighbourhood offices it is business as usual. Currently work is being undertaken to ensure that relevant keys and access fobs are available. In terms of community halls spare sets of keys are being made available and contact lists being updated.
- 5.12.1 Staff will be provided with FAQ about the Olympics and information that will help them signpost individuals in regard to getting to the Olympic site and other related information.
- 5.13 **Tenant Management Organisations (TMOs)** – Hackney Homes will support TMOs in their preparation for the Olympics. This will involve sharing our plans and providing information and support to them through newsletters and contract meetings.
- 5.14 **Decent Homes** - There is continuous dialogue with constructors. The aim is to keep going, however no new schemes will be started in the period.
- 5.15 **Dealing with a major incident during the Olympic Games** - Hackney Homes are very aware of the importance of being prepared for any eventuality. We work closely with the Council's emergency planning

team and our officers are always on hand to deal with issues arising from such incidents.

5.15.1 Hackney Homes has an escalation procedure in place (tested in summer during the disturbances). There is a list of staff that live in Hackney who can be called upon to cover these incidents.

5.15.2 The annual leave of senior managers has been arranged to ensure adequate cover over this period.

5.15.3 Key officers have attended seminars with the Metropolitan Police regarding terrorism.

## **6.0 COMMUNICATIONS**

6.1. The Council will be launching a series of campaigns aimed at promoting the Olympics. Key campaigns are centred around 200 days and 100 days before the Games.

6.2. Hackney Homes staff will receive the same communications and information as Council staff.

6.3. Information will be circulated to staff via e-mail and also via members of the Hackney Homes Olympic Planning Group to their respective service areas.

6.4. Front of house staff – particularly those who are based at neighbourhood offices will be given Olympic specific information which will help them signpost people effectively.

6.5. We have kept our residents informed about the Games through newsletters and will continue to do so – with a series of special articles published in the run up to the Games.

## **7. ICT IMPLICATIONS**

7.1. LBH ICT have already put into operation an action plan to address issues of increased demand on the IT infrastructure relating to an increased level of home working.

7.2. It is important for service areas within Hackney Homes to identify whether additional VPN tokens are needed for individuals who do not normally work from home, but could for the purposes of the Games.

7.3. Service heads are already identifying critical staff and staffing levels required.

7.4. The cost for purchasing additional VPN tokens to facilitate home working is one that has to be met by Hackney Homes. The cost is £100 per token.

7.5. In addition to increased demand as a result of increases in home working there will also be increased pressure on broadband and mobile networks connected to the fact there will be Games visitors using such networks. This is obviously outside LBH control.

## **8 HUMAN RESOURCES IMPLICATIONS**

8.1 It is business as usual as far as residents will be concerned. Hackney Homes are making sure that the level of staff required to deliver services normally are available.

- 8.2 To facilitate this, staff are already being asked to indicate when or if they will be on leave during the period of the Games and their level of flexibility.
- 8.3 Critical staff have been identified, and senior managers in critical areas i.e. Repairs will be available during the Games.
- 8.4 Managers are being asked to consider various methods for ensuring that staff are available during this time. LBH published and Hackney Homes have adopted, "Olympics & Paralympics Games 2012 – Guidelines for managing workforce flexibility". This provides managers with suggestions in relation to resourcing the delivery of services. For example, introducing different shift patterns, having staff from non-critical departments (critical in this instance meaning delivery of frontline services) provide support/ cover to critical areas, as well as the aforementioned working from home scenario.
- 8.5 Any changes will always be in consultation with staff and staff representatives.
- 8.6 The ability of staff to get to work during the Games is of course an important factor if we are to achieve the aim of business as usual.
- 8.7 Major routes such as the A12, A13 will be affected by the introduction of the Olympic Route Network (ORN) – which will allow athletes, the Olympic family, media and sponsors to move around London.
- 8.8 The ORN will be in operation from 15<sup>th</sup> July 2012. It is anticipated that once in Hackney travel will be subject to minor delays however the challenge will be getting into Hackney, where it is expected there will be significant delays.
- 8.9 Added to the travel issues is public transport. It is already known that the London Underground could experience significant delays – in some instances – it could take over an hour accessing train services on certain train lines, for example: Central Line, Jubilee Lines and Northern Line (Bank Branch), as well as the London Overground at Stratford.
- 8.10 As already mentioned controlled parking zones will be introduced on those estates currently without this scheme. Staff parking on estates currently will not be allowed to do so once these schemes have been implemented and certainly throughout the duration of the Games.
- 8.11 The roads in and around Hackney estates will have restricted parking or no parking. Again this will have an impact on staff that currently use their cars to come to work.

