

HACKNEY HOMES Ltd Board Meeting 28

Monday 25th June 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
		Open Items			
1.	Chair	Welcome/Apologies/Introductions	Information		2 mins
2.	Chair	Declarations of Interests	Information		1 mins
3.	Chair	Questions received from the public	Information (Verbal)		2 mins
4.	Chair	(a) Minutes of 30 th April 2007 (Part A) and matters arising (b) Rolling Decision Register (Live Issues Only)	Decision Information		5 mins
5.	S Tucker	Chief Executive's Report	Information & Decision (Report)		15 mins
6.	S Noonan	Resident Involvement Review	For Approval (Report)		5 mins
7.	G Penticost	Repairs Policy Review – Update	For Approval (Report)		5 mins
8.	Gary Penticost	Decent Homes Programme – Progress Report	Information (Report & Appendices)		10 mins

9.	S Noonan	Provision of Services to Travellers	For Approval (Report)		5 mins
10.	N Isaac	Succession Arrangements: Resident and Independent Board Members	For Approval (Report)		10 mins
11.	Chair	Any Other Business	Information		2 mins
12.	Chair	Date of Next Board Meeting: 17 th September 2007 at 6.30 pm (Christopher Addison House)	Information		1 min

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 25th June 2007:

- 1) Minutes of the 30th April 2007 – Part B and matters arising (this Minutes Document cannot be disclosed as it contains confidential and commercially sensitive information);
- 2) Hackney Homes Ltd – Report from Committee in June 2007 (this Minutes Document cannot be disclosed it contains confidential and commercially sensitive information);
- 3) Chair / Vice Chair Appointments. This discussion will involve confidential information concerning Board Members.

Distribution: All Board Members

In Attendance: Steve Tucker; Susmita Noonan; Gary Penticost, Neil Isaac, Daniel O’Connell, Sue Poulter, Sunil Desai, Cheryl Ramsay, Kweku Quagrainé.



Hackney Homes Ltd

ITEM: 4a

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

On 30th April 2007 at 6.00pm

Present	<p>Board Members</p> <p>David Curley (Chair) Alice Burke Sandra Hall Samantha Lloyd Rupert Tyson Audrey Villas Karen Alcock Sharon Patrick Marie Photiou David Larkin Brian Marsh Andrew Potter</p>	<p>Officers</p> <p>Steve Tucker Neil Isaac Susmita Noonan Gary Penticost</p> <p>Observers</p> <p>Stephen Tate – Hackney Council Nimisha Patel – Hackney Council Vernon Joynson – Hackney Council Steve Gittens – Hackney Council Mr JB Brown – Resident Mr E Agius – Resident</p> <p>Cheryl Ramsay (Governance Team - minutes) Kweku Quagraine (Governance Team)</p>
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Item	Part A – Open to the Public	Action	Date
1. Welcome / Apologies / Information Introductions	Apologies were received from Afolasade Bright, Linda Kelly and Asim Bhattacharyya.		
2. Declarations of Interest	None.		
3. Questions received from the public	None.		

<p>4 a). Minutes of 26th March 2007 (Part A) and matters arising</p> <p>4 b). Rolling Decision register</p>	<p>Agreed subject to amendments submitted by Susmita Noonan and Gary Penticost.</p> <p>Noted.</p> <p><u>Item 8 Value For Money Programme 2007/08</u></p> <p>Neil Isaac confirmed that the Value For Money Plan needed review and would be submitted to members of the Audit and Finance Committee their for consideration and comment.</p>		
<p>5. Chief Executive's Monthly Report</p>	<p>The Board noted the report.</p> <p>Steve Tucker highlighted the following items contained in his report:</p> <ul style="list-style-type: none"> • Audit Commission Inspection Report (Item 3.1 Background). Steve Tucker confirmed that the Audit Commission's draft report, expected 30th April 2007, was delayed and would be submitted to Hackney Homes at the end of next week; • Performance Monitoring (Item 4) – the results that were particularly positive were; rent arrears, empty property re – let times, average time to complete repairs, urgent repairs, gas servicing, estate cleaning and grounds maintenance, repairs contact centre, leasehold services and Decent Homes; • Business Plan Development (Item 5) (including Steve Tucker's Review of Customer Services Improvement Committee presentation); • Repairs Policy Review (Item 6) (the Repairs Policy Pack was available on the Hackney Homes website and Repairs Survey documents could be completed on – line); 		



Hackney Homes Ltd

ITEM: 4a

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

On 30th April 2007 at 6.00pm

	<ul style="list-style-type: none"> • Woodberry Down (Item 7); • Hackney Homes Reporting to Council Document – Forward Plan dated 1st May 2007 to 31st August 2007 (Item 8). <p>Steve Tucker confirmed that the following performance concerns were being addressed and would be reviewed by senior management:</p> <ul style="list-style-type: none"> • Complaints – the aim is to achieve 95% of responses within target; • Undisputed invoice payments – target is 95%; • Sickness – aim is to resolve long term sickness cases and reduce short term sick through managerial intervention; • Telephone Performance – at the next Board Meeting Members will receive a progress report on the Telephone Improvement Project. <p>The Board instructed senior management to actively monitor each issue of concern and take appropriate managerial action where necessary.</p>	<p>ST / SN / NI / GP</p>	
<p>6. Decent Homes Programme – Progress Report</p>	<p>The Board noted the report.</p> <p>Gary Penticost confirmed that:</p> <ul style="list-style-type: none"> • The Decent Homes Programme of £45 million pounds had been fully expended; • The Decent Homes accounts were due to be closed in May 2007; • Hackney Council had indicated that the 2007/08 budget would probably be in the region of £18.2 million pounds; • There was currently £9 million pounds worth of Decent Homes work being carried out (£2 million pounds per neighbourhood); • The report contained in the Part A Agenda reflected the Decent Homes position as at March 2007. 		



Hackney Homes Ltd

ITEM: 4a

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

On 30th April 2007 at 6.00pm

	The Board asked officers to ensure that clear and consistent messages on continuation of the Decent Homes Programme were given to all stakeholders.		
7. Hackney Homes Board Resolution: Appointment of Baker Tilly UK Audit LLP (external auditors)	The Board noted the report and agreed to appoint Baker Tilly UK Audit LLP as successor auditors.	NI	
8. Devolution of Procurement Responsibility to Hackney Homes	<p>Neil Isaac explained that this report:</p> <ul style="list-style-type: none"> • was concerned with Board Member / senior manager responsibilities; • outlined the responsibilities for both Board Members and senior managers. <p>Neil Isaac confirmed that he was Chair of the Hackney Homes Procurement Board.</p> <p>The Board noted the report and approved the recommendations as set out in the report.</p> <p>Sharon Patrick, Samantha Lloyd and Karen Alcock were to submit their written resolution decisions associated with this item to Neil Isaac / The Governance Team</p>	NI SP, SL, KA	Ongoing By 1st May 07
9. Date of Next Board Meeting / Any Other Business	<p>Monday 4th June 2007 at 6.30pm, Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ. Agreed.</p> <p>Any Other Business – Mr Brian Marsh thanked Ms Samantha Simms, Hackney Homes' Interim Governance Officer, for all her hard work.</p>		

Signed as a true record of this meeting _____ Chair Dated _____



Hackney Homes.

Item 4b

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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1. Chief Executive's Report	18th Dec 06	1.12 The Board requested that information about the restructuring process and timeframes be circulated for the information of Board members.	ST / GP / SN	Ongoing	Information Circulated	Dec 06
	26th March 07	1.13 The Board asked Steve Tucker to email them his Review of Customer Services briefing note.	ST		Presentation emailed: 17.4.07 (also included in the CEO Report dated 30th April 2007- Appendix A)	



Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Item 4b

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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	30 th April 07	<p>1.14 Steve Tucker confirmed that the following performance concerns were being addressed and would be reviewed by senior management:</p> <ul style="list-style-type: none"> • Complaints – the aim is to achieve 95% of responses within target; • Undisputed invoice payments – target is 95%; • Sickness – aim is to resolve long term sickness cases and reduce short term sick through managerial intervention; • Telephone Performance – at the next Board Meeting Members will receive a progress report on the 	ST / SN / GP / NI			
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Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Item 4b

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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		Telephone Improvement Project.				
2. Monthly Performance Digest						
3. Improvement Plan	29 th Jan 07	3.5 The Board requested regular updates concerning file management audits.	SN	Weekly emails as of W/C 5.2.07	Circulated to all Board Members weekly	Ongoing
	26 th Feb 07	3.6 The Board requested information on the following matters (to be reviewed at the next Board Meeting and next Improvement Committee: <ul style="list-style-type: none"> Sickness Absence 	ST / SN	March 07 and April 07	Addressed in CE's report	26 th March 07



Hackney Homes.

Item 4b

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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	26 th Feb 07	<p>Management;</p> <ul style="list-style-type: none"> • Complaints handling and response; • Rent Collection; • Voids Data; • Invoice Payments; • Telephone Answering; • Resident Satisfaction (with repairs quality); <p>3.7 The Board asked for Voids performance to be included in the weekly email updates on rents performance.</p>	SN / ST	W/C 5 th March 07	Completed and circulated to Board Members	13 th March 07
	26 th Feb 07	3.8 The Board asked for Tenant Participation to be included on the agenda for the next	SN	March 07		



Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Item 4b

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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		Improvement Committee.				
4. Partner Scrutiny Meetings						
5. Business Plan and VFM	26 th March 07	5.1 The Board approved the Value For Money Programme 2007/08.	NI			
	26 th March 07	5.2 The Value For Money Programme is to be linked into the Delivery Plan and all policies submitted to the Board.	NI	1 st May 07	A&F Committee	
	26 th March 07	5.3 Business Re – engineering (VFM011) will be submitted to Board Members for their consideration / comment.	NI	1 st May 07	A&F Committee	
	26 th March	5.4 Board Members are to receive	NI			



Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Item 4b

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
	07	information detailing value for money issues controlling sub contractors and the supply chain.				
6. Procurement	26 th March 07	6.1 The Board approved the ICT Strategy.	NI			
	26 th March 07	6.2 The Board asked Neil Isaac to explore the use of on-line training programmes for example: <ul style="list-style-type: none"> • ICT Training; • Health & Safety Training; • Manual Handling; • Visual Display Screen. 	NI	Ongoing		
7. Staff Incentive Scheme	18 Dec 06	7.3 The Board highlighted the ongoing discussions concerning	NI	Ongoing	CE Report included update	Jan 07



Hackney Homes.

Item 4b

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Hackney Homes Board to April 2007.

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	26 th March 07	<ul style="list-style-type: none"> • A brief summary of the Decent Homes Programme (including all internal / external works completed thus far) and how 1,500 units were going to be brought to the Decent Homes standard. <p>8.7 The Board asked Gary Penticost to detail the following items in his next Decent Homes Board report:</p> <ul style="list-style-type: none"> • “quartile” information; • monthly progress information; • Homerton – 06/07 	GP	07 30 th April 07	April 2007 Included in draft report.	
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Hackney Homes.

Item 4b

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

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	30 th April 07	<p>“slippage” information.</p> <p>8.8 The Board instructed senior management to ensure that clear and consistent messages on continuation of the Decent Homes Programme were given to all stakeholders</p>	ST / SN / NI / GP	By 4 th June 2007		
9. Parking Permits	26 th March 07	9.1 The new Parking Enforcement SLA is to be considered by the Improvement Committee and the Board.	ST / NI / SN	8 th May 07 & 25 th June 07		
10. Audit and Finance Committee						
11. Invoicing						



Hackney Homes.

Item 4b

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Hackney Homes Board to April 2007.

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12. Neighbourhood Visits by Members						
13. Succession arrangements for Board Members	31 July 06	13.4 A best value approach to selecting a balloting organisation to implement a system for resident elections, with proviso that the second placed candidate could be called upon if a vacancy arises	Gov Team	April 2007-Completed	Competitive quotes are being obtained from three organisations for conducting ballots for resident Board Member elections. residents to elect	April 2007 (please refer to the Board report of Neil Isaac dated 25 th June 2007)
14. Cabinet Forward Plan issues						



Hackney Homes.

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Item 4b

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
15. Questions received from the public						
16. Report back from Committees						
17. Senior Management Structure						
18. Asset Management Strategy	26 th March 07	18.1 Gary Penticost is to provide the Board with an update on kitchens and bathrooms.	GP / SN	Mid April 07 & 30 th April 07	Reports to be presented to 8 th May 07 Improvement Committee.	
19. Health & Safety	26 th March 07	19.1 The Board approved the Health & Safety Statement and	NI			



Hackney Homes.

Item 4b

Rolling Register of Decisions and Actions

Hackney Homes Board to April 2007.

Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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		<ul style="list-style-type: none"> Steve Tucker and Neil Isaac to sign off all/any documents. 	ST / NI	May 07		
21. Diversity & Equalities	26 th March 07	<p>21.1 The Board approved the Diversity and Equalities Action Plan 2007/10.</p> <p>21.2 The proposed Delivery Plan targets would be built into the Diversity & Equalities Action Plan.</p> <p>21.3 Street properties would be part of the Tenant Participation Programme.</p>	SN	May 07		

REPORT OF CHIEF EXECUTIVE
Chief Executive's Report to the Board

Meeting:	Hackney Homes Board	Agenda Item:	Item: 5
Date:	Monday 25th June 2007	Status:	Information & Decision
Title:	Chief Executive's Monthly Report	Previous Forums:	N/A
Presenting Officer:	Steven Tucker	Appendices:	<u>Appendix 1</u> - 06/07 Performance Outturn and Comparisons <u>Appendix 2</u> - Telephone Project Briefing Note <u>Appendix 3</u> – Community Halls Action Plan

Chief Executive's Report to the Board comprising:

- Overview of 06/07 Performance and Benchmark Comparisons
- Summary of Performance to end of May '07
- Community Halls Review – nomination of Lead Board Member to participate in the Review
- Decent Homes Programme
- Hackney Homes Budget
- Hackney Homes IT system procurement – nomination of three Board Members to Steering Group

1.0 **SUMMARY**

1.1 This Report provides Board Members with a summary of progress made by Hackney Homes on the principal operational and strategic challenges facing the organisation. It also provides a summary of information that is of interest to Board Members.

2.0 **RECOMMENDATIONS**

2.1 That the Hackney Homes Board receives this Report.

2.2 That the Board commends the staff of Hackney Homes on the significant first year achievements recorded against our priorities of Customer Service, Performance Improvement and Value for Money.

2.3 That a Board Member is nominated to participate in the Community Halls Review.

2.4 That three Board Members are nominated to the Steering Group for Project Excellence, procurement and implementation of the new Hackney Homes IT system.

3.0 **BACKGROUND**

3.1 The first three months of the financial year have been a busy period for the organisation, coinciding with the Audit Commission Inspection, the commencement of the new Housing Management Partnering Contract for the North-East Neighbourhood and the award of repairs supply chain partnering contacts. Consultation has been taking place with residents on the Review of Tenant Participation, with workshops held in May to consider the outcomes from this. Consultation has also taken place with residents on the tenant repairs obligations within the Hackney Homes Repairs Policy, the Vulnerable Tenants Repairs Policy and on Re-chargeable Repairs.

4.0 **OVERVIEW OF 06/07 PERFORMANCE**

4.1 At the launch of Hackney Homes, the Board committed the organisation to delivering substantial improvements in service delivery to residents and identified three overriding priorities which all staff should focus upon:

- ❖ Delivering effective customer services that meet recognised good practice standards;
- ❖ Performance improvement in services that matter to residents;
- ❖ Securing Value for Money by improving income collection and meeting ambitious savings targets.

In addition, Hackney Homes launched Phase 2 of the Decent Homes Programme to bring 1,500 properties up to the decent Homes Standard and to invest £45 million in its first year.

It is now possible to assess what has been achieved in the first year of Hackney Homes and to compare this with other London ALMO's and local authorities through information supplied by the Housemark benchmarking club.

4.2 Delivering Effective Customer Services

Hackney Homes adopted recognised good practice techniques for improving the quality of customer-facing services and involved staff and resident volunteers in developing a coherent set of service standards that are regularly checked by a group of 30 resident 'mystery shoppers'. These standards are rigorously monitored and reported on in the monthly digest. In our first year, we supplemented these standards through:

- Achievement of Charter Mark accreditation for excellence in all our customer-facing services at the Neighbourhood Offices, Leasehold Services and the Repairs Contact Centre.
- Achievement of ISO 9002 Quality Assurance accreditation for landlord client services in addition to that for repairs and maintenance services.
- Complaints responded to within timescale improved from 49% in April '06 to an average of 87% responded to within timescale in the final quarter of the year.
- The Customer Callbacks tested satisfaction with 500 residents a month throughout the year, yielding high levels of satisfaction:
 - 97% of residents called expressed satisfaction with the Repairs Call Centre;
 - 98% of residents called expressed satisfaction with the quality of repair work;
 - 90% of residents called expressed satisfaction with Estate Cleaning;
 - 96% of residents called expressed satisfaction with Grounds Maintenance.
- The independent MORI survey conducted in Autumn 2006 confirmed these improvements in resident satisfaction since the previous survey:
 - 10% increase in overall tenant satisfaction with the landlord service;
 - 30% increase in satisfaction with opportunities for resident participation;
 - 26% increase in satisfaction with repairs services;
 - 23% increase in satisfaction with the quality of landlord communications;
 - 20% increase in number of tenants who find staff helpful.
- Resident satisfaction with Decent Homes work was high at 92%.

4.3 Performance Improvements

Hackney Homes has sought to improve upon what was previously below-average performance compared to other London ALMO's and is now a top-quartile performer in an increasing range of key services for residents:

- 🚩 We collected over 100% of rent due (top quartile) and reduced arrears by nearly £2 million or 22% in the year.
- 🚩 Repairs appointments made and kept increased from 94% to over 99% in the year (top quartile).
- 🚩 99% of routine repairs were completed on time in an average of just under 6 days (top quartile).
- 🚩 Average re-let times bettered the target 2 days and remains top quartile. By March 2007 average re-let time had fallen to 18 days.
- 🚩 The number of non-decent homes fell from 54% to 36%, moving Hackney Homes from the lower-middle to upper-middle quartile for London.
- 🚩 The energy efficiency (SAP) rating for Hackney Homes increased during the year and is top quartile for London.
- 🚩 External accreditation and validation was received in the form of the Construction

Client Charter, two national awards for gas safety, six RoSPA Gold awards for playground refurbishment and maintenance, and three national craft apprentice training awards.

- Completion of 100% gas safety checks for the second year running (top quartile).

4.4 Value for Money

The Hackney Homes Value for Money programme met all of its principal objectives during the year through a range of initiatives to improve income collection and reduce costs. By April 2007 our overall costs had fallen by £4.8 million, moving the organisation from a previously high-cost base to one that is at the median level for London:

- All of the targets set for increasing overall rent collection and collection of former tenants' arrears were met with the Board taking an active role in improving Neighbourhood performance.
- Leasehold Service Charge collection increased from £5.8 million in 05/06 to £7.3 million in 06/07, beating the target by £0.5 million.
- Leasehold Major Works Charge collection increased from £1.8 million in 05/06 to £3.4 million in 06/07, beating the target by £250K.
- Effective resident-led procurement has reduced Neighbourhood Management costs by £1.9 million per annum.
- Tackling overheads, waste and duplication in Property Services reduced costs by £2 million.
- Savings of £0.5 million have been secured on Service Level Agreements with Hackney Council.
- Two independent quantity surveyor assessments have confirmed the Decent Homes programme is delivering excellent value for money with savings of nearly one-third on tendered prices through innovative and award-winning supply chain partnering.

5.0 **CURRENT PERFORMANCE**

5.1 At the last meeting in April, the Board received the draft Outturn Report on Performance for 2006/07 which showed a strong level of achievement against targets set across the majority of service areas. Performance results have continued to move in a positive direction in the first two months of the current year:

- Rent Arrears at the end of May had fallen from £6.8 million (end March 07) to £6.64 million. Average arrears per tenant fell in the same period from £305 to £299.
- Empty Property Re-Let Times have remained good at 23 days overall for the year to date. Neighbourhood performance has been excellent at 20 days but TMO performance has been poor at 36 days – the client team are addressing this as a matter of urgency as it is depressing our overall performance which is still the 2nd best in London.
- Repairs Appointments Made and Kept improved from 98.25% in 06/07 up to 98.63% in May and remains above the top quartile of 98.2%.
- Urgent repairs completed within Government time limit were excellent at 99.46% year to date which is above the top quartile of 98.85%.
- Non-urgent repairs were completed on average in 5.47 days and better than the target of 6 days. This matches the best performance in London.
- The Gas Servicing programme completed 44% of all visits by the end of May,

successfully gaining access to over 8,000 properties to complete safety checks.

