

**HACKNEY HOMES Ltd
Board Meeting**

Monday, 26th April 2010 at 6.30pm to 7.40pm

**The Chief Executive's Conference Room, 1st 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

Tom Tyson

Hackney Homes Executive Team:

Charlotte Graves (Chief Executive)
Neil Isaac (Director of Finance & Resources)
Neehara Wijeyesekera (Interim Head of Resident Services)
Judith Morrison (Head of Leasehold and Right to Buy)
Jim Paterson (Head of Building Maintenance)
Chris Tabi (Interim Head of Estate Environment)
Jonathan Oxlade (Head of Asset Management)
John Ferman (Pathmeads)
David Saxon (Mouchel)
Elliot Brooks (Pinnacle)

Hackney Homes Officers:

Sunil Desai
John Newton
Trish Hail
Odile Anderson
Simon Donovan
Clive Taber
Martin Weaver

Stakeholder Representatives:

Karen Alcock
Tom Price
Tim Shields
Steve Douglas
Carol Hinvest
Michelle Patterson
James Probett
George Magson
Tom McCourt

Contact:**Governance Team****020 8356 3432/2264/4225****Governance.team@Hackneyhomes.org.uk**

HACKNEY HOMES Ltd Board Meeting 54

Monday, 26th April 2010 at 6.30pm to 7.40pm

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1st 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		Information	2 mins	6:33-6:35
4.	Chair	Minutes of 16 th March 2010 (Part A) and Matters Arising	1-10	Decision	5 mins	6:35-6:40
5.	C. Taber	Enhanced Tenant & Resident Association Meetings Review	11-24	Decision	10 mins	6:40-6:50
6.	G. Magson/Tom McCourt LBH	Seamless public realm programme		Presentation	15 mins	6.50-7.05
7.	C. Graves	Chief Executive's Report - Strategic Overview	25-30	Information	10 mins	7:05-7:15
8.	T. Hail	Project Excellence Update	31-38	Information	10 mins	7:15-7:25
9.	Simon Donovan	Progress on Manor House Development Trust	39-45	Information	5 mins	7:25-7:30

10.	M. Weaver	Fire Risk Assessments Update.	46-51	Information	5 mins	7:30-7:35
11.	Chair	Any Other Business		Information	5 mins	7:35-7:40

Future Board meetings.

- Monday, 14th June 2010
- Tuesday, 27th July 2010
- Monday, 20th September 2010-**Board/AGM**



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 March 2010 at 6.30 PM

Present	Board Members Rupert Tyson (Chair) Alice Burke (Vice-Chair) Joel Gordon Terry Edwards David Larkin Marie Photiou Pam Lockley Feryal Demirci	Hackney Homes Officers Charlotte Graves Neil Isaac Neehara Wijeyesekera Sunil Desai Tom Hogan Jim Paterson	Stakeholder Representatives (Hackney Council) James Probett Partners David Saxon (Mouchel) (Part) Members of the Public Lauren Cockbill Feedback (Part of the National Housing Federation) Euan Ramsey
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	Part A – Open to the Public	Action	Date
1. Welcome and Introductions Apologies	<p>The Chair welcomed everyone to the meeting.</p> <p>Karen Dodds, Linda Kelly, Jonathan McShane, Audrey Villas, Andrew McMillan, Tom Tyson, Samantha Lloyd, Afolassade Bright, Elliot Brooks, John Ferman</p> <p>As only one Council Board member was present, the meeting was not quorate but it was agreed by those present to continue with the meeting and any</p>		



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	decision items would be dealt with electronically.		
2. Declarations of Interests	None.		
3. Questions received from the public	The Board noted the response to Jon Sheldon. Tess Merrett said she would visit some more Community Halls in the borough to assess them for suitability to hold Board meetings.		
4. Minutes of the meeting held on Monday, 26 January 2010 Matters arising	The minutes of the meeting held on 26 January 2010 were agreed as a true record and signed accordingly. There were no matters arising.		
5. Tenant Satisfaction Survey	Euan Ramsey from Feedback, part of the National Housing Federation, presented the findings from the 2009 Tenant Satisfaction Survey. The Board asked whether it would be possible to take back in-house underperforming Tenant Management Organisations (TMOs). Charlotte Graves said it would be possible but that the Hackney Homes and the Council preferred to work with the TMOs to improve performance. The residents themselves decided on whether to maintain the TMO as they were required to vote on the matter periodically. The Board asked whether the negative TMO responses influenced the overall findings. Euan Ramsey confirmed that the TMO responses were included in the overall satisfaction results and these were useful in highlighting areas for		

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	<p>improvement. David Saxon said that the partners were working more closely with TMOs on complex matters such as ASB, rent collection and voids management which should then influence satisfaction levels.</p> <p>Neehara Wijeyesekera said that officers were proactively assessing the capabilities of TMOs to carry out certain services and then the TMO contracts could be re-negotiated appropriately. The Board asked that Hackney Homes provided any identified support to TMOs in a timely fashion as if TMOs were under performing it was the residents who suffered.</p> <p>The Board also noted that some TMOs were outperforming Hackney Homes in some areas and we should look to take some lessons from this.</p> <p>Charlotte Graves said that it was important to note that Hackney Homes had maintained the same level of satisfaction as achieved in 2008 but had done so whilst making £4.5 million worth of savings.</p> <p>Charlotte Graves thanked Euan Ramsey for the presentation.</p>		
<p>6. Chief Executive's Report – Strategic Overview</p>	<p>Charlotte Graves introduced the report and highlighted</p> <ul style="list-style-type: none"> • The success of the Gas Safety Team as being recognised by the Audit Commission as an area of strength. • The strategic relationship with the Council was good • Some west London ALMOs were being taken back in by their sponsoring Councils • A relatively strong financial position. <p>The Board asked how the questions for the leaseholder survey had been set and whether Hackney Homes had approached individual leaseholders such as</p>		

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	<p>Jon Sheldon for input. Tom Hogan said that for benchmarking purposes, the same questions were used this year as last year.</p> <p>The Board asked when the leaseholder service charge invoices would be sent out. Neehara Wijeyesekera said that the estimated service charge invoices would be sent out by the end of March.</p> <p>Charlotte Graves said a report from the Manor House Development Trust which was based at Woodberry Down would be brought to the next meeting.</p> <p>The Board asked if more attention could be paid to terminology in reports so that excessive hyperbole was avoided.</p> <p>The Board noted the report.</p>	C Graves	26.4.10
<p>9. Business Critical Performance Summary Quarter 3</p>	<p>The Board agreed to take Agenda item 9 next.</p> <p>Neil Isaac introduced the report and highlighted the key areas. The Board queried why residents were refusing to have new door entry systems fitted. Charlotte Graves said that this had recently become an issue. Many new systems had successfully been consulted upon and fitted but recently there had been issues with residents who were adamant that they did not want a new system and therefore where that was the case, installation had been put on hold until re-consultation had taken place.</p> <p>The Board queried the Decent Homes indicator. Neil Isaac said that the definition of Decent Homes had changed. Previously, any properties earmarked for demolition were taken out of the Decent Homes definition but now they were counted as non-Decent. The local area indicator had already</p>		

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	<p>been set which meant that this target would be missed. However, the matter had been widely communicated to ensure that all stakeholders and interested parties were aware of the issue. The matter affected all local authorities but as Hackney had a bigger demolition programme, the change in definition affected us more than most.</p> <p>Alice Burke said that as Chair of HR Committee she met monthly with the Head of HR and a considerable amount of work had been undertaken on managing the long term sickness levels. A marked improvement would be seen in the Indicators next year.</p> <p>The Board asked that officers ensured that the improvements in the stage one complaints remained consistent and that a further analysis of complaints be reported on in the Annual Complaints report.</p>	<p>N Isaac/A Jarosy</p>	
<p>10. Resident Board Member Elections 2010.</p>	<p>The Board noted that Audrey Villas had volunteered to step down under the rotation rules.</p> <p>The Board noted the timetable and process for the Resident Board Member elections for 2010.</p>		
<p>11. Independent Board Member Appointment 2010.</p>	<p>Marie Photiou formally indicated that she would resign from the Board in September 2010.</p> <p>The Board noted the timetable and process for the Independent Board Member Appointment.</p>		

<p>7. Budget 2010/11</p>	<p>Neil Isaac introduced the report and said that the budget had delivered all the savings set by the Board. The Audit & Finance Committee had reviewed the budget and was commending it to the Board.</p> <p>The Board queried the use of the word maximum in paragraph 1.2 of the Report. Neil Isaac said that Hackney Homes was not able to make a profit from the management fee. i.e. if there was any underspend on the management fee, the management fee was reduced commensurately.</p> <p>The Board asked for assurances that the repairs monitoring would ensure that there would not be any significant unforeseen expenditure. Neil Isaac said that the repairs monitoring process was now more robust which ensured confidence in the process.</p> <p>In respect of Service Level Agreements, the Board asked if there was any bench marking information. Neil Isaac said that there was some benchmarking information through Housemark and officers were currently analysing this.</p> <p>The Board members present approved the Budget. Tess Merrett would circulate this minute to those Board members not present and seek electronic approval from them.</p>		
<p>8. Domestic Violence and Hate Crime Policies</p>	<p>Tom Hogan introduced the reports. The Board said that the policies were very thorough but asked if there was any simplified information available for residents. Tom Hogan said that a suite of leaflets was produced alongside policies which explained everything in a simplified form. Furthermore, the computer system now guided staff through the processes. The Board asked that Managers and staff be properly trained to ensure they understood the</p>		



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processes. David Saxon said that a considerable amount of training had been undertaken with staff and Hackney Homes staff worked closely with the Council to resolve issues. The Board asked if Hackney Homes had adequate resources to investigate all cases. David Saxon said that Officers ensured that there were sufficient staff resources available particularly at known stress times such as Monday mornings.

Tom Hogan said that there were many other related issues such as child abuse and neglect connected with Domestic Violence and Hate Crimes and Hackney Homes worked alongside Social Services to ensure that all the links were maintained.

The Board asked whether due regard had been given to the Safeguarding Policy and also asked if all staff were CRB checked.

Tom Hogan said that Hackney Homes was not required to carry out CRB checks on all staff but officers were seeking legal advice on the changing regulations. In respect of the safeguarding policy, staff had been trained on this. Officers would review CRB over the coming year.

