

**HACKNEY HOMES Ltd  
Board Meeting**

**Tuesday, 26<sup>th</sup> January 2010 at 6.30pm to 7.45pm**

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

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

**Distributed to:**

**Hackney Homes Board Members:**

Rupert Tyson (Chair)

Alice Burke (Vice Chair)

Marie Photiou (Vice Chair)

Afolasade Bright

Andrew McMillan

Audrey Villas

David Larkin

Feryal Demirci

Joel Gordon

Jonathan McShane

Karen Dodds

Linda Kelly

Pam Lockley

Samantha Lloyd

Terry J Edwards

Tom Tyson

**Hackney Homes Executive Team:**

Charlotte Graves (Chief Executive)

Neil Isaac (Director of Finance & Resources)

Gary Penticost (Director of Property Services)

Robin Smith (Programme Director – Woodberry Down Regeneration)

Neehara Wijeyesekera (Interim Head of Resident Services)

Judith Morrison (Head of Leasehold and Right to Buy)

Chris Tabi (Interim Head of Estate Environment)

John Ferman (Pathmeads)

David Saxon (Mouchel)

Elliot Brooks (Pinnacle)

**Hackney Homes Officers:**

Sunil Desai

John Newton

Trish Hail

Odile Anderson

Jonathan Oxlade

**Stakeholder Representatives:**

Karen Alcock

Tom Price

Tim Shields

Steve Douglas

Carol Hinvest

Michelle Patterson

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## HACKNEY HOMES Ltd Board Meeting 52

Tuesday, 26<sup>th</sup> January 2010 at 6.30pm to 7.45pm

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

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

Item	Presenter	Subject	Pages	Status	Duration	Time
1.	Chair	Welcome/Apologies/ Introductions		Information	2 mins	6.30-6.32
2.	Chair	Declarations of Interests		Information	1 min	6.32-6.33
3.	Chair	Questions received from the public <ul style="list-style-type: none"> <li>• <b>Muriel Gordon</b></li> <li>• <b>Ian Kleinberg</b></li> <li>• <b>Jon Sheldon/NELA</b> <b>(North East Leaseholder Association)</b></li> </ul>	1-10	Information	15 mins	6.33-6.48
4.	Chair	Minutes of 16th November 2009 (Part A) and Matters Arising	11-16	Decision	5 mins	6.48-6.53
5.	C Graves	Chief Executive's Report - Strategic Overview	17-27	Information	10 mins	6.53-7.03
6.	R Smith/K Kingston	Manor House Development Trust	28-32	Information	10 mins	7.03-7.13
7.	N Isaac	Financial Overview-Budget Monitoring 2009/10 and Hackney Homes Budgets 2010/11	33-37	Information	10 mins	7.13-7.23

8.	J Oxlade	Progress on Decent Homes and Future Plans	38-46	Information	10 mins	7.23-7.33
9.	T Merrett	Board Forward Plan	47-48	Information	5 mins	7.33-7.38
10.	Chair	Any Other Business		Information	5 mins	7.38-7.43

**Future Board meetings.**

- Tuesday, 16<sup>th</sup> March 2010
- Monday, 26<sup>th</sup> April 2010

<b>Title of Report:</b> <b>Question(s) from the Public</b>	
<b>Decision Making Body:</b> <b>Hackney Homes Board</b>	<b>Date:</b> 26th January 2010
<b>Classification:</b> For Response	<b>Report of:</b> Governance Team
<b>Item Previously considered at:</b> N/A	<b>On Which Date:</b> N/A
<b>Report Author:</b> <b>Questions submitted by</b> <b>Muriel Gordon, Ian Kleinberg</b> <b>and Jon Sheldon</b>	<b>Appendices:</b> <b>Appendix 1: Muriel Gordon's questions</b> <b>Appendix 2: Ian Kleinberg's question</b> <b>Appendix 3: Jon Sheldon's questions</b> <b>Appendix 4: Hackney Homes' responses</b>

**Report Outline:**

<ul style="list-style-type: none"> <li>• <b>Paragraph: 1.0 - Summary of Report;</b></li> </ul>
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If you have any questions about this report, please contact Tess Merrett on 020 8356 3432 or email [tess.merrett@hackneyhomes.org.uk](mailto:tess.merrett@hackneyhomes.org.uk)

**1.0 SUMMARY**

Attached to this cover sheet as appendices, are:

- Questions from Muriel Gordon, Ian Kleinberg and Jon Sheldon
- Hackney Homes' responses.

## Item 3 Appendix 1

### STAMFORD HILL NEIGHBOURHOOD PANEL

#### *Question for the Board Meeting*

***What action will be taken to ensure that residents receive a vastly improved service from the quarterly estate inspection procedure that Hackney Homes has put in place; that the estate managers placed in the front line are supported by their counterparts in Hackney Homes and what monitoring process will be instigated to make sure it does happens?***

To make this question more meaningful, some background is below...

In the Stamford Hill Neighbourhood Panel there are four committee members elected to ensure that residents receive a good service across the board. Having monitored the estate inspection procedure for some considerable time and received feedback from residents, estate management and property services, it is very clear the process does not work for any of us.

This issue is not just a problem for Stamford Hill, having heard direct from other Partners of the problems they experience, which are all very similar to that in Stamford Hill. This means there is a failure on the part of Hackney Homes to provide a good service for residents who voluntarily give their time to no end result.

Whilst the role of the Board is strategic, wittingly or unwittingly, they have endorsed a process that has not and still does not work.

The main issue, as with the ETRA review, surrounds communal repairs and support for estate managers.

Communal repairs are treated entirely different from internal repairs within tenanted flats and there is no customer satisfaction reporting system in place. Such repairs are particularly important to a leaseholder as that is where there is tangible evidence to see if value for money is being provided.

Hackney Homes has put in place what can loosely be described as a procedure around quarterly estate inspections but property services staff clearly tell us each time we discuss the process that they are unable to resource it. That in itself raises the question of why Hackney Homes put in a system which they cannot manage?

These inspections, as you are aware, allow residents to walk their estates with the estate manager, grounds and cleaning staff to pick up **all** issues including repairs, cleaning and grounds maintenance items that need attention. Property Services are

unable to supply any resources to join these inspections which we could accept if they carried out their role in other areas within the procedure.

Work identified on estates is recorded by the estate manager and the procedure says that within 48 hours the resident should receive a form which has recorded all the information discussed. Within 10 days a further form will be provided with job ticket numbers/work information and completion dates.

The form is in the main returned by the estate manager within the first timescale of 48 hours but rarely with the information that should be included because the response is still awaited from Hackney Homes. Likewise it is rare to receive the more detailed information required in the 10 day timescale.

Then we have the additional problem of identifying work at estate inspections which is subsequently repeated at following quarterly inspections, as the work has not been completed.

It has led to two long standing TRAs in the Stamford Hill area deciding they no longer want to be involved purely because they feel they are wasting their time repeating the same things. A similar view was expressed at a recent Stamford Hill mini focus group, facilitated by the Resident Participation Section, where we asked residents why they don't get involved? Mainly their view was that participation was not a two way street and there was very little coming from Hackney Homes in either support or repairs being carried out that encouraged involvement.

At a Stamford Hill led focus group in July of this year, at which the Chairman of the Board was present, the quarterly inspection process was discussed in detail and there was agreement that change was needed. The Director of Property Services agreed to lead a review group which would incorporate *all Partners, resident representatives and the appropriate sections of Hackney Homes* so a procedure which worked for everyone would be in place by Christmas. Three review meetings have taken place from that time until now, and the fact that I am having to ask this question will tell you where we are with that process. So yet again we have empty promises from Hackney Homes and no confidence that residents' concerns are taken seriously.

There is a view that there should be a restriction on what is reported at such inspections. The whole point about these inspections is that **all** items should be identified. It is fairly obvious that we cannot expect all items to be dealt with at once but there has to be a system in place that ensures the required work is noted, and place on a work schedule with a timescale whether that is in six weeks, six months but hopefully not six years so that both residents and estate management know the situation and can monitor the progress.

Currently we have no idea where planned maintenance sits in the scheme of things, it gets reported and then it falls into a large hole as no feedback is provided.

Estate inspection forms have been building up as a backlog and after repeated requests a dedicated person has recently been assigned to deal with them but it is still far from satisfactory. The repairs centre staff are asking the estate manager to identify and deal with issues which are outside of their remit, for example:-

***'Please provide more information on how much trunking is needed, what purpose do these cables serve? Is it intercom? Is it cable/sky TV?'***

***In response to a request to adjust a flow to a bin chamber water tap, the repairs centre asked– 'is it too much or too little, Is it low pressure ,is this a recent development?'***

The estate managers are put in an unenviable position as they have to face the criticism that comes when answers are not provided and clearly, just like the ETRA, the estate manager is not treated with the respect they deserve by their Hackney Homes colleagues. They unfairly take the blame for the shortcomings of others and are pulled every which way trying to be effective and providing clear guidance/answers on work yet they remain entirely in the dark, much like residents.