- 5.2 Complaints Handling – Performance on responding to complaints within target times has improved in May with many areas achieving 100% compliance. Overall performance on Stage 1 complaints improved to 94.6% in May.

Performance on Payment of Invoices has also improved from a figure of 80% in 06/07 to 90% in the current year. Further improvement to the target of 95% is required.

Sickness Absence Levels are above target in Property Services and Housing Services and well below target elsewhere.

Performance on answering telephones promptly has remained strong. The performance of the Repairs Contact Centre is also excellent. A separate Briefing Note provides an update on the Telephone Improvement Project.

- 5.3 The April and May Performance Digest have been circulated separately and provide the up-to-date position on performance.

5.0 **REPAIRS POLICY CONSULTATION**

- 5.1 Over the last two months, Hackney Homes has met with each of the Neighbourhood Panels to consult with them on our repairs policy. There was also a big response to the website consultation on the repairs policy with over 1,400 responses received. A report elsewhere on this Agenda makes recommendations based upon this consultation.

6.0 **RESIDENT PARTICIPATION REVIEW**

- 6.1 Consultation on the Review of Resident Participation also concluded during May and the outcomes and recommendations from the Review are reported elsewhere on this Agenda.

7.0 **REVIEW OF COMMUNITY HALLS**

- 7.1 Hackney has more than seventy large community halls on our estates. While many are put to good use others are not, and generally there is scope for ensuring that a wider cross-section of the community has access. In particular they have enormous potential to host improved youth facilities and other supervised activities for all the community. In practice, control of halls has been left with residents' associations or individuals and there is a need for clear and auditable standards governing letting arrangements. Maintenance arrangements also need to be improved.
- 7.2 Hackney Homes proposes that these issues are addressed and that representatives from amongst residents are involved in devising new terms and conditions for all Community Halls which makes clear how they should be made available for the whole community and how they should be maintained and hired out. Representatives will be sought from Tenants and Residents' associations and Neighbourhood Panels, and we will invite a member of our Board to champion and sponsor this group. A draft action plan (attached) has already been drawn up with the expectation that the consultation

process will last for three months and entail three or four meetings to consider the options with a report to Board in October.

8.0 **DECENT HOMES PROGRAMME**

8.1 Support from the Council has resulted in a commitment to funding the programme in 07/08 at a level which will allow it to proceed as planned.

8.2 The Council has already made capital resources available in 07/08 to meet our contractual commitments from last financial year (£18.2 million). A further £5 million has since been allocated with agreement, in principle, to a further £15 million in 07/08. It is intended, therefore, that given the availability of these resources, we will be able to contractually commit the full Year 2 programme, spending the total allocated resources of £38.2 million in 07/08 with a further £10 million of expenditure from those commitments flowing into 08/09.

9.0 **HACKNEY HOMES BUDGET**

9.1 Outturn Budget Summary

2006/07 Budget Outturn

The financial year 2006/07 was the first trading period for Hackney Homes Ltd. The Budget outturn for the company shows that it broke even with no profit or loss. The table below highlights main items of Income and Expenditure.

	£000's	£000's
<i>Income</i>		
Management Fee	37,084	
Property Services Trading Income	2,335	
Misc. Income	403	
Total Income		39,822
<i>Expenditure</i>		
Staffing	33,688	
Fees	1,863	
SLA's	2,826	
Other Overheads	1,445	
Total Expenditure		39,822
Net Total		0

Further details are provided in the Draft Company Accounts which will be presented to the next Audit & Finance committee.

2007/08 Budget

For the 2007/08, Hackney Homes has a Total Budget of: -

	£000's	£000's
<i>Income</i>		
Management Fee	38,180	
Property Services Trading Income	2,290	
Misc. Income	601	
Total Income		41,071
<i>Expenditure</i>		
Staffing	33,440	
Fees	2,863	
SLA's	2,850	
Other Overheads	1,920	
Total Expenditure		41,071
Net Total		0

The Budget above is after allowing for the restructuring of Property Services.

Further details on the Budget together with the Delegated Budgets are provided in the 2007/08 Budget Book.

10.0 **WOODBERRY DOWN REGENERATION SCHEME**

Progress since the last Report includes the following:

10.1 Decants

- From the original 263 properties on Phase 1, the Kick Start sites, there were 212 tenants and 37 leaseholders. This has now been reduced to 5 tenants and 6 leaseholders, of which 4 have now agreed to sell.
- From the original 70 properties at Horston House and Sherwood House, there were 46 tenants and 19 leaseholders. This has now been reduced to 13 tenants and 9 leaseholders, of which 3 have now agreed to sell.

10.2 Leaseholders

The new Woodberry Down Leaseholder Options Document, developed with the EDC and agreed by the Council's cabinet in February, has been presented to three meetings of leaseholders on the estate to inform them of the options available.

10.3 Demolitions

5 blocks have been demolished encompassing 99 properties. Wychwood House is currently being demolished, with further demolitions planned for July/August.

10.4 Retailers

Meetings with retailers and Phase 1 developers, Berkeley Homes, are taking place monthly to plan a replacement parade on the Old School Site.

10.5 Community Facilities

The Academy proposals are expected to be presented to the Council's Cabinet in July.

A land swap between Berkeley Homes and the Council to enable the Academy to happen is currently being negotiated. Meetings are also taking place with the Primary Care Trust and the Diocese of London to progress a new Health centre and a new Youth Centre.

10.6 Masterplan

The statutory consultation period on the Masterplan Application for Outline Planning Permission concluded on 18 June. The Planning Department intends to report to 31 July Planning Committee.

10.7 Regeneration Conference

- The Woodberry Down Project was the centrepiece of a best practice in regeneration conference at the Institute of Directors on 3 May.
- Branded as 'The Future of London' and organised by Hackney Homes with the support of Berkeley Homes, London Borough of Hackney, GLA, and DCLG, most major projects in London were represented.
- The conference was a considerable success in raising the profile of Hackney Homes and the project. The Council has asked that this success is built upon by the regeneration team presenting the project at the National Housing Conference in Harrogate, 19 - 21 June.

10.8 Community Funday

- This took place on Saturday, 16 June. Despite the torrential rain during the early part of the afternoon, an estimated 300 residents attended the many information stands available. Much detailed information on the project was communicated, with the key issue being how quickly residents can be rehoused. The Council's Deputy Speaker attended the Funday, and the parallel Youth Launch in the Robin Redmond Resource Centre.

11.0 **REPLACEMENT OF INTEGRATED HOUSING MANAGEMENT SYSTEM**

- 11.1 As Chief Executive, I chair the Project Board which is managing the replacement of the Integrated Housing Management System. Three nominations are sought from the Board to participate in a Steering Group which it is expected will meet on around three occasions between now and the final Board and Cabinet decisions on which system to purchase.

Steven Tucker
Chief Executive

Appendices: -

1. 06/07 Performance Outturn and Comparisons
2. Telephone Project Briefing Note
3. Community Halls Action Plan

Item 5 – Appendix 1

HACKNEY HOMES PERFORMANCE OUTCOMES 2006/07

	<u>Performance Indicator</u>	<u>05/06 Performance</u>			<u>06/07 Performance</u>			<u>Direction of Travel</u>
		YTD March 2006	Ranking in London	Quartile Ranking	YTD March 2007	Ranking in London	Quartile Ranking	
BV 66A	Proportion of Rent and Arrears Collected	95.05%	27/31	Bottom	96.73%	11/22	Lower Middle	↑
BV 185	Repairs Appointments Made and Kept	94.07%	12/25	Upper Middle	98.25%	5/20	Top	↑
BV 212	Average Re-let Times	24 days	3/30	Top	26 days	5/23	Top	↓
BV 72	Urgent Repairs Completed Within Government-set Time Limits	8.1%	10/28	Upper Middle	98.45%	8/23	Upper Middle	↑
BV 73	Average Time to Complete Non-Urgent Repairs	6.93 days	5/98	Top	5.98 days	3/20	Top	↑
	Proportion of Rent Collected	99.61%	8/15	Median	100.06%	3/11	Top	↑
BV 184A	Proportion of Non-Decent Homes	54%	20/26	Lower Middle	36.8%	7/19	Upper Middle	↑
BV 184B	Percentage Change in Proportion of Non-Decent Homes	9.3%	16/26	Lower Middle	12.9%	7/17	Upper Middle	↑
BV 63	Average SAP Rating	69	5/27	Top	70	5/19	Top	↑
BPAME15d	Gas Servicing Checks Outstanding	0.0%	1/30	Top	0.0%	1/30	Top	→

Telephone Performance Project Briefing Paper – June 07

Executive Summary

Hackney Homes places the highest emphasis on providing good customer services. At present calls are answered promptly, with 96.55% answered within five rings in 06/07. However, the number of 'busy' calls is high and requires co-ordinated action to effect improvements. As the majority of customers contact us by telephone attention has focused on improving our overall telephone answering performance. Much work has been undertaken which should show improvements in telephone answering in the months ahead. However, improvements may not be truly reflected in the telephone performance statistics due to the way the call logger reports on calls.

The project to replace the Integrated Housing Management System, Saffron, is set to provide greatly improved customer services by integration with Customer Relationship Management tools which enable all contacts with customers to be recorded and thereafter be available at all contact points, and secondly by integration with Document Management which will enable customers details and documentation to be accessible from all points of access. Prior to the implementation of these integrated systems this project is focussing on optimising the telephony technology available

1. Background

- 1.1. Having identified the need to improve telephone answering performance, the Chief Executive of Hackney Homes set up the Telephone Performance Project in December 06 with the aim of increasing the number of calls answered.
- 1.2. A dedicated officer has been allocated to this project since January.
- 1.3. The project has 5 main objectives as set out below:
 - a. The reduction and rationalisation of our published telephone contact numbers
 - b. The optimisation of the technology to support excellent customer services
 - c. Procedures and process production and implementation to facilitate telephone answering.
 - d. The production of statistical reports consistent with the Hackney Homes Service standards which truly reflect telephone answering performance within the company
 - e. Considering longer term objectives including whether the use of a freephone number would be practical, and setting the optimal usage of mobile phones.

Objectives a, b, c and d are to be completed by the end of June 07, with option e being considered alongside the wider Customer Access Strategy.

2. Progress to date

www.hackneyhomes.org

Item 5 – Appendix 2

- 2.1 The project initially identified that over 70 numbers are publicised on printed material or via the website. The Customer Access Strategy will consider the optimum number and location of PFN's. A mystery shopping exercise is conducted regularly on the PFN's to monitor answering performance both to make sure the numbers are answered, and to assess the quality of the response. Issues are being addressed where they arise.
- 2.2 With assistance and guidance from LBH Telecoms, HH ICT now has a robust understanding of what the telephone system is capable of, and the dedicated officer is meeting with managers to assist them in fully exploiting the technology to maximise the number of calls answered. This includes system set diverts, use of the Solidus call management software, hunt groups and, in the limited cases where appropriate, voicemail. ICT are following a programme of visiting neighbourhood offices and business teams to assist them to set up the technology to maximise the number of calls answered, and minimise the number of busy calls. To date over 40 Telephone Answering Plans have been implemented using system set diverts, and work is now commencing on using profiling. This, for example, can forward calls after a certain number of rings to a mobile phone. HH would like to record their thanks to LBH Telecoms for their continuing assistance with this project.
- 2.3 There is an ongoing programme of education for both managers and staff. The Telephone Handbook is being rewritten and this will be introduced to all staff via the team briefings.
- 2.4 The statistics suggest that telephone answering performance is no better than average, and that around 1 in 4 callers do not have their calls answered. However, where calls are answered this happens very quickly according to the same statistics.

LBH have conducted their own investigation of the telephone system and the monitoring report it produces, along with the system's suppliers. An issue has been identified whereby any call which is transferred from one phone to another without being announced is counted as an unanswered call whether the transferred to extension is answered or not. This is the general way the LBH switchboard transfers calls, and LBH believe overall it accounts for 35-40% of calls which show as unanswered.

The more successful the telephone project is in getting staff to answer any phone as quickly as possible, the higher number of these calls will need to be transferred to the correct person to deal with. Any call transferred without being announced will register as an unanswered call – it is therefore difficult, if not impossible, to establish what percentage this is of the total number of calls denoted as unanswered in the statistics.

LBH advise the only way to produce correct statistics would be to replace the telephone system, and this is not planned for 2 to 3 years.

- 2.5 LBH has also recently informed Hackney Homes that in order to minimise the effect of the transfer of calls without announcement they exclude from the statistics all calls which are answered or identified as unanswered within 9 seconds.

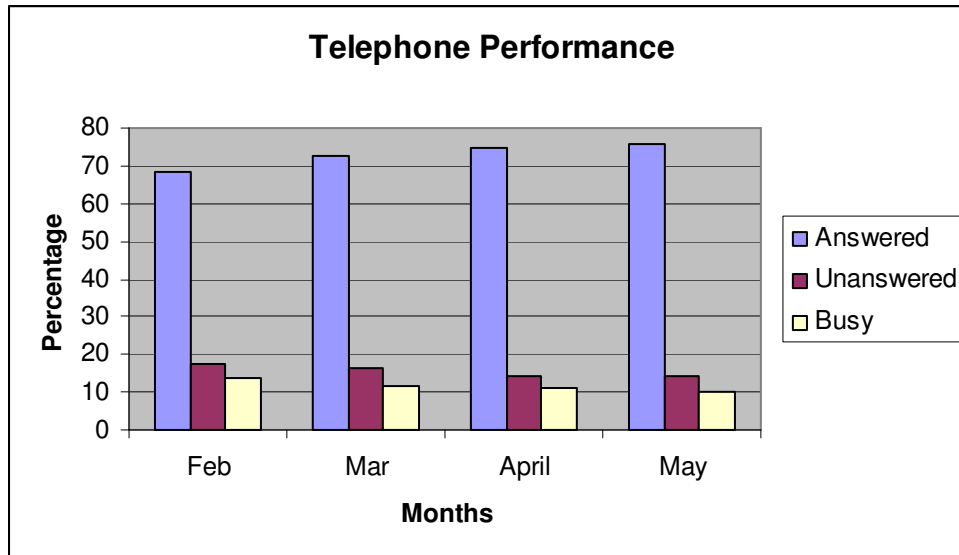
Reports of the raw data of calls, i.e. including those normally excluded from the reports, show that for Hackney Homes, nearly 25,000 calls out of a total of 124,000 in April were excluded due to the 9 second rule. Of these 18,000 were answered, and 7,000

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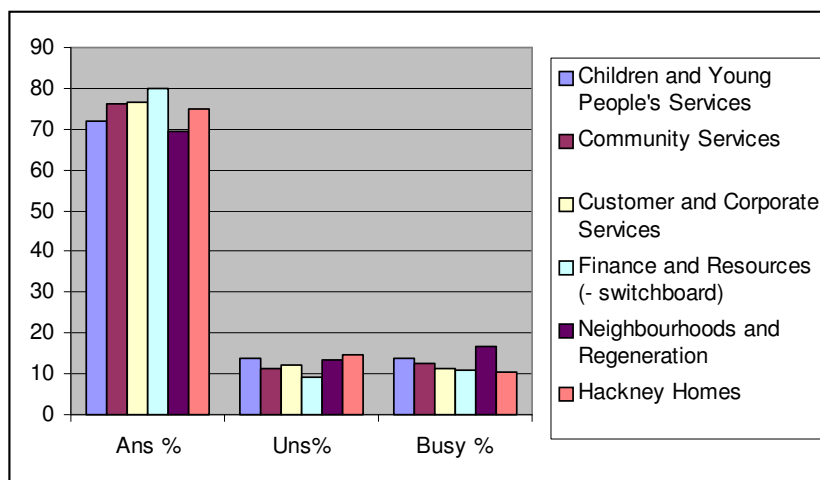
unanswered. On the basis that most people calling would wait longer than 9 seconds for an answer, a large number of the 7,000 calls could reflect calls which are transferred without announcement.

By taking the additional 18,000 answered calls, and by adding the 7,000 potentially answered calls, the statistics would show that Hackney Homes answered over 80% of calls.

- 2.6 The graph below shows that since February there has been a small, but steady increase in the number of calls answered. This graph is based on the official LBH data excluding 25,000 calls which do not ring for more than 9 seconds.

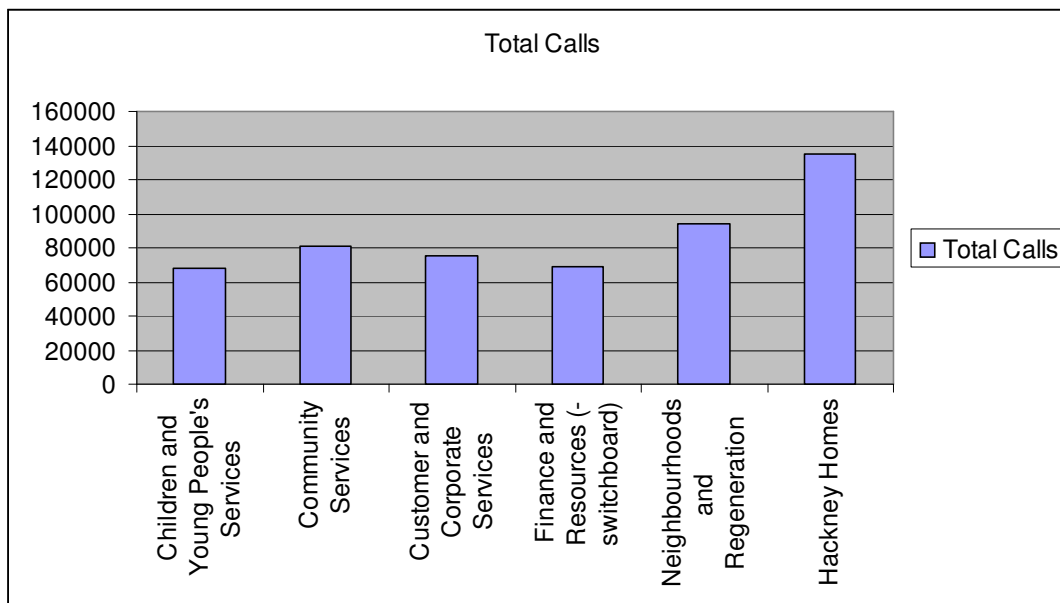


- 2.7 The number of busy calls is slowly reducing, and is possibly a better indicator of the success of the telephone project.
- 2.8 The limitations the reporting capabilities of the system, affect all of LBH (with the exception of the Call Centre and Switchboard), and not just Hackney Homes. Hackney Homes receives more calls than any of the directorates of LBH (see Graph 1 below), and is mid range in the number of calls that it deals with (see Graph 2 below).



Graph 1 – Total Calls

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Graph 2 – Call Performance

2.9 With the exception of the reporting software HH ICT are confident that they can now exploit the existing technology to its fullest.

2.10 Options for the future could include (which can be delivered using the existing technology)

- The expansion of the Repairs Contact Centre to take the majority of incoming calls to Hackney Homes
- The consideration of a 'virtual' contact centre. Officers around the company could form part of a virtual contact centre trained to deal with the frequently asked questions and major issues of concern for customers.
- Setting up mini contact centres around the borough. Each neighbourhood and central office would have their own contact centre consistently staffed so that all calls are answered.

3. Conclusion

The Board is asked to note that answering our telephone calls as a way of acknowledging our commitment to excellent customer service is given high priority by all managers of Hackney Homes.

The project was set up to investigate the underlying causes, and where improvements could be made. The project is set to deliver measurable improvements, and at that stage we will be able to evaluate any necessity for further actions as outlined in section 3 above. Improvements will not necessarily be reflected in the statistics.

4. Recommendations

- The Board is asked to note the progress of this project.
- The Board is asked to consider future ways of working by expanding the use of call centre technology in Hackney Homes.