The Board asked if publicity on these policies would be distributed to places such as doctors' surgeries. Tom Hogan said it would and there had been other publicity around these matters such as a white ribbon day held recently.

The Board asked how Hackney Homes controlled the provision of emergency accommodation. David Saxon said that Hackney Homes worked closely with the Council on this and emergency accommodation was often provided out of borough. Residents moved into temporary accommodation as a result of domestic violence or hate crime were classed as high priority on the housing



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	<p>list.</p> <p>The Board members present approved the policies and Tess Merrett would circulate this minute to those Board members not present at the meeting and ask for electronic approval.</p>		
<p>12. AOB</p>	<p>Alice Burke drew the Board's attention to the excellent service provided by the emergency team following the recent gas explosion on the Nightingale Estate. She also commended Charlotte Graves for her attendance at the incident.</p> <p>However, it was reported that since the gas explosion, tenants were concerned that as leaseholders were not required to undertake gas safety checks at their properties, this could pose a risk to safety on the estates. Would it be possible to make gas safety checks compulsory for leaseholders? Charlotte Graves said that she would seek some further legal advice on this and report back to Board in April. Charlotte Graves also said that following Hackney Homes' decision to fit carbon monoxide meters in all flats, unsafe appliances, such as cookers, were coming to light and contractors were having to disconnect these unsafe appliances on safety grounds. Charlotte Graves also commended Alice Burke and her luncheon club for all the hard work they put in on the day of the incident.</p> <p>Terry Edwards agreed that the emergency team had provided an excellent service.</p> <p>David Larkin asked officers to investigate why the post of Turkish Advice Worker was being cut in Stoke Newington. David Larkin also asked about the transition period for the housing management contracts being brought back in house. Charlotte Graves said that the Cabinet decision on the housing</p>	<p>C Graves</p>	<p>26.4.10</p>



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management contracts had been called in by the Overview and Scrutiny Board. This was due to meet on Thursday 18 March and until that Board had met, Hackney Homes could not begin discussions about the transition period. Rupert Tyson asked Tess Merrett to write to Gary Penticost on behalf of the Board to thank him for all his hard work for Hackney Council and Hackney Homes over the last 30 years.

The meeting closed at 8.30 pm.

Date of next meeting Monday 26 April 2010.

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

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Title of Report: Enhanced Tenant & Resident Association Meetings Review	
Decision Making Body Hackney Homes Board	Date: 26 April 2010
Classification: For Decision/Recommendation	Report of: Head of Resident Services
Item Previously considered at: Resident Liaison Group	On which date: 30 October 2008, June 2009, 12 November 2009 & 3 March 2010
Report Author: Clive Taber, Resident Services	Appendices: Appendix 1 – Feedback from Neighbourhood Panels Appendix 2 – ETRA Survey Report Appendix 3 – ETRA Enquiry Form & model agenda

Report Outline:

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to Board**
- **Paragraph: 3.0 – Background**
- **Paragraph: 4.0 - Findings and Recommendations of the Enhanced Tenants & Residents Association Meeting Review**
- **Paragraph: 5.0 – Impact upon The Hackney Homes Strategic Plan**
- **Paragraph: 6.0 - Impact upon the Hackney Risk Register**
- **Paragraph: 7.0 – Equalities and Diversity Implications**
- **Paragraph: 8.0 - Financial Implications**
- **Paragraph: 9.0 - Human Resources Implications**

If you have any questions about this report, please contact Clive Taber on 0208 356 2058 or email clive.taber@hackneyhomes.org.uk

1.0 SUMMARY OF REPORT

1.1 This paper describes the detailed consultation process and format of the ETRA Review and sets out a series of recommendations aimed at improving the outcomes produced by the ETRA arrangements. In addition to consultation with residents the views of the Resident Liaison Group and key stakeholders such as the Council have been taken into account in producing the final recommendations. The Board will need to consider the recommendations in the report and approve these for officers to implement.

2.0 RECOMMENDATION

2.1 That the Board approves the recommendations set out in section 4.7.

3.0 BACKGROUND

- 3.1 In September 2007 the new ETRA meetings were established with the estate managers being the main liaison point on estate based issues. As part of the consultation process and the establishment of the ETRA system it was decided that after the system had been operating for over a year a review would be carried out to measure its effectiveness.
- 3.2 The change from Estate Committees freed up a large amount of resources that were tied up with the cumbersome administrative process of servicing some 78 committees. The resources freed up were used to provide greater support to TRAs and providing a far greater range of alternative ways for residents to engage with Hackney Homes. In addition the officer time freed up has helped service improvements to be made across Hackney Homes.
- 3.3 The review process was commenced in January 2009.
- 3.4 The details of actions undertaken and timings are set out in the table below:

Action	Timing	Status
Discussions with Neighbourhood Panels	January - April 2009	Complete
Feedback from AC Report	February 2009	Complete
Discussions with Councillors	May 2009	Complete
Discussions with Estate Managers	June 2009	Complete
Survey to all TRAs	July - August 2009	Complete
Views from Alternative Forms of Engagements/ Non-TRA Residents	August 2009	Complete
Discussions with key HH service/ Departments and Members support	September 2009	Complete
Meeting with Cabinet Members	September 2009	Complete
Follow Up Meeting with Councillors	September 2009	Complete
Consideration of outcomes and proposals by Hackney Homes Executive Team	Sept/October 2009	Complete
Report to RLG on outcomes	November 2009	Complete
Consideration of outcomes and proposals by Hackney Homes Board	April 2010	To be done
Implementation of changes	May 2010 onwards	To be done

4.0 THE ETRA REVIEW FINDINGS AND RECOMMENDATIONS

4.1 Feedback from Panels

- 4.1.1 The notes of Panel feedback are attached as Appendix 1. The feedback from the Panels differed slightly from Panel to Panel but there were a number of key findings that emerged. These were as follows:
- 4.1.2 That Estate Managers were not empowered to get things done and there was a lack of support from other services to enable Estate Managers to respond effectively to the issues raised at ETRA meetings.

- 4.1.3 Items raised at the ETRA meetings do not get done and responses not being received from other departments. The biggest single area of concern was Communal repairs.
- 4.1.4 View that there was no management of issues or checking that items are completed satisfactory by service departments.
- 4.1.5 Lack of responses and follow-up of items raised on walkabouts.
- 4.1.6 The quality of Estate Managers varies considerably and some are not efficient enough and do not undertake role properly including chasing up issues effectively.
- 4.1.7 Frequent changes in Estate Managers leads to a lack of continuity and lack of knowledge of their estates and issues.
- 4.1.8 Clarification required of Estate Management role/function.
- 4.1.9 Lack of management and clienting of the ETRA process and service being delivered.
- 4.1.10 Unable to get managers from other services (not housing management) to attend meetings and respond to issues.
- 4.1.11 Lack of attendance by Councillors.
- 4.1.12 Administration required by TRAs under this system is too much for some TRAs and more assistance could be provided e.g. agenda production/ distribution.
- 4.1.13 Lack of responsiveness to actions leads resident representatives to question value in attending.

4.2 TRA Survey Findings

- 4.2.1 The views of Panels were taken into account when devising the survey questionnaire. A total of 28 TRAs responded to the survey, the response rate was 32%. Just over half of those responding (52%) were dissatisfied with the ETRA process and a third (30%) were satisfied with the process. A copy of the report is attached as Appendix 2.
- 4.2.1 43% were dissatisfied with the way neighbourhood offices deal with ETRA matters whilst 36% were satisfied. The main reasons why they were satisfied were - follows up issues raised and completes ETRA Enquiry form on the night, understands issues on estates/same estate manager and easy to contact. When asked why they were dissatisfied respondents said the main reasons were - does not ensure response to TRA within 15 days, does not follow up issues raised, does not understand issues on estates.
- 4.2.2 Over half of respondents were dissatisfied with Communal repairs (56%) and 26% were satisfied. The main reasons for being satisfied were - works agreed were carried out and good quality of work. The main reasons for being dissatisfied were - works agreed were not carried out, responses not provided within 15 days, explanations are not given as to why works are not carried out and poor quality of work.
- 4.2.3 Nearly two thirds (64%) were satisfied with estate cleaning and only 12% were dissatisfied. The main reasons for being satisfied were - good quality of cleaning, works agreed carried out and quality of cleaning improved when issues raised.

Main reasons for being dissatisfied were - works not carried out and explanations not given as to why.

- 4.2.4 Nearly half (46%) of respondents were dissatisfied with grounds maintenance and a quarter (26%) were satisfied. The main reasons for being satisfied were -works are carried out, good quality work and explanations given why works cannot be carried out. The main reasons for being dissatisfied were - response not being provided within 15 days, works not carried out and poor quality of work.
- 4.2.5 42% of respondents were dissatisfied with the current ETRA arrangements and just over a quarter (26%) was satisfied. The main reasons for being satisfied were - better feedback on issues raised, arrangements work well and gives TRA's more independence. The main reasons for dissatisfaction were - problems are not resolved and problems are not escalated.
- 4.2.6 On general matters over three quarters (78%) indicated that the small administration grants provided are helpful. Just under three quarters (73%) feel there is duplication between estate walkabouts and ETRA meetings. The top three improvements suggested by respondents are quicker responses/issues being resolved, more attendance at ETAs (assume officers) and better communication.

4.3 Feedback from Councillors

- 4.3.1 The feedback from Councillors is set out below:
- 4.3.2 Councillors were concerned at the ETRA arrangements that there were no full minutes circulated, agenda circulation and notifications of meetings. That the arrangements that should be in place e.g. completion of ETRA enquiry form are not always done.
- 4.3.3 It was felt too much onus placed on TRAs to publicise meetings, send out agendas, etc. The new style meeting places an extra burden on Councillors.
- 4.3.4 That there was a lack of support from other Hackney Homes services for estate managers. That the system relies too heavily on the estate managers and they are not provided with the information from other departments if the jobs can not be done or there are delays.
- 4.3.5 There is a high turnover of estate managers, the quality varies and there is a lack of training and clarity as to their role. Estate Managers lack ownership of issues and state they are just passing matters on.
- 4.3.6 There is a lack of follow up on actions not undertaken and as many of these are the responsibility of other HH services it is difficult for the estate manager to deal with these.
- 4.3.7 There is no effective escalation process for actions not undertaken and there is a lack of officers from other services attending ETRA meetings so it is not possible to discuss why these have not been done.
- 4.3.8 It was felt that estate managers are overwhelmed and cannot cope with this role.
- 4.3.9 Councillors felt there needed to be more administrative support for them in terms of meeting notifications, receipt of agendas and minutes. That more support is needed to be given to the TRAs to manage these meetings effectively.