So this takes us back to the question asked in the beginning...

***What action will be taken to ensure that residents receive a vastly improved service from the quarterly estate inspection procedure that Hackney Homes has put in place; that the estate managers placed in the front line are supported by their counterparts in Hackney Homes and what monitoring process will be instigated to make sure it does happens?***

## Item 3 Appendix 2

Why is Hackney Homes allowing Genesis to demolish all of phase 2 of the Woodberry Down regeneration that includes Spring Park Drive, Town Court Path, Burtley Close, Peak House, Petherton House, Banstead Court, Nicholl House and Needwood House in the hope that the HCA may agree to more gap funding. When these areas are demolished and then the gap funding is not forthcoming, much like the 40m that was withdrawn from phase one, nothing would be gained apart from Hackney Homes satisfying the developers at the expense of the tenants and leaseholders, plus the loss of revenue to Hackney Council.

Is the Board aware what has happened to the land where Blocks have been demolished?

- Pewsham House (demolished (Aug 2009) used for community grow bags
- Glynn House (demolished (Oct 2007) grown over with grass
- Oakend House (demolished (Nov 2008) Berkeley Homes are going to use this site as a car park
- Sherwood House (demolished (Oct 2009) Portacabins for a private training company
- Horston House (demolished (Oct 2009) Portacabins for a private training company
- Newton Close (demolished (Oct 2009) Empty land

The loss of revenue from the above 6 blocks of flats is colossal and increasing on a weekly basis.

Why is Hackney Homes not waiting until the HCA gap funding is secure before demolishing more Blocks?

Ian Kleinberg

### **Item 3 Appendix 3**

#### **NELA (North East Leaseholder Association)**

*Question for the Board Meeting – 26 January 2010*

Due to reports evidencing that Leaseholder satisfaction is low there is need to increase value for money with all services, and also that in the current financial situation efficiency is an ever increasing priority, NELA propose that Hackney Homes allow an independent audit of their Leaseholder services. This process will not only identify any problem areas, but offer suggestions for improvement, potentially providing cost efficiency savings, and increasing the overall quality of service Hackney Homes provides to both Leaseholders and Tenants alike.

Question submitted by Jon Sheldon- Chair, North East Leaseholders Association

### **Item 3 Appendix 4**

## **Response to Stamford Hill Neighbourhood Panel Question for Board**

It is disappointing that the Stamford Hill Neighbourhood Panel has decided to raise this question before the completion of our review.

To give some context to Estate Inspections we currently have monthly, quarterly and annual inspections. At the Stamford Hill Panel Focus Group on 16 July held at the Strand Palace Hotel it was agreed to review these inspections and confirm if they were in fact representative, VFM and a best use of our limited resources.

The monthly inspections are used to undertake block inspections by Housing Managers and Estate Environment staff to deal with cleaning, bulk rubbish (resident housekeeping of communal areas) and emergency repairs – which can be reported to the RCC for immediate attention.

The annual inspection, more commonly known as the “184” programme or planned communal area walkabout budget – was developed a number of years ago to specifically deal with “non urgent” planned common areas repairs.

These “184 walkabouts” have been very successfully led by the Property Services team over the years and well supported by all of the Neighbourhood Panels. The aim of the “184 walkabouts” is to identify and deal with non-urgent communal repairs in a planned manner and prioritised by residents. In certain circumstances some of these “non-urgent” repairs may take a number of years to resolve, however, this is in agreement with the Panels and based on available budget resources.

The quarterly inspection was introduced a number of years ago and has proved to be quite resource intense for both residents and officers. Since the beginning Property Services have been quite clear, open and transparent that we do not have the resources (staff) to attend all of the quarterly inspections. To assist a quarterly inspection form was developed to enable repairs to be registered and ordered via the RCC by the Estate Manager. This process works with normal reactive type repairs, however, some larger type works need to be referred to Planned Maintenance for review and prioritisation. We have, as agreed with Stamford Hill Panel, reviewed the type of requests being received and have amended the “quarterly inspection form” to improve the

ability of RCC staff to allocate works directly to programme managers in Planned Maintenance. We have in fact allocated one lead officer to assist with the allocation process.

The aim of our review with the Stamford Hill Panel was to try and ascertain if the quarterly walkabout worked.

In my opinion the issues being identified in the quarterly walkabout are issues which can be addressed via the monthly and annual inspections. Identifying non urgent repairs on a quarterly basis serves no purpose other than the build expectations which cannot be delivered in a cost effective and VFM approach.

Our aim is to batch up non-urgent repairs and deal with via a planned works programme and hopefully achieve VFM rather than an “ad hoc” approach currently being adopted with the quarterly inspections.

Our review was aimed at trying to reach a position where we maximise the impact of our resources.

Property Services have amended the quarterly inspection forms pending a decision on whether these inspections should be taking place. All inspection forms will have clear references which confirm that urgent works would have been ordered against one of the three categories A, B or C with the fourth category D being used as a confirmation that works identified have to be referred to Planned Maintenance for review and possible inclusion in future works programmes.

This is the main issue, clarity of when works will be undertaken, so all works identified have to be assessed for inclusion in future programmes to ensure we stay within allocated and limited works budgets.

This position would have been confirmed as agreed with the Panel.

Gary Penticost  
**Director of Property Services**

**7 December 2009**

### **Item 3 Appendix 4**

#### **RESPONSE TO QUESTION FROM IAN KLEINBERG, WOODBERRY DOWN ESTATE**

Neither Berkeley Homes nor Genesis will be demolishing the whole of Phase 2 at this time in the hope of gaining HCA funding. Berkeley Homes, in partnership with the Council, Hackney Homes and the Homes & Communities Agency, and in consultation with WDCO representatives, are currently considering various options for Phase 2, but no decision has been reached at this time. The intention is to build 187 much needed new homes (146 of which will be social rented), plus a new health centre, with a view to starting on site by the HCA deadline of March 2011.

Peak and Petherton are blocks of flats that are in poor repair and their future is being considered. Should early decanting prove to be necessary for whatever reason, tenants will be offered either a new home on the Old School Site (where they have expressed a preference for doing so), or be decanted into a home on the estate that will have had the benefit of the interim repairs programme.

The information on the cleared blocks is as follows;-

Oakend House – is subject to a planning application to build new homes, in the interim the land will be used as a carpark for the construction staff and retailers on Woodberry Grove.

Sherwood and Horston House Site – Will be subject to a planning application in January. In the interim a community led social enterprise is being established to run construction training on the site. The Manor House Development Trust is working in partnership with Citrus Training to set the enterprise.

Newton Close – is subject to a planning application in January. In the interim it is being used by the London Wildlife Trust to extend its activities around the Nature Reservoir.

Glynn House, adjacent to sheltered housing, was a small block consisting of bed sits, a large number voids, in disrepair and was attracting a lot of anti-social behaviour. Demolition was considered the best option at the time. It is indeed grassed over.

### **Item 3 Appendix 4**

#### **RESPONSE TO QUESTION FROM JON SHELDON**

Each year, as part of the preparation to issue leaseholders with actual service charge invoices, accounts are independently audited and certified by a qualified accountant.

From time to time, other independent audits are carried out by external companies such as PriceWaterhouseCoopers to assess a range of service charge matters including value for money.

Independent audit arrangements are already in place and it is therefore not deemed necessary to introduce further arrangements which would add to the costs incurred.



## Hackney Homes Ltd

ITEM 4

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

On 16 November 2009 at 6.30 PM

Present	<b>Board Members</b> Rupert Tyson (Chair) Alice Burke (Vice-Chair) Feryal Demirci Jonathan McShane Samantha Lloyd Audrey Villas Marie Photiou Linda Kelly David Larkin Karen Dodds Tom Tyson Terry Edwards Afolassade Bright Andrew McMillan Pamela Lockley Joel Gordon	<b>Hackney Homes Officers</b> Charlotte Graves Neil Isaac Gary Penticost Judith Morrison Neehara Wijeyesekera Robin Smith Martin Weaver Christophe Tabi Malcolm Brewer	<b>Stakeholder Representatives (Hackney Council)</b> Michelle Patterson Tom Price Stephen Tate  <b>Partners</b> Elliot Brooks (Pinnacle) John Ferman (Pathmeads)  <b>Members of the Public</b> Arj Singh Francesca Angelini Eric Cato Rebecca Rencz
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	<b>Part A – Open to the Public</b>	<b>Action</b>	<b>Date</b>
<b>1. Welcome and Introductions</b>	The Chair welcomed everyone to the meeting and all those present introduced themselves.		
<b>Apologies</b>	There were no apologies.		
<b>2. Declarations of Interests</b>	None.		