COMMUNITY HALLS

ACTION PLAN 2007/08

DRAFT

Item 5 – Appendix 3

Community Halls Management Procedure Action Plan 2007/08

DRAFT

Objective One: Ensuring the Proper and Appropriate Use of Community Halls

Problems and Issues

- Accountability – who controls and who takes responsibility
- Lack of consistency
- Lack of clarity about what halls are to be used for
- Alleged inappropriate use of some halls
- Significant under use of some halls
- Doubts about whether halls are available to all parts of the community

Proposed Actions	Lead Officers	Timeframe	Required Outcome
<p>1.1 Community Halls – Terms and Conditions of Use Document to be redrafted based on best practice (selected ALMOs)</p> <p>1.2 Consultation – set up reference group of residents from each Neighbourhood. Notify and consult all Estate Committees, Tenants’ and Residents’ groups and other community groups with halls about process and objectives</p> <p>1.3 Terms and Conditions to be written in “plain English” with a straightforward guide for residents to use</p>	<p>Currently under consideration within Housing Services.</p> <p>Tasks will be assigned to a number of officers</p>	<p>June and July 2007</p> <p>September and October to coincide with EC and Panel meetings</p>	<p>Terms and conditions which are clearly set out and understood by those who use the halls</p> <p>Acceptance that the Council and Hackney Homes have a legitimate interest in seeing that the halls are used to best effect</p> <p>Clarity about how to book all halls, arrangements for keys, and who is accountable</p>

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Objective Two: Increasing Usage and Access

Problems and Issues

- Potential users are not aware of all the halls or facilities that could be made available
- The booking process is inconsistent and arbitrary
- Charges variable
- Availability and hours are inconsistent
- Halls could be used to greater effect to offer youth facilities, facilities for children and the elderly
- Take up by some BME communities is thought to be low

Proposed Action	Lead Officer	Timeframe	Required Outcome
<p>2.1 New Terms and Conditions will incorporate such requirements as:</p> <ul style="list-style-type: none"> • Advertising arrangements within Council publications, Neighbourhood Offices and the website • Terms and conditions published • The purposes for which halls may be booked. <p>2.2 Advertising halls – producing a leaflet and website version listing halls and facilities</p> <p>2.3 Promoting use of halls amongst BME communities and youth clubs/services</p>	Housing Services TBA	November and December	A measurable improvement in the usage of halls demonstrating that halls are available and used by all parts of the community in ways which reflect the makeup of those living on Hackney's estates.

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Objective Three: Establishing Appropriate Management and Supervision

Problems and Issues

- Use of halls is not currently supervised by either Hackney Homes or Hackney Council
- Lack of basic records about each hall: plans, security, heating, capacity, accessibility
- Lack of clarity about who controls the halls

Proposed Action	Lead Officer	Timeframe		Required Outcome
3.1 Records – set up files for each hall with a template identifying basic details	Jacky Loftus	Commenced and to finish in July		Central record established as a basis for management
3.2 Tenant Participation Officers to oversee the halls on the estates covered by their Estate Committees and TRAs	TBA	TBA		Establishing a link between recognised TRAs and the use of halls, and providing sufficient officer time to check on usage
3.3 Provide a briefing and training related to halls as part of support to TRAs and community groups	TP Section			

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Objective Four: Establishing Effective Maintenance and Budgets

Problems and Issues

- Income generation to Council and the community
- Identifying income and expenditure for each hall
- Ensuring that all halls are maintained to a good standard
- DDA Compliance

Proposed Action	Lead Officer		Required Outcome
All those in control of halls are to be required to:			
4.1 Within Hackney Homes accounts are to be set up for each hall. Maintain a chart of accounts to show income and expenditure in accordance with a template which will include rental charges	Hackney Homes Finance to lead	System is being set up in June	System to show spending and income directly accessible to Hackney Homes
4.2 Establish one set rental rates based on capacity	Agreed		Fairness
4.3 Establish an auditing process as part of the Terms and Conditions for each organisation	Finance		Enhanced control and prevention of misappropriation of funds
4.4 Establish budgets to pay for the running costs (heating, hot water, electricity etc.), maintenance, repairs, cleaning and environmental costs	Finance		
4.5 Establish clear processes for organising these works	Housing Services		Well maintained halls and greater satisfaction of users
4.6 DDA – all halls to comply. All surveyed. Resources identified. Programme needed	Hackney Council's Property Services		

REPORT OF DIRECTOR OF HOUSING

REVIEW OF RESIDENT INVOLVEMENT

Meeting:	Hackney Homes Board	Agenda Item:	Item : 6
Date:	Monday 25th June 2007	Status:	For Approval
Title:	Resident Involvement Review Outcome of Consultation and Implementation Proposals	Previous Forums:	Improvement Sub-committee 10/1/07
Presenting Officer:	Susmita Noonan, Housing Director, 020 8356 2056	Appendices:	Appendix 1. Resident Involvement Review Options Appendix 2. Summary of outcome of Neighbourhood Consultations Appendix 3. Results of Postal Survey Consultation

1.0 **SUMMARY**

- 1.1 This paper updates the Board on the Resident Involvement Review consultation on the options and the outcome of the Review Implementation event held with residents on 24th May 2007. The report sets out the preferred options resulting from the consultation and the views of residents on issues to be taken into account when implementing the preferred options. The paper sets out clear recommendations for the Board's consideration on the future resident involvement arrangements and how these should be implemented.
- 1.2 As the report recommends the replacement of Estate Committees and these are part of the Council's Constitution the report will need to be referred to the Council's Cabinet once considered by the Board.

2.0 **RECOMMENDATION**

- 2.1 That the Board approves the proposal at the estate level of 'Option 2' of an enhanced role for Tenant and Resident Associations taking on the functions currently performed via Estate Committees and the further development of alternative methods of engagement.
- 2.2 That the Board agrees that at Neighbourhood Level no Borough-wide changes are proposed and that any local changes sought should be the subject of negotiation with each Neighbourhood Panel.

- 2.3 That the Board approves the proposal for the Borough-wide tier 'Option 2' - that a 'Resident Liaison Group' assumes the Borough-wide representative role, replacing the Tenants and Residents' Convention.
- 2.4 That the Board notes the comments set out in the body of the report from residents on issues to be taken into account when implementing the above change (Paragraph 4.4).
- 2.5 That the Board agrees to a joint review with residents after 12 months to assess the impact of the changes (Paragraph 4.8).
- 2.6 That the Board approves the inclusion of the above changes in revisions to the Tenants Compact including improved arrangements for consultation and resident input into the key decisions of Hackney Homes.

3.0 **BACKGROUND**

- 3.1 The Board has previously been advised of the comprehensive review of resident involvement and have been presented with update reports. A series of options for each tier of resident involvement were developed from the findings of the Resident Involvement Review undertaken by Hounslow Homes. The detailed options are attached as Appendix 1.
- 3.2 Following the development of these options for change an extensive consultation programme was undertaken with residents to find their preferences. A concluding event with residents was held on 24th May 2007 to look at ways of implementing changes. The feedback from the event is contained in this report.

4.0 **PROPOSALS**

- 4.1 The options spanned all three levels of resident involvement in the traditional structures; estate, neighbourhood and borough-wide involvement. Consultation events showed a clear willingness for change but the concerns expressed varied from meeting to meeting. The details and outcomes of the consultation are contained in Appendix 2.
- 4.2 A postal survey carried out through Hackney Homes News showed that at each of the levels there was support of over 50% for a preferred option. This is shown in Appendix 3.
- 4.3 A summary of the outcomes of outcomes of consultation on the options is as follows:

Estate Level – Option 2 preferred - enhanced Tenants & Residents Association meetings taking on the functions and budgets of estate committees with routine attendance by Councillors, the Housing Manager and other officers by specific request in advance of the meeting. A minority wanted some retention of estate committees.

Neighbourhood – Mixed views, acknowledgement that some change would make Neighbourhood Panels more inclusive but felt likely to put extra demand on agenda time.

Borough-Wide – general preference for Resident Liaison Group (Option 2) option.

4.4 The consultation event on 24 May 2007 saw a wide range of views expressed and some residents took the opportunity to voice their opposition to change. The event nevertheless provided constructive direction on the way forward based on the following main concerns:

- There is no inbuilt review period where the changes can be looked at again to see if they are delivering the new opportunities for involvement that are hoped for.
- Residents want to ensure that under the new system Officers can be held to account to ensure that actions agreed are followed through.
- Residents pointed out the role of housing managers would need to be clearly defined and accompanied with appropriate support and training where required.
- The review is trying to do too much in attempting to change all three levels at the same time.
- Need for robust internal communication structures to complement the changes and ensure joined up working between Neighbourhoods and Property Services.
- Need to ensure freed-up capacity of Tenant Participation Officers is properly utilised for the development of resident involvement.

4.5 There were very mixed views on the options at the Neighbourhood level and it is proposed that no change be made at this level (Option 1). Individual Neighbourhood Panels are encouraged to consider minor changes to their arrangements that would reduce the number of meetings if they felt this was desirable.

At the Estate level of involvement, the preferred option (Option 2) – an enhanced role for Tenant and Resident Associations taking on the functions currently performed via Estate Committees – should be implemented. This is the change which will free up the most resources allowing for the further development of innovative and non-traditional methods of involvement as well as enhanced levels of support for residents already involved.

At the Borough-wide tier, the preferred option (Option 2) of creating a Resident Involvement Group to undertake the Borough wide strategic and consultative role in place of the Tenants & Residents Convention should be implemented.

4.6 Estates without an Estate Committee and a Tenants & Residents Association (TRA) will be dealt with on an individual basis to see how best they can be brought into the new system to ensure the standardisation of provision of resident involvement services for all estates.

4.7 The duties of the new TPO role would include building the capacity of providing support for TRA's, taking a lead role in running focus groups and consultations, provide guidance and assistance with funding applications and enhanced working with Neighbourhood Panels and other groups.

4.8 The changes would be reviewed after 12 months which will allow the benefits brought about by freeing up resources to be fully assessed as well as allowing for any necessary adjustments to be made. The impact of the changes could be properly assessed at this point, when it would be expected that: -

- The new structure would be in place and staff roles would have been changed and clearly defined.
- Significant further development of alternative methods of engagement would have been established.
- The resident involvement base broadened in terms of numbers and different groups with much more resident input at a service wide level contributing to service improvements.
- The review would compare the July 2007 position with the July 2008 position in respect of changes achieved, number of tenants involved, number of ways to be involved and measurement of how this involvement impacts on the service and resident perceptions.

The 2007 and 2008 Independent Survey will also specifically test satisfaction levels with tenant participation and measure the impact of improvements made.

4.9 The Hackney Homes consultation policy and procedure needs to be developed to address residents concerns and to ensure the decision making process reflects residents input. This is being addressed as part of the current Review of Customer Services.

4.10 The issues raised by residents about services on their estates require an internal mechanism for ensuring effective joining up of services. The new Estate Services Boards now meet monthly in each Neighbourhood and will take on this responsibility reporting back regularly to TRA's and Panels on the outcomes achieved, measured against our service standards .

4.11 The Board is made aware of the Community Halls action plan elsewhere on this Agenda and this may require an alteration to the model constitution of TRA's at a later date.

5.0 **TIMESCALE FOR IMPLEMENTATION**

5.1 **Key Milestone** **SMART Target**

July 07 Notification to all residents of decision to change

August 07 Set of resident involvement service standards established

August 07 Re-defining the roles of Tenant Participation Officers (TPO) and Estate Managers

- Sept. 07 New consultation policy and procedure agreed and implemented.
- Sept. 07 Revised version of Tenants Compact to be produced to reflect changes
- Sept 07 Formal establishment of Resident Liaison Group
- Nov. 07 Staff changes to be completed.
- Dec. 07 Replacement of Estate Committees by enhanced TRA meetings
- Jan. 08 Regular postal and telephone surveys of residents and reporting/decision making arrangements established
- March 08 Wider and better established alternative forms of engagement operating successfully.
- July 08 Review of achievement.

6.0 **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

- 6.1 The Board has previously been advised of the costs and resources currently tied up in estate based involvement which produces low and uncertain outcomes. The freeing up of resources will require those resources to be redirected to deliver a comprehensive involvement programme which may see some staff roles change from the traditional servicing of committees to development and project based work. Any changes in staff roles/job descriptions will be undertaken in full accord with the Hackney Homes organisational change procedure.
- 6.2 The exact amount of direct savings and savings achieved by staff undertaking other more productive work will be quantified when the new roles and functions resulting from the new arrangements have been fully defined. This will be reported to the next Board Meeting.
- 6.3 A move away from a formal meeting-dominated participation approach will free up officer time for non-TP staff and will realise efficiency savings as fewer officers will be required to attend TRA meetings. At present the following officers attend each Estate Committee for the full duration of an estate committee – TPO, Housing Manager, Property Services Link Officer, Senior Lead Officer – on some occasions this is also supplemented by an officer from the Estate Cleaning service. Under the new arrangements only the Housing Manager would routinely attend. This would free up other officers to devote time to ensuring service issues are resolved on a permanent basis and undertake service improvements. This in turn would save further officer time by not having to respond to recurring issues by achieving permanent resolutions.

7.0 **EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 The further development of alternative engagement methods will encourage and facilitate increased involvement by traditionally under – represented groups such as BME groups, young people, young families and people with disabilities. For example, the greater use of postal and telephone surveys will make feedback easier and quicker and encourage involvement by people with mobility problems.

8.0 **ANY OTHER IMPLICATIONS**

8.1 The changes to resident involvement will require significant organisational change throughout Hackney Homes with improved customer service and added value being the key. For the new involvement structure to work effectively residents must be satisfied that they are receiving a good and accountable service and that when issues are raised they are responded to. When they are involved in consultations on service improvements etc. their views are and must be seen to be taken into account in decisions reached. This needs all Hackney Homes staff to engage positively to ensure that the changes are successful. The following services and partners are committed to making this a success:

- Neighbourhood Partners
- Decent Homes Partners – particularly the Resident Liaison Teams
- Repairs and Maintenance service and partners including the Repairs Call Centre.

Susmita Noonan
Director of Housing Services

RESIDENT INVOLVEMENT REVIEW – OPTIONS ANALYSIS

Background

Following the Indicative inspection carried out by the Audit Commission in December 2005, the inspectors reported that within the resident involvement service “the strengths are outweighed by the weaknesses”. The reliance on estate committees, whilst engaging with a significant number of residents, provided relatively low outputs for the considerable inputs in terms of staffing costs.

The inspectors also reported that the level of resident engagement, in terms of both numbers and width of engagement (especially with harder to reach groups) is limited. The numbers of residents involved needs to be increased and we need to obtain the views of all sections of the community e.g. BME groups, younger residents in formulating our strategies for service delivery and improvement. The service also has a relatively high cost and does not represent adequate value for money. Satisfaction levels for opportunities to participate need increasing.

We consider here the three principal levels of resident engagement under the current structure and the options for each – to address value for money and engagement issues. We also address how alternative, less formal, methods of engagement deliver relatively good value for money and increasing levels of satisfaction from our residents. These methods, we envisage, should increasingly complement the more formal structures that will emerge from consultation with residents – and are an important consideration for overall value for money and service delivery.

Item 6 – Appendix 1

Options for the top tier of engagement

Option 1 – Retain current structure

Description: The current Tenants Convention is a borough-wide body made up of 35 reps nominated by each of the Neighbourhood Panels (7 reps each). 10 of these reps make up the Convention Executive. The Convention receives £40,000 each year plus additional benefits including fully serviced office space.

Cost: £40K per annum plus serviced office

Costs Per resident attendee: £470.58 (excluding office space; based on an estimated 5 attendees across 12 meetings pa + AGM)

Benefits

Provides a senior level residents' forum to engage with Hackney Homes.

Disadvantages

Surveys have shown that the Convention is not well known among ordinary residents and has recently spent a lot of its time on internal matters. Its engagement with Hackney Homes has sometimes been limited and it did not take part in the last Audit Commission Inspection. Currently not all Neighbourhood Panels take part in the Convention so that it cannot be said to comprehensively represent residents at a borough-wide level.

Option 2 – Resident Liaison Group

Description: This group would include all the Neighbourhood Panels Chairs plus the Chairs of the Leaseholder Forum and the TMO forum as well as representatives from under represented groups. From the Hackney Homes/Council side membership would include board reps, senior officers and the Cabinet Member for Housing as part of their normal duties. Meetings would be quarterly.

Cost: Minimal as meetings in Hackney Homes offices and officer attendance easily containable within existing duties.

Cost Per Resident Attendee: Minimal as servicing costs are within existing capacities

Benefits:

This arrangement would save £40,000 per year as servicing would be minimal and would be provided from existing resources, meeting value for money criteria (although the £40,000 saving is minimal). The group would represent partnership working at the highest level whilst still respecting the autonomy of each individual Neighbourhood Panel. This structure should provide effective engagement at a Borough-wide level between residents and Hackney Homes.

Disadvantages:

None identified.

Option 3 – No top tier structure

Item 6 – Appendix 1

Description: No borough-wide residents group. The five Neighbourhood Panels effectively become the top tier in each neighbourhood. Currently Panels can claim up to £92K of grants, this is accounted for under the Neighbourhood structure.

Cost: Nil – as Panel cost accounted for under Neighbourhood level structure.
















Cost Per Resident Attendee: N/A as costs accounted for elsewhere.

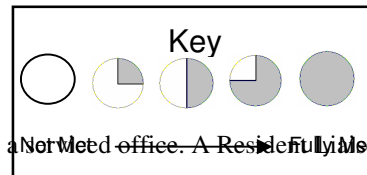
Benefits: Having no top tier structure will give a saving of £40,000 each year – meeting some value for money criteria, although in itself not a significant saving.

Disadvantages

Having no borough-wide group will mean that Hackney Homes will have to deal with each Panel separately which means it could take longer to digest all the feedback and agree a consensus on any new policies, improvements etc.

Item 6 – Appendix 1

Top Tier – Tenant Convention/Resident Liaison Group						
	Audit Commission concerns	Engage a wide/wider range of residents	Relieve burden on residents	Value for Money*	Involved in the decision making process	Links with leaseholders/other groups
Option 1	Stay the same; a Tenants Convention made up of 7 reps from each panel					
Option 2	Resident Liaison Group; made up of Chairs of each Panel plus Leaseholders/TMO/ hard-to-reach groups/Hackney Homes Board Member and Senior Management/ Cabinet Member for Housing					
Option 3	No borough-wide structure.					



* The Convention is currently funded to £40k per year and access to a Noted office. A Resident Liaison Group would be serviced from existing resources.

Item 6 – Appendix 1

Options for the neighbourhood tier

Option 1 – Retain current structure

Description: The current structure consists of five Neighbourhood Panels to which each Tenant Association sends two representatives (Note: the North East Panel operates as two sub Panels as services provided under the old Neighbourhood Management Contract were slightly different for the Clapton and Stamford Hill areas respectively). There are five Neighbourhood Investment Boards (NIBs) covering Decent Homes and five Quarterly Contract Monitoring meetings covering the performance of housing management, cleaning and ground maintenance contracts. In addition, there are some groups which operate partially on a Neighbourhood basis and partially on a borough-wide basis (BME, Youth, and Leaseholder forums). This structure currently costs around £92k in grants to Panels.

Cost: £92K per year (grants to Panels)

Costs Per Resident Attendee: £63.88 (based on an estimated 12 meetings per year and 24 attendees per meeting across 5 Panels)

Benefits

The Panel structure is well established and provides an effective consultation and engagement structure. Other meetings provide useful service interaction with residents on the quality and level of services provided.

Disadvantages:

The current neighbourhood structure is fragmented leading to a duplication of meetings and pressure on residents to attend numerous meetings. There is no formal route for residents to engage with the Hackney Homes Board.

Option 2 – Merge all groups at neighbourhood level

Description: The Neighbourhood Panel would be the main group in each neighbourhood with the Neighbourhood Investments Board and Quarterly Contract meetings becoming part of the Panel meeting arrangements i.e. every third meeting. Other groups such as BME groups would have membership links with the Panels. Panels would set up a series of sub-committees to deal with the specialist issues currently dealt with by the other groups in the neighbourhood and would also include a Board member on each Panel to ensure access to Board level decision making.

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Costs: £92K

Costs Per Resident Attendee: as option 1 but giving efficiency savings in terms of number of meetings residents and officers have to attend.

Benefits:

A merger of all groups would not release any direct financial savings as the Panels would still receive the same support grants; however, in terms of efficiency of inputs and residents' time spent in meetings there could be value for money savings. Fewer meetings could encourage wider participation. Working could be more "joined up" and links to the Hackney Homes Board could enable greater influence for residents on strategic decision making.