4.4 Estate Managers' views

- 4.4.1 Expectation that the Estate Manager (EM) is to chair meetings; additionally, an expectation that the EM will answer a wide variety of questions that come up at meeting.
- 4.4.2 Resident Participation Officer (RPO) is no longer in attendance – this should be reconsidered.
- 4.4.3 HH need to send more officers to ETRA meetings – consider sending service department representatives.
- 4.4.4 As EMs are the only HH officers in attendance, they are effectively left to be responsible for any issues that come up. This leads to the situation that EMs are being overloaded with emails which they can't answer.
- 4.4.5 In many instances the EM will attempt to invite HH officers without any response.
- 4.4.6 Issue of three month delay between meetings – by the time the next meeting occurs, the problem identified in the previous meeting has either been resolved or has now escalated into a more serious issue.
- 4.4.7 The old system involved the service department naming “link officers” within their team – these officers were designated as links for addressing resident problems. Now, without these officers, small problems are seemingly very difficult to resolve.
- 4.4.8 Issue of timescale in filling out Enquiry Forms: meeting will occur late at night and by next day the EM is expected to submit the Enquiry Form. This process needs to be reconsidered and perhaps enlarged to a 48 hour requirement.
- 4.4.9 Perception of ETRA meetings: With Regeneration meetings, many HH officers will attend, yet for ETRAs no officers attend. Therefore, often residents avoid the ETRA and instead go to a Regeneration / Panel meeting to have issues meaningfully addressed.
- 4.4.10 Is there a protocol for operating ETRA meetings? Could we have some publication that lists the duties of the EM – i.e. setting out to TRAs exactly what their EM can / can't do?
- 4.4.11 As soon as an EM takes on an issue, they are expected to resolve it. The EM will pass issue onto the Repairs Call Centre (RCC) for example – but the resident repeatedly asks why it has not been done and, if and when an issue escalates, the view is that it is a failure in the EM's duties.
- 4.4.12 RCC: There is no urgency in RCC carrying out the work as they are not fronting the issue.
- 4.4.13 HH officers of service areas that are relevant to the issues existent on the estate should attend.
- 4.4.14 Chairs TRAs: Some Chairs have more authority seemingly than the TRA. They represent a “buck in the trend” – they shouldn't be allowed to do this. Everything should go through the ETRA process as it doesn't look good to other residents when they see other estates having the clout to get HH officers to do things the EM cannot.

4.4.15 Councillors: Cllrs attending meetings will then write a Member's Enquiry based on what they heard and submit it to HH for response. This frustrates the process as it duplicates enquiries.

4.4.16 EMs felt that the response they received from the RCC can vary in degrees of helpfulness and if the RCC can't repair an item they should be more helpful in directing the EM to an appropriate alternative.

4.5 Property Services Staff views

4.5.1 They felt there was a lack of clarity about their role and requirements in the process. This is in relation to communal repairs as the processes are not as clearly defined as for example internal repairs are. Not clear when it is a repair that should go into a programme or dealt with under the 184 process or should just be done as straight forward reactive repair.

4.5.2 It was felt there was a lack of clarity as to where to send responses too.

4.5.3 Many requests that come through lack the necessary detail to enable the work to be undertaken and the job does not get done. Felt that estate managers should use the Saffron system more to check progress.

4.5.4 They felt that estate managers were not aware of the cost implications and the budgetary issues that affect the requests being made from the ETRA meetings, and that residents are not made aware of these budgetary issues.

4.5.5 Larger communal repair works should be picked up by the 184 process but this does not happen in a number cases.

4.5.6 Where standard repairs are costly e.g. high level glass repairs try to group these together and do in a group and any delay needs to be communicated to residents.

4.5.7 Residents sometimes reluctant to use Estate Improvement Budget (EIB) or 184 budgets on communal repairs which are what they are meant for.

4.5.8 There is no clear route about how items being put into planned maintenance programmes are dealt with and feedback given to residents.

4.5.9 Generally it was felt there was a lack of a clear process on how to deal with communal repair issues e.g. should the job be done now and time scales or put in future programmes.

4.6 Summary of Findings

4.6.1 Most dissatisfaction revolves around communal repair issues. There is lack of clarity within Hackney Homes about how communal repair issues are handled e.g. to do now or put in a programme.

4.6.2 There is a lack of clarity about how communal repairs are managed, if they do not get done or are not done properly there is no accountable manager to follow up and no effective escalation process. The time scales for completing various jobs are unclear.

4.6.3 There is no identified person for estate managers to contact on communal repair issues and get informed feedback as to any delays or problems with jobs. There is a difficulty in getting details if jobs are placed in future planned programmes e.g.

when will the work be done. That the only contact point estate managers have is the RCC and if they can not help no further assistance is provided.

- 4.6.4 There are issues around the quality of communal repairs and how the quality is monitored.
- 4.6.5 That the ETRA process and the estate walkabouts duplicate each other and if Hackney Homes was more responsive to the issues raised on walkabouts the system would work much more effectively.
- 4.6.6 There is a lack of team working between HH services which does expose estate managers as the frontline staff for ETRA meetings as they are unable to respond effectively at meetings without the necessary information. Working arrangements are not geared and prioritised to the ETRA process and the need to get actions done and/or explain why they can not be done.
- 4.6.7 There is a lack of an effective escalation process to ensure that the minority of actions that do not get done are dealt with.
- 4.6.8 The quality of estate managers varies considerably with some requiring improvement. There is, in some areas, a high turnover of estate managers that results in a lack of continuity and knowledge of estates and issues.
- 4.6.9 The estate management function is not formally defined and there is a lack of clarity of what is expected. The level of training for estate managers is insufficient.
- 4.6.10 Councillors are unhappy with the level of administrative support provided to them by Hackney Homes in terms of dates of meetings agendas, etc.
- 4.6.11 That ETRA dates are sometimes clashing with key Council meetings and this prevents councillors from attending and providing help to TRAs.
- 4.6.12 ETAs feel the level of support from Hackney Homes is insufficient in administrative terms and difficult to get key officers to attend meetings.
- 4.6.13 There was a view expressed that we should re-establish estate committees. This was looked at and it was felt this was not a realistic option due to the costs involved and given the need to make budgetary savings such a move would require substantial savings in other parts of the organisation that would adversely affect service provision. In addition it was not clear how such a move would remedy the issues currently causing dissatisfaction.
- 4.6.14 The new resident participation arrangements included expansion of alternative ways residents can engage with Hackney Homes. These have enabled Hackney Homes to reach out to residents who previously did not engage with Hackney Homes and enables their views to be heard.

4.7 Proposals/Recommendations

- 4.7.1 That Hackney Homes Property Services put in place a clear process to respond effectively to communal repairs along with named managers who are accountable for communal repair performance including quality.
- 4.7.2 That the process and budgetary issues affecting communal repairs are communicated effectively both internally and externally. This needs to give clarity to residents about the communal repairs they can expect to be done and those that would need to be put in a long term programme along with an expected date (year).

- 4.7.3 A programme of training and development to be set up to improve team working between the various Hackney Homes departments involved in the delivery of services to estates.
- 4.7.4 There needs to be a clear escalation processes within each service so that actions not undertaken are dealt with and the causes for the delay identified and tackled.
- 4.7.5 The estate management function needs to be formally defined and all services need to buy into this. Services need to recognise the importance of the estate manager ETRA role and treat requests from ETAs/Estate Managers accordingly. There needs to be an empowerment of estate managers.
- 4.7.6 Estate Managers need to be given sufficient training and there is a need to ensure that all estate managers are capable of undertaking the role required.
- 4.7.7 Greater continuity of estate management attendance to facilitate efficient and purposeful meetings,
- 4.7.8 The role of Councillors at ETRA meetings needs to be valued and enhanced.
- 4.7.9 ETAs to be offered more training and support in terms of publicising meetings and notification to councillors. Where ETAs require greater support Hackney Homes will look to provide this. Resident Services to coordinate the dates of ETRA meetings for next year.
- 4.7.10 Hackney Homes will look to establish a pool of local people willing and able to undertake the ETRA administration role e.g. producing agendas, notes of meetings etc paid for by ETAs out of the administration grant. This would be a great opportunity of giving local people valuable work experience as an added benefit.
- 4.7.11 Discussions to be held with ETAs about the more effective utilisation of available monies – EIB, 184 and aerial mast money.
- 4.7.12 That Hackney Homes and ETAs work together to set ETRA dates that avoid clashes key Council meetings and receipt of small administrative grants to be subject to agreement on dates.
- 4.8 The Resident Liaison Group at its meeting of 3 March 2010 when considering the above recommendations expressed the view that these meetings were ETRA meetings and that the ETAs should decide on dates and the onus should be on others who wish to attend to fit in with those dates. The RLG asked for the Board to be made aware of their feeling on this issue.
- 4.9 The Council have expressed the view that it is vitally important and beneficial for residents that Councillors are able to play a key role in estate forums such as the ETRA meetings. Therefore, the issue of dates not clashing with key Council meetings is critical in enabling Councillors to fulfil this role. The Council is looking for a firm commitment on the issue of dates.
- 4.10 For information Appendix 3 contains the ETRA Enquiry form completed by the estate manager of actions requested at the meeting and a model agenda for ETRA guidance that they can adopt.

5.0 Impact on Hackney Homes Strategic Plan

- 5.1 The ETRA Review is a key piece of work to ensure resident engagement at estate level is effective in terms of influencing service delivery and driving up the quality of

services. The Tenants Services Authority (TSA) expects social housing organisations to engage effectively with tenants over service delivery issues and the recommendations in this report will assist Hackney Homes in meeting this requirement.

6.0 Impact on the Hackney Homes Risk Register

6.1 This will demonstrate partnership working with residents on service delivery issues which will enhance Hackney Homes prospects of getting 3 star status. This will help Hackney Homes meet the TSA requirements in this area as outlined in 5.1 above.

7.0 Equalities and Diversity Implications

7.1 The ETRA meetings are open to all residents on the estate and the constitution of TRA's place a duty on TRA's to promote equality and ensure they act in a non-discriminatory manner.