## Hackney Homes Ltd

ITEM 4

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

On 16 November 2009 at 6.30 PM

<p><b>3. Questions received from the public</b></p>	<p>The response had been included in the papers and had also been posted on Hackney Homes' website. The Stoke Newington Neighbourhood Panel considered that the Decent Homes Contractors could do more to take on local employees.</p>		
<p><b>4. Minutes of the meeting held on Monday 21 September 2009</b></p> <p><b>Matters arising</b></p>	<p>The minutes of the meeting held on Monday 29 June 2009 were agreed as a true record and signed accordingly.</p> <p><u>Question from the public</u> The Board asked if Mr Sheldon was satisfied with the response he had received. Judith Morrison said that Mr Sheldon had not replied to the response so Officers concluded that he was.</p> <p><u>Stock Condition Surveys and Decent Homes</u> Whilst Hackney Homes was on target to complete all kitchens &amp; bathrooms for those blocks included in the Decent Homes Programme, the Board said that plans needed to be drawn up to address how we dealt with those blocks which were currently not in the programme. The Chief Executive said that Officers recognised that there were anomalies within the original sample surveys for Decent Homes and these were being explored. There was still an extensive Decent Homes Programme until 2012 and a further report would be brought back to Board detailing progress.</p> <p>The Board asked that stock condition surveys be included on the Risk Register.</p>	<p><b>J Oxlade</b></p> <p><b>N Isaac</b></p>	<p><b>26 Jan 2010</b></p> <p><b>7.12.09</b></p>
<p><b>5. Verbal Updates- A&amp;F Committee</b></p>	<p>As the Audit &amp; Finance Committee was a Part B meeting, Samantha Lloyd, Chair of the A&amp;F Committee said she would provide an update in the Part B meeting scheduled after the this Part A meeting.</p>		

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

Charlotte Graves introduced the report and highlighted the improvement in voids turnaround. She drew the Board's attention to the organised squat which had occurred at Kings Crescent two weeks ago. Security had now been strengthened with guard dog patrols and legal action was proceeding. As this had been an organised squat, it could replicate itself in other parts of the Borough and everyone was asked to be vigilant.

The Board congratulated the Chief Executive and her team for the rapid response to the squatting incident

**Appendix 1  
Woodberry Down**

Robin Smith introduced the report and updated the Board on the outcome of the phases 2-5 procurement and the progress with the Kick Start Sites all of which were progressing well.

The Board asked when the next decanting and demolition round would begin. Robin Smith said that Officers were in discussion with the Council and Woodco about who should be moved into the new properties and this would determine the next round of decanting and demolition.

The Board asked that Officers ensured that any decanted properties were properly secured to mitigate against squatting. Robin Smith said that the security firm at Woodberry Down had been instructed to inspect all void properties every evening.

The Board noted the report.

<p><b>7. Presentation by Jackie Hopfinger and Cllr Patrick Vernon</b></p>	<p>Jackie Hopfinger from the Learning Trust and Cllr Patrick Vernon gave a presentation on how the Learning Trust had been working with Hackney Homes and other partners across the Borough to improve the children's play facilities. One of the key concerns however surrounded long-term maintenance of these areas and how best to address this. The Board asked that the Learning Trust consulted not only with the user groups of the play areas but also local residents to ensure that the areas were appropriately located. There were also concerns about how these areas were often appropriated by gangs after sundown and also used for such things as bonfires.</p> <p>In respect of the maintenance issues, the Board agreed that the day-to-day matters could be co-ordinated with Hackney Homes but there were implications surrounding long-term maintenance as these areas would need refurbishment and renewal in the future and it would be disappointing if these successful play areas, were allowed to fall into disrepair and consequently have to be taken out of commission. A long-term maintenance schedule needed to be planned. Jackie Hopfinger said that this was being worked on.</p> <p>The Board thanked Jackie Hopfinger and Cllr Patrick Vernon for the presentation.</p>		
<p><b>8. Jackie Loftus- Presentation on Community Projects</b></p>	<p>Jackie Loftus gave a presentation on some of the community projects taking place around the Borough. She highlighted the success of the Kickz project, the partnership with ELBA, GamerZ and the PCT partnership. The Board congratulated Jackie Loftus on the two awards she had recently won for her work with Kickz and on all the successful projects she had managed across the Borough.</p>		



## Hackney Homes Ltd

ITEM 4

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

On 16 November 2009 at 6.30 PM

	<p>The Board said that the community development work needed to be considered strategically to ensure long-term sustainability. The Chief Executive said that Officers acknowledged this and work would be done on a long-term community development strategy but realistically, such a project would take around 18 months to complete.</p> <p>The Board thanked Jackie Loftus for her presentation.</p>		
<p><b>9. Business Critical Performance Summary Quarter 2</b></p>	<p>Neil Isaac introduced the report. The Board asked for clarification on the quantity of key performance indicators (KPIs) Hackney Homes was measuring. Neil Isaac said that each service area was managed at a very detailed level and this had been agreed in conjunction with the Council. Hackney Homes also used Housemark to benchmark our KPIs with other housing providers and Housemark used a large suite of Indicators which we could then drill down into. Stephen Tate said that each year, the Council along with Hackney Homes looked at the Delivery Plan to review the business critical indicators and considered the current best practice for ALMOs. It was also important to take the Audit Commission's views into account.</p> <p>The Board asked if the sickness indicators could show long-term sickness and short-term sickness separately and noted that an average of 9 days short-term sickness appeared high. The Board also queried invoice payment performance. Neil Isaac said that he would separate the sickness indicators in the narrative. The average number of days taken in short-term sickness leave was in the mid-range for ALMOs and it also reflected the demographics of Hackney's workforce which had a higher proportion of blue collar older people. A benchmark report was being prepared for the next HR Committee and this could be circulated as an information item to the full</p>	<p><b>N Isaac</b></p> <p><b>T Merrett</b></p>	<p><b>March 2010</b></p> <p><b>16.12.09</b></p>



## Hackney Homes Ltd

ITEM 4

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

On 16 November 2009 at 6.30 PM

	<p>Board. In respect of invoice payments, the system used only recorded the invoice date rather than the date received and this had caused the difficulty. There was now a process in place which addressed this and October's Indicator was above target.</p> <p>The Board asked for clarification on complaints as Stage 1 appeared to be measured by turnaround times and Stage 2 by quality. Neil Isaac said that Stage 1 complaints were now signed off by more senior members of staff which meant that more were resolved so fewer were proceeding to Stage 2. However, of those complaints which progressed to Stage 2, more were likely to be upheld.</p> <p>The Board noted the report.</p>		
<p><b>11. AOB</b></p>	<p>The Board agreed that AOB would not be taken at this meeting.</p> <p>The meeting closed 8.00pm.</p>		
	<p>The date of the next meeting is <b>WEDNESDAY</b>, 16 December 2009.</p>		

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

Title of Report: <b>Chief Executive's Report – Strategic Overview</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>26<sup>th</sup> January 2010</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Chief Executive – Charlotte Graves</b>
Item Previously considered at: <b>This is a monthly standing item</b>	On Which Date: <b>N/A</b>
Report Author: - <b>Charlotte Graves, Chief Executive</b>	Appendices: Appendix 1: <b>Woodberry Down Update Report</b>

**Report Outline:**

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to the Board**
- **Paragraph: 3.0 - Background**
- **Paragraph: 4.0 - Finance & Resources**
- **Paragraph: 5.0 - Property Services**
- **Paragraph: 6.0 - Estate Environment**
- **Paragraph: 7.0 - Resident Services**
- **Paragraph: 8.0 - Leasehold Services**
- **Paragraph: 9.0 - Woodberry Down Update**

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

**1.0 SUMMARY OF REPORT**

- 1.1 The purpose of this report is to ensure that the Board have an overview of activity, performance and strategic issues at Hackney Homes.

**2.0 RECOMMENDATION**

- 2.1 The Board is asked to note the contents of this report.

**3.0 BACKGROUND**

- 3.1 This is my regular report providing an update on key issues affecting Hackney Homes.

## **4.0 FINANCE & RESOURCES**

### **4.1 Budget Monitoring 2009/10 & Supply Chain Management Group**

The position as at November is that Hackney Homes own budgets are currently forecasted to underspend by £331k (due mainly to vacant posts) whilst the delegated budgets are forecasted to underspend by £786k (due mainly lower insurance premium cost). Within the delegated budgets there is pressure on the reactive repairs budget. This will require positive action to ensure the projected position will be delivered. The Audit and Finance (A&F) Committee on 11<sup>th</sup> January received a specific report on the HRA Repairs and Maintenance budget along with their normal monthly update on Budget Monitoring which detailed the areas of concern and highlighted the actions that need to be taken.