Disadvantages

Initially could cause problems with the number of issues to be discussed at one meeting and until a structure of sub-committees could be set up.

Option 3 – Partial merger of groups at Neighbourhood level

Description: BME, Youth, and Leaseholder groups would have membership on the Panels with a Board member for each area. NIBs and Quarterly Contract meetings would continue to operate as they do now with arrangements reviewed once the new Panel arrangements had settled in.

Costs: £92K

Costs Per Resident Attendee: As option 1

Benefits:

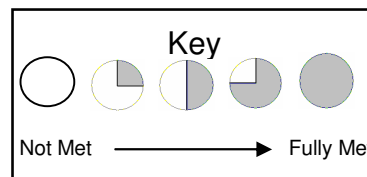
As per option 1 but would establish link between Panels with BME and other groups. This could help increase and widen participation levels. Through the Board member link, there would be an effective route into decision making for residents.

Disadvantages:

No financial savings would be made and the full VfM benefits of option 2 would not be realised with this arrangement as the Panels would still receive the same support grants. NIBs and Quarterly Monitoring groups would still operate independently and continue to place a meeting burden on residents.

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Neighbourhood Tier – Panels/NIBs/Contract Meetings etc						
	Audit Commission concerns	Engage a wide/wider range of residents	Relieve burden on residents	Value for Money*	Involved in the decision making process	Links with leaseholders/ other groups
Option 1	Stay the same; A number of groups more or less operating independently of each other - Neighbourhood Panels; Neighbourhood Investment Boards (NIBs); Quarterly Contract Monitoring Meetings; Neighbourhood Leaseholder Forums (NE);					
Option 2	Merge all groups. The Neighbourhood Panel would be the main group in each neighbourhood and all other groups would be part of the Panel. Panels would set up a series of sub-committees to deal with the specialist issues currently dealt with by the other groups in the neighbourhood and would also include a Board member on each Panel to ensure access to Board level decision making. Panels would continue to meet monthly but every 3 rd meeting would be a joint meeting of other groups					
Option 3	Partial merger of Neighbourhood level groups. BME, Youth, and Leaseholder groups would have membership on the Panels with a Board member for each area. NIBs and Quarterly Contract meetings would continue to operate as they do now with arrangements reviewed once the new Panel arrangements had settled in.					



* Panels currently receive funding of approx £90k per year. This would not change under alternative arrangements but efficient and effective working could be achieved by merging some Neighbourhood groups

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Options for lower tier

Option 1 Retain estate committees

Description: This would mean retaining the current estate committee arrangements with 74 estate committees (EC's) and 296 meetings per year. These meetings are serviced by a Hackney Homes Officer and have number of officers from Hackney Homes service divisions attending. They require a very high level of officer attendance. They do not cover every estate, with some 25 estates not covered by ECs. Items discussed are usually estate-level service delivery issues.

Cost: £477K per year

Cost Per Resident Attendee: £140 (296 meetings pa x average 849 attendance pa)

Benefits

Identifies limited number of estate issues and provides a limited amount of information to residents.

Disadvantages

The current structure does not sufficiently widen engagement to reach the range of community groups who are residents of Hackney Homes; the vast majority of residents do not attend ECs. The high cost of this structure does not allow resources to be freed up to develop and sustain other informal methods of engagement and participation. Arguably, the cycle of meetings is too long for consultation purposes.

On the grounds of equity, retaining this structure would require estate committee provision to be extended to estates/TRAs without an EC. This would increase the numbers to approximately 100 and numbers could increase further. The current level of expenditure would increase by another £120K to £600K if numbers increased to 100. This is costly in terms of inputs and outputs are likely to remain low. As such, the overall value for money for our residents is unlikely to improve, by any measure.

Essentially this is a high cost low output scenario.

Option 2 Enhanced Role of Tenants & Resident Association (TRAs) and alternative forms of engagement

Description: TRA meetings would assume the service improvement elements of EC meetings and would be attended by an estate manager, with the role of producing an agreed action list from the meeting. This would include decisions on the Environmental

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Improvement Budget expenditure, although an alternative option may be to locate this at the neighbourhood level to achieve better use of this funding. Attendance by other officers would be by prior arrangement on specific issues as necessary.

This option would look to include a standing provision for local ward councillors to attend with the right of audience, but not voting rights. This would be included in a revised model constitution. The aim of this approach would be to strengthen the TRA links with Council Officers and Councillors for the benefit of residents.

The resources currently used in a secretariat role would be diverted to develop a complimentary range of non-meeting based involvement activities (e.g. sounding board type participation; focus groups; fun days; telephone and postal surveys) to obtain feedback on services and improvements from those residents not taking part in the traditional meeting style structure, as well as offering more grass-root support for TRAs.

Cost: £200K (with a saving of £280k on current arrangements)

Cost Per Resident Attendee: £20 (including numbers for non-meeting based involvement which is estimated)

Benefits

As meetings will become less formal this structure should encourage wider participation in terms of quantity of residents and range of different groups effectively engaging with Hackney Homes. It will free up resources to develop more non-meeting based and other alternative forms of engagement. It will also free up officer time, allowing greater efficiency and improve the quality of service to residents.

In terms of value for money it will deliver major benefits with a higher level of outputs from a lower level of inputs. The comprehensive nature of the engagement arrangements and the detail provided e.g. by surveys etc. should strengthen the involvement with decision making.

The outputs generated by the envisaged inputs would be more in line with 3 star organisations based on benchmarking undertaken. It would achieve engagement with a far greater number of residents and provide a range of options for residents to be involved that would effectively give residents a choice over how they wanted to be involved.

Disadvantages

The loss of the secretariat function would mean that less detailed minutes and agendas are produced and moving the EIB to a neighbourhood level would mean giving up estate level control of this budget. TRAs would not have the right to prevent councillors attending an open TRA meeting.

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Option 3 Replace one or more estate committees with an estate- based surgery

Description: As per 1 above, but with an estate committee replaced by a surgery on the estate for residents to 'drop into' and raise issues.

Costs - £358K (with a saving of £120k on current arrangements)

Cost Per Resident Attendee £105 (as option 1 less 25% reduction In number of meetings)

Benefits

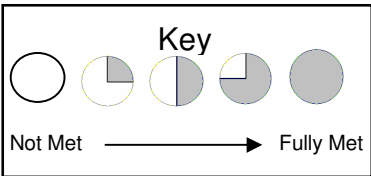
As option 1, except that surgery may encourage residents to take repair issues to the surgery thereby freeing up the Estate Committee agenda to discuss more strategic service delivery items.

Disadvantages

As option 1, and may make any information provision through estate committees more difficult as one cycle of meetings will be replaced with the surgery.

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Lower Tier – Tenant Associations/Estate Committees						
	Audit Commission concerns	Engage a wide/wider range of residents	Relieve burden on residents	Value for Money*	Involved in the decision making process	Links with leaseholders/other groups
Option 1	Stay the same; 74 Estate Committees & 100 plus TRAs (approx 25 TRAs without an EC)					
Option 2	Remote based participation & enhanced role for TRA's; functions carried out by EC devolved to TRAs including EIB; more TP support for TRAs and focus groups; only those officers needed will attend meetings					
Option 3	Replace one or more EC meeting per year with an estate based repair surgery to free up some resources for option 2 type of working					



* Estate committees cost around £477k per year (not including the EIB budget which is around a further £500k)

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COSTS OF ALTERNATIVE METHODS OF PARTICIPATION

The approximate costs of alternative methods of involvement mentioned in some of the options above are as follows:

Item	Cost	Coverage	Average per person	Estimated number of events per year
Fun Days	£2000 per event	100 attendees per event	£20	5
Older People Event	£3000	150	£30	1
Mystery Shopping	£600 per event	10 attendees per event	£60	6
BME Forums	£200 per event	10 attendees per event	£20	4
Postal Surveys questionnaire	£3000	700 residents sent	£4	2
Policy/ Strategy Consultation Event	£2000	40 Attendees	£50	1

Work already carried out across the ALMO*					
	Audit Commission concerns				
(Work carried out potentially addresses a number of concerns within each activity but only the main points are indicated)	Engage a wide/wider range of residents	Relieve burden on residents	Value for Money	Involved in the decision making process	Links with leaseholders/other groups
Face-to-face surveys	●	●	●		
Telephone surveys	●	●	●		
Tenant & Leaseholder conference	●				●
Open days/Fun days/exhibitions	●				
Disabled residents' forum/group	●				
Black and Minority Ethnic Forum/Group	●				

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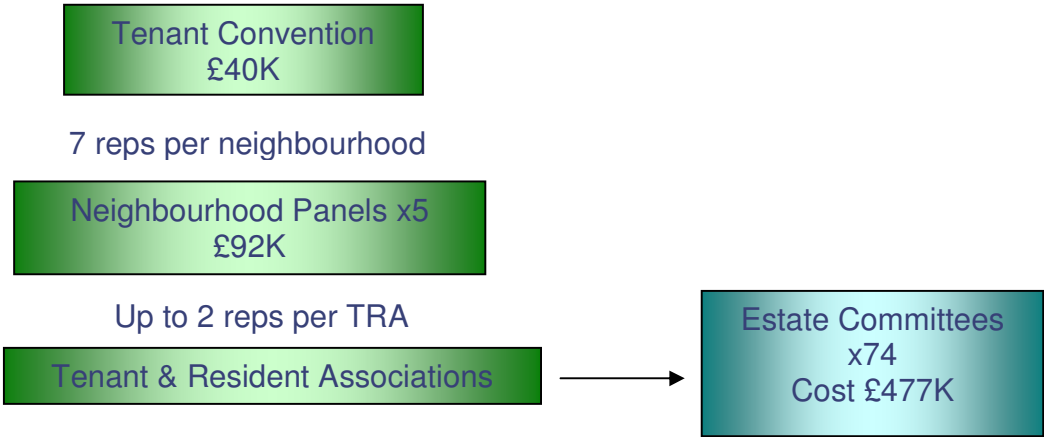
Young people's group	●				
Mystery shopping				●	
Trained Estate Inspectors				●	
Resident involvement in staff appointments				●	
Estate walkabouts				●	
Written surveys (not STATUS)	●	●			
Groups for residents not represented by a Residents Association	●				
Leaseholder forum/group					●
Older residents' forum/group	●				
"Reading panel" for checking publications				●	
Resident involvement in appointing contractors				●	
Focus groups on specific issues	●			●	

*Functions listed are carried out by departments other than the TP section.

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Appendix 1a

RESIDENT PARTICIPATION STRUCTURE – COSTS



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Appendix 1b

Resident Participation Structure – Costs and Staff Resources

Annual Cost	Top Tier	Staff resources
£40k plus serviced office	Convention	2-3 senior managers attend quarterly meetings
	Neighbourhood Tier	
£90k	Neighbourhood Panels; Neighbourhood Investment Boards (NIBs); Quarterly Contract Monitoring Meetings; Leaseholder forum; TMO forum	2-3 Managers attend monthly Panel meetings (x6); NIBs serviced by Regen officers; 1-2 Managers attend Quarterly Monitoring meetings (x5)
	Local Level	
£477k	Estate Committees x74	Fully serviced by the equivalent of eight full-time TPO posts; Estate Managers, Property Services (ex Trading Services) Officers and Senior Lead Officers attend quarterly meetings
£125k	Tenant and Resident Associations	TPO support and monitoring of AGMs equivalent to four full-time posts

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Resident Involvement Review Consultation Feedback

Event	Feedback
Business and Delivery Plan Consultation Event 26 January 2007	
This event was held at the Canonbury Centre and was attended by Convention and Panel reps. Two groups were formed to discuss each of the options.	
Top tier	Group 1 <ul style="list-style-type: none"> • Convention doesn't have leaseholder representation • A liaison type group was preferred • Need some sort of high level group
	Group 2 <ul style="list-style-type: none"> • Options 1 & 3 either retaining the Convention or having a Resident Liaison Group were considered the only feasible ones • Option 3 the Residents Liaison group was seen as more streamlined and cuts down attendance at meetings • Point made that if the Convention ran properly it would be better – there was some debate on this as not accepted by all • Issue raised of Board member being Panel representative on the Resident Liaison Group – potential conflict
Middle Tier	Group 1 <ul style="list-style-type: none"> • Communication issues need to be resolved for any model to work • Officers should be able to send deputies to meetings • Panels happy with current relationships with officers • Adopted model shouldn't just be a cost-cutting exercise • Need to bring in formal links with leaseholders and other groups • NIBs don't need to be part of Panel • Mixed views on whether a split panel in the North East should continue • Any merger of groups at this level would throw up a number of issues that would need to be resolved subsequently
	Group 2 <ul style="list-style-type: none"> • Due to time the Neighbourhood Tier was not discussed
Lower tier	Group 1 <ul style="list-style-type: none"> • Needs to be close links with other community groups/organisations (eg Surestart) • Surgery type issues need to be picked up at the right level • Duplication exists between TRA and EC meetings • Bottom line of any model is getting actions carried out • No need for TPO at TRA meetings (only at AGM) • Could be too much for estate manager to handle if they have to take notes at meetings • Could be problems for TRAs/EC finding admin support if given support grant • Setting up a repairs surgery would be a waste of resources • Shouldn't have officers in attendance unless they are required to report • Would need to guarantee officer attendance at meetings when invited

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	<p>Group 2</p> <ul style="list-style-type: none"> • Option 2 ‘Enhanced TRA role’ was favoured by some and seen as avoiding duplication between TRA’s and Estate Committees • Issue raised of financial, support for TRA’s to employ own secretariat staff • Point made that it was not possible to find people to employ to take meeting notes • It was said officers do not always chase/undertake actions • Some concerns about the ability of estate managers to progress actions and get them resolved • Some wanted to consider retaining Estate Committees and move to 3 or 4 estates linking up to reduce servicing costs was suggested • Utilise TPO’s more, view that TPO’s are not providing value for money and should undertake more work with TRA’s
Other	<p>Group 1</p> <ul style="list-style-type: none"> • Different ways of working across the borough need to be resolved • Need to recognise the voluntary effort of residents
	<p>Group 2</p> <ul style="list-style-type: none"> • Acknowledged that provision should be made to involve those who do not want to or can not attend meetings • Hackney Homes needs to appreciate work representatives (volunteers) do

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Borough-wide Groups	
<p>Convention 8/2/07</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • Convention is independent of the Council/Hackney Homes but the RLG is not • Panel Chairs would have too much power under the RLG option • Convention wants to operate more inclusively than it has done <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Tried incorporating other groups e.g. Youth in Shoreditch and it did not work • Option 2 would require a change to the Panels constitution • Not necessary for separate leaseholder representation on Panels, could just exchange minutes with Leaseholder forum • Focus groups can not mix with delegated bodies (created by some electoral process) <p>Lower Tier</p> <ul style="list-style-type: none"> • Estate Committees are committees of the Council (should be retained – minority view) • Could retain EC's as TMO's being created will reduce numbers • Better publicity of EC's would improve them • Criticism of the role and work of TPO's – need a wider role, not working effectively and improvement in performance required • Option 2 would take away private forum role of TRA's • EC's do not represent value for money, they are expensive and discriminates against TRA's without an EC • Option 2 would avoid duplication
<p>African Forum</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • No knowledge of the Convention • The Convention does not represent the views of BME groups, it does not represent our views. • Option 3 gives all sections of the Hackney Homes community to be represented. • Option 3 chosen <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Not clear how merging of all meetings would work • Option 3 would allow the African Forum to be represented at Panel meetings and involved in what is going on • Option 3 – the partial merger option chosen <p>Lower Tier</p> <ul style="list-style-type: none"> • Option 1 retaining Estate Committees considered too expensive • Option 2 would allow the development of more different ways to be involved • Option 2 should include estate surgeries for communal and internal repairs • Committee type meetings will not attract many people, variety of approaches

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	<p>needed</p> <ul style="list-style-type: none"> • Special approach required for regeneration estates e.g. Woodberry Down • Option 3 ruled out • Option 2 chosen
<p>Turkish Focus Group</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • No awareness of Conventions existence or what it does • Unsure of how the ‘Top tier’ affects them • Overall no view on Top Tier arrangements <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Some knowledge of Panels and not sure how merging all groups would work • Their representation at Panels would require interpreter to be available to translate proceedings • Overall view - keep the existing arrangements. • Option 1 chosen <p>Lower Tier</p> <ul style="list-style-type: none"> • Some attended Estate Committees and found them useful • Option 2 would allow developments of other ways if engaging with residents • Would like more of these focus group meetings with Turkish residents • Assistance needed to enable more networking between Turkish residents. • More information in Turkish • Identify Turkish residents and send them information on Turkish not putting requirement on them to separately request copies in Turkish • Look at focus group meetings for each Neighbourhood. • Option 2 would provide resources for the above • Mixed views on options – some favoured Option 1 retain Estate Committees and others favoured Option 2 with the development of alternative types of engagement
<p>Youth consultation meeting Lower Clapton Rd 10/04/07</p>	<p>To encourage young people to get involved - notice boards and letterbox flyering re youth activities going on in the area.</p> <ul style="list-style-type: none"> • To encourage young people to attend TRA meetings, do the above with the agenda, young people said they would only attend if there was something youth related being discussed. • Detached youth worker to attend the area canvassing/pulling in young people. • Offering an incentive for young people <p>Eg. Money, activities, Re setting up and sustaining youth committees Eg. Budget for the youth committees to fund trips away etc for members</p> <ul style="list-style-type: none"> • Re getting young peoples views – Setting up website/youth page. Or chat room, something similar to “my space”. <p>Email surveys would have to be short & brief and there would have to be an incentive ie prize draw.</p>

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	<p>Text surveys – Text would have to be free also simple & specific. Re Collecting young peoples details and contacting young people as and when consultation is needed – Young people fed back that they would attend but only if it was something that affected them.</p> <ul style="list-style-type: none"> • Mystery Shopping – Young people said that they would be interested in taking part but only if there were incentives. <p>Young people commented that a lot of young people think that no one will really listen to their views and that it was very important that action to young peoples input/views is seen.</p>
<p>Youth Consultation Meeting 02/03/07 Trelawney Estate</p>	<ul style="list-style-type: none"> • Young people said that they rarely read Hackney Homes news. They said if there was dedicated “Young peoples page” they would look at it. • They commented that there is nothing on the notice boards around the estate so they don’t bother looking at them. • Young people suggested that they have something similar to “ My Space “ on the Hackney Homes website, as it currently, young people don’t look at it. • The young people said they were pleased that some of the ideas mentioned in the video diary had been actioned such as replacement windows and bin chutes. They also mentioned there is a definite improvement in estate cleaning as there is less litter and rubbish dumping in the estate. • The young people mentioned other suggestions for getting involved with Hackney Homes: <ul style="list-style-type: none"> - A street team of young people who can help to distribute and publicise information to fellow young people on their estates. - Being on the organising panel to organise fun days. - Kickz & Nemisis sessions at Trelawney.