8.0 Financial Implications

8.1 The recommendations will require more staff resources to be devoted to the ETRA arrangements in order to assist with producing agendas, sending out notifications of meetings etc. As part of the Resident Services restructure staffing resources have been re-allocated to undertake this work and this will be achieved within existing resources. There will be a requirement for a significant amount of training and project work across Hackney Homes departments providing services to estates particularly in relation to estate management and communal repairs but it is considered that this can be met from existing budgets. In terms of estate management from 2011/12 this will be facilitated by the service being unified under a single management.

9.0 Human Resource Implications

9.1 As part of the Resident Service restructure a post has been created to help provide the cover required as set out in 8.1 above. The Property Services restructure includes the establishment of posts with specific responsibilities for communal repairs.

Appendix 1 – Feedback from Neighbourhood Panels

Central Panel

16/03/09

1. Felt ETRA questionnaire form should be sent out for TRA / Panels to consider. Did not want telephone survey. Hard to comment on survey as have not seen draft questions. Sceptical about telephone survey – many would not respond.
2. Lack of attendance by Councillors.
3. Feel lack of after attendance at ETRA meetings – only EM and cannot get other officers to attend, want attendance by individual officers at TRA meetings.
4. Same issues come up and nothing gets done. Services not being delivered – e.g. communal repairs.
5. Estate Managers turnover, frequently get different people.
6. Communal repairs – not being done and lack of response as to why.
7. Communication – timescales, delivery of service not provided.
8. When items not actioned it puts people off attending.
9. Badly constructed ETRA Enquiry Form.
10. New EM committed - frustrated as things not getting done, 'low down the pecking order'.
11. Lost role of Estate Champion.
12. Lack of support / clienting of Housing Management Partners (HMP) delivery to ensure consistent service.
13. Estate Managers (EMs) do not chase repairs sufficiently.
14. Should be no distinction between HH services – EMs do not have sufficient power – not enough authority over other services.
15. Level of grant too small. Problem of work required from TRAs under this system – e.g. agendas, etc.

Clapton Panel – 9/06/09

ETRA Consultation

1. Variable quality of Estate Managers
2. Issue of staffing levels at Lower Clapton Road (LCR) – keep under review.
3. Lack of feedback on actions put on Action List.
4. The Mount – actions not reported by EM – limit on number.
5. Jobs do not get done.
6. Attitudes of Estate Managers (Lea View House): “I am just a messenger”.
7. No empowerment of EM with other services.
8. Jobs not done correctly – 17 outstanding.
9. What is the point of attending these meetings?
10. Keir Hardie – poor Estate Manager.
11. Role of Estate Manager – act as they do not want to do anything. Not reporting jobs.
12. No response to walkabouts.
13. Tower Gardens – abandoned cars not being reported, same at Mount, Lea View, Keir Hardie.
14. Planned walkabout dates – these are set but no discussions with TRAs of dates. Walkabout structure/attendance needs to be worked at.
15. No management of EMs.
16. Carbonated copy form and the walkabout template not used.

Shoreditch Panel (31.03.09)

1. Estate Managers – ‘get a paper voice’, make sure they have a proper voice.
2. Problem of officer parking – Colville TRA.
3. Difficulties in getting agendas. Not sure how to produce agendas.
4. Should have officers at their meetings to counter all queries.
5. Lack of Cllr attendance.
6. Not happy that only EM attends.
7. Group meeting – a cross-borough meeting for ETRA residents to meet key officers.
8. Communal repairs not dealt with.
9. Estate Cleaning and Ground Maintenance – happy with these services.
10. Estate Managers – some good, some not.
11. Unhappy with the EIB.

Stamford Hill Panel 21 January 2009

ETRA – Review

1. Walkabouts not being followed up. Other services did not turn up. No results from walkabout.
2. Responses not being received from other services.
3. Woodberry Down residents are having no TRA meetings and have special issues.
4. Estate Managers not getting support from other service departments.
5. East Reservoir – not working. Other services not responding. Worked when had surveyor linked to NHO.
6. Who checks to see if walkabout jobs are done?
7. Nobody manages the process e.g. items raised at ETRA meetings and walkabouts.
8. Estate services Board not happening.

9. Given residents the ETRA but HH tells how they should be run.
10. Admin for TRAs is an issue.

MESH (Homerton) Panel
24 February 2009

1. That the ETRA system had worked satisfactorily.
2. Main concern of residents was new windows, kitchens and bathrooms and these were being delivered.
3. On the 184 budget HH should listen more to the views of residents.
4. Overall no major complaints about the ETRA system and the changes brought in enabled HH to access the £225 million Decent Homes funding.

Appendix 3

The ETRA enquiry form is attached as a separate document

Suggested Agenda for Enhanced TRA meeting

TRA:

Location:

Start Time:

No.	Item	Who is taking the item
1	Introductions	Chair
2	Update on Issues Raised at Last Meeting	Housing Manager
3	New Items These will be recorded on the ETRA enquiry form to be responded to.	All/Housing Manager
4	Environmental Improvement Budget Requests for EIB expenditure/update on requests made	All/Housing Manager
5	TRA issues	Chair & Committee
6	Any other business	
	Meeting to finish by:	

Additional appendices pages separately

Enhanced Tenant & Resident Association (ETRA) Survey Report Jul-09 to Aug-09

Category	Research
Issue Date	October 2009
Version Number	Final 1.0
Owner	Service Development Team
Directorate	Finance & Resources
Equality Impact Assessment Date	N/A
Approved By	Clive Taber
Approved Date	29-Oct-09

Contents

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Methodology	Page 3
Findings	Page 3
Appendices	Page 16

1 Overview

This report details the customer feedback from the Enhanced Tenant & Resident Association (ETRA) survey which was carried out in July and August 2009. The aim of the survey was to measure Tenant and Resident Associations satisfaction with the current ETRA system.

2 Methodology

2.1 Sample

The survey was sent to 87 Tenant and Resident Associations.

2.2 Method

The fieldwork for the survey was conducted between July and August 2009 using a postal self-completion approach.

2.3 Response rate

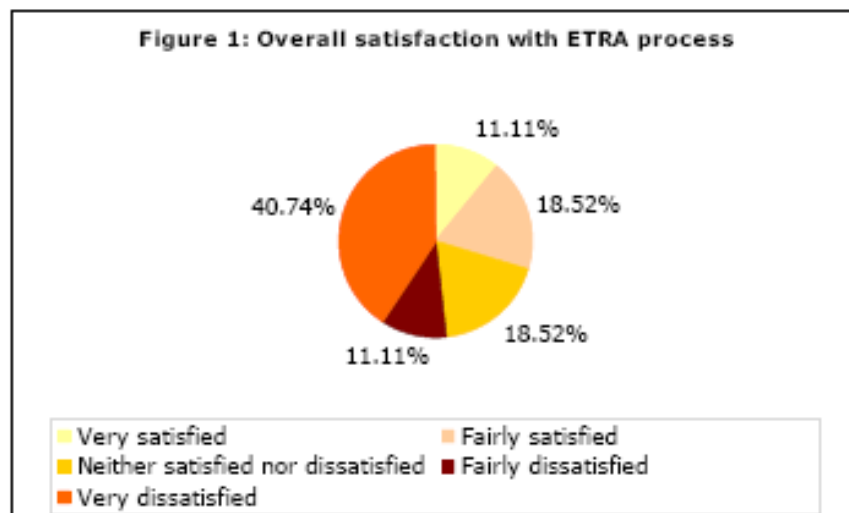
A total of 28 completed returns were received from the total sample of 87 Tenant and Resident Associations, giving a response rate of 32%.

2.4 Analysis

All percentages may not add exactly to 100% due to computer rounding or multiple responses.

3 Findings

3.1 Overall satisfaction with ETRA process



Base = 27 respondents

Figure 1 shows overall satisfaction with the ETRA process. A little over half (52%) are dissatisfied with the ETRA process, of which 41% are very dissatisfied, compared to one third (30%) who are satisfied.