HH is considering entering into an agreement (subject to legal advice) with Homes for Haringey and Newham Homes to establish a group with the aid of funding from the Homes & Communities Agency (HCA) / National Change Agent (NCA). The aim of the group would be to identify efficiency measures in procurement of capital works (such as Decent Homes works) and Repairs & Maintenance works through the development and implementation of long term supply chain partnering contracts and also seek other measures and benefits (i.e. good practice).

### **4.2 Budget 2010/11**

At the Council Cabinet meeting on 25<sup>th</sup> January the decision on the HRA budget for 2010/11 will be taken. This includes the decision on the level of the Rent increase which is expected to increase on average rents by 1% from £78.99 to 79.75. However it should be noted that at the time of writing this report the draft HRA subsidy information issued in late December has not yet been finalised. This could potentially change the 2010/11 HRA Budget position.

## **5.0 PROPERTY SERVICES**

### **5.1 Asset Management**

The HCA funded "Hard to Insulate Homes" scheme is progressing well. The work consists of cavity wall insulation to blocks of four or more storeys. The first phase, including 773 homes and costing £1.4m is underway. The second phase of 318 homes, costing £0.8m will start on January 20<sup>th</sup>. We are on track to spend the grant within the stipulated timescale.

### **5.2 Building Maintenance**

The Building Maintenance service cover for 'emergency call-out' and 'out of hours service' over the Christmas and New Year periods went extremely well with no major problems that were not resolved. Plans were set in place prior to the break up with our supervisors, workforce and support services to ensure that adequate cover was in place throughout the festive break, as well as additional resources on standby to be utilised if necessary.

The Gas Section have done their utmost during the inclement weather to restore residents heating and hot water and were subsequently asked if they could give more of their time to provide additional appointment slots between 16:00 and 18:00 hours. The response was excellent from all operatives and therefore we have attended to approximately 124 extra appointments this week (w/c 11<sup>th</sup> January).

## **6.0 ESTATE ENVIRONMENT**

### **6.1 Recruitment**

By the end of January 2010 we will be in a position to advertise various posts within Estate Environment (approx 30 no.). This will include Technical Support Officers, Customer Liaison Officer, Estate Cleaners and Grounds Maintenance staff.

### **6.2 Harmonisation**

The harmonisation of one Area Manager and two Supervisors has been finalized, these were the remaining staff who were on a lower paid salary and have now moved onto Hackney Homes Terms and Conditions. Estate Environment are due to meet with HR on Friday 15<sup>th</sup> January to agree Hackney Homes' formal position in regards to consultation with those staff remaining on a higher grade.

### **6.3 Winter Coverage**

Estate Cleaning and Grounds Maintenance staff have made every effort through the recent spate of adverse weather to ensure that they could attend to residents' concerns, particularly where there are those that are vulnerable. Some staff went above and beyond the call of duty to ensure the residents on the estates safety was foremost at all times. Examples of this were: knocking on doors to ask if assistance was required, collecting prescriptions and shopping etc.

All through this period the staff displayed excellent collaborative team working in attempting to ensure that the estate roads and paths were salted and gritted.

## **7.0 RESIDENT SERVICES**

### **7.1 ASB**

Wayne Hylton will be presenting and running a workshop at a CIH seminar in Manchester on Unlawful Sub-letting and Tackling ASB in January.

Hackney Homes and the London Borough of Hackney cited for good practice in anti social behaviour.

A team of dedicated, specialist officers and professionals has been established to undertake counter-fraud and housing investigation activities for the ALMO. Officers were recruited with housing management background. Investment by Hackney Homes was matched by the LB Hackney who have

dedicated two Officers from their fraud investigation team to work closely with Hackney Homes investigators on the detection and elimination of unauthorised subletting and occupation.

## 7.2 Resident Participation

### Free Form Arts Trust

Hackney Homes is working in partnership with Free Form Arts Trust to provide residents with the opportunity to learn and develop their creative skills on courses such as Kinetic Sculpture (using recycled materials) and Silk Screen (t-shirt printing). The courses are designed specifically for Hackney Homes residents and are free of charge; help towards childcare costs is available. Workshops have also been organised on Rhodes Estate to assist TRAs to be creative when putting forward ideas for improvements on their estate. Two other TRAs have already expressed an interest of the limited spaces available.

### Evening Surgery on Mountford Estate

A special evening surgery was organised on the Mountford Estate to answer questions on Repairs & Maintenance, Decent Homes and re-establishing of the TRA. Our neighbourhood partners worked closely with Hackney Homes and Cllr Laing to ensure that the event was a success.

### Annual Active Residents Awards

The third Annual Active Residents Awards took place on Thursday 10<sup>th</sup> December 2009 at Shoreditch Town Hall with over 1000 attendees at the event. More than 80 nominations were received across four categories which included Resident of the Year, Young Resident of the Year, Resident Group of the Year and Ron Devoti Award. Dame Anna Hassan, retired head teacher of Millfields School in Hackney was the keynote speaker.

### Winter Warmer Event

A Winter Warmer Event took place in December at Hackney Town Hall. The event was targeted at elderly and disabled residents living in Hackney who were provided with advice and information on how to stay warm during the winter months. They were given fleecy scarves and gloves, soup and tips on eating healthily during the winter - over 150 were in attendance.

## 7.3 Rent Accounting

Consultation on rent increase carried out successfully and tenants were reminded to keep their rent up to date during the Christmas and New Year period.

Text messages were sent encouraging tenants to pay rent online or by phone during the severe weather conditions.

More tenants kept their rent up to date compared to the same period last year.

## **8.0 LEASEHOLD SERVICES**

### Leaseholder Advice Surgery

Further to actual service charge invoices being issued in November 2009 Hackney Homes is to hold a leaseholder advice surgery at Hackney Town Hall on 29 January. Over 70 leaseholders have booked to attend and this will provide them with an opportunity to raise matters with a range of Hackney Homes staff and external agencies that will be in attendance including Leasehold Services, Neighbourhood Housing Officers and Estate Environment, alongside specialist agencies including Age Concern and DABD debt advisers.

Arrangements are being made for interim repair works to be carried out to Woodbury Down estate. As part of these arrangements resident meetings are being held to discuss plans and Section 20 Notices are being issued to leaseholders affected.

### Leaseholder Advisory Group

The second meeting of the Leaseholder Advisory Group was held on 14 December 2009. The accuracy of service charge bills and the delivery plan were considered. It was agreed that the layout of service charge bills and estate cleaning would be considered at the Groups next meeting.

## **9.0 WOODBERRY DOWN UPDATE**

9.1 Attached as appendix 1

**CHARLOTTE GRAVES**  
CHIEF EXECUTIVE  
HACKNEY HOMES

## **WOODBERRY DOWN**

### **PHASE 1 UPDATE**

Development of the Old School Site continues to progress well, as does the construction of the new £30 million Skinners Academy.

Grant applications were submitted on 17 December 2009 to the Homes & Communities Agency (HCA) and we expect the HCA 'Bid Clinic' to consider the Woodberry Grove North and Green Lanes schemes on 20 January. Berkeley expect to be on site in March at Woodberry Grove North (220 homes, including 160 social rented) and possibly at Green Lanes (27 social rented homes). Further grant applications have been submitted for the Horston/Sherwood Site (136 homes including 108 social rented) and expected to be on site in January 2011, and the Newton Close Site (75 homes, including 60 social rented) and expected to be on site in March 2011.

The Pewsham Site is being progressed in parallel with Phase 2 plans, to include the new Health Centre, and a submission for this has also been made to the HCA.

The Council is expecting a written 'Letter of Comfort' from the HCA confirming HCA commitment to the project.

A Cabinet report has been prepared for 25 January Cabinet to take account of these potential grants

Plans are also progressing for the Oakend Site, which is expected to be built as private sales in parallel with Woodberry Grove North.

### **BERKELEY PROGRESS DURING DECEMBER 09**

#### **KICK START SITE 1 – (OLD SCHOOL SITE)**

- The construction of the RC Frame to Block G (84 Units) has now reached the 4th Floor level progressing to the 5th Floor, however, the cold weather at the latter end of December and this first week of January has certainly affected progress.
- Block F (33 Units) the envelope cladding has now commenced following the completion of the scaffolding with Metsec framing standing on levels G-3. Window installation and Brickwork are due to commence in mid January.