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Neighbourhood Panels	
<p>Central Panel 19/2/07</p>	<ul style="list-style-type: none"> • Panels members thought consultation period should be longer • Some comments that paper was a veiled attempt to get rid of the Convention • Members felt Hackney Homes should work with the Convention and should look at its achievements over a 5 year period • It didn't matter if there were fewer or more meetings – the main problem was getting the promised actions done <p>Overall the Panel welcomed the chance of having a second meeting which would give them time to consider and discuss the options in more detail.</p> <p>Leaving aside their initial hostility to any changes regarding the Convention, Panel members though the review was a good thing and attempts needed to be made to reduce some of the duplication that currently takes place.</p>
<p>Central Panel 19/3/07</p>	<p>Confirmed views from first meeting</p> <p>Panel agreed that too many officers were present at meetings without being needed. Estate committees shouldn't have officers unless needed</p> <p>Felt TPOs don't do enough or have a clear role</p> <p>Hackney Homes need to give more notice of meetings so residents can arrange their time and read information before the meeting</p> <p>Panel felt that statement of £225m being available was misleading as only a portion of that gets released if we get 2 stars</p>
<p>Clapton sub-Panel 13/2/07</p>	<p>First meeting, Panel expressed provisional views below but will consider and agree final comments at next meeting (13 March)</p> <p>Top Tier</p> <ul style="list-style-type: none"> • Convention could work if operates in a proper way • Convention 'If it is not working scrap it' • RLG/No top tier puts more work on Panels • RLG would work with two reps from each Panel <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Option 2 may lead to restricted access rather than widening engagement • No merging of quarterly and NIBS meeting as not practical – too long and too much to get through. NIBS works well and time limited. • Do not need separate representation for leaseholders at this tier <p>Lower tier</p> <ul style="list-style-type: none"> • EC's – not fair across all estates • Option 2 favoured by some as avoids duplication and time wasting at unnecessary meetings • Some wanted Councillors to attend TRA meetings other objected

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	<ul style="list-style-type: none"> • Potential problem with option 2 is that not clear how estate manager would get items resolved particularly Property Services issues • Issue raised about encouraging resident involvement and incentives to become involved • Volunteers work will increase under option 2 • Concerns expressed about TPO performance • EIB money to Panels and merged with 184 walkabout funds
Clapton sub-Panel 10/4/07	<p>Top tier</p> <ul style="list-style-type: none"> • Communications with Convention are hit-and-miss and should be more cost effective with its budget • Need independent body with campaigning role • Convention needs to be re-formed • Current grant is small • Borough wide body needs access to senior managers and the Board • Having no borough-wide body would disempower residents <p>Neighbourhood tier</p> <ul style="list-style-type: none"> • Training element of Panel budget should be ring-fenced and withheld from future grants if it is not spent • Panels value their links with senior officers • Do not want to see major changes at Neighbourhood level • All communities are ‘hard to reach’ if they are not taking part <p>Lower Tier</p> <ul style="list-style-type: none"> • Very resource intensive • Needs a good shake up • Role of the TPO as minute taker is a waste – TPO should be doing outreach and other support work • Having SLO/Champions doesn’t work so should be abolished • EIB should be linked with 184 budget and available to all • Bottom line of getting actions carried out is the most important factor whatever structure is in place • Panel values ECs • Surgeries are not an alternative
Homerton 29/3/07	<p>Panel felt it would like to have more time to consider the Options before feeding back although it said that as the Panel was open to all they were not convinced anything extra was needed except ‘tenant’ only meetings as leaseholders have their own.</p>
Stoke Newington Panel 18/1/07 & 15/2/07	<p>18/1/07 The Panel received a presentation of the Options Paper. The panel asked a number of points of clarification and agreed to consider and discuss fully and give final views at next meeting on 15 February.</p> <p>15/2/07 This was the second meeting with the Stoke Newington Panel. Feedback: Top tier –</p> <ul style="list-style-type: none"> • Broadly in agreement that a Resident Liaison Group should be set up but that its membership should not be ‘Chairs’ of Panels but ‘delegates’. • The RLG should have limited decision making powers so that individuals cannot

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	<p>make decisions</p> <ul style="list-style-type: none"> • An RLG will be good in that Panels can maintain their independence • A Service Level Agreement/Terms of Reference will need to be developed and monitored <p>Middle tier –</p> <ul style="list-style-type: none"> • Too many meetings taking place • NIBs should stay separate but leaseholders and street properties should be represented at Panels • Panels must be kept simple and not allowed to become unwieldy • Reps from other groups should be able to attend Panels meetings without formally merging • Panel meetings need to be transparent <p>Lower tier –</p> <ul style="list-style-type: none"> • Enhanced role for TRAs is needed • TRAs need more support – too much given to ECs • Officer time needs to be freed up • Too much duplication with TRAs and ECs so TRAs should be the main group • TRAs should be able to buy their own admin support • An enhanced role for TRAs will avoid the current confusion over the roles of each group and will allow residents to direct their own meetings • An enhanced TRA will be more inclusive <p>Overall the Panel support a Resident Liaison Group for the top tier; limited change for the middle tier; and a merger of functions at the lower tier so that the TRA becomes the main supported group.</p>
<p>Shoreditch Panel 27/2/07</p>	<p>Initial feedback:</p> <ul style="list-style-type: none"> • Felt paper was weak and couldn't be understood • Disputed figures on costs and the number of meetings being held • Members felt the review should have concentrated on improving existing established structures • Hackney Homes needs to look at its own staff make-up as this is unrepresentative • Convention is the only independent group which isn't controlled by Hackney Homes • Disputed that the Convention had sent reps to the Task Force overseeing the review • Disputed that any meetings had been held in Shoreditch • Members didn't think it would make any difference to costs or efficiency if less than four officers attended a meeting • Residents wanted to keep their EIB at ECs – wouldn't like to Panels to hold this as there are problems with the s184 system • Difficult to get more people involved because of apathy • There used to be problems with TRAs before ECs • Should tell the Audit Commission that residents are unpaid <p>Overall the Panel were against the review and disputed the findings of the Benchmarking exercise.</p>

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<p>Stamford Hill sub-Panel 24/1/07</p>	<p>Initial meeting held on 24 January 2006 and provisional views expressed below, final views at next meeting 24 February 2007.</p> <p>Top Tier</p> <ul style="list-style-type: none"> • Unhappy with Convention and opted for RLG but need to detail representation • Did not want No ‘Top Tier’ option <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Felt merging groups/meetings would be impractical and would not work • Favoured retaining existing arrangements <p>Lower Tier</p> <ul style="list-style-type: none"> • Some favoured retaining estate committees • That more should be done to promote EC’s • Others favoured option 2 as avoids duplication • Concern expressed about effectively issues would be followed up by Estate Manager
<p>Stamford Hill Sub-Panel 24/2/07</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • Leaseholder Group at RLG needs to be representative • RLG attendance must be limited to avoid being unwieldy • RLG should have Deputy Mayor and Director of Neighbourhoods and Regeneration • Street Properties need to be represented <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Quarterly meeting structure needs to be reviewed • Strongly in favour of keeping existing panel structure <p>Lower Tier</p> <ul style="list-style-type: none"> • 50% in favour of retaining EC’s • 50% favoured option 2 – enhanced TRA role • Agreement that EC’s working needs improvement or change • Option 2 needs formalising more – role of estate manager, format of action notes and how estate manager would get things done and feedback to the TRA • EC’s have multidisciplinary team attending and estate manager may struggle to cope with non-housing management issues • Option 3 surgeries ruled out • Need action and value for money, option 2 may provide but need ensure that the resources freed up deliver service improvements and better feedback • EIB to be at TRA level with ability for TRA’s to pool or lend allocation

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Public Meetings	
Central Neighbourhood Fun Day 17/2/07	<p>Views were taken from individual residents during the Neighbourhood Panel's 'funday' event.</p> <ul style="list-style-type: none"> • Most residents agreed that the current system was exclusive and more innovative methods needed to be used to engage with residents. • Few of the residents questioned understood the current structure so were unable to comment on whether or not any of the options would be effective but most felt that TRAs should be supported. • Young people at the event said they wouldn't attend a committee style meeting but might join a focus group if it was for a certain purpose.
Central Public 23/4/07	<p>(this meeting was attended mainly by existing resident reps)</p> <ul style="list-style-type: none"> • The existing structure is confusing and bureaucratic so unlikely to attract new people • Nobody knows what the convention does • Some estates have little or no involvement leaving it to just a few residents • TPOs need to support TRAs in development and project work and should not be stuck taking minutes at meetings • Don't need so many officers at meetings but must have the right ones present • Meetings should be called when needed • EIB should stay local
Stoke Newington – 26 April 2007	<ul style="list-style-type: none"> • Two people completed forms and 6 took forms away to complete and may return later. A p representative from Shacklewell TRA attended and took forms away for a TRA meeting. • Preferred to be involved by way of surveys • Many people such as elderly and disabled do not like to attend evening meetings • Some times people feel excluded at meetings • Prefer other ways to be involved than meetings, felt especially applies to younger people • Lower tier – view was for Option 2 to widen engagement. <p>No views were offered on the Neighbourhood and Top Tiers as residents did not understand the issues and did not feel it affected them.</p>
Homerton	<ul style="list-style-type: none"> • Hackney Homes needs to stop wasting money on admin • The Convention needs to be 'refreshed' as it is the same old faces – it needs to be more accessible to groups and individuals • Issues need to be taken up in the community • Need to hold fewer meetings

Joint TRA/EC Meetings	
<p>Homerton– 13/03/07</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • Currently out of touch and falling short of engagement with wider groups – Needs to change • The group unanimously disagree with the current convention structure • Option 2 is a better option and more suited, as TRA reps can directly feedback, but meeting quarterly is not enough, possibly need to meet every other month at least • Option 3 seems not to be far, as those that shout the loudest will only get heard • Each panel already sorts out their own problems <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Option 1 lacks any opportunity for consultation with the Hackney Homes Board, although panels do wish to consult with them • Option 2 will further reduce the opportunity for active tenant participation as inclusion of NIBS would take up even more time • Decent Homes aspects should be kept apart, as it is a totally different subject • TP & NIBS should be kept apart • NIBS works fine, “if it aint broke, don’t try to fix it” • There seems to be no logical point to Option 3. • It would not increase participation directly of any BME groups <p>Lower Tier</p> <ul style="list-style-type: none"> • Cllrs don’t always attend, so their should be more accountability. • ECs should be able to affiliate groups/members • ECs should be allowed to hire administrators, just like neighbourhood panels • ECs should be scrapped, as some only have 3 or 4 people at each meeting • Agendas are self-producing and only discuss limited estate issues. • Those that are most active, or speak loudest, get heard. • Option 2 represents better autonomy • Option 2 would allow Hackney Homes to intrude at TRA level, these meetings are private and no concern to Hackney Homes • The group did not agree with the statement that an informal structure would improve wider participation • The group would like to retain the control of EIB spending. • Tenant participation is poor and must change • The current level of engagement is no good, spending is too high with low output. • Must look at other forms of participation to increase awareness • Cllrs already hold surgeries. • Surgeries will extend the meeting cycle

Item 6 – Appendix 2

<p>North East area joint meeting – 30 April 2007</p>	<p>Top Tier</p> <ul style="list-style-type: none"> • Convention is an independent body separate from Hackney Homes and the Council and this is important. • Convention should be given the opportunity to improve if they do not then a change to Option 3 the Resident Liaison Group could be made in the future. • Residents Liaison Group allows other groups e.g. BME groups, young people to be involved. • RLG should meet bi-monthly • Convention should allow representation for BME groups, young people etc. • Majority attending were in favour of retaining the Convention with certain conditions and requirements. <p>Neighbourhood Tier</p> <ul style="list-style-type: none"> • Keep Panels separate as in option 1 • Leave it open for BME groups, young people etc to participate in Panels although this may be better at the top tier. • No merging of Neighbourhood Investment Boards etc as this would not work in practice • Option 1 unanimous preference. <p>Lower Tier</p> <ul style="list-style-type: none"> • Should look at why EC's do not work and address. • There are more TRA's than EC's, may need to look at merging TRA's for Option 2. • There is duplication of meetings and one meeting would be better. • EC's meeting more popular than TRA meetings as officers and councillors attend. • If Option 2 chosen should be up to TRA to decide who should come, some would not require any officers others may want more than the estate manager. • Concern that most of the issues raised are not directly dealt with by Estate Manager as they are repairs related – suggested that person attending in Option 2 should be from Property Services. • Option 2 (or any option/variation) would only work if proper and effective system put in place to ensure actions raised were completed and resolved. • Option 2 would free up TPO's to engage in more productive and specialist work with TRA's and estates rather than minute taking. • TPO role needs to provide more assistance to residents groups. • Should consider moving EIB money to Neighbourhood tier to match fund with 184 walkabout funding. Possibly give each Neighbourhood the choice. <p>Mixed views on options – some favour Option 1 retaining estate committees, some favour option 2 with some flexibility.</p>
<p>Central joint meeting 27/4/07</p>	<p>Top tier</p> <ul style="list-style-type: none"> • A Resident Liaison Group was preferred as it was better to involve all groups/panels at the top tier <p>Middle tier</p> <ul style="list-style-type: none"> • Keep Panels • Set up steering group (of Panels) to oversee Decent Homes Work • Use Panels to escalate issues from lower tier

Item 6 – Appendix 2

	<p>Lower Tier</p> <ul style="list-style-type: none"> • Residents must be able to call officers to account • Need to have councillor attendance • Surgery is not a good idea as issues should be raised by phone • Residents need to meet with the right officers with the necessary authority to get things done • Don't need so many officers at each meeting • EIB should stay local
<p>Shoreditch 24/4/07</p>	<p>Top tier</p> <ul style="list-style-type: none"> • Hackney needs an umbrella group • More money should be invested in the Convention - £100k • A liaison group will be limited • Need to make sure leaseholders are involved • Need transparency of funding • The Convention need to develop a relationship with the Board <p>Neighbourhood tier</p> <ul style="list-style-type: none"> • BME inclusion should be for individuals not groups • NIBs should remain separate • Panels should take up issues from grass roots <p>Lower tier</p> <ul style="list-style-type: none"> • Local issues need to be discussed at meetings • The Shoreditch Forum is a good model of where minutes were taken by residents which worked well • ECs can service themselves with a small grant and make the agendas lighter • TPOs should be working with all groups and invited to meetings • TPOs should support TRAs • Local plans should be looking ahead five years or more
<p>Stoke Newington 16/4/07</p>	<p>Top tier</p> <ul style="list-style-type: none"> • The Convention is not working and doesn't represent residents • TRAs don't know what the Convention does • Liaison group should be inclusive and reps should give regular feedback <p>Panels</p> <ul style="list-style-type: none"> • Panels shouldn't deal with the same issues as TRAs/ECs • Senior officers and councillors should be invited to attend • Panels should deal with bigger issues <p>Lower tier</p> <ul style="list-style-type: none"> • Residents need to be able to raise issues with officers • Too many officers at meetings • Meetings should be widely publicised • TPO should help TRAs to function correctly • (A difference of opinion on the role of a TPO in an EC meeting – some thought the TPO should help the Chair to run the meeting and take minutes but others thought the TPOs should be freed up from minute taking duties)

Item 6 – Appendix 2

Other feedback

From an individual Panel Chair 28/2/07;

Will be happy to work with enhanced TRA structure as long as improvements are made in feedback and communications and residents were not asked to give up anymore of their time chasing up actions that officers should be carrying out.

From a Homerton TRA Chair 13/3/07

Estate committee and TRAs should stay but Panels and NIBs should go with their functions being transferred to ECs/TRAs

From a Stoke Newington TRA Chair 3/4/07

Should do away with Panels as they tend to discuss matters better suited to the TRA or Estate Committee. Quarterly Monitoring meetings are run better and chaired by officers but should be more frequent with senior officers attending. TPOs should support TRAs and not take minutes at ECs (this could be done by a casual minute taker) but ECs should stay.

From a Central TRA Chair 11/5/07

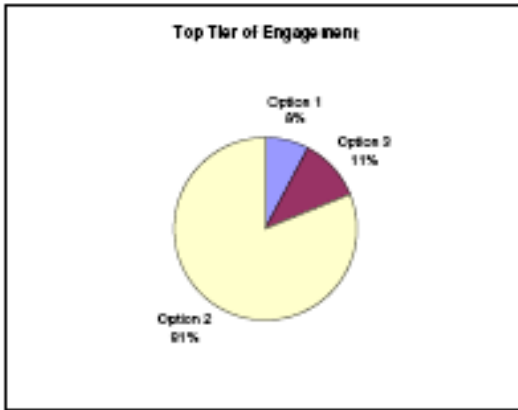
Inefficiency in resolving issues means the same items are appearing on the agendas. We need to keep efficient minute takers for the meetings but TRA members could be paid to do this if the role of the TPO is changed. ECs allow residents to raise issues with officers and spend their EIB money. Residents should not have to be involved in a TRA or EC if they don't want to be. The role of the Estate Manager needs to be made clear to residents. Residents are unclear of the role of the Convention. There is duplication between the roles of EC meetings and Panels.

TPO staff

Tenant Participation Officers held an away day to look at their role should any changes come about and the type of work they would like to get involved in if some capacity in their workload is freed up.

- Skills audit of residents
- Capacity training
- General training for residents
- Outreach work
- Publicity for groups and meetings
- Monitoring
- Liaising with internal departments
- Support groups and initiatives
- Set up open days and other events
- Arrange mentoring for new start up groups
- Induction for new groups
- Carry out surveys on estates
- Rolling recruitment and 'bonding' programme
- Attend Panels and other meetings
- Fundraising and identifying budgets
- Demystifying what Hackney Homes departments do
- Share best practice ideas among TRAs

Item 6 - Appendix 3



Top Tier

Option 1 - 8% in favour
Retain the current Structure

Option 2 - 81% in favour of
Resident Liaison Group

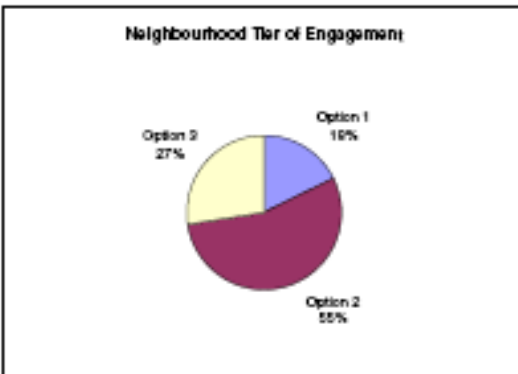
Option 3 - 11% in favour of
no Top Tier structure

Comments:

"The reason the Convention did not take part in the Audit commission inspection is because it was not invited to."

"Bite the bullet and have much better consultative process by referendum, ie, direct democracy. 99% of existing residents have no or very little input."

"Transparency is important and having a Residents Liaison Group as the new structure would ensure our views are heard."



Neighbourhood Tier

Option 1 - 18% in favour
Retain the current structure

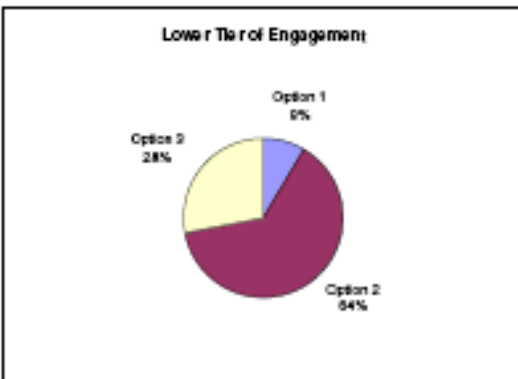
Option 2 - 55% in favour
Merge all groups

Option 3 - 27% in favour
Partial merger of groups

"Advertise more widely to all residents dates, times, and localities of these meetings via Hackney Homes News and other publications."

"Meetings obviously cannot be avoided, but a structure such as option 2 seeks to improve the effectiveness of meetings and has the potential to encourage wider participation."

"Black and ethnic groups to have their say."



Lower Tier

Option 1 - 8% in favour
Retain the current structure

Option 2 - 64% in favour
Enhanced role for TRAs

Option 3 - 28% in favour
Replace one or more Estate Committees with an estate based surgery

"The costs could be greatly reduced by officer attendance as in Option 2. The number of ECs could be reduced by merging some together."

"Good Value for Money and wider participation."

"The idea of an estate based surgery would be a good idea, but it would need to be available to all. I see wider participation of residents to be an important way forward."

Title of Report: REPAIRS POLICY REVIEW	
Decision Making Body: Hackney Homes Board	Date: Monday 25th June 2007
Classification: FOR APPROVAL	Report of: Director of Finance & Resources
Item Previously considered at: Improvement Committee	On Which Date: 17th April 2007
Report Author: - Neil Isaac 020 8356 5730	<u>Appendix 1</u> Proposed Additional Repairs to be included in Repairs Policy

Report Outline:

Bullet Point List of all headline topics discussed in the report.

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendations to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Feedback from Panels**
- **Paragraph: 5.0 - Feedback from residents survey**
- **Paragraph: 6.0 - Financial Implications**
- **Paragraph: 7.0 - Next Steps**
- **Paragraph: 8.0 - Conclusions**

1.0 **SUMMARY**

1.1 This report sets out the results of consultation on the Hackney Homes Repairs Policy. Proposed changes to the policy would be affordable and would bring Hackney Homes into line with other London ALMO's.

2.0 **RECOMMENDATIONS**

2.1 That the Board agree targeted changes to the repairs policy as set out in section 7.3.

2.2 That the Board endorse the revised policy on repairs for vulnerable tenants.

2.3 That the Board endorse the rechargeable repairs policy.

2.4 That the Board keep the cost of any changes to the repairs policy under review so that corrective action can be taken if demand proves significantly different to that expected.