3.2 Role played by Neighbourhood Office on ETRA matters

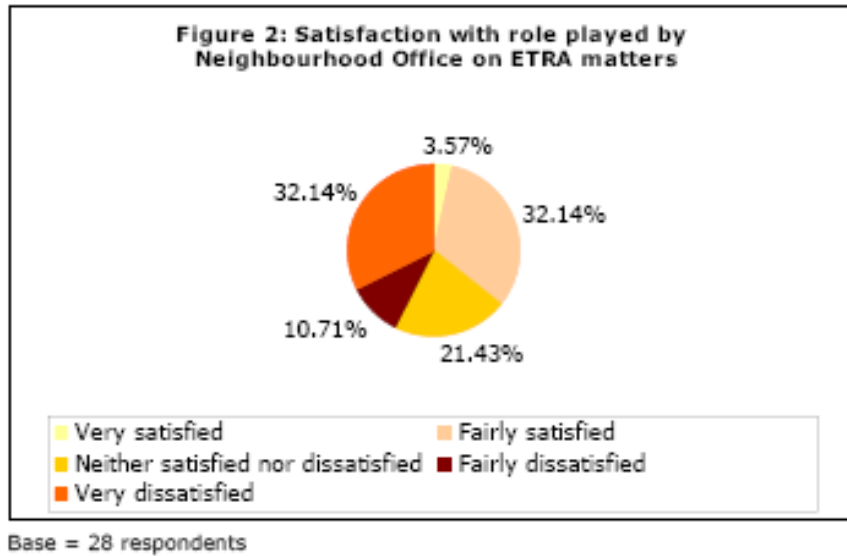
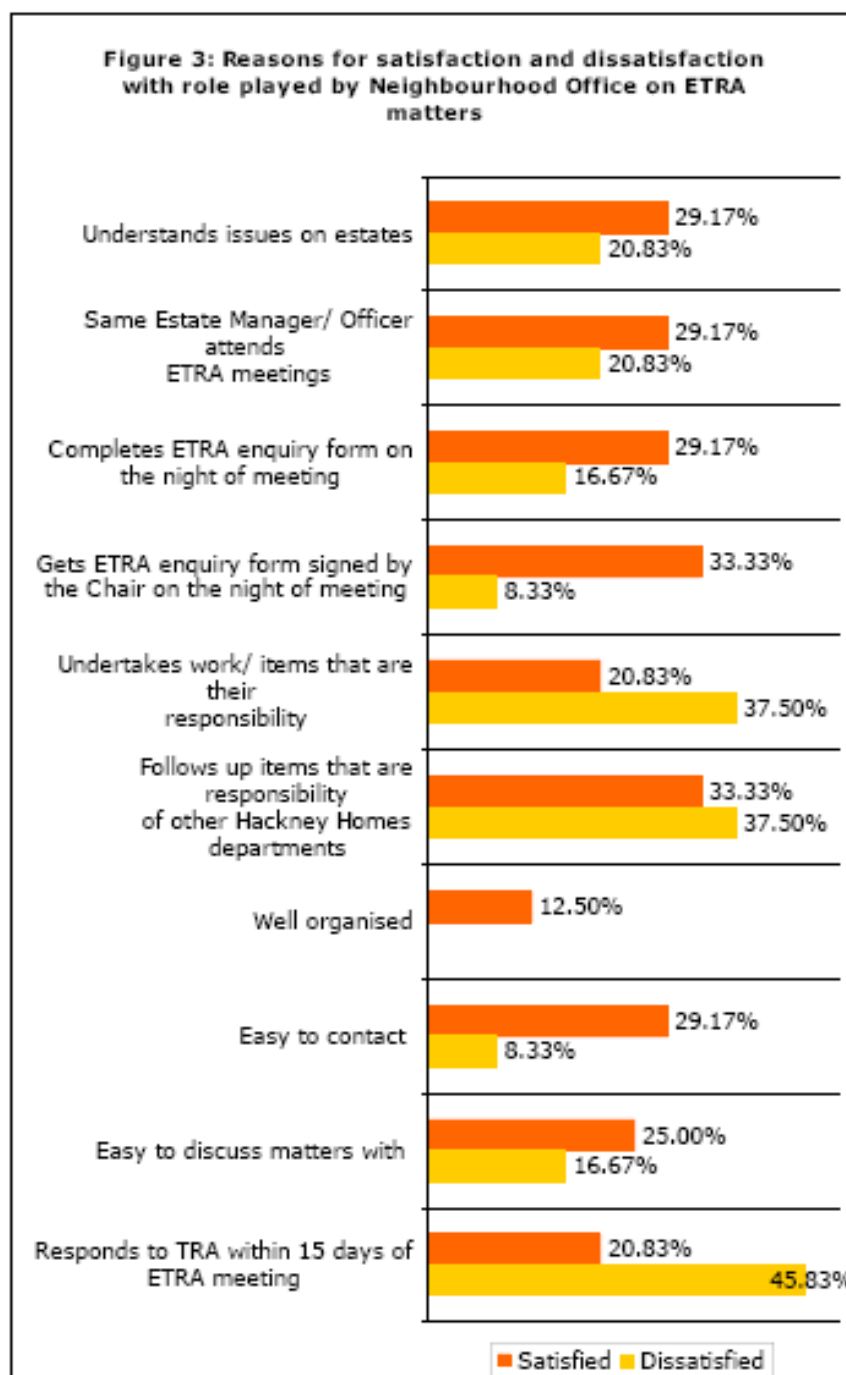


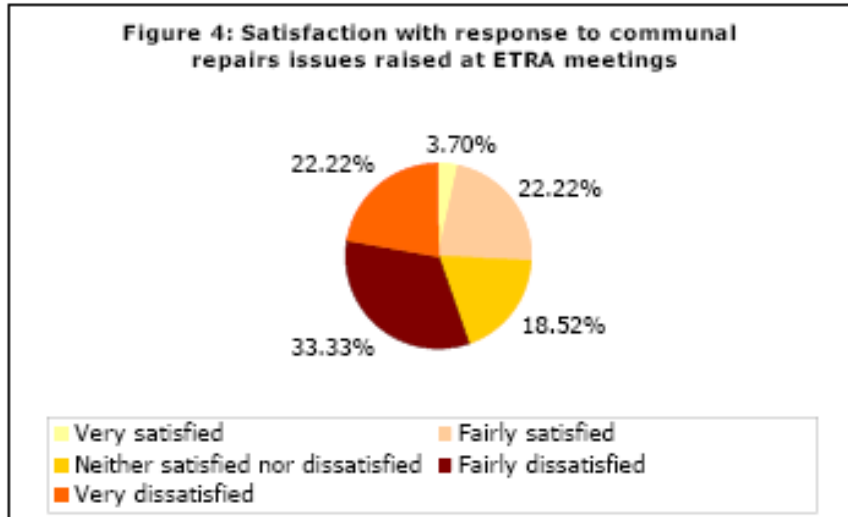
Figure 2 illustrates satisfaction with the role played by the Neighbourhood Office on ETRA matters. 43% are dissatisfied with the role played by the Neighbourhood Office on ETRA matters, compared to just over one third (36%) that are satisfied.



Base = 24 respondents (Note: respondents could indicate more than one response)

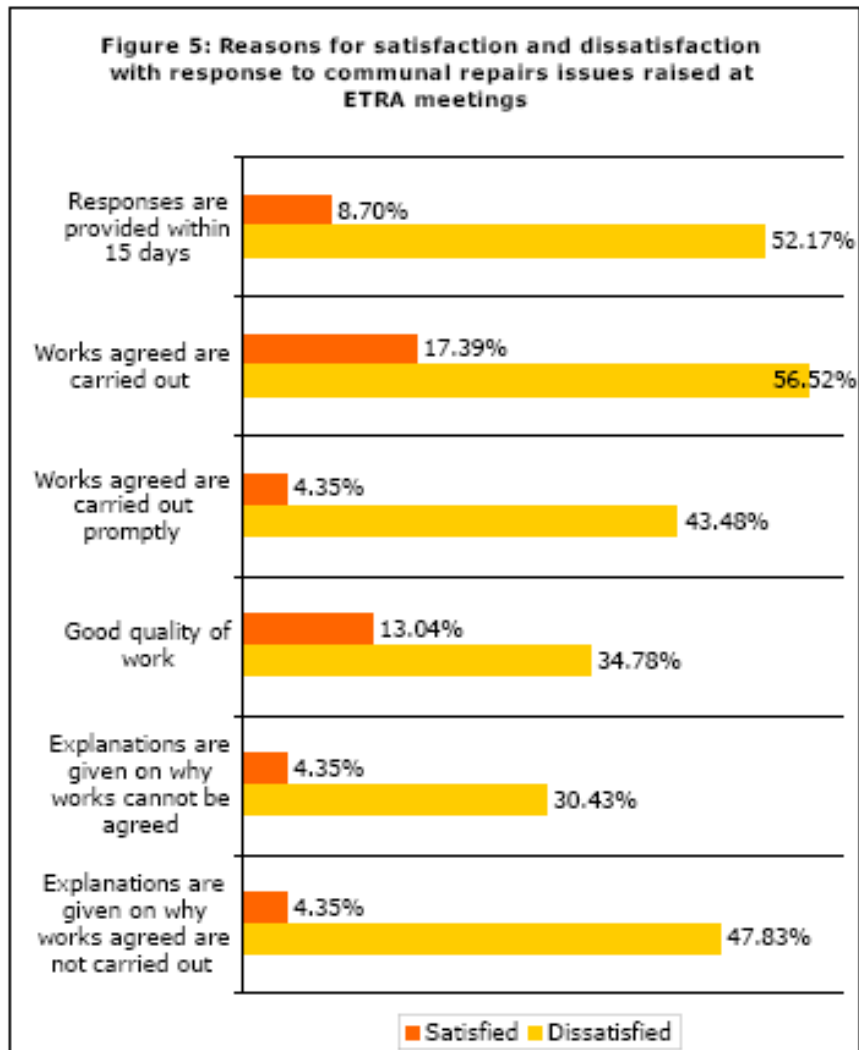
Figure 3 highlights reasons for satisfaction and dissatisfaction with the role played by the Neighbourhood Office on ETRA matters. The areas with highest net satisfaction include the ETRA enquiry form signed by the Chair on the night of meeting and being easy to contact (33.33% and 29.17% respectively). The dissatisfaction is the Neighbourhood Office does not ensure responses to TRAs within 15 days of the ETRA meeting (46%).

3.3 Communal repairs issues raised at ETRA meetings



Base= 17 respondents

Figure 4 illustrates satisfaction with the response to communal repairs issues raised at ETRA meetings. Over half (56%) are dissatisfied with the response to communal repairs issues raised at ETRA meetings, compared to over a quarter (26%) that are satisfied.



Base = 23 respondents (Note: respondents could indicate more than one response)

Figure 5 shows reasons for satisfaction and dissatisfaction with the response to communal repairs issues raised at the ETRA meetings. The majority indicate reasons for dissatisfaction, with over half indicating works agreed are not carried out (57%). Other reasons for dissatisfaction include responses not provided within 15 days and explanations not given on why works agreed are not carried out (52% and 48% respectively).