## **9. FINANCIAL IMPLICATIONS**

- 9.1 From the outset – it has been the case that there will be no additional money available to departments to facilitate their preparation for the Games. The contingency LBH has received from LOCOG is earmarked for services such as Waste management.
- 9.2 Departments have been encouraged to do what is required from within current resources.

## Olympics - Key Dates

- **Olympic Route Network (ORN)** – especially A12 – building works from **21<sup>st</sup> May**
- **ORN partly opens** (reduced capacity on A12): **21<sup>st</sup> June**
- **BBC Concert** on the Marshes: **23/24 June**
- **ORN fully open** – further reduced capacity on A12: **15<sup>th</sup> July**
- **Cultural Centrepiece** (Hackney One Carnival & Torch Relay in Hackney: **21<sup>st</sup> July**
- **Olympics** – **27<sup>th</sup> July -12August**
- **Paralympics** – **29<sup>th</sup> August– 9<sup>th</sup> September**
- **Festival of 2012** ends: **9<sup>th</sup> September**
- **Athletes village** closes: **16<sup>th</sup> September**
- **Media centre** closes: **16<sup>th</sup> September**
- **Decommissioning** starts: **17<sup>th</sup> September**

Title of Report: <b>UPDATE REPORT ON DECENT HOMES PROGRAMME 2011-12 3rd QTR</b>	
Decision Making Body: <b>Hackney Homes Audit and Finance Committee</b>	Date: <b>24<sup>th</sup> Jan 2012</b>
Classification: <b>“For Information”</b>	Report of: <b>Head of Asset Management</b>
Item Previously considered at: <b>Regular information item</b>	On Which Date: <b>N/A</b>
Report Author: <b>Jonathan Oxlade</b>	Appendices: <b>N/A</b>

#### Report Outline:

<ul style="list-style-type: none"> <li>• Paragraph: 1.0 - Summary of Report;</li> <li>• Paragraph: 2.0 - Recommendation(s) to the Board;</li> <li>• Paragraph: 3.0 – Background;</li> <li>• Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan;</li> <li>• Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;</li> <li>• Paragraph: 6.0 - Consideration of the Hackney Homes Single Equality Scheme 2010-2013;</li> <li>• Paragraph: 7.0 - Consultation Process &amp; Findings;</li> <li>• Paragraph: 8.0 - ICT Implications;</li> <li>• Paragraph: 9.0 - Human Resources Implications;</li> <li>• Paragraph: 10 – Financial Implications;</li> <li>• Paragraph: 11 - Legal Implications / Advice;</li> <li>• Paragraph: 12 - Other Related Decisions / Guidance.</li> </ul>
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#### 1.0 SUMMARY

- The budget has been re-profiled such that the CESP element of funding will be applied in 2012/13. The CESP funding body, Scottish and Southern is negotiating a possible increase in the level of CESP funding and whether additional grant can be allocated to other schemes in the 2012/13 programme that include elements of energy efficiency works. The 2011/12 Decent Homes Backlog Funding from the HCA will be fully utilised.
- The 2011/12 programme was not finally approved until June 2010. Every effort has been made to accelerate the programme but due to

the complexity of the external work involved and Section 20 leaseholder re-charge requirements, progress was initially slower than anticipated.

- Now that all the preparation work has been done and with weather permitting, we are expecting a vast improvement in outputs and expenditure during the last few months of the year.
- We are also on course to meet the agreed target of 335 homes being made decent in this financial year.
- Levels of resident satisfaction remain high with all the constructors exceeding their targets.