3.0 **BACKGROUND**

3.1 The review of the Hackney Homes repairs policy formed part of the wider Repairs Business Improvement Review and was raised again during the Audit Commission Inspection. Hackney Homes has undertaken a full consultation programme with residents with a view to producing a revised repairs policy, and a focus on the following aspects of the policy: -

- Those where the type of work is consistent, but we expect tenants to do more. For example the Hackney Homes policy is that tenants should be responsible for the repair and replacement of internal doors. The norm is that tenants should be responsible for minor repairs only, similarly with kitchen units.
- Where there are health and safety or other business cases to undertake repairs, such as replacement of internal glazing; the re-washing of dripping taps causing wastage; or the prevention of water penetration in kitchens or bathrooms.
- Where there is ambiguity. For example, the policy in the Tenants' Handbook states that it is a tenant responsibility to fix minor cracks and holes in walls and plaster. However, the list of responsibilities refers to repairing wall plaster or plasterboard walls, thus suggesting that some significant work is necessary.
- The repairs policy for vulnerable tenants.
- Rechargeable repairs.

3.2 At the Round Table meeting on 6th June, the Audit Commission reported that they had undertaken a sampling exercise based on published information. This showed that on a sampling of 27 repairs undertaken by some ALMO's, Hackney Homes was the most restrictive with the repair being the tenant's responsibility in 20 cases; one other 2-star ALMO was next with 19 cases. Although the Hackney Homes policy is not off the scale it is comparatively restrictive, so a modest relaxation may be appropriate to bring it more into line with other London ALMO's. Initial consultation on this with tenants took place in February as part of our consultation on repairs for vulnerable tenants and for rechargeable repairs.

4.0 **FEEDBACK FROM PANELS**

4.1 A wide range of potential repairs was discussed with Neighbourhood Panels; generally they were supportive of the proposal to undertake more repairs for tenants. The proposal to Panels was to extend the landlord repair responsibilities as follows: -

- Repair and replacement of internal doors, door frames, skirting boards and architraves;
- Replacement of internal glazing;
- Repairs to walls and plaster (apart from minor cracks and holes)
- Repair and replacement of kitchen units; and
- Repair and replacement of taps, including fixing dripping taps by replacing washers.

4.2 However, concerns were raised about the affordability of a wide relaxation of existing repair obligations. There was a consensus that more repairs should be offered to vulnerable tenants.

5.0 **FEEDBACK FROM TENANTS' SURVEY**

5.1 A survey of tenants was undertaken through Hackney Homes News, April edition, and via the website. A total of 1,456 responses were received, a response rate of 6.6%.

5.2 The range of repairs was grouped for this survey; the results are summarised in the table below:

Repair	Remain tenant responsibility	Offered by HH at a charge	Vulnerable tenants	All tenants
Internal doors	6%	8%	23%	62%
Internal Glazing	6%	7%	18%	68%
Walls and plaster	6%	6%	17%	70%
Kitchen and bathroom units	6%	6%	17%	71%
Taps	6%	6%	21%	66%

5.3 It is clear that most tenants would like to see a relaxation of the repairs policy so that all the repairs are undertaken at no charge to all tenants. However, a substantial minority suggested that extended repairs should be undertaken only for vulnerable tenants. Smaller numbers suggest that the policy should be unchanged or that extended repairs should be offered only at a charge.

6.0 **FINANCIAL IMPLICATIONS**

6.1 The estimated costs of changing the repairs policy to include all the repairs identified in Appendix 1 are some £1.4m. This would not be affordable in the context of the overall financial position of the HRA and would significantly alter the ratio of planned to responsive maintenance which is also an important Audit Commission indicator.

6.2 There exists, however, an opportunity to make appropriate changes to the policy, to focus on the areas that were first identified by the Commission. The costs are estimated as follows:

Repair	Estimated Cost (£k)
Repair and replacement of internal doors, door frames, and architraves	104
Repair skirting boards	6
Replacement of internal glazing	41
Repair and replacement of kitchen units;	94
Repair and replacement of taps	10
Total Cost	251

6.3 The Audit Commission identified skirting-board repairs, internal glazing, repairs to plaster and repair of kitchen units as key aspects in a revised repairs policy. Within the estimated cost of £100k previously reported, the repairs policy could be revised to include skirting boards, replacement of internal glazing repairs and repair and replacement of taps. Repairs to walls and plaster are already included as repairs Hackney Homes will carry out.

7.0 **NEXT STEPS**

7.1 The results of the consultation and the Board views need to be reported back to residents.

7.2 It would be possible to undertake the repairs set out in 7.3 at comparatively modest cost. If the Board were minded to take such a decision, the demand for these repairs would be closely monitored so that the costs are identified and reported.

7.3 The other repairs consulted upon are amenable for inclusion in planned programmes subject to the overall resource position.

7.4 There are clear links to the availability of funds for the Decent Homes programme and planned maintenance. Any decision will have to be reviewed once the results of the Inspection are known.

8.0 **CONCLUSIONS**

8.1 The changes proposed to the repairs policy will address the immediate issues raised by the Audit Commission and be affordable. This will bring Hackney Homes into line with the main bulk of London ALMO's.

8.2 Further review of the policy will depend upon the impact of these changes which will be reviewed in six months' time.

If you have any questions about this report, please contact Neil Isaac on 020 8356 5730 or email neil.isaac@hackneyhomes.org.uk

Item 7 - Appendix 1

TYPE OF REPAIR	Now	Proposed	Rechargeable to tenant	Reportable by Leaseholder	Additional if Vulnerable	Repair Out of normal Hours	Approx cost	Estimate of extra	Total Cost	Target time
Chimney sweeping	Tenant	Hackney Homes	-	no	priority	no	£200 each	Say 5 a year	1,000	20 days
Chimney sweeping	Tenant	Hackney Homes	-	no	priority	no	£200 each	Say 5 a year	1,000	20 days
Decoration										
Make good internal decorations after repair by Hackney Homes	Tenant	Hackney Homes	If original repair caused by tenant		priority	no	£150 for patch £500 a room	say 10 of each a week	338,000	As part of main repair
Additional keys / fobs for communal entrance doors	Tenant	Tenant	Arrange to pay before receiving key	Yes - arrange to pay before receiving key	Additional keys/ fobs free for elderly	no	£10 each	say 500 @ 2 keys each = 10,000	10,000	
Gain access if keys lost	Tenant	Tenant	If requested to assist but must prove residency	If agree to pay and can prove residency	free for elderly & domestic violence victims	If agree to pay and can prove residency	£120 each	6000 average 1 a week	6,240	
Replacement of internal doors, locks, handles and architrave	Tenant	Hackney Homes	If caused by tenant	-	priority	no	Door £100 Lock & handles £50	Say 10 doors & 20 locks/ handles a week	104,000	20 days
Repairs to letter plates, spy holes, door numbers, door knockers	Tenant	Hackney Homes	If caused by tenant	-	priority	no	Average £20 each	Say 10 a week	10,400	20 days
No lights at all in dwelling (but power)	HH	Hackney Homes	If caused by tenant	no	Yes including Out of Hours but not usually between 11pm and 8am	Not normally as usually talk through the "fuse check" procedure and refer to following day	£80 each	Say 30 vuln/ble a year	2,400	1 day
Concealed light bulbs or tubes within dwelling	Tenant	Hackney Homes	-	-	priority	no	£35 each	Say 10 a week	18,200	20 days
Re-set trip switches	Tenant	Tenant	If repair was only due to unset trip		Allowed one visit without charge	Talk through reset procedure	£35 each visit day £80 OOH	Say 20 OOH & 30day time/year	2,650	-
Batteries in door bells or smoke alarm	Tenant	Tenant	If called out incorrectly		Allowed one visit without charge	No but will talk through how to stop alarm	£35 each visit	Say 50 per year	1,750	-
Boundary fences and gates	Tenant	Hackney Homes	If vandals are identified	If dangerous depends on lease	priority	Make safe only	Say £110 a metre	Say 50m a week -catch up	286,000	As plan
Repair Floor tiles to bathroom & kitchens	Tenant	Hackney Homes	If caused by tenant	-	priority	-	£350 a room	Say 6 rooms/wk	109,200	20 days

Item 7 - Appendix 1

TYPE OF REPAIR	Now	Proposed	Rechargeable to tenant	Reportable by Leaseholder	Additional if Vulnerable	Repair Out of normal Hours	Approx cost	Estimate of extra	Total Cost	Target time
Repair / replace skirting	Tenant	Hackney Homes	If caused by tenant	-	-	-	£12 metre	Say 500m/yr	6,000	20 days
Lift and replace floor covering to allow a repair	Tenant	Tenant		no	Will help lift the carpet etc but not the relaying or replacement	Will assist with lifting carpet etc if essential but not the relaying or replacement	£25 each	Say 20 a year	500	When operative is on site
Lost keys to garage	Tenant	Tenant	If asked to force an entry		Allowed one replacement lock without charge		£75 per lock	Say 20 a year	1,500	-
Garage door locks	Tenant	Hackney Homes	If keys lost	yes	priority	-	£75 per lock	Say 10 a week	750	20 days
Repair to defective roofs– on planned basis once identified	Tenant	Hackney Homes		yes		-	£45 per m2	Say 15m2 a week	35,100	As plan
Repairs to garage doors – on planned basis once identified	Tenant	Hackney Homes		yes		-	£600 per door	Say 5 doors a week	3,000	As plan
Glazing inside dwellings Glass broken or badly cracked due to harassment/ vandalism/ burglary	Tenant but HH with crime ref number	Hackney Homes	If vandalism is within dwelling		Priority	Board up or protective film over to make safe only	£ 80per pane	Say 10 panes a week	41,600	1 day
Kitchen units										
Minor repairs to doors, drawers, shelves, worktops, curtain rails and battens	Tenant	Tenant		no	Hackney Homes will repair for elderly & disabled	no	Say £50 a flat	Say 20 a year	1,000	-
Replacement of doors, drawers, & worktops	Tenant	Hackney Homes	If vandalised	no		no	£50 each	Say 10 a week	26,000	20days
Replacement of kitchen units when they are beyond economic repair	Tenant	Hackney Homes	If vandalised	no		no	£100 wall unit £200 floor unit	Say 6 of each a week	93,600	As plan
Blocked WC pan	Tenant	Hackney Homes	If caused by tenant misuse	-	Out of Hours if before 11pm	Advise how to clear & refer to daytime	£20 day £80 night	Say 2 a week	5,200	1 day
Blocked sink/bath/wash hand basin/council provided shower	Tenant	Hackney Homes if initial attempt by tenant has failed	If caused by tenant misuse	no	Out of Hours only in exceptional circumstances	Not normally – but bad up -surging of waste spilling onto floor will be attended	£30 each	Say 5 a week	7,800	5 days

Item 7 - Appendix 1

TYPE OF REPAIR	Now	Proposed	Rechargeable to tenant	Reportable by Leaseholder	Additional if Vulnerable	Repair Out of normal Hours	Approx cost	Estimate of extra	Total Cost	Target time
Repair or replace toilet seat and lid	Tenant	Tenant	If damage was caused by tenant	-	Yes if dangerous	no	£40 each	Say 20 a year	800	-
Refix basin brackets	HH	Hackney Homes	If caused by tenant	-	priority	no	£50 each	Say 2 a week	5,200	20 days
Bath panel	Tenant	Hackney Homes	If caused by tenant	-	-	no	£80 each	Say 4 a week	16,640	20 days
Taps will not turn off	Tenant	Hackney Homes	If caused by tenant	External taps only as internal taps usually down to leaseholder	priority	Make safe but only if it is in danger of causing bad damage	£40 each	Say 1 a week	2,080	1 day
Repair, re-washer or replace dripping taps	Tenant	Hackney Homes	-	-	Priority	no	£20 a pair	Say 10 a week	10,400	20 days
Internal plastering	Tenant	Hackney Homes	If damaged by tenant	-	priority	no	£80 per m2	Say 5m a week	20,800	20 days
Wall tiles and splash backs including mastic seal around fittings	Tenant	Hackney Homes	If vandalised	no	priority	no	£70 per m2	Say 100 a year	7,000	20 days
Windows										
Glass broken or badly cracked due to harassment/ vandalism/ burglary	Tenant but HH only with a crime ref number	Hackney Homes	If vandalism is within dwelling	Yes external repairs	Priority	Board up or protective film over to make safe in severe cases	£80 a pane	Say 5 panes a week	20,800	1 day
Repair / replace window catches, handles & stays (Note Window Locks are not fitted)	Tenant	Hackney Homes	If caused by tenant	Yes but usually rechargeable	-	no	£15 each item	Say 20 a week	15,600	5 days
Clean and lubricate catches, hinges, mechanisms etc	Tenant	Hackney Homes planned		Yes but usually rechargeable		no	Say £50 a flat	Say 5,000 a year	250,000	As plan

Total

1,462,210

Title of Report: UPDATE REPORT ON DECENT HOMES PROGRAMME June 2007	
Decision Making Body: Hackney Homes Board	Date: Monday 25th June 2007
Classification: FOR INFORMATION	Report of: Director of Property Services
Item Previously considered at: This is a regular update report. Previous report was received in March	
Report Authors: - Alan Turner and Jonathan Oxlade Tel. 020 8356 2147	Appendices: 1. KPIs 2. Financial charts 3. Lessons learnt from 2006/07 4. Proposed timetable for commitment of 2007/08 programme. 5. Decent Homes BVPI calculations

Report Outline:

- **Paragraph: 1.0 – Purpose of report and summary**
- **Paragraph: 2.0 – Financial Issues: 2006/07 outturn and 2007/08 funding**
- **Paragraph: 3.0 – Performance 2006/07 and 2007/08 to date**
- **Paragraph: 4.0 – 2007/08 (Year 2) programme and management of commitments**
- **Paragraph: 5.0 – Preface to appendices**

If you have any questions about this report, please contact Jonathan Oxlade on 0208 356 2147 or email jonathan.oxlade@hackneyhomes.org.uk.

1.0 PURPOSE OF REPORT AND SUMMARY

1.1 This report describes progress on the Decent Homes Programme to date, including performance in 2006/07, progress to date in 2007/08 and proposals for continuing Year 2 of the programme.

2.0 FINANCIAL ISSUES

2.1 Hackney Council will be reporting the final outturn on the 2006/07 capital programme to Cabinet in July 2007. The £45m budget for Decent Homes was fully expended and the performance achieved, in terms of outputs and homes made decent, is described below.

2.2 The issues relating to funding the programme in 2007/08 are more complex. The 2007/08 programme as originally planned assumed that there would be a budget of £45m available from the release of ALMO credits. The decision on release of ALMO credits has been delayed so there is a need to find alternative ways of sustaining Year 2 of the programme.

2.3 The council allocated an initial £18.2m in the 2007/08 council capital programme. This was approved by Cabinet in February. The bulk of this budget is to pay for the completion of the Year 1 and 1½ programmes, leaving £2m available to fund new Year 2 works. The council has subsequently released further funding of £5m to cover the delay in receiving the Audit Commission inspection verdict. The council has also committed to providing a further £15m for the Year 2 programme. This means that there is a total of £38.2m available to fund the programme, and this will be the 2007/08 budget.

2.4 The current 2007/08 financial commitments relate to completion of Year 1 and 1½, and are as follows:

Homerton	£8.2m
Shoreditch A	£1.7m
Shoreditch B	£1.7m
North East	£1.1m
Stoke Newington	£1.3m
Fees etc.	£0.2m
TOTAL	£16.2

The Homerton area has the highest level of commitment, reflecting the relatively late start that was made on this programme in Year 1.

The charts at Appendix 2 show the cash-flow for each contract area.

3.0 PERFORMANCE 2006/07 and 2007/08 to date.

3.1 Decent Homes Annual Targets

Appendix 5 shows the actual numbers used in calculating the BVPIs on Decent Homes

Declared % Homes Non-Decent at April 1st 2006 (42.34%) (from BVPI)

Target % Homes Non-Decent at 1st April 2007 (52.0%)

Estimated % of Homes Non-Decent at 1st April 2007 (36.87%) (Estimated BVPI)

2006/7 Target (Units)	2006/7 Target	Mar 2007 Actual
Number of properties to meet Full Decent Homes Standard (BVPI 184a)	1500	1655

These figures are best estimates based on reported completions to March 2007 and are subject to audit. The above figures reflect the completed voids and technical adjustments.

A detailed, end of year audit is being undertaken, which will confirm the outputs from all activities and produce the final, end of year BVPI figures. This will be reported to Board at the next meeting.

As at 1st April 06 Hackney Homes declared 42.34% of dwellings as non-decent. This excluded dwellings planned for decant and demolition on or before 2010.

As at 1st April 07 Hackney Homes are required, by the Audit Commission, to show correction to 1st April 2006 figures where changes are required that apply to decent and non decency count in that year. We have therefore forecast a revised non-decency of 42% this takes into account technical corrections, decant and demolitions beyond 2010.

A target of 41% non-decent dwellings was set for 1st April 07. **We are forecast to achieve 36.8%** subject to audit checks. The non-decency of 36.8% is evaluated from the following:

Following Audit Commission definition where dwellings are due for demolition beyond 2010 these can be discounted from the total non decent stock provided they are currently failing decency. Appendix 5 gives more detail on this.

Dwellings which were non-decent as at 1st April 06 but as result of works are now decent these now are counted as decent and are therefore removed from non-decent count.

Our current assessment is that some 7,500 homes remain to be made Decent by December 2010, which is the government's current target, although CLG are considering revising this date to 2012/13. The targets below are based on the availability

--

of the full (£225m) release of ALMO credits and will need to be revised once CLG has reached a view on the timescale over which ALMO credits can be released.

Target:

2007/8 2,000 homes per year
 2008/9 2,000 homes per year
 2009/10 2,000 homes per year
 2010/11 1,500 homes per year

3.2 Outputs from the 2005/06 and 2006/07 Programmes.

The outputs for the Decent Homes programme as a whole, to the end of 2006/07 are summarised in the table below:

Outputs (homes)	Decent Homes Phase 1	Decent Homes Phase 2 (to March 2007)	Total
Windows	5588	2232	7820
Roofs	5196	2109	7307
Secure Doors	3216	2000	5216
Central Heating	1200	814	2014
Kitchens & bathrooms	130	1462	1592
Re-wires	2000	0	2000

3.3 Outputs achieved 2007/08.

The outputs achieved (number of homes) up to the end of May 2007 are shown on the table below, per contract area:

	Homerton	Shoreditch A	Shoreditch B	North East	Stoke Newington	Total
Kitchens & bathrooms	71	17	9	0	0	97
Roofs	42	26	68	22	82	240
Windows	196	30	64	22	99	411
Concrete repair	90	24	66	22	66	268

Performance on KPIs for each contract area is at Appendix 1 of this report.

4.0 2007/08 (Year 2) PROGRAMME AND MANAGEMENT OF COMMITMENTS

4.1 All five contractors have signed Year 2 Framework agreements and Year 2 programmes have been agreed with Neighbourhood Investment Boards. Commitment of the Year 2 programme must be managed within the resources available. The mechanism for management of commitment within the Framework contracts is the issue

of a Sectional Commencement Agreement (SCA). The proposed programme and sequence of SCA issue is shown on Appendix 4, together with the estimated value of the work.

4.2 The programme will be managed so that the allocated resources in 2007/08 will be fully used, but there will be some work from the Year 2 programme that will be funded in the following year, 2008/09. The estimate is that around £9m will be committed into 2008/09.

4.3 As has been noted, the Homerton Contract Area (Kier) is making much slower progress than the other four areas and allocation of the full Year 2 programme to them may not be in the interests of all stakeholders, including Kier. Although they are addressing their weaknesses, it has been agreed in principle with them, that to avoid a reduction in delivery in the Homerton area, some projects will be re-allocated to other another contractor or contractors. Proposals are awaited from Kier on this issue.

4.4 For future monitoring by the Board, a proposed start date for each of the Year 2 SCAs has been included on Appendix 4. The intention is that the actual start dates can be compared with the planned dates. It must be stressed that the implementation of the Year 2 programme is entirely dependent on provision of funding either in the form of ALMO credits or through existing HRA capital or other resources.

5.0 SCHEDULE OF APPENDICES

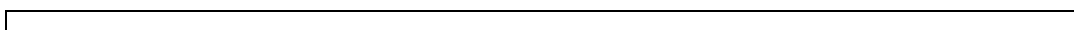
APPENDIX 1 – shows KPIs on resident satisfaction and benchmarking for the five contractors. Resident satisfaction continues to exceed the target.