- Block E (First Shared Ownership Block of 46 Units); Cutting down of piles, blinding and steelwork for foundation ground beams is well underway.
- Piling rigs arrived on site w/c 7.12.09 and piling to Blocks B & C commenced on 14th December 2009 with 50 no piles cast prior to the break. Piling to Block A commenced 4.1.10
- We were unable to resolve issue regarding party wall with BCL School and have therefore undertaken to relocate affordable block D which will result in planning amendment and may delay completion

#### Key dates for delivery of social rented blocks F & G

- Completion of the Block F Concrete Frame occurred in October 2009 as programmed
- Completion of the Block G Concrete Frame in February 2010
- The Envelope Cladding commenced to Block F in December 09
- Complete shell and core to F & G August 2010
- Commence fit out of apartments in Block F in March 2010
- Delivery of first units for occupation – Block F (33 units) – February 2011/ Block G (84 units) – April 2011

#### Key dates for delivery of Shared Ownership block E

- Commence Structure 30th November 2009 which has occurred
- Complete Structural Concrete Frame May 2010
- Commence the Envelope Cladding May 2010
- Complete shell and core March 2011
- Commence fit out of apartments January 2011
- Deliver 46 apartments for occupation September 2011

### **REMAINING KICK START SITES**

#### WOODBERRY GROVE NORTH

- This site provides 220 affordable homes, 160 of which are social rented
- The planning application for the site was submitted to LB Hackney on 4th December.
- The application was confirmed as valid by the Planning Department on 10th December
- The Council have until 10th March to determine the application.
- The HCA have stated that they would expect an implementable planning permission to be in place by March 2010 if funding is to be provided.
- It is hoped that, if no major objections are received, the application could be heard at Committee 17 February 2010.
- No objections to the scheme as proposed have been received to date.

## OAKEND AND SHOPS

- This site provides 294 private units ranging from one bedroom to three bedroom flats
- The planning application for the site was submitted to LB Hackney on 2nd December.
- We are still awaiting the validation notice for this application from the Council's Planning Department
- As this scheme is private, no HCA funding is required
- This phase of the scheme is due to be considered by the Planning Committee at the same time as Woodberry Grove North
- The start on site of this scheme will be dictated by the sales rate achieved on the Old School Site
- Our current forecast suggests that construction commences in 2011
- The delivery of the site will impact upon the existing retail units which front onto Woodberry Grove.

## HORSTON & SHERWOOD

- At a recent funding meeting, the HCA requested that the planning application is submitted for this site by the end of January 2010
- This should allow funding to be secured by March 2010 assisting the decant process
- Hawkins Brown architects have been appointed to progress the detailed design of this scheme
- Meetings have been held with Hackney Homes, Genesis and the residents' Design Committee
- All responses to the scheme to date have been positive
- A meeting is to be held with the Planning Department this week
- A mix of accommodation has been agreed with Hackney Homes based on the recent Housing Needs survey (see below)
- The site will provide private, social rented and intermediate homes
- The site also provides a 3,000sqm Business Training and Development Centre (BTDC)
- It is proposed that the affordable homes will be located on the former Horston and Sherwood land to allow early delivery
- It is hoped that a start on site could be made before the end of 2010

## NEWNTON CLOSE

- As with Horston & Sherwood, the HCA have requested that the planning application is submitted for this site by the end of January 2010
- Again, this should allow funding to be secured assisting the decant process
- Berkeley have appointed Rolfe Judd to progress the detailed design of this scheme
- Meetings have also been held on these proposals with Hackney Homes, Genesis and the residents' Design Committee

- All responses to the scheme to date have been positive
- A meeting is to be held with the Planning Department this week
- A mix of accommodation has been agreed with Hackney Homes based on the recent Housing Needs survey (see below)
- The site will provide private, social rented and intermediate homes
- The masterplan proposes that an 18 storey tower is provided to the east of the site. This will comprise private homes.
- It is hoped that a start on site could also be made on this site before the end of 2010 to assist the decant process

## **PHASES 2 - 5 UPDATE**

Following Special Cabinet on 12th October 2009 the partners completed the clarification and fine tuning of the Principal Development Agreement (PDA) by 21st December 2009 so that a recommendation to exchange contracts on 9th February 2010 can be made to Cabinet on 25th January 2010.

Discussions on the principles of the Estate Management Strategy, the Possession Strategy and the Terms of Reference of the Design Committee were completed by the same deadline of 21st December 2009. Once the PDA has been exchanged, the Possession Strategy and Estate Management strategy must be agreed within six months through a series of Round Table meeting that involve WDCO representatives.

The January Cabinet Report on the PDA includes a section on how best to progress the development of Phase 2 through the Council delivering early vacant possession of the sites Peak and Petherton homes later this year. The report also addresses the condition of remaining properties in Phases 1 and 2.

## **INTERIM REPAIRS**

### **Pre-commencement Activities**

Project Programme has been reviewed and amended in line with delay incurred by not sending out S20 notices until after 11th Jan 2010. There is likely to be a minor increase in prelim costs as more resources will be needed to manage works due to the compression of timescales in line with CDM regulations and site H&S.

Pre S20 tenant & leaseholder meetings will be held for the first phase of works on 11th and 14th Jan at Robin Redman centre. Formal S20 notices to be issued following these meetings. A full schedule of tenant & leaseholder meeting will be issued next week.

Mulalley compound is staffed and running. Phone lines have been connected and numbers will be circulated next week.

AMPs (Pricing) for all phase 3a blocks is complete. Pricing the remainder of blocks continues as programmed and there are no significant pricing issues or risks.

Pilot windows have been completed at Ashdale House and signed off by the client ahead of the main window installation programme. No major issues with design or installation.

### **Construction Phase**

Works to Ashdale & Burtonwood are planned to start W/c 15th Feb 2010 subject to satisfactory expiry of S20 notice periods.

Nicholl House roof works are slightly being program due to current weather conditions. It's likely that works will also be at risk next week.

## **COMMUNICATION & CONSULTATION**

### **Community Engagement**

There will be a series of Interim Repairs block meetings for residents in January and February – the first two are January 11 and 14. The meetings will be information events for residents to attend to ask questions about the interim repairs programme.

### **Communications Planning**

Members of the WDRT, LBH and HH communications team are working together to create an integrated communications plan. This will ensure all messages from WDRT support the programme and are aligned with corporate messages from both Hackney Homes and the Council.

A plan will be re-drafted soon to promote resident awareness of the scheme and to impart new information to residents as required – e.g. likely changes to the decanting programme and possession of the first 117 homes being completed.

### **Media Relations**

WD, HH and LBH press offices are working together to prepare for expected negative media coverage for the Leaseholder charges relating to the interim repairs programme.

Preparations are also under way for the upcoming HCA funding announcement for Woodberry Grove North and for the Cabinet paper covering the PDA and plans to progress Phase 2.

## **Web**

Progress continues to be made with the Woodberry Down section of the Hackney Homes website. The revised web pages will be live by end of January.

## **COMMUNITY DEVELOPMENT**

**Woodberry Works** – A new temporary administration worker has been recruited to assist with the processing of trainees;

Discussions continue with the Youth Construction Trust to provide courses over the last quarter 2009/10 for NEET young people in the areas to encourage learning and careers in the construction industry;

Memos and Articles for a Community Interest Company have been drafted and are now in the process of being agreed to form Woodberry Training Partnership Ltd.

**Youth Work** – the final quarter PAYP activities are underway for young people on the estate.

**Robin Redmond Resource Centre** – continues to provide a range of activities for the community. A new exhibition for the Priority Community Facility is being produced and meetings for users will held in February/March.

**Well London** - The Arts Council alongside University East London, Hackney arts groups and the MHDT have discussed bids submitted for projects for the Well London 'Be Creative; Be Well' arts project for WD. The total Arts Council grant available is £35,500. The panel decided that two applications were the strongest and felt that there was potential for the two groups to work collaboratively on the project. They have been asked to resubmit a joint bid. The final project will use arts to encourage a creative exploration of the WD area's heritage and enable residents to celebrate relationships between different cultures and their environment. There will also be a Festival of Light in October which is hoped will be annual. The projects will be sustainable and through the partnership link residents to the Cultural Olympiad and inspire and broaden their horizons through art. This will also tie into the WD Arts Strategy which is currently being written and ensure that WD Regeneration is placed on the London Arts and Cultural map.

<b>Title of Report: : PROGRESS ON MANOR HOUSE DEVELOPMENT TRUST</b>	
<b>Decision Making Body: Hackney Homes Board</b>	<b>Date: 26<sup>th</sup> January 2010</b>
<b>Classification: “For Decision”</b>	<b>Report of: Director Robin Smith</b>
<b>Item Previously considered at: N/A</b>	<b>On Which Date: N/A</b>
<b>Report Author: Simon Donovan – Director Manor House Development Trust</b>	<b>Appendices: N/A</b>

**Report Outline:**

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation to the Board ;**
- **Paragraph: 3.0 – Background;**
- **Paragraph: 4.0 - Overall Progress on the Development of the Organisational Structures of the Manor House Development Trust;**
- **Paragraph: 5.0 - Community Champion;**
- **Paragraph: 6.0 - Training and Employment;**
- **Paragraph: 7.0 - Community Facilities;**
- **Paragraph: 8.0 - Future Opportunities;**
- **Paragraph: 9.0 – Impact on the Hackney Homes Risk Register;**
- **Paragraph: 10 - Impact on the Hackney Homes Equality and Diversity Strategy 2006 Action Plan 2007- 2010**
- **Paragraph 11 - Consultation Process and Findings**
- **Paragraph 12- Human Resources Implications;**
- **Paragraph: 13 – Financial Implications;**
- **Paragraph: 14 - Legal Implications / Advice;**
- **Paragraph: 15 - Other Related Decisions / Guidance.**

## **1.0 SUMMARY**

- 1.1 This report gives Members of the Hackney Homes Board the requested update on the work of the Manor House Development Trust over the past 18 months. The report provides Board Members with an overview of progress on work streams agreed with local residents and stakeholders in the North East Hackney area.