3.4 Estate cleaning issues raised at ETRA meetings

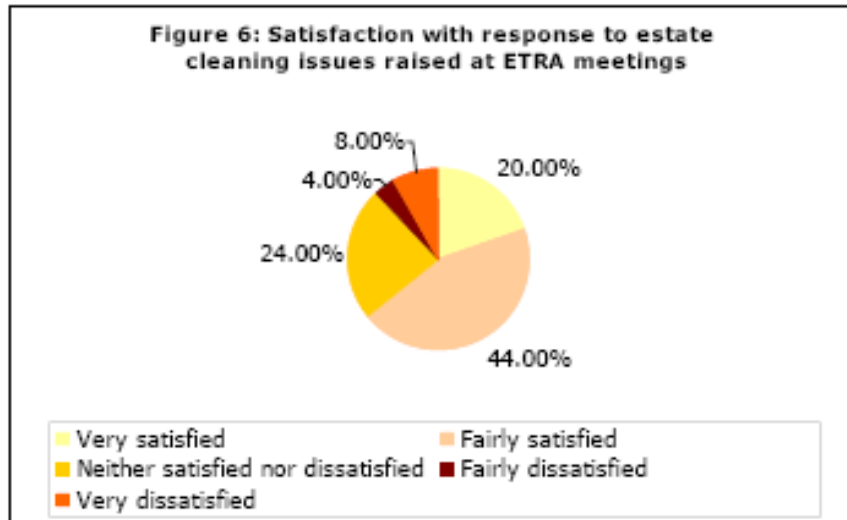
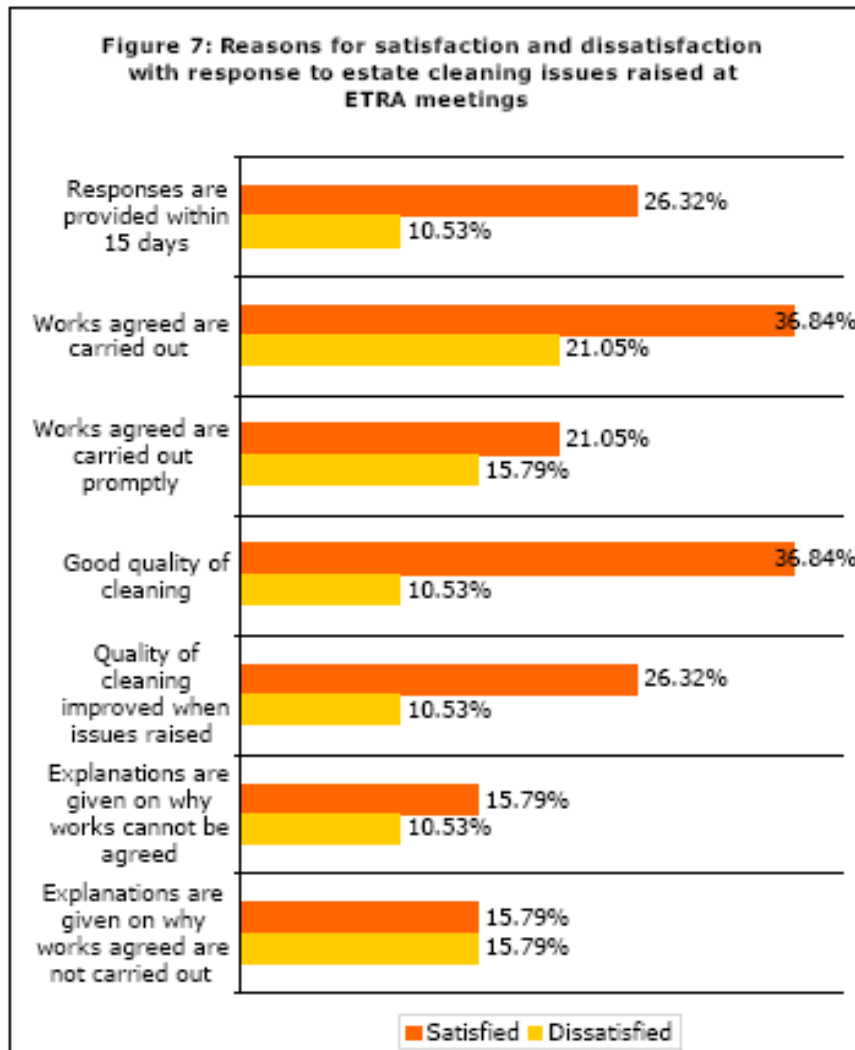


Figure 6 shows satisfaction with response to estate cleaning issues raised at ETRA meetings. The majority of respondents are satisfied with the response to estate cleaning issues raised at ETRA meetings (64%), compared to 12% that are dissatisfied.



Base = 19 respondents (Note: respondents could indicate more than one response)

Figure 7 illustrates reasons for satisfaction and dissatisfaction with response to estate cleaning issues raised at ETRA meetings. The main reasons for satisfaction include works agreed are carried out and good quality of cleaning (37% and 37% respectively). Just over one quarter (26%) indicate that responses are provided within 15 days followed by 26% that felt the quality of cleaning improved when issues are raised.

3.5 Grounds maintenance issues raised at ETRA meetings

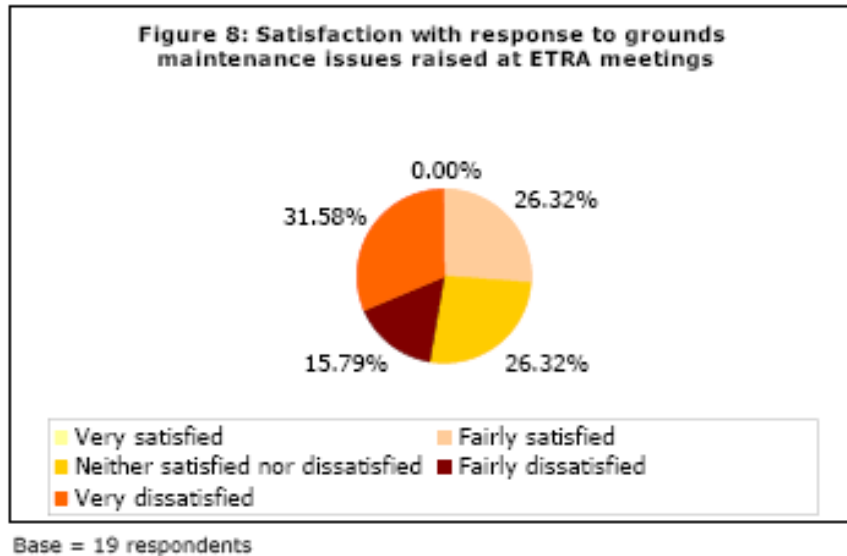
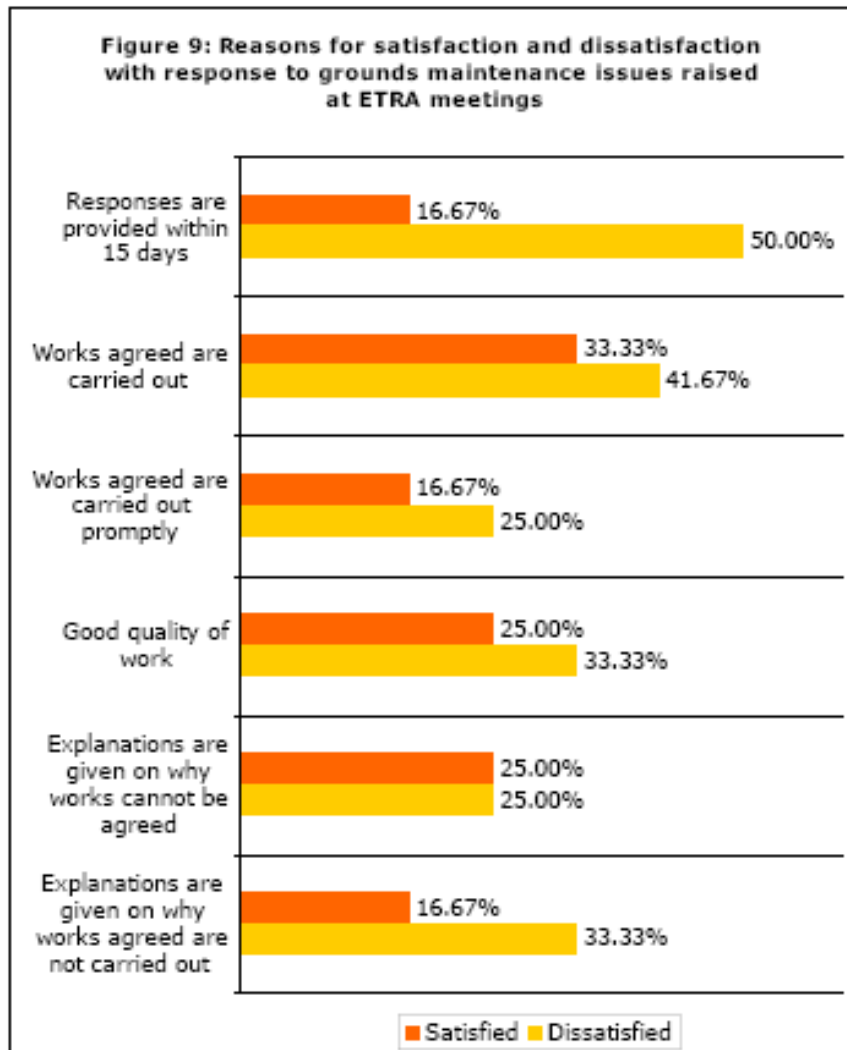


Figure 8 shows satisfaction with response to grounds maintenance issues raised at ETRA meetings. Almost half (47%) are dissatisfied with the response to grounds maintenance issues raised at ETRA meetings, whilst a just over a quarter (26%) are satisfied.



Base = 12 respondents (Note: respondents could indicate more than one response)

Figure 9 illustrates the reasons for satisfaction and dissatisfaction with response to grounds maintenance issues raised at ETRA meetings. Half (50%) of the respondents were dissatisfied because responses are not provided within 15 days, followed by 42% indicating works agreed are not carried out.