APPENDIX 2 – shows projected cash-flow for each contract area, based on completion of Year 1 and Year 2 as discussed in this report. These will be used to compare actual performance with the profiles.

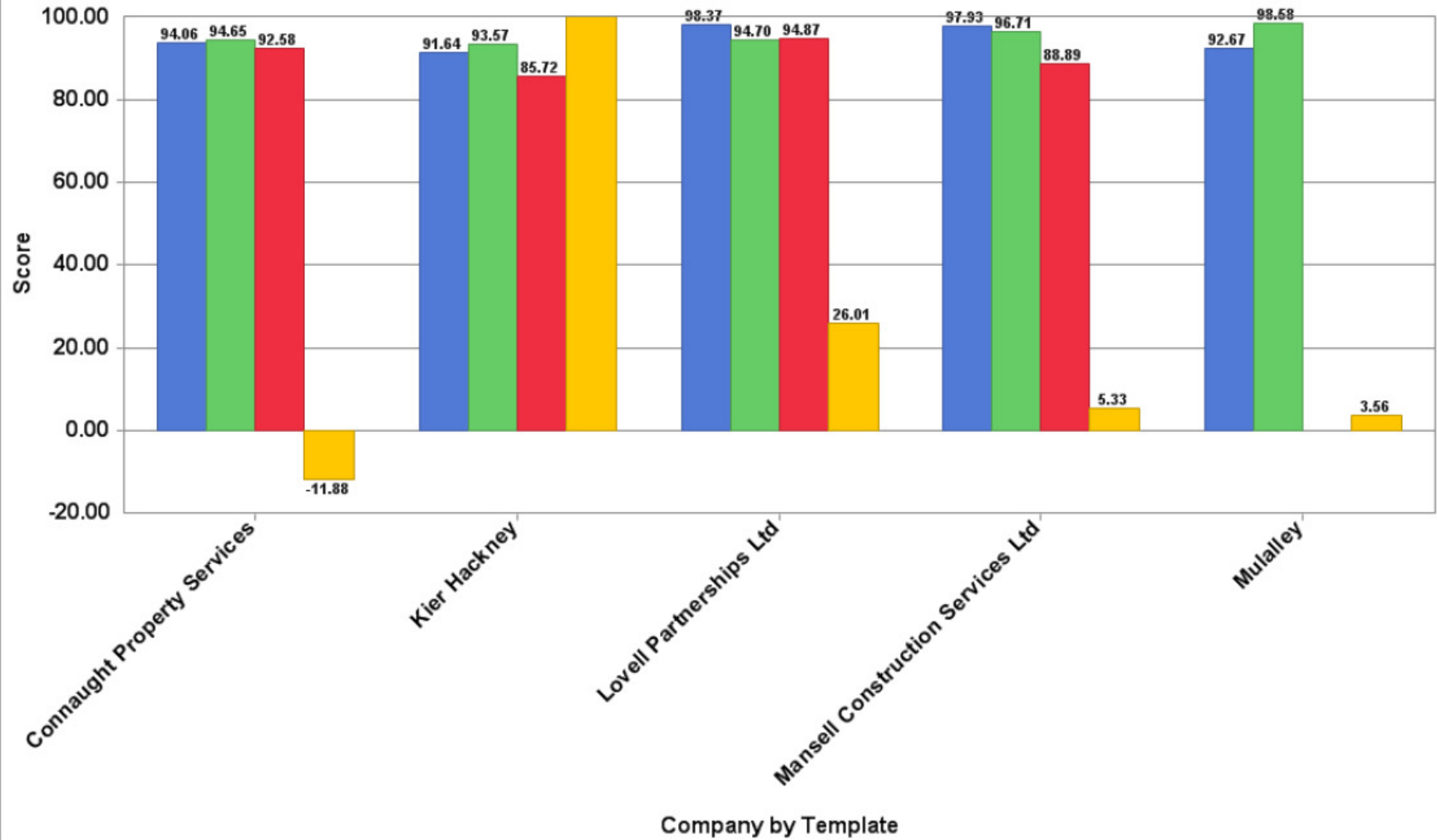
APPENDIX 3 – shows lessons learnt from Year 1, as agreed between the Strategic Alliance.

APPENDIX 4 – shows the proposed Year 2 programme and start dates, which will be used to compare with the actual start dates.

APPENDIX 5 – shows the Projected Decency Trend 2004 – 2010.



Benchmarking Main Contractors on basic KPIs - to end May 2007



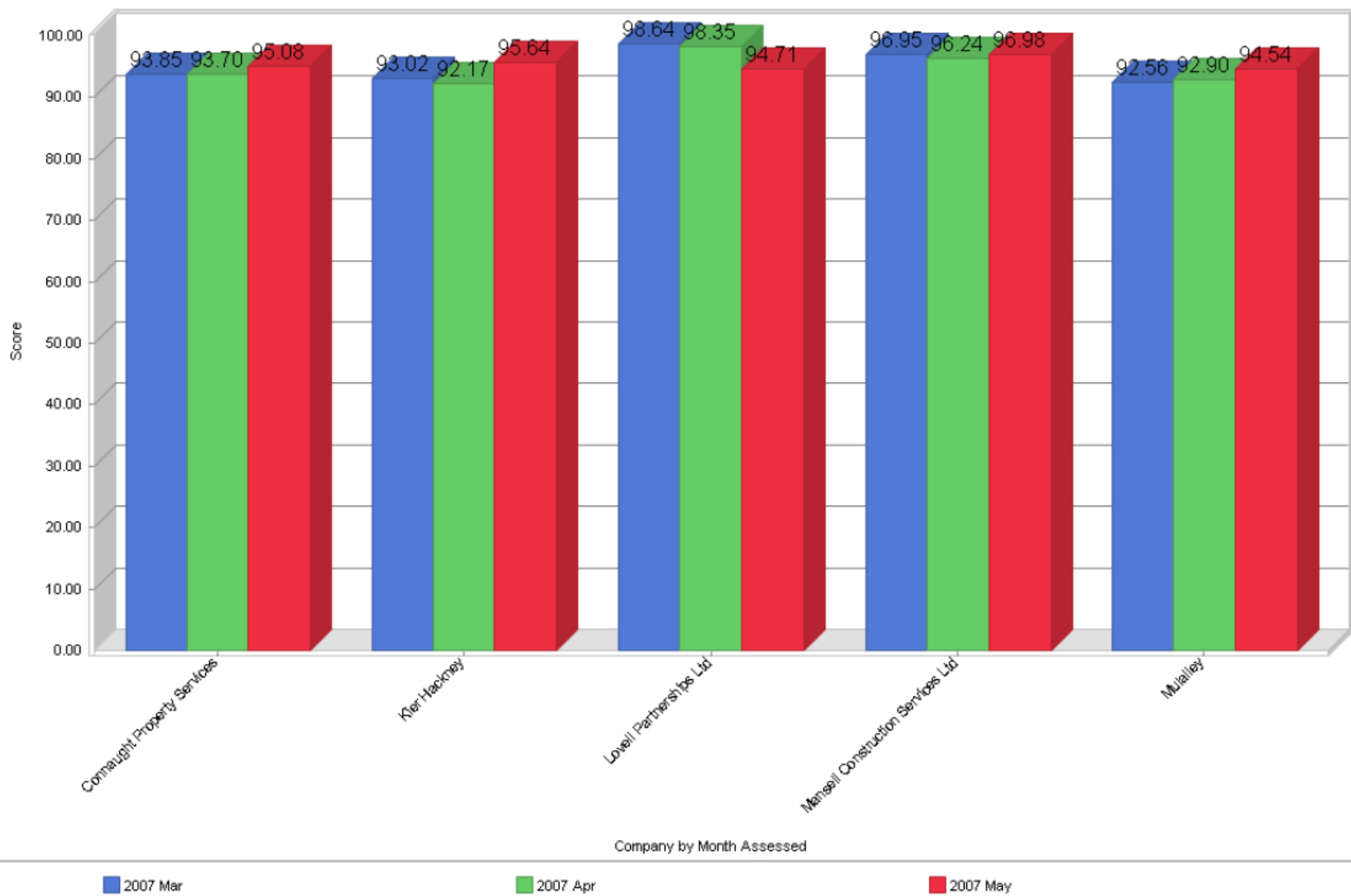
■ Constructor/KPI 01a - Resident Satisfaction (Internal)

■ Constructor/KPI 01c - Rate of Response

■ Constructor/KPI 01b - Resident Satisfaction (Doors/Windows)

■ LBH/KPI 03b - Predictability Time - Unit

Decent Homes - Residents Satisfaction: Year 1 Extension to end May 07



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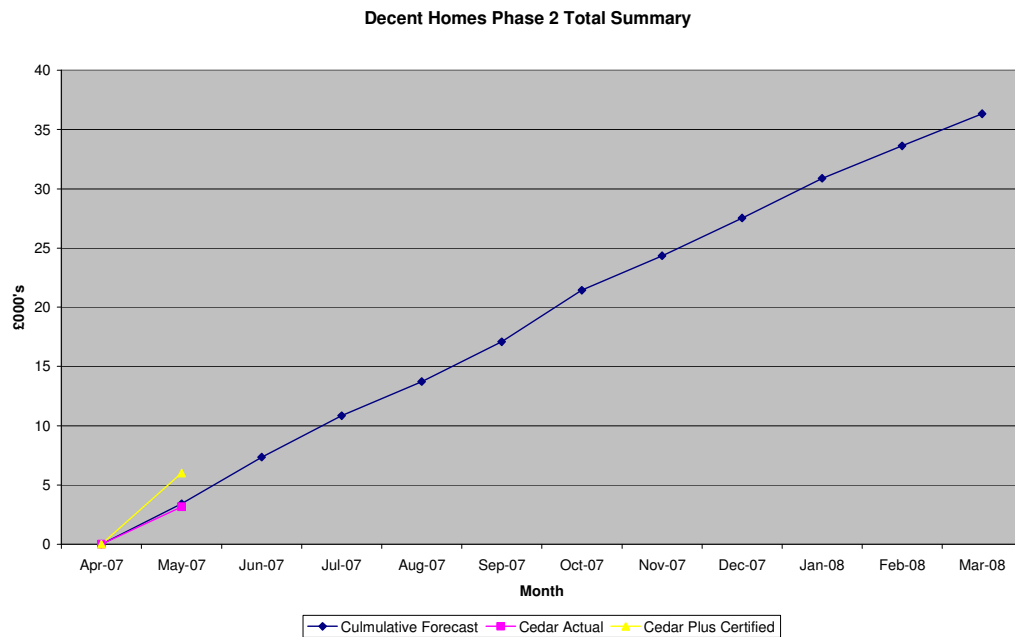


CHART 1 – TOTAL PROGRAMME MAY 2007

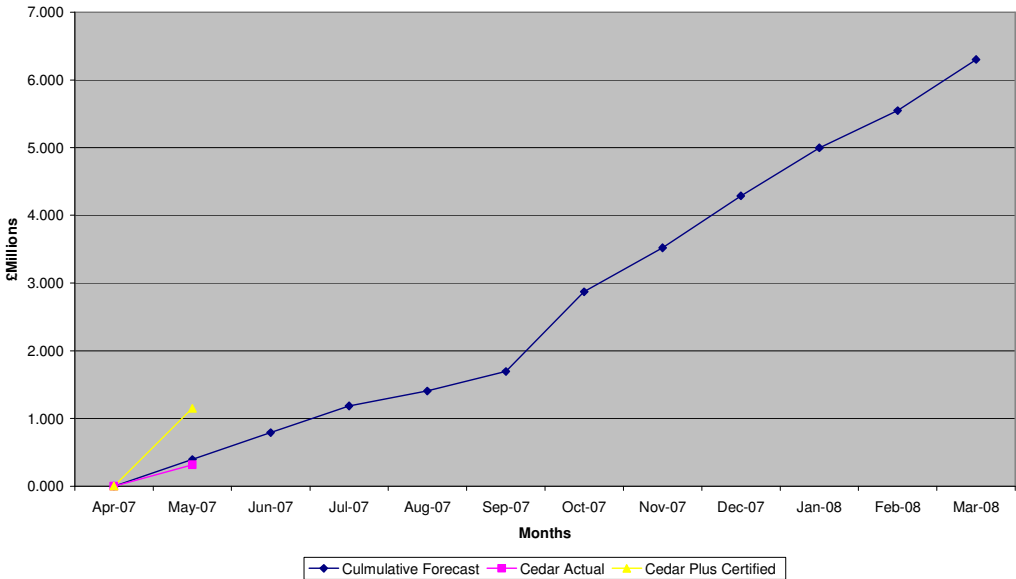
Cumulative forecast is the Project Manager's estimate of total expenditure on the contract.

Cedar actual is the total of payments made as shown on the council's finance system (Cedar).

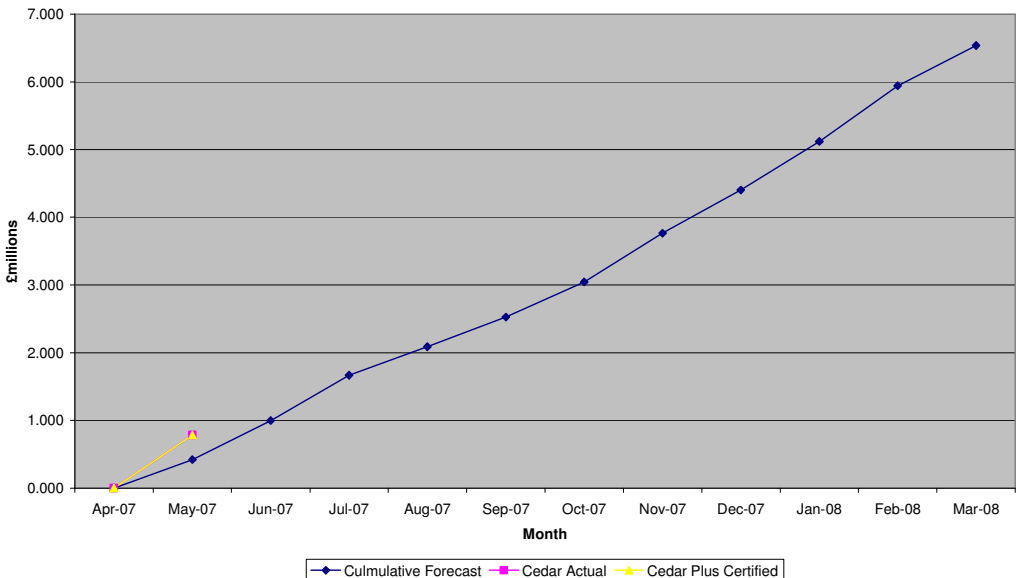
Cedar plus certified is the Cedar actual plus the value of work completed and certified but not yet showing on the Cedar system. This gives a more accurate measure of actual progress on the contract.

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Stoke Newington (Mansells) Decent Homes Phase 2

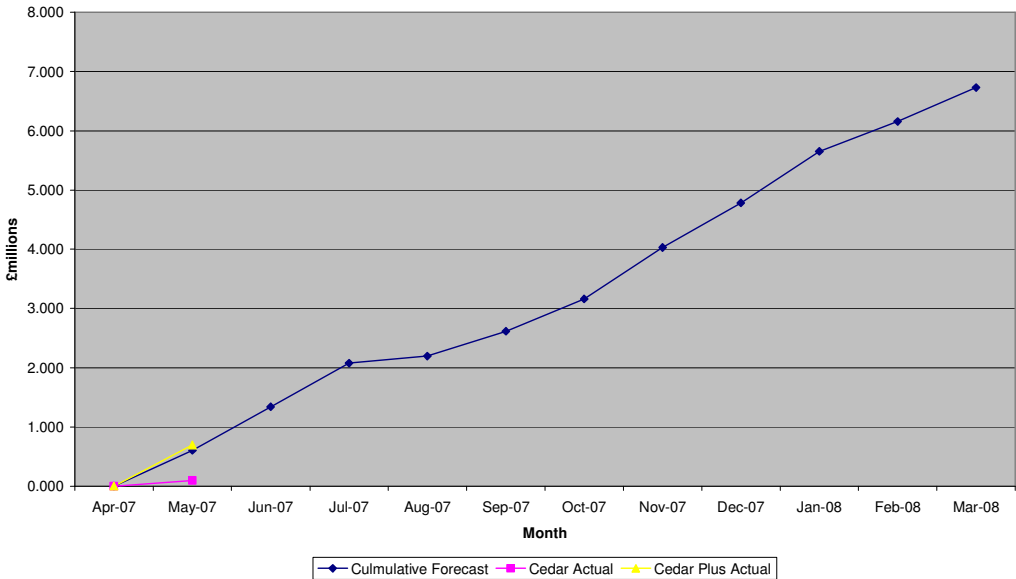


SHOREDITCH B (MULALLEY) DECENT HOMES PHASE 2

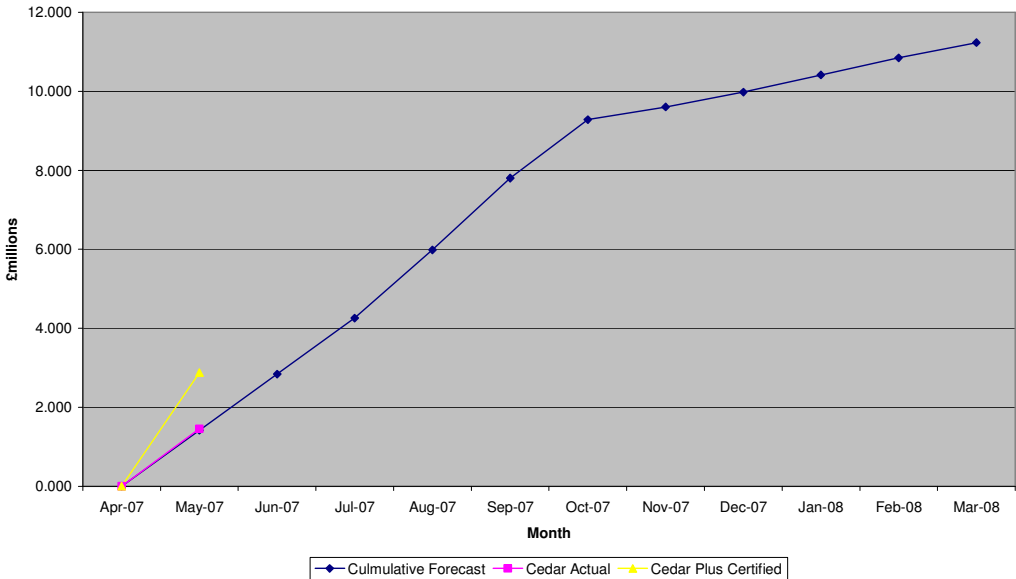


Item 8 – Appendix 2

SHOREDITCH A (LOVELL) DECENT HOMES PHASE 2

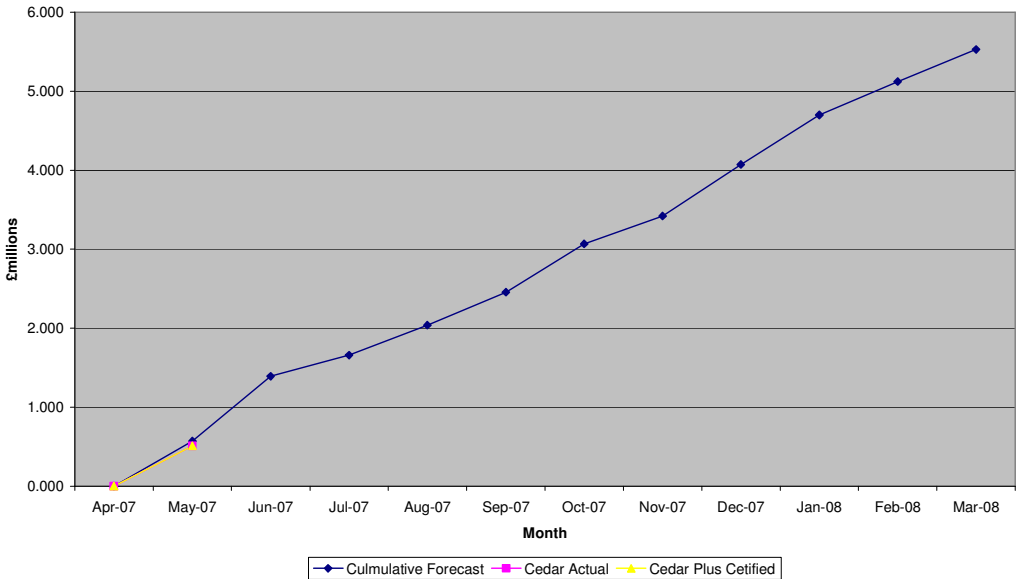


HOMERTON (KIER) DECENT HOMES PHASE 2



Item 8 – Appendix 2

NORTH EAST (CONNAUGHT) DECENT HOMES PHASE 2



Item 8 – Appendix 3

A Strategic Alliance meeting was held with Constructors on 2nd April 2007, which was attended by the Audit Commission Lead Inspector. The meeting reviewed the outcomes from the work carried out in 06/07 and amongst other things reviewed the lessons learned.