## **2.0 RECOMMENDATIONS**

- 2.1 That Board Members note the success and progress of the Manor House Development Trust to date.

## **3.0 BACKGROUND**

- 3.1 MHDT was set up in 2007 as an exit strategy for SRB6 with funding from the London Development Agency. It has organizationally developed itself over the past 18 months. MHDT is an independent company limited by guarantee and is a registered charity. Currently there are 3 staff seconded to Trust from Hackney Homes. The Trust is based in the Robin Redmond Resource Centre.

## **4.0 OVERALL PROGRESS ON THE DEVELOPMENT OF THE ORGANISATIONAL STRUCTURES OF THE MANOR HOUSE DEVELOPMENT TRUST**

- 4.1 The Trust is a resident led organization. Its Board is made up from local residents; independents/voluntary sector; LBH local councilors; Skinners Company; Hackney Homes; the PCT, Genesis; there are also members from the OJ community. The Board meets bi-monthly and decides policy and strategic direction for the organization. The Board also held a successful away day in Summer 2009. In addition the Trust has a membership. The Trust has web pages and produces a monthly email newsletter. The Trust also has a full Business Plan 2009/13. The Trust is Registered as a Company as well as a Charity.

## **5. COMMUNITY CHAMPION**

- 5.1.1 The Trust champions the social and economic agenda for the regeneration of Woodberry Down and in its area of operation. It is the key organisation by which local residents and stakeholders can influence this agenda locally providing a vehicle through which providers can be held accountable.
- 5.1.2 Development of the Voluntary Sector - The Trust has established several local groups to increase community cohesion including; A community choir; youth theatre; Turkish women's group; dance projects. This Spring walking; cycling; grow bag projects; as well as football teams are currently being organised. In addition the MHDT organises a Woodberry Down

Community Development Workers forum to improve communications and joint working.

- 5.2 Health Related Activities - The Trust manages and co-ordinates the Well London Programme on behalf of the London Health Commission. The program includes; planting, healthy eating, cookery, activity and arts projects. The Trust acts as a brokerage for funds to be drawn down by local providers. In addition the Trust Chairs the local children’s centre advisory panel.
- 5.3 Volunteering Programme - The Trust is currently developing a volunteering project. MHDT provides a volunteer co-ordination programme on Woodberry Down which is envisaged will be developed to operate across its whole geographical area of work. Policy has been written in partnership with the WDRT. The Trust has currently 30 local volunteers who have been trained as health champions.
- 5.4 Youth Work - The Trust manages the ‘Stand Up Youth Consortium’ a contract with Team Hackney to provide £100k of non-statutory youth provision in North East Hackney. In addition the Trust chairs the NE Youth Providers Network the most successful network in the Borough. In addition the Trust is currently coordinating Woodberry Down youth activities including intensive work with management of Park-side youth club to improve it use; ensure daytime services for NEET operate; assist with the planning for the development of the new Youth Centre; and provide a community link with Skinner’s Academy to programme how the new Academy will interface with the community ensuring that it is fully used as a community resource
- 5.5 Work With Elders – The Trust has gained funding and is currently developing a luncheon club for elderly residents at the Robin Redmond Resource Centre.
- 5.7 General Community Development – The Trust organised various community activities such as day trips; jumbles sales; pantomime trips.
- 5.8 External Funding - Over the course of the last 18months the Trust has been awarded funding and contracts from a number of sources which include.

£100,000	Positive Activities for Young People	Team Hackney
£40,000	Well London - Co-ordination	Big Lottery
£15,000	Various Projects	Various Streams

We are currently awaiting the results of other applications.

## **6. TRAINING AND EMPLOYMENT**

- 6.1 Woodberry Training Partnership Ltd - To develop and enhance the current construction training provision on Woodberry Down through the creation of a training academy on the vacant Horston and Sherwood site. The ownership of the academy to be held jointly between Manor House Development Trust and Citrus Training a recognized training provider in a new Community Interest Company limited by share named Woodberry Training Partnership Ltd.
- 6.2 The new academy will offer over 100 short construction related courses and is the only such centre within the M25 area with the exception of one based on the Olympic site. Commercially driven the centre will charge construction contractors to train their workforces. All profits will be enjoyed by both MHDT and CTLtd. In addition a target of 10% of courses delivered will be available for local residents at nil cost.
- 6.3 Job Brokerage Development – Work is currently underway to establish a job brokerage scheme on Woodberry Down. The scheme will give better access and allow local residents to gain jobs created through the regeneration. MHDT will also be the vehicle by which working on the project can be accountable to the local community

## **7.0 COMMUNITY FACILITIES**

- 7.1 The MHDT Director currently manages the Robin Redmond Resource Centre within the Woodberry Down Regeneration Team. This is currently the key community facility for the Trust's area. A number of improvements have been made to the RRRC including the re-establishment of the User Group Advisory Committee; More display space; an exhibition for Black History Month; A forth coming exhibition for the new Priority Community Facility. The RRRC is on course to reach its financial targets set by the Hackney Homes Board.
- 7.2 The Trust has provided Consultation/Advise on the building of the New Priority Community Facility; A Business Plan will be ready by October 2010.

## **8.0 FUTURE OPPORTUNITIES**

- 8.1 Future Opportunities and Challenges – The Trust Board has set a vision for the Trust to be sustainable and independent in the long term. In order to do this the Trust must generate income to be self funding and not reliant on public sector grants:
- 8.2 An Asset Base – Developing an asset base is key for the Trust to be a long term community anchor. Through the renting of such assets the Trust can gain revenue. There are a number of opportunities including: the PCF; the café proposed on the ground floor of the new youth club; the business centre. Members of the Board have expressed an aspiration in managing

retail units however the Trust will have needed to have built its credibility in order to realise this.

- 8.3 Managing the Public Realm – The Trust has begun discussions with both Genesis and Berkeley Homes on managing the public realm. This would be a valuable source of income and provide jobs for local residents. The Trust is also developing a Public Arts Strategy for the area. A major area of interest for the Board is the branding of the Woodberry Down area to attract business using existing resource such as the Skinner’s Academy.
- 8.4 Contract Management – The Trust will continue to bid for contracts such as PAYP and Public Health.
- 8.5 A further report will be prepared to take into account the impact on the future business plan of the Trust of the Priority Community Facility currently being built on the Old School site on Woodberry Down.

**9.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER**

- No impact from this report.

**10.0 IMPACT ON THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 ACTION PLAN 2007 – 2010**

- No implications.

**11.0 CONSULTATION PROCESS & FINDINGS**

- N/A

**11.0 ICT IMPLICATIONS**

- N/A

**12.0 HUMAN RESOURCES IMPLICATIONS**

- N/A

**13 FINANCIAL IMPLICATIONS**

- N/A

**14.0 LEGAL IMPLICATIONS / ADVICE**

- N/A

**15.0 OTHER RELATED DECISIONS / GUIDANCE**

<p>Title of Report:</p> <p style="text-align: center;"><b>FINANCIAL OVERVIEW – BUDGET MONITORING 2009/10 AND HH BUDGETS 2010/11</b></p>	
<p>Decision Making Body: <b>HACKNEY HOMES BOARD</b></p>	<p>Date: <b>Tuesday- 26<sup>th</sup> January 2009</b></p>
<p>Classification: <b>For Information</b></p>	<p>Report of: <b>Director of Finance &amp; Resources</b></p>
<p>Item Previously considered at: <b>N/A</b></p>	<p>On Which Date: <b>N/A</b></p>
<p>Report Author: - <b>Sunil Desai, Head of Finance</b></p>	<p>Appendices: <b>None</b></p>
<p><b>Report Outline:</b></p> <ul style="list-style-type: none"> <li>• Paragraph: 1 - Summary of Report;</li> <li>• Paragraph: 2 – Recommendations;</li> <li>• Paragraph: 3 – Background;</li> <li>• Paragraph: 4 – Budget Monitoring 2009/10 and Budget 2010/11;</li> <li>• Paragraph: 5 - Impact Upon The Hackney Homes Strategic Plan;</li> <li>• Paragraph: 6 – Impact Upon The Hackney Homes Risk Register;</li> <li>• Paragraph: 7 – Consideration of the Hackney Homes Equality &amp; Diversity Strategy 2006 and Action Plan 2007 – 2010;</li> <li>• Paragraph: 8 - Consultation Process &amp; Findings;</li> <li>• Paragraph: 9 - ICT Implications;</li> <li>• Paragraph: 10 - Human Resources Implications;</li> <li>• Paragraph: 11 – Financial Implications;</li> <li>• Paragraph: 12 - Legal Implications / Advice;</li> <li>• Paragraph: 13 - Other Related Decisions / Guidance.</li> </ul>	