3.6 Current arrangements for conducting ETRA meetings

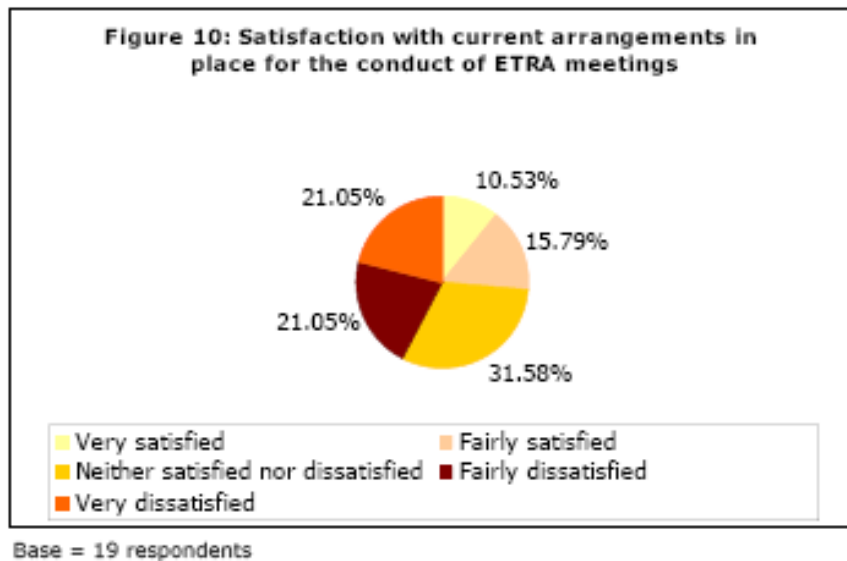
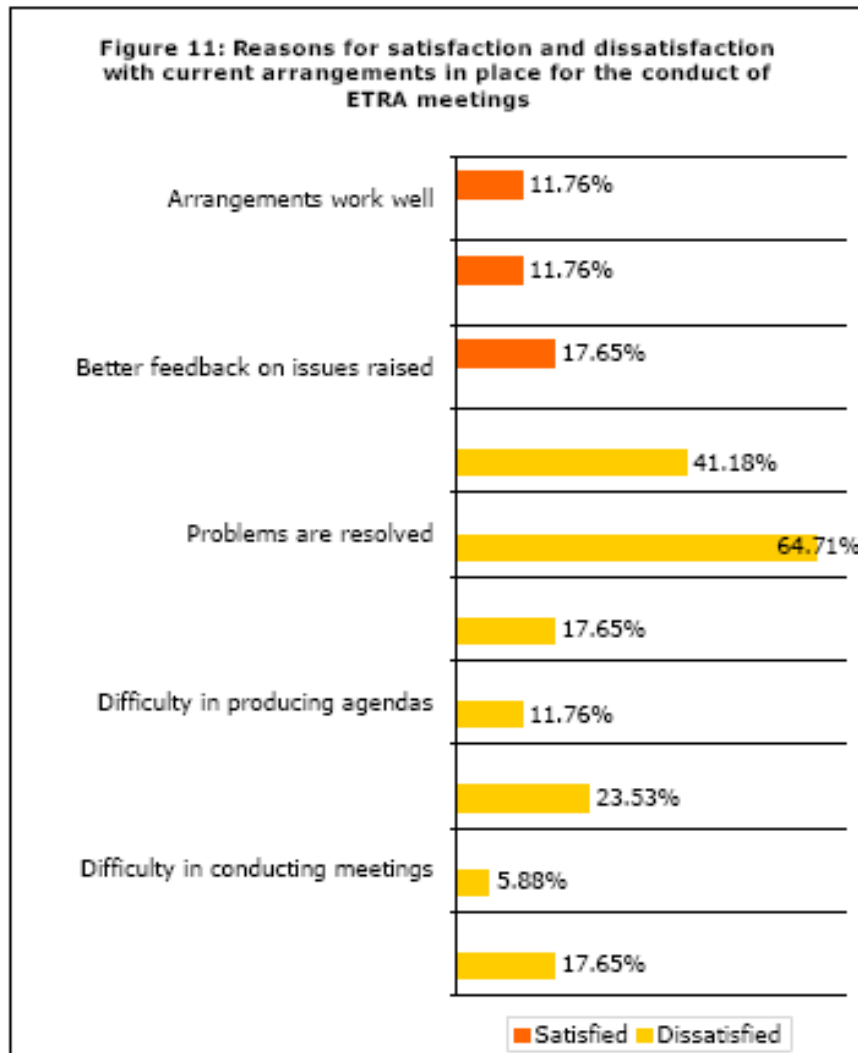


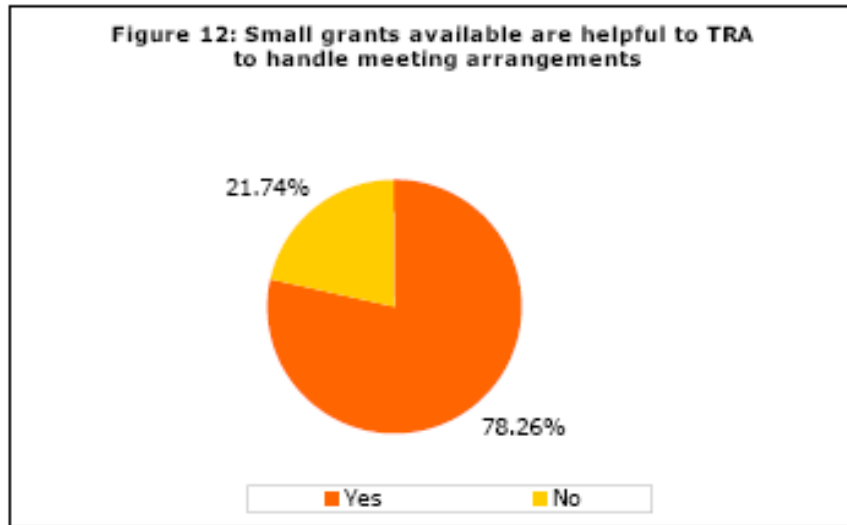
Figure 10 shows satisfaction with current arrangements in place for the conduct of the ETRA meetings. 42% of respondents are dissatisfied with the current arrangements in place for the conduct of ETRA meetings, compared to just over a quarter (26%) that are satisfied.



Base = 17 respondents (Note: respondents could indicate more than one response)

Figure 11 shows reasons for satisfaction and dissatisfaction with the current arrangements in place for the conduct of ETRA meetings. The main reason for dissatisfaction is due to problems not being resolved (65%), followed by 41% that felt problems are not escalated.

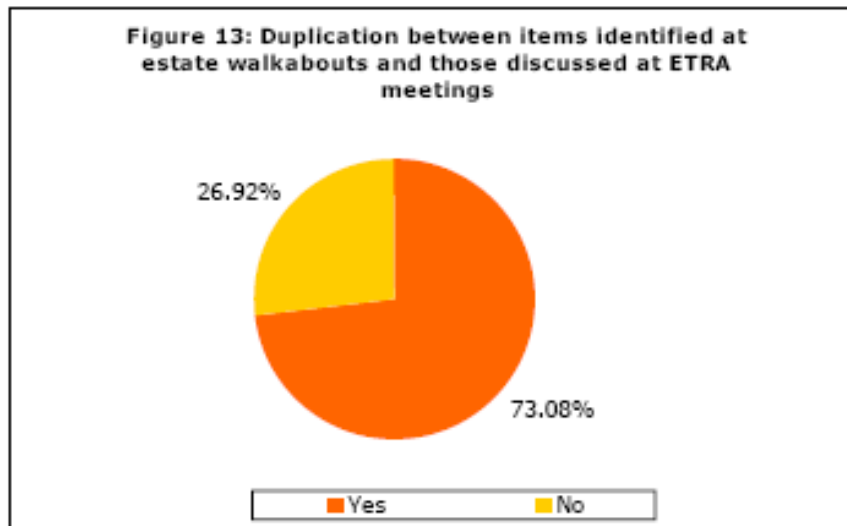
3.7 Small grants to handle ETRA meeting arrangements



Base = 23 respondents

Figure 12 illustrates whether respondents feel small grants available are helpful to TRAs to handle meeting arrangements. Over three quarters (79%) think the small grants are helpful to TRAs to handle meeting arrangements, compared to 22% who thinks it is not.

3.8 Estate walkabouts and ETRA meetings



Base = 26 respondents

Figure 13 shows whether respondents feel there is duplication between the items identified at estate walkabouts and those discussed at ETRA meetings. The majority feel there is duplication between items discussed at estate walkabouts and those discussed at ETRA meetings (73%), compared to 27% who do not.

3.9 Suggestions for improvement

Table A: Suggestions for improvement	
	<i>Number</i>
Bring back Estate Committees	3
Improve internal communication	3
Feedback to TRAs	2
Give more authority to Estate Manager	2
Senior Officer to champion process	1
Councillor to attend ETRA meetings	1
Provide more support to TRAs	1
Maintain own estate cleaning	1
Better system to monitor issues	1
Base	15

Table A highlights suggestions on improvements that could be made to the ETRA process.

Appendix 1: Data Tables

	<i>Number</i>	<i>Percentage</i>
Very satisfied	3	11.11%
Fairly satisfied	5	18.52%
Neither satisfied nor dissatisfied	5	18.52%
Fairly dissatisfied	3	11.11%
Very dissatisfied	11	40.74%
Base	27	100.00%

	<i>Number</i>	<i>Percentage</i>
Very satisfied	1	3.57%
Fairly satisfied	9	32.14%
Neither satisfied nor dissatisfied	6	21.43%
Fairly dissatisfied	3	10.71%
Very dissatisfied	9	32.14%
Base	28	100.00%

	<i>Satisfied</i>		<i>Dissatisfied</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Understands issues on estates	7	29.17%	5	20.83%
Same Estate Manager/ Officer attends ETRA meetings	7	29.17%	5	20.83%
Completes ETRA enquiry form on the night of meeting	7	29.17%	4	16.67%
Gets ETRA enquiry form signed by the Chair on the night of meeting	8	33.33%	2	8.33%
Undertakes work/ items that are their responsibility	5	20.83%	9	37.50%
Follows up items that are responsibility of other Hackney Homes departments	8	33.33%	9	37.50%
Well organised	3	12.50%	0	0.00%
Easy to contact	7	29.17%	2	8.33%
Easy to discuss matters with	6	25.00%	4	16.67%
Responds to TRA within 15 days of ETRA meeting	5	20.83%	11	45.83%
Base	10		14	

	<i>Number</i>
Long response time	3
Lack of communication	2
Responses not received from other departments	1
Inaccuracies in enquiry form	1
Issues not resolved	1
Unhappy with estate manager	1
EIB budget not spent	1
Base	10

	<i>Number</i>	<i>Percentage</i>
Very satisfied	1	3.70%
Fairly satisfied	6	22.22%
Neither satisfied nor dissatisfied	5	18.52%
Fairly dissatisfied	9	33.33%
Very dissatisfied	6	22.22%
Base	27	100.00%

	<i>Satisfied</i>		<i>Dissatisfied</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Responses are provided within 15 days	2	8.70%	12	52.17%
Works agreed are carried out	4	17.39%	13	56.52%
Works agreed are carried out promptly	1	4.35%	10	43.48%
Good quality of work	3	13.04%	8	34.78%
Explanations are given on why works cannot be agreed	1	4.35%	7	30.43%
Explanations are given on why works agreed are not carried out	1	4.35%	11	47.83%
Base	6		17	

	<i>Number</i>
Lack of communication	2
Work done is not inspected	2
Problems with property services	1
Long time before works get done	1
Base	6

	<i>Number</i>	<i>Percentage</i>
Very satisfied	5	20.00%
Fairly satisfied	11	44.00%
Neither satisfied nor dissatisfied	6	24.00%
Fairly dissatisfied	1	4.00%
Very dissatisfied	2	8.00%
Base	25	100.00%

	<i>Satisfied</i>		<i>Dissatisfied</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Responses are provided within 15 days	5	26.32%	2	10.53%
Works agreed are carried out	7	36.84%	4	21.05%
Works agreed are carried out promptly	4	21.05%	3	15.79%
Good quality of cleaning	7	36.84%	2	10.53%
Quality of cleaning improved when issues raised	5	26.32%	2	10.53%
Explanations are given on why works cannot be agreed	3	15.79%	2	10.53%
Explanations are given on why works agreed are not carried out	3	15.79%	3	15.79%
Base	14		5	