## 2.0 **RECOMMENDATION**

2.1 This report is for information only.

## 3.0 **BACKGROUND**

### 3.1 Output performance - Number of homes receiving windows, roofs, Kitchens, bathrooms and structural repairs

2011-12 Q3 YTD

	Roofs	Windows	Kitchens	Bathrooms	Structural Repairs
North East	0	0	0	0	0
Stoke Newington	0	0	0	0	0
Homerton	0	37	146	146	0
Shoreditch A	23	23	11	11	23
Shoreditch B	45	45	56	56	45
Streets	0	0	10	10	0
<b>Total</b>	<b>68</b>	<b>105</b>	<b>223</b>	<b>223</b>	<b>68</b>

### 3.2 National Indicator 158 – Percentage of rented housing stock that is non-decent

- At the end of 2011-12 Q3, 28.34% of council homes in Hackney were non decent
- The target for the year is 27.45%
- 170 homes have been made decent so far in this financial year
- The target for the year is 335 homes

### 3.3 Key Performance Indicator 1a: Resident Satisfaction – Product and Overall Services

- All the constructors who carried out works in Q3 have exceeded the target (85%) for Resident Satisfaction:

Lakehouse Contracts Ltd – 92.51%  
Mansell Construction Ltd – 87.44%  
Mulalley & Co Ltd – 93.82%

#### **4.0 IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN**

- This is a regular update report on Decent Homes' objectives in the strategic plan.

#### **5.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

- No impact from this update report.

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

- No implications.

#### **7.0 CONSULTATION PROCESS & FINDINGS**

- N/A

#### **8.0 ICT IMPLICATIONS**

- N/A

#### **9.0 HUMAN RESOURCES IMPLICATIONS**

- N/A

#### **10.0 FINANCIAL IMPLICATIONS**

- Total approved 2011/12 budget: £21.8m
- Actual expenditure as at December 2010: £7.2m
- Forecast expenditure 2010/11: £18.4m
- Re-profiled to 2011/12: £3.4m

The re-profiled budget is CESP funding and at present has to be claimed by December 2012. This date may be extended and the overall CESP funding increased as a result of negotiations with the funding body. The HCA Decent Homes funding is expected to be fully spent.

#### **11.0 LEGAL IMPLICATIONS / ADVICE**

- N/A

#### **12.0 OTHER RELATED DECISIONS / GUIDANCE**

- N/A

Title of Report: <b>FINANCIAL OVERVIEW REPORT</b>	
Decision Making Body: <b>HACKNEY HOMES BOARD</b>	Date: <b>Tuesday 24<sup>th</sup> January 2012</b>
Classification: <b>For Information and decision</b>	Report of: <b>Director of Finance &amp; Resources</b>
Item Previously considered at: <b>N/A</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Sunil Desai, Head of Finance</b>	Appendices: <b>None</b>
<b>Report Outline:</b> <ul style="list-style-type: none"> <li>• <b>Paragraph: 1 – Summary of Report;</b></li> <li>• <b>Paragraph: 2 – Recommendations;</b></li> <li>• <b>Paragraph: 3 – Background;</b></li> <li>• <b>Paragraph: 4 – Budget Update 2011/12;</b></li> <li>• <b>Paragraph: 5 – Impact Upon The Hackney Homes Strategic Plan;</b></li> <li>• <b>Paragraph: 6 – Impact Upon The Hackney Homes Risk Register;</b></li> <li>• <b>Paragraph: 7 – Consideration of the Hackney Homes Single Equality Scheme 2010 – 2013;</b></li> <li>• <b>Paragraph: 8 – Consultation Process &amp; Findings;</b></li> <li>• <b>Paragraph: 9 – ICT Implications;</b></li> <li>• <b>Paragraph: 10 – Human Resources Implications;</b></li> <li>• <b>Paragraph: 11 – Financial Implications;</b></li> <li>• <b>Paragraph: 12 – Legal Implications / Advice;</b></li> <li>• <b>Paragraph: 13 – Other Related Decisions / Guidance.</b></li> </ul>	

If you have any questions about this report, please contact Sunil Desai on telephone number 0208 356 3429 or email [sunil.desai@hackneyhomes.org.uk](mailto:sunil.desai@hackneyhomes.org.uk).

## **1 SUMMARY**

- 1.1 This report provides an update the budget monitoring position for 2011/12 for the period April to November 2011 and forecast outturn position for 2011/12.
- 1.2 Currently, the HRA revenue forecast for 2011/12 is small overspend of £150k. The Capital budget forecast to year end is £4.9m underspend as at the end of November, this is mainly due to Woodberry Down interim repairs.

## **2 RECOMMENDATIONS**

- 2.1 That the Board notes this report.  
And agrees
- 2.2 That the Audit & Finance committee leads on budget monitoring.