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

## **1 SUMMARY**

- 1.1 This report highlights the budget monitoring position for 2009/10 as at end of November 2009. Currently, the revenue forecast is for an underspend for £331k on Hackney Homes and also an underspend of £786k on its delegated budgets. However within the delegated budgets there is pressure on the HRA Reactive Repairs budget this will require positive action to ensure the projected position will be delivered. The Audit & Finance (A & F) Committee on 11<sup>th</sup> January received a specific report on the HRA Repairs & Maintenance budget along with their normal monthly update on Budget Monitoring which detailed the areas of concern. These are risks associated with ensuring that identified savings for 2009/10 are realised; overall HRA Repairs & Maintenance (R & M) budgets do not overspend; utilities cost are more robustly monitored and that there is not an unforeseen under recovery of rental / service charge income budgets.
- 1.2 At the last Board meeting (16/12/09) the agenda contained an item on the budget savings requirement of £3m for 2010/11. The A & F Committee approved these savings on 2<sup>nd</sup> November. This report updates the Board of the likely increase in tenant's rents (average of 1%) and reduction of 0.9% in tenant's service charges for 2010/11. However it should be noted that at the time of writing this report the final HRA subsidy information has yet not been published. This could potentially change the 2010/11 HRA Budget position.

## **2 RECOMMENDATIONS**

- 2.1 That the Board notes the 2009/10 position for Hackney Homes for its own budgets and delegated budgets.
- 2.2 That the Board notes the current position in setting the 2010/11 budgets and that the final HH budgets for next year will be reported to the March Board for approval.

## **3 BACKGROUND**

- 3.1 Budget Managers within each of the three directorates are expected to use their local knowledge and current performance levels of activity in their area to forecast spend to the year end.
- 3.2 Budget monitoring is part of the performance management process for Hackney Homes and the Council.
- 3.3 Regular budget monitoring and budget plans are reported to the A & F Committee.

## **4 BUDGET MONITORING 2009/10 AND BUDGET 2010/11**

### **4.1 BUDGET MONITORING 2009/10**

- 4.1.1 The forecast year end position for Hackney Homes is an underspend of £331k. This is primarily due lower staffing costs than expected. In particular there are a number of vacancies that are not covered by agency staff. Regular budget monitoring will continue to be robust, with regular reports being delivered to the Audit and Finance Committee.
- 4.1.2 The delegated budgets are showing a projected underspend of £786k. This is mainly due to a one off saving this year on the cost of HRA Insurance, which is now expected to be £500k lower than budgeted. However it has been identified that due to timing issues the budget set for landlords lighting has been set at a higher level than the final level of charges set. Therefore there is likely to be under recovery of £405k but it is likely that this may be compensated by lower utility costs.
- 4.1.3 The overall HRA R&M budget is currently expected to forecast to budget. However it should be noted that there continues to be demand pressure on the reactive maintenance budgets and also the level / costs of voids. These budgets will need to be monitored closely in the remaining months to ensure that they can be contained within the overall R & M budget. Opportunities are being sought to reduce spend on planned works and to capitalize expenditure where possible. A review is being undertaken to establish what measures can be put in place to minimise the impact.
- 4.1.4 The other main areas that have been previously reported which still need to be monitored closely are –
- Ensuring identified savings for 2009/10 are realised;
  - Utility costs;
  - Reduced income from leaseholders service charges and
  - There is likely to be under recovery of rental / service charge income from dwellings due to landlord lighting increases not being as high as was budgeted. This is because budgets were set prior to rent and service charges for 09/10 being agreed.

## **4.2 BUDGET 2010/11 UPDATE**

- 4.2.1 The Council has confirmed that the overall HRA savings for 2010/11 is £3m. The table below outlines how the savings requirement is to be delivered –

<b>HRA Savings requirement 2010/11</b>	<b>£000's</b>
HH Management Fee	1,268
HH Delegated Budgets	1,591
Other HRA budgets	141
<b><u>TOTAL</u></b>	<b>3,000</b>

- 4.2.2 The last Board and A & F Committee on 2<sup>nd</sup> November received a detailed report on how this level of savings can be achieved. Although savings for 2010/11 are on track to be made, however savings for future years will be increasingly difficult to deliver without some impact on the front line.
- 4.2.3 At the Council cabinet meeting on 25<sup>th</sup> January the decision on the HRA budget for 2010/11 will be taken. This includes the decision on the level of the tenants rent increase, which is expected to increase on average rents by 1% from £78.99 to 79.75. Tenant service charges are expected to be reduced by 0.9%. However it should be noted that at the time of writing this report the draft HRA subsidy information issued in late December has not yet been finalised. This could potentially change the 2010/11 HRA Budget position.

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

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

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

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

## **7 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010**

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

## **8 CONSULTATION PROCESS & FINDINGS**

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

## **9 ICT IMPLICATIONS**

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

## **10 HUMAN RESOURCES IMPLICATIONS**

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

## **11 FINANCIAL IMPLICATIONS**

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

## **12 LEGAL IMPLICATIONS / ADVICE**

N/A

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

N/A

<b>Title of Report: : PROGRESS ON DECENT HOMES AND FUTURE PLANS</b>	
<b>Decision Making Body: Hackney Homes Board</b>	<b>Date: 26<sup>th</sup> January 2010</b>
<b>Classification: “For Information”</b>	<b>Report of: Director of Property Services</b>
<b>Item Previously considered at:  Hackney Homes Board</b>	<b>On Which Date:  21<sup>st</sup> Sept., 2009</b>
<b>Report Author: Jonathan Oxlade, Head of Asset Management.</b>	<b>Appendices: Annex 1 – Quarter 3 2009/10 Update</b>

**Report Outline:**

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation to the Board;**
- **Paragraph: 3.0 – Background;**
- **Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan;**
- **Paragraph: 5.0 - Impact Upon The Hackney Homes Risk Register;**
- **Paragraph: 6.0 - Consideration of the Hackney Homes Equality & Diversity Strategy 2006 and Action Plan 2007 - 2010;**
- **Paragraph: 7.0 - Consultation Process & Findings;**
- **Paragraph: 8.0 - ICT Implications;**
- **Paragraph: 9.0 - Human Resources Implications;**
- **Paragraph: 10 – Financial Implications;**
- **Paragraph: 11 - Legal Implications / Advice;**
- **Paragraph: 12 - Other Related Decisions / Guidance.**

## **1.0 SUMMARY**

- 1.1 Following the update report on the Decent Homes programme to the second quarter of 2009/10, the Board requested a report describing overall progress and proposals for blocks that are not included in the programme and the role of condition surveys in relation to formulating a programme. This report gives an overview of progress since the start of the Decent Homes programme, a description of the wide range of condition data available, plans for programmes after the Decent Homes programme is finished and the links with the council's Asset Management Plan. At a later stage, when there is better information about funding in future years, the Board can make decisions as to how programmes are actually prioritised, alongside consultation with residents. Some possibilities, all of which can be done using the existing stock condition information, are included in this report.

## **2.0 RECOMMENDATION**

- 2.1 This report is for information.

## **3.0 BACKGROUND**

### **3.1 Overall progress on achieving Decent Homes**

Excellent progress has been made towards achieving the Decent Homes standard on Hackney Homes stock. The table below shows the numbers of homes made decent each year, since the start of the programme.

Year	Number of Decent Homes
2002/03 – starting point	6,421
2003/04	7,617
2004/05	9,465
2005/06	10,963
2006/07	12,250
2007/08	12,858
2008/09	13,385
2009/10	15,385 (target)
2010/11	17,235 (target)
2011/12	19,235 (target)
2012/13 – completion date	20,735 (target)

In addition to the above, there are 1,900 rentable units included in regeneration programmes involving demolition and re-development. The majority are on the Woodberry Down estate. These homes are not included in the Decent Homes programme.

The council's capital plan includes sufficient resources to complete the above programme, but does not allow for the addition of any more homes into the programme. The proposed financing of the final three years of the programme is £35m in 2010/11, £50m in 2011/12 and £33m in 2012/13.

### **3.2 Stock condition survey data and the Codeman system**

The Asset Management System, Codeman, contains a huge amount of stock condition data. This includes the original stock survey which supported the ALMO bid, which has since been supplemented with survey data from the actual Decent Homes programme and the various planned maintenance programme. The system includes information on fire risk assessments, gas safety checks, boiler replacements, door entry systems, painting programme and the whole range of planned and cyclical programme data.