From Hackney Homes viewpoint these lessons are summarised as follows:

	Issue	Yr. 2 Lesson or comment
1	Construction of AMPs	Martin's system is now in place. All AMPs must be created on the system from now onwards. There are still some difficulties with the system, but these are being addressed.
2	Use of Provisional Sums in AMPs	No provisional sums are to be included in AMPs. If costs cannot be fully established from surveys and detailed assessments, they are to be incorporated in risk registers. S20 notice are to be calculated on AMP <u>plus</u> risk items – The CAT system has been adjusted to allow this.
3	Final Accounts	Final accounts are not being as speedily presented and agreed as intended originally. This is influenced by item 4 below.
4	Basket Rates	The "swings and roundabouts" approach to Basket rates is not always being understood throughout the team structure. The result is that both parties are spending more time than intended dealing with "variations".
5	Adherence to "Time in Unit" KPI	The commencement target of 20 days has universally not been met and the current target of 15 days is at risk if substantial improvements are not made.
6	Installers	Installers of K&B are employed as Domestic subcontractors. A supply-chain framework agreement for installation should be drawn up.
7	Design Services	Design Services, employing Dearle & Henderson, should only be used after consultation with the client.
8	Constructor Teams	A review will be undertaken to ensure that the Constructor Teams are in place and operating as intended.
9	K.P.Is	An implementation schedule will be proposed for the next Strategic Alliance meeting.
10	Constructing Teams	HH staff are co-located with Constructor Teams.

Item 8 – Appendix 3

From The Constructors viewpoint these lessons are summarised as follows:

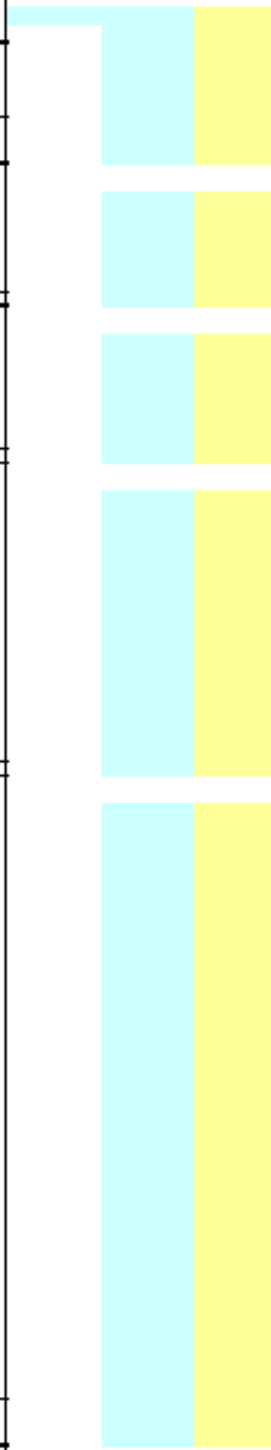
Lovell
<ul style="list-style-type: none">• Scope of works and AMPs' – Year 1.5 and Year 2 are moving along successfully• Residents Satisfaction – the return rates were low but the satisfaction was good• Local Labour – Year 1 was very poor – we are trying to input improvements and there should be a better monthly return• Volume of work – we took on too much at one time especially on Kitchens and Bathrooms and were therefore not able to achieve the completion rates set.• KPI Reports – we were not successful in Year 1 and think we may need more training on this.• Highest turnover in December for the London region of their work
Mulalley
<ul style="list-style-type: none">• Martin Associates Survey – We are working on an issues log for all of the constructors• Local Labour – Year 1 was not successful and believe that the Supply Chain were not proactive• They are now holding meetings with the Supply Chain to discuss what went right and what went wrong• Site set ups - they had a lack of room but now have more, the TRA's realise they need to have the room to manage waste etc.• Residents Consultations – they are now holding more drop in sessions with more 1to1 consultations
Mansell
<ul style="list-style-type: none">• One stop survey - is invaluable and causes minimal disruption to the tenants• RLO support – this has reduced access problems and they are now working outside of hours• Working in the same offices as the Hackney Homes staff has improved relations and time to make decisions• Pre Start Meetings – these ensure accurate timescales• AMP's – now more accurate and the Supply Chain produce their AMP's with the MA codes supplied
Connaught
<ul style="list-style-type: none">• Agreeing Scope of works and AMP's• Martin Associates – survey information as being collated by Mulalley• Local Labour – recently interviewed in connection with the job centre 200 people and only 30 were interested in working for Connaught• Corporate Responsibility – we all supported Kickz last year we need to look at what we are doing this year
Kier
<ul style="list-style-type: none">• Everybody has a difficult job and between the constructors we should communicate more.• AMP's – the new system makes everything easier• Level of supervision – this needs to be looked at in regards to the Supply Chain on site.• The blame culture has now stopped and we communicate more
Constructors Conclusions
<ul style="list-style-type: none">• The first Year was a good year but we can always learn lessons, the issue is to turn them into practice• We need to prioritise

Item 8 – Appendix 4

Item 8 - Appendix 4

Appendix 4
Decor Homes
Year 2 - Commencement Profile (subject to resources)

Contract Area	Year 2 Projects	Proposed Start	To Be Monitored	
			Actual Start	
Horseshoe	Geocyne - Houses	20/06/2007		
	20 K & G	20/06/2007		
	Geocyne - Blocks	20/06/2007		
Skewtych A	25 K & G	20/04/2007		
	Dalmeed 46-56 & Smokey 107-156	20/06/2007		
	Dalmeed 1-48, Sybil & Gatehouse	20/06/2007		
	Wentock, Mair-Lloyd & Wilkison	20/10/2007		
	Vinson, Nevitt, Tedford, Cobblers & Granville	20/11/2006		
Skewtych B	23 K & G	10/04/2007		
	152-177 Gelfrye Court & 1-26 Royal Oak	1/09/2007		
	27 - 100 Royal Oak and 1-20 Burn House	20/06/2007		
	Credal St, Fairhill and Meadwell	20/10/2007		
	Moye Close, Dove Row and Goldsmith Row	20/10/2007		
	Middleton Rd, Richmond Rd and Thelma Cr	20/10/2007		
North East	25 K&G	01/05/2007		
	17 Street Properties	01/06/2007		
	44 Salers Hill	01/07/2007		
	226 Salers Hill	01/07/2007		
	Redwinch Court	01/07/2007		
	Springfield	20/06/2007		
	Sandford Court	20/06/2007		
	Edinburgh Estate	20/10/2007		
	Park Court	20/10/2007		
	Crown Close	20/10/2007		
	Landship North Estate	20/10/2007		
	Vinon House	01/03/2006		
	Stoke Newington	Shannon Court (25-61 Odd)	20/06/2007	
Shannon Court (34-52 Even)		20/06/2007		
Shannon Court (1-23 Odd)		20/06/2007		
Shannon Court (22 Even)		20/06/2007		
Styrian Road (20-28 Odd)		20/06/2007		
Styria House (1-13)		20/06/2007		
Edward Friend House (1-14)		20/06/2007		
Stanville Road (20-28 Odd)		20/06/2007		
Claydon House (1-10)		20/06/2007		
Lilian Close (15-21)		20/06/2007		
Lilian Close (1-12)		20/06/2007		
Lilian Close (22-28) Includes Garbaud Rd		20/06/2007		
Langton Lodge (1-4)		20/06/2007		
Manor Road (120-121 Odd)		20/06/2007		
Swill House (1-12)		20/06/2007		
Swill Close (18-23)		20/06/2007		
Yewley Road (15 A-D)		20/06/2007		
Swill Close (1-6)		20/06/2007		
Victoria Grove (25-45 Odd)		20/06/2007		
Whitekn House (1-12)		20/10/2007		
Howard Road (18-40 Even)		20/10/2007		
Cotline Court (1-18)		20/10/2007		
Marsh Court (1-28)		20/10/2007		
Marsh Court (31-51)		20/10/2007		
Landdown Drive (1-4-30 Even)		20/10/2007		
Shackwell Row (19-20)		20/10/2007		
Shackwell Row (22-23)		20/10/2007		
Shackwell Row (22-27)		20/10/2007		
Chindil House (1-24)		20/10/2007		
Karen House (1-12)		20/10/2007		
Leslie House (1-6)		20/10/2007		
Maudslayi House (1-12)		20/10/2007		
Orde House (1-24)		20/10/2007		
Raggon House (1-12)	20/10/2007			
Wingate House (1-24)	20/10/2007			
Manor Road (1-5 Odd)	20/10/2007			



Item 8 - Appendix 5

PROJECTED DECENCY TREND 2004 - 2010									
FY	HRA Stock end of FY	RegeneratoIn and Demolition	Stocks reported decent	Rental units decent from Stock Cond Dbase analysis	% of rental stock count decent	Decent - RTS & Sold Stock	Rental units non-decent	% of rental stock count non-decent 184 a *	% Change in Decency 184 b
2002-03	25,735	0	6,537	6,537	25.40%	156	19,198	74.60%	Check Submission
2003-04	24918	0		7617	30.57%	0	17301	69.43%	6.93%
2004-05	24191	1772	624	9465	39.13%	0	12954	53.55%	22.88%
2005-06	23956	2850	1582	10963	45.76%	84	10143	42.34%	20.93%
2006-07	23805	2810	1312	12218	51.33%	57	8777	36.87%	12.92%
2007-08	23684	2810	1310	13528	57.12%	0	7346	31.02%	15.88%
2008-09	23584	2810	3227	16755	71.04%	0	4019	17.04%	45.06%
2009-10	23484	2810	2703	19458	82.86%	0	1216	5.18%	69.61%
2010-11	23384	2810	1019	20477	87.57%	0	97	0.41%	91.99%

CHANGE ONLY WHERE IT IS BLUE IN COLOUR

ESTIMATE OF STOCK TRENDS							
	01/04/2004	01/04/2005	01/04/2006	01/04/2007	01/04/2008	01/04/2009	01/04/2010
Opening stock	24909	24191	23956	23784	23684	23584	23484
Demolition	0	1772	0	1599	0	0	0
Final Adjustment	9	-18	40	0	0	0	0
Final Stock	24918	24173	23996	23784	23684	23584	23484
Buybacks	5	16					
RTB	709	203	120	100	100	100	100
Sold or Disposed of non RTB	23	30	92	0	0	0	0
Closing Stock	24191	23956	23784	23684	23584	23484	23384

Total Stock = Actual HRA Stock
 Decent % = Total Decent / Total Stock
 Non Decent % = (Total Non Decent - Demo) / Total Stock

184 a * - is always the last year closing fig i.e - 2006-07 184 a returns will be - 42.34% which is closing % for 2005-06. 2006-07 closing % will be reported in 2007-08 FY.

Title of Report: Provision of Services To Travellers London Borough of Hackney	
Decision Making Body: Hackney Homes Board	Date: Monday 25th June 2007
Classification: For Approval	Report of: Director of Housing Services
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Tom Hogan 0208 356 4017	Appendices: N/A

Report Outline:

There are two Travellers' sites in the Borough at Abbey Close and Waterden Crescent, both currently managed by Hackney Homes. Although these twenty seven families that live on these sites are the most visible it is estimated that there are some 500 Travellers in housed accommodation many of whom suffer social exclusion and do not make best use of the services available.

In 2004 the then Housing Department commissioned a study from Birmingham University into the provision of all principal public services to Travellers in the Borough. The Report therefore recommends a comprehensive and holistic approach to delivering services and strategy.

The report is recommended to go forward to the Council Cabinet for endorsement

Full report is available on request

1.0 BACKGROUND

In August 2004, Hackney Council commissioned the Centre for Urban and Regional Studies at the University of Birmingham to carry out a study to explore the support and housing needs of the Travelling community in Hackney; to explore the best management structure for effective delivery of services; and to develop a short and long-term action plan. The overall aim of the project was to identify and deliver an effective and holistic service and strategy for the Travelling community within the London Borough of Hackney.

In January this year the post of service development officer was filled on an eighteen month contract to lead on progressing the approach recommended in the Birmingham University Report. To date the officer has mainly focused on the closure of Waterden Crescent Travellers' site and preparing for the transfer of the families affected on to three new sites in the Borough.

2.0 Recommendations

It is recommended that the Board endorses the following :

1. Notes the Birmingham University Report
2. Endorses the development of a strategic approach to Travellers in LB Hackney with the intention of approving a corporate strategy at a later date
3. Identifies a Chief Officer from within the Council who will provide the strategic lead for Travellers

3.0 SUMMARY

Key Findings

The study found there are probably around 500 Travellers in total living in all forms of accommodation in Hackney. There are twenty seven pitches on the official sites and therefore the vast majority live in conventional housing. Mainstreaming services is the only feasible way of providing a full range of services, albeit that there is a need for some specialised provision too.

The needs of Travellers should be considered within the corporate service planning process and feature within all service areas. One aspect of this would be conducting a Race Equality Impact Assessment as is required under the Race Relations Act (Amendment) Act 2000. Monitoring records should also be amended to include a category for Travellers.

Knowledge about the Travelling community and its needs must be improved if staff are to provide services to meet them. All frontline staff should therefore receive some training, particularly those who deal with homelessness, housing benefits and social services. They also suggested identifying a named individual in each service area to be trained as an expert in Traveller issues to whom frontline staff could turn for advice.

Travellers need help in dealing with the Council and other agencies. The report recommends that an external agency such as the London Gypsy and Traveller Unit be funded to carry out such a role.

There is evidence of substantial unmet housing need and the Council is asked to consider increasing the number of pitches from the current level of twenty seven.

3.1 Site Management

The report notes that the function was retained in house within the Landlord Services Division of Housing (now Hackney Homes) unlike other housing management functions but is currently under the interim management of Pinnacle PSG. This is a temporary arrangement and it is recommended that greater value for money and improved cover could be obtained by letting out the function on a contracted basis either under the supervision of the ALMO or directly by the Council.

Management of the unauthorised sites requires more attention. If neglected it can cause resentment from neighbouring residents and exceptionally poor living conditions for the Travellers concerned. Illegal dumping, pollution and sanitation are frequently problematic. The report therefore suggests additional resources be devoted to ensure that basic standards are met.

In order to achieve a coordinated corporate response the report recommends that a manager with the seniority of an Assistant Director be assigned to lead on all issues affecting Travellers (amongst their other duties) within the Council. While the AD concerned would not be expected to execute tasks themselves they would perform a valuable function in overseeing a work plan with contributions from several departments and acting to unblock decision making channels

3.2 London Gypsy and Traveller Unit's Comments

Hackney Council has the opportunity to be a model of good practise and LGTU are happy to offer support. However at present supporting travellers in Hackney occupies a disproportionate percentage of the resources available to the LGTU in order to make up for gaps in the service offered by the Council. The LGTU would therefore like to see the Council devote sufficient resources and management capacity at the right levels. Most of the recommendations in the above research would require an officer with both sufficient capacity and seniority to ensure they were implemented. The tasks identified are strategic.

3.3 Strategic Context

The corporate approach recommended by the report is consistent with the Council's vision set out in the Corporate Business Plan and elsewhere. The Mayor's Priority One, for example, seeks to "Improve services for all, raising life chances of the most disadvantaged." The Travelling community is recognised as disadvantaged and therefore a holistic approach to their needs which encompasses all the key public services involved in housing, social services, health, education and employment would clearly contribute to this objective. Secondly, it would also qualify under the Mayor's Priority Three as community leadership which seeks to involve the whole Borough in what we do in that it would address the historic social exclusion of Travellers.

Title of Report: Succession Arrangements: Resident & Independent Board Members	
Decision Making Body: Hackney Homes Board	Date: Monday 25th June 2007
Classification: For Approval	Report of: Director of Finance & Resources
Item Previously considered at: Standards & Ethics Committee	Date: Monday 18th June 2007
Report Author: - Neil Isaac 020 8356 5730	Appendices: None

Report Outline:

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendations to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Independent Board Members**
- **Paragraph: 5.0 - Resident Board Members**
- **Paragraph: 6.0 - Conclusions**

If you have any questions about this report, please contact Neil Isaac on 020 8356 5730 or email neil.isaac@hackneyhomes.org.uk

1.0 SUMMARY

- 1.1 There is a requirement for Resident and Independent Board Members to retire on a rolling basis over the next four AGMs. There are different requirements for each constituency but Board Members may stand again if they so wish.
- 1.2 This report looks at the options for retirement and subsequent appointments to any vacancies arising.

2.0 RECOMMENDATIONS

2.1 For the Independent Board Member

- a) to note the need for an Independent Board Member to retire at the next AGM (to be held on 8th October 2007);
- b) To consider whether to use the current recruitment process to satisfy the need for that retirement; or,
- c) To seek to appoint a further Independent Member by means of formal recruitment.

2.2 For the Resident Board Member

- a) To note the need for a Resident Board Member to retire at the next AGM;
- b) To consider whether to hold a direct election by way of a ballot or to use other means to select a replacement.

3.0 BACKGROUND

- 3.1 The constitution of Hackney Homes as set out in the Memorandum and Articles of Association requires the retirement and appointment of Independent and Resident Board Members in rotation over a period of years from the second AGM of the Company.

4.0 INDEPENDENT BOARD MEMBERS

- 4.1 One Independent Board Member is required to retire at each of the next three AGMs with the remaining two retiring at the fourth. The longest serving Member must retire first. If two or more have served the same length of time then the Member to retire must be chosen either by a unanimous Board decision or by lot.
- 4.2 If there are no other candidates to fill the post the retiring Board Member shall, if willing to act, be deemed to have been re-appointed unless a resolution not to reappoint the Board Member is passed by the Board.
- 4.3 Where Board Members are appointed to vacancies then their length of service is combined with that of their predecessor. This means that there will invariably be a requirement to select a retiring Board Member until the first rotation is complete.

4.4 The recruitment process is currently underway to replace the vacancy created by Chloe Fletcher's resignation. As this has been undertaken in an open way the Board could decide to nominate that position as the one to retire and at the same time decide not to advertise again, thus ensuring their reappointment. The alternative would be to invite resignations and advertise competitively, but this would risk losing valuable skills that Board Members have acquired.

5.0 RESIDENT BOARD MEMBERS

5.1 Resident Board Members are required to retire in a similar manner as Independents but with two retiring at the third and fourth next AGMs.

5.2 Prior to every Annual General Meeting, direct or indirect elections shall be held among the Residents for the number of Resident Board Members to retire. Only Residents shall be eligible to be appointed as Resident Board Members but otherwise the mode and manner of such elections shall be as the Board may from time to time agree.

5.3 The process for selecting Resident Board Members to retire is the same as for Independents. The options in practice are limited to: inviting all resident Board Members to confirm whether they wish to continue. If one wishes to stand down then that position will become vacant. If none, or more than one, wants to stand down then they will be selected by lot.

5.4 There is an absolute requirement to hold elections for Resident Board Members. However, it is up to the Board to decide whether direct or indirect elections should be held.

5.5 There will need to be a process for inviting individuals to put their names forward. This could be via HH news or by invitation to all residents. If more than one applicant puts their name forward, there may be a shortlisting process.

5.6 There are options for selecting new Members:

- It is generally considered good practice for a ballot to be held to fill vacancies. Indicative prices have been received from Electoral Reform Services of £4,000 with a further £1,000 if we want internet and SMS voting too. This has the advantage of maximum transparency, but is expensive and requires Residents to make their choice based on election addresses attached to the ballot paper; or
- The leaseholder forum or the Neighbourhood panels could be used to choose their representative. This would help cement the links to the panels and would allow panel Members to hear the views of the candidates and ask questions.

6.0 CONCLUSIONS

6.1 There are different options to consider for the selection and recruitment of Board Members. These arrangements need to be agreed in sufficient time to allow replacements to be recruited prior to the AGM in the autumn.