## **3 BACKGROUND**

- 3.1 Budget Managers within each of the four directorates are expected to use their local knowledge and current performance levels of activity in their area to forecast spend to the year end.
- 3.2 Budget monitoring is part of the performance management process for HH and the Council.
- 3.3 Regular budget monitoring and budget plans are reported to the Audit & Finance (A & F) Committee. At the last meeting on Monday 9<sup>th</sup> January 2012 as part of the rolling programme of reviews, a detailed report was produced on Repairs & Maintenance.

## **4 Budget Monitoring Update**

- 4.1 The table below summarises the overall HRA position, as at end of November 2011 -

	<b>November Forecast Variance</b>
	£000's
Delegated	1,003
Council	(853)
<b>Net HRA over / (under) spend</b>	<b>150</b>
Memorandum	
• HH Management Fee	(220)

This report summarises the financial performance for Hackney Homes (HH) (-£220k) and its Delegated Budgets +£1,003k for November 2011.

4.2 Hackney Homes Budgets are now forecasted to underspend by £220k. This relates in part to the restructure of Tenancy Services, in particular higher budgets compared to actual costs set for those staff involved in the TUPE transfer from the Housing Management Partners. There are also large forecast underspends for the Decent Homes Team due to redundancies and vacant posts. However this is offset by a forecast of lower than budgeted external income for the Trading Account. This forecast has worsened since last month based on a review of the level of works completed to date and factoring in credit notes to be issued in respect of prior years.

4.3 HH Delegated Budgets are forecasted to overspend by £1,003k net. The table below shows the main variances -

<b>Service</b>	<b>Variance from budget £000's</b>	<b>Explanation of significant variances and changes from the previous month forecast</b>
Utilities	1,589	The forecast is based on last year's outturn position which was significantly higher than predicted in the 2011/12 budget setting process.
Dwelling Rents	-605	Additional rent income is forecast due to a larger number of properties being let than assumed in the budget.
Leaseholder Service Charges	-462	The forecast for Leaseholder service charges has been revisited based on the actual bills for 2010-11.
National Non Domestic Rates	-122	NNDR charges made to the HRA to date are expected to be final, except for rebates where the HRA has been overcharged.
Garage Rents	107	Less income forecast as higher number of voids.
Repairs & Maintenance	370	The overspend on Repairs & Maintenance is mainly due to spend on reactive repairs.

4.4 The Capital Monitor for November shows a projected full year forecast spend of £69.7m against a revised budget of £74.6m.

4.5 The forecast underspend is on the Woodberry Down Interim Repairs programme. Works undertaken in 2011/12 will complete all external works to blocks, forecast spend of £4.5m. A decision is pending on a further programme for internal works; therefore the remaining budget of £5.4m will be reprofiled into 2012/13.

- 4.6 The Audit and Finance Committee have requested a full review of performance on the capital programme at its next meeting

## **5 IMPACT UPON HACKNEY HOMES STRATEGIC PLAN**

- 5.1 A balanced budget and budget monitoring is fundamental to the achievement of HH business objectives. Regular budget setting and monitoring reports are submitted to the A & F Committee. The process outlined in this report will allow the Board to understand the budget process so that the budget will be set to best deliver the business objectives.

## **6 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

- 6.1 The HH risk register includes the risk of not having a balanced budget and robust budget monitoring. The mitigating action includes robust budget planning and budget monitoring, undertaken by the Executive team and the A & F Committee and the Board.

## **7 THE HACKNEY HOMES SINGLE EQUALITY SCHEME 2010 – 2013**

- 7.1 The delivery of the scheme is dependant as least in part on adequate resourcing. Good financial planning, it's monitoring and Board input will ensure that resources are allocated to priority areas.

## **8 CONSULTATION PROCESS & FINDINGS**

- 8.1 Key stakeholders are consulted on budget proposals, as will residents as part of the rent consultation process. In addition HH will work closely with the Council to ensure that proposals made by HH will allow the Council to deliver its priorities.

## **9 ICT IMPLICATIONS**

- 9.1 There are no specific IT implications arising from this report.

## **10 HUMAN RESOURCES IMPLICATIONS**

- 10.1 Any adjustments in the HH Management fee may impact upon staffing and therefore HH will have to manage this process through proper consultation and with regards to the Organisational Change Policy.

## **11 FINANCIAL IMPLICATIONS**

- 11.1 These have been included in the body of this report.

## **12 LEGAL IMPLICATIONS / ADVICE**

N/A

## **13 OTHER RELATED DECISIONS / GUIDANCE**

N/A