There is no immediate need for any further stock condition surveys. The council do not require another survey to be done. In the event, all major works are preceded by a survey of the property in question, so the system is regularly refreshed. The introduction of the new Universal Housing system, which will link with Codeman, offers further potential data from responsive repairs. For example, an analysis could be done of blocks where a high proportion of responsive repairs are carried out and whether they should be placed in a planned, capital funded, programme.

In relation to the prioritisation of future programmes, after the completion of Decent Homes there may be a need for some further surveys on certain estates to decide which work should be done first. Codeman calculates the "remaining life" of each building element but the reality can be that some elements do not last as long as they should and others can be still be good long after the theoretical replacement date. In other words, some surveys may be need in 2012/13 to validate the information in Codeman and create a programme based on agreed principles and priorities.

### **3.3 Medium Term Planning Forecast and Asset Management Plan**

Every six months, the council publishes a HRA Medium Term Planning Forecast (MTPF). Each MTPF includes an update of Hackney Homes Asset Management Plan (AMP), covers the next thirty years investment requirement for each building element. The investment requirements are grouped in order of priority, from statutory obligations through to environmental works. The cost data is produced by Codeman. The council takes the Codeman cost data and compares it to the level of finance that they expect to be available in each given year, and so any funding gaps on the horizon can be highlighted.

The Asset Management Plan includes the new programmes that will follow on from Decent Homes, which are provisionally called “Internal Modernisation” for kitchens and bathrooms and “External Improvements” for roofs and windows. These are discussed in more detail below.

The next edition of the MTPF is due to be discussed at the February meeting of Audit and Finance Committee.

### **3.4 After Decent Homes – Internal Modernisation and External Improvements**

The period 2013/14 to 2017/18 is the first five years after completion of the Decent Homes programme, and when the majority of the outstanding kitchen, bathroom, window and roof work needs to be done. The Codeman system has calculated the raw data, in terms of numbers of homes and costs. This is shown in the table below, which is based on the “worst first” principle.

	2012/13 No. of homes	2014/15 No. of homes	2015/16 No. of homes	2016/17 No. of homes	2017/18 No. of homes	Total
Kitchens	5175	3367	1440	1197	618	11797
Bathrooms	4652	3299	1401	1164	673	11189
Windows	3461	2559	315	553	2214	9102
Roofs	3440	2559	310	553	2089	8951
<b>Cost</b>	£80.4m	£45.4m	£20.5m	£11.4m	£11.9m	£169.7m

These figures can be used as the basis of forming a programme. Obviously the cash-flow needs evening out and fitted to the level of resources available, and the priorities agreed as below.

### **3.5 Priorities for future investment programmes**

There are several possible options for prioritising these future programmes. Final agreement will be in the light of resources available. If the proposed reform of the HRA is implemented, Hackney Homes will very likely be in a position to plan and fund such a programme over a five year period.

If the principle of doing “worst first” were to be adopted, some additional condition surveys may be needed to determine the relative state of the homes identified by Codeman as being most urgently in need of investment. This will be more significant in the case of external improvements; some blocks will need to be kept under review. Other principles that could apply are to do internal works first in blocks which

have benefited from external work under the Decent Homes programme or on estates where not all blocks were included in Decent Homes. It may also be appropriate to ensure that work is evenly distributed across the borough.

In the consultations with residents prior to the start of Decent Homes, the view was that external work should take priority over kitchens and bathrooms. Future consultation can look at the various possible options for deciding priorities and a programme tailored to match the resources that will actually be available.

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

- This report is looking beyond the period covered by the present Business Plan. At a later date the Board can consider a more detailed version of this report, including recommendations, to inform a future business plan.

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

- No impact from this report.

#### **6.0 THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 ACTION PLAN 2007 – 2010**

- No implications.

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

- N/A

#### **8.0 ICT IMPLICATIONS**

- N/A

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

- N/A

#### **10.0 FINANCIAL IMPLICATIONS**

- Financial implications are included in the main body of this report.

**11.0 LEGAL IMPLICATIONS / ADVICE**

- N/A

**12.0 OTHER RELATED DECISIONS / GUIDANCE**

- The HRA Medium Term Planning Forecast (MTPF) is due to be discussed at Audit and Finance Committee on 8<sup>th</sup> February.

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ANNEX A Q3 UPDATE

**Decent Homes Programme 09-10  
Targets and Outputs as at 31/12/09**

Indicator description (excluding Regeneration Estates)	1st April 09 (Opening Balance)	QTR 1	QTR 2	QTR 3	QTR 4	Targets (09/10)
NI 158: % of non decent homes	31.79%	30.96%	29.33%	27.41%		27.00%
KOI 1: number of homes made decent in the period		190	372	439		1,555
Number of decent homes to date	13,386	13,576	13,948	14,216		14,941
Number of non decent homes to date	7,265	7,075	6,703	6,435		5,710

Indicator description (including Regeneration Estates)	1st April 09 (Opening Balance)	QTR 1	QTR 2	QTR 3	QTR 4	Targets (09/10)
NI 158: % of non decent homes	41.42%	40.59%	38.96%	37.04%		
KOI 1: number of homes made decent in the period		190	372	439		1,555
Number of decent homes to date	13,386	13,576	13,948	14,216		14,941
Number of non decent homes to date	9,465	9,275	8,903	8,635		

**YTD Outputs**

Cost Centre	Contract Area	Roofs	Windows	Kitchens	Bathrooms	Structural Repairs
X2002	Homerton	308	311	66	66	277
X2003	Shoreditch A	21	20	273	273	21
X2004	Shoreditch B	381	374	222	222	428
X2006	Stoke Newington	310	130	199	199	130
X2005	North East	197	197	185	185	197
X2007	Street Properties	41	41	87	87	1
	<b>Total</b>	<b>1258</b>	<b>1073</b>	<b>1032</b>	<b>1032</b>	<b>1054</b>

Cost Centre/Contract Area	Budget	Contractual Commitment	% Committed	Budget Balance	Actual	Cedar Spend	% spent
X2002 / X2 Homerton / Stoke Newington	£13,149,727	£15,966,929	121%	-£2,817,202	£11,324,415		86%
X2005 North East	£8,381,226	£10,130,918	121%	-£1,749,692	£5,741,443		69%
X2003 / X2 Shoreditch A & B	£14,469,047	£18,235,931	126%	-£3,766,884	£13,576,294		94%
X2007 Street Properties (Mulalley)	£3,000,000	£3,366,420	112%	-£366,420	£2,982,976		99%
X2007 Street Properties (Connaught)	£1,000,000	£1,111,647	111%	-£111,647	Incl in Mulalley		
X6008 Additional Internal Programme	£5,138,000	Incl in N'Hoods		£5,138,000	Incl in N'Hoods		
Adjusted 08/09 Budget	-£803,000			-£803,000			
<b>Total</b>	<b>£44,335,000</b>	<b>£48,811,845</b>	<b>110%</b>	<b>-£4,476,845</b>	<b>£33,625,128</b>		<b>76%</b>

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<b>Title of Report:</b> <b>Hackney Homes Board Forward Plan</b>	
<b>Decision Making Body:</b> <b>Hackney Homes Board</b>	<b>Date:</b> 26th January 2010
<b>Classification:</b> For noting and Comment	<b>Report of:</b> Director Finance & Resources
<b>Item Previously considered at:</b> N/A	<b>On Which Date:</b> N/A
<b>Report Author:</b> <b>Tess Merrett</b>	<b>Appendices:</b> N/A

**Report Outline:**

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Paragraph: 1.0 - Summary of Report;</li> <li>• Paragraph: 2.0 Recommendation</li> </ul> |
|--|

If you have any questions about this report, please contact Tess Merrett on 020 8356 3432 or email [tess.merrett@hackneyhomes.org.uk](mailto:tess.merrett@hackneyhomes.org.uk)

**1.0 Summary**

As agreed by Board, attached is the current Board Forward Plan. The Plan does not include the standard standing items.

**2. Recommendation**

For noting.

## HACKNEY HOMES BOARD – FORWARD PLAN MARCH 10-APRIL 10

### HACKNEY HOMES BOARD – FORWARD PLAN MARCH 10-APRIL 10

<b>March 16</b>	<b>April 26</b>
Resident Board Member Elections 2010	Strategic Plan
Independent Board Member appointments 2010	Employee Engagement (what action is being taken to address the outcomes of the staff survey)
Budget 2010/11	Designing crime out of Hackney Homes estates- S Whelan
KPI Quarter 3 (Dec)	
ASB Policy	
Gas servicing update	
Fire Risk Assessment update	
ICT Strategy & Project Excellence Update <i>(Project Excellence (what is the status of this key business activity))</i>	
Risk Map	
ETRA Review	
Board Member Investigation Procedures	
Tenant Satisfaction Survey	

Reports to be circulated outside meeting

Inspection update	Recommendations
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