	<i>Number</i>
Accessible free parking	1
No proactive measures taken to reduce litter	1
Base	2

	<i>Satisfied</i>	
	<i>Number</i>	<i>Percentage</i>
Very satisfied	0	0.00%
Fairly satisfied	5	26.32%
Neither satisfied nor dissatisfied	5	26.32%
Fairly dissatisfied	3	15.79%
Very dissatisfied	6	31.58%
Base	19	100.00%

	<i>Satisfied</i>		<i>Dissatisfied</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Responses are provided within 15 days	2	16.67%	6	50.00%
Works agreed are carried out	4	33.33%	5	41.67%
Works agreed are carried out promptly	2	16.67%	3	25.00%
Good quality of work	3	25.00%	4	33.33%
Explanations are given on why works cannot be agreed	3	25.00%	3	25.00%
Explanations are given on why works agreed are not carried out	2	16.67%	4	33.33%
Base	4		8	

	<i>Number</i>
Lack of communication with TRA	2
Minimum service provided	1
Long time before works get done	1
Helpful and supportive team	1
Base	5

	<i>Number</i>	<i>Percentage</i>
Very satisfied	2	10.53%
Fairly satisfied	3	15.79%
Neither satisfied nor dissatisfied	6	31.58%
Fairly dissatisfied	4	21.05%
Very dissatisfied	4	21.05%
Base	19	100.00%

	<i>Satisfied</i>		<i>Dissatisfied</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Arrangements work well	2	11.76%	N/A	N/A
Gives TRA more independence	2	11.76%	N/A	N/A
Better feedback on issues raised	3	17.65%	N/A	N/A
Problems are escalated	N/A	N/A	7	41.18%
Problems are resolved	N/A	N/A	11	64.71%
Difficulty in publicising meetings e.g. producing posters and literature	N/A	N/A	3	17.65%
Difficulty in producing agendas	N/A	N/A	2	11.76%
Difficulty in recording actions	N/A	N/A	4	23.53%
Difficulty in conducting meetings	N/A	N/A	1	5.88%
Difficulty for TRA in producing own minutes from meetings	N/A	N/A	3	17.65%
Base	5		12	

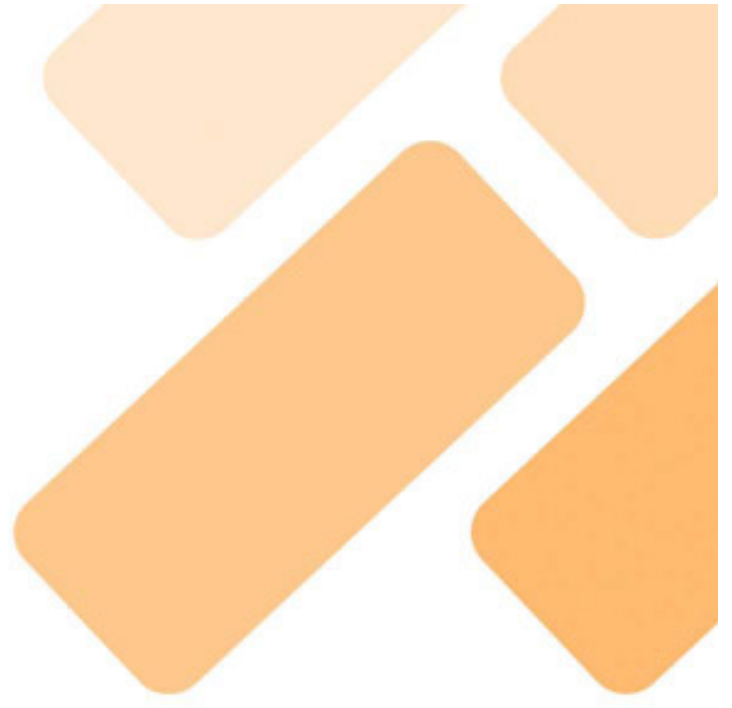
	<i>Number</i>
Lack of support for TRAs	1
Estate Manager	1
Base	2

	<i>Number</i>	<i>Percentage</i>
Yes	18	78.26%
No	5	21.74%
Base	23	100.00%

	<i>Number</i>
No grant received	3
Difficult to find Administration Officer	1
Late payments	1
Use grant money for Resident Participation Officers to assist with meeting administration	1
Unable to access grant	1
Base	7

	<i>Number</i>	<i>Percentage</i>
Yes	19	73.08%
No	7	26.92%
Base	26	100.00%

	<i>Number</i>
Bring back Estate Committees	3
Improve internal communication	3
Feedback to TRAs	2
Give more authority to Estate manager	2
Senior Officer to Champion process	1
Councillor to attend ETRA meetings	1
Provide more support to TRAs	1
Maintain own estate cleaning	1
Better system to monitor issues	1
Base	15



TRA ENQUIRY FORM

Name of TRA	Date	
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Contact Details (E-mail or address)
--

TRA Enquiry

Respond Number	Location	Issue/Enquiry	Lead Officer	Response

EIB PROJECT SUBMISSION

Respond Number	Location	Project Details	Lead Officer	Response

Please return by **E-mail:** ETRA@hackneyhomes.org.uk or David.Mulligan@hackneyhomes.org.uk

Contact Details: Resident Participation Team (ETRA), 136/142 Lower Clapton Road, London E5 0QD
Telephone: 020 8356 4369 **Fax:** 020 8356 2270.

Title of Report: Chief Executive’s Report – Strategic Overview	
Decision Making Body: Hackney Homes Board	Date: 26th April 2010
Classification: FOR INFORMATION	Report of: Chief Executive – Charlotte Graves
Item Previously considered at: This is a monthly standing item	On Which Date: N/A
Report Author: - Charlotte Graves, Chief Executive	Appendices: N/A

Report Outline:

- | |
|---|
| <ul style="list-style-type: none"> • 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 - Asset Management • Paragraph: 6.0 - Building Maintenance • Paragraph: 7.0 - Estate Environment • Paragraph: 8.0 - Resident Services • Paragraph: 9.0 - Leasehold Services |
|---|

If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email 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 HRA Finance Reform

On 25th March the CLG released a consultation paper - Council housing: A real future (prospectus). This paper details the plans for reforming the council housing finance system in England. It is seen has an opportunity to deal with the problems of the housing subsidy system which overall is in surplus i.e. it is taking money away from housing. The consultation (which ends on 6th July) seeks answers to the following questions –

1. What are your views on the proposed methodology for assessing income and spending needs under self-financing and for valuing each council's business?
2. What are your views on the proposals for the financial, regulatory and accounting framework for self-financing?
3. How much new supply could this settlement enable you to deliver, if combined with social housing grant?
4. Do you favour a self-financing system for council housing or the continuation of a nationally redistributive subsidy system?
5. Would you wish to proceed to early voluntary implementation of self-financing on the basis of the methodology and principles proposed in this document? Would you be ready to implement self-financing in 2011-12? If not, how much time do you think is required to prepare for implementation?
6. If you favour self-financing but do not wish to proceed on the basis of the proposals in this document, what are the reasons?

Early indications are that if implemented this reform would be beneficial to Hackney on the housing revenue budgets but may not adequately support the capital budgets in the long term. Over the next few months the Council with the support from Hackney Homes will be working through the details of the consultation to model the impact on the HRA before the final responses is made.

5.0 ASSET MANAGEMENT

- 5.1 For the fourth consecutive year, the Asset Management team has achieved its designated spend targets for 2009 / 10 which was to invest £45m in our residents homes via the Decency Programme. This investment in our residents' homes benefited over 1300 families with new kitchens and bathrooms.

Our external programme of works has improved the homes of 1500 families in Hackney with new roofs, windows and structural repairs.

The Asset Management team has a budget of £34.6m for the Decent Homes programme to invest in our residents homes for 2010 / 11. We have already contractually committed £26m of this budget to our constructor partners in the first month of the new financial year.

- 5.2 Hackney Council's Chief Executive has now signed the delegated authority report for Procurement 2010.
- 5.3 The Estate Renewal team have successfully rehoused 14 tenants at Bridport House and concluded five out of six leaseholder buybacks.

6.0 BUILDING MAINTENANCE

- 6.1 Hackney Homes formed a partnership with East London Business Alliance (ELBA) 18 months ago which is going well. The aim of the project is for corporate companies to give back some thing to the local community, especially the companies that are based in the City. We have been tasked to completely paint the interior of community halls within the Borough with the painting team supervising the project - to date we have painted 23 with up to 50 volunteers on one day.
- 6.2 The DLO has completed in excess of 65,000 repairs during 2009/10 and we are pleased to announce that YTD figures regarding performance against priority within Emergency, Urgent and Routine repairs have all been surpassed.
- 6.3 **Apprentice Recruitment for 2010**

I am pleased to announce that Hackney Homes will be recruiting 7 apprentices this year within the Building Maintenance division.

These will be:

- 2 Gas Engineer / Plumbers
- 2 Electricians
- 2 Multi-skilled
- 1 Carpenter

Work is now progressing with colleges and schools as well as Job Centres. All the apprentices will reside in Hackney.

Property Services also has 4 apprentices who will be finishing their apprenticeship and we will be discussing with them their options for the future in the coming weeks.

7.0 ESTATE ENVIRONMENT

- 7.1 An Audit was carried out on the 26th March by QMS. We are pleased to confirm that Estate Environment “fully passed” the ISO9001.
- 7.2 Estate Environment Grounds Maintenance team has been shortlisted for the National Federation of ALMOs Awards in the “Best Community Initiative” for Estate Environment Services, “Grow Your Own Food” category.

8.0 RESIDENT SERVICES

8.1 Woodberry Down

Woodberry Down Jobs – At present two Woodberry Down residents are working on KSS1 with another 3 awaiting the results of interviews equalling a total of 5 residents on site. The ‘On-Site’ Job Brokerage will begin providing an out reach project on the estate in partnership with the Manor House Development Trust.

Woodberry Down Training – Short tasters for construction continue to prove popular. The NEET young people’s pilot was a success and will be repeated at Parkside Youth Club. Manor House Development Trust will bid for funding for more intensive youth construction training projects. Woodberry Training Partnership training centre open from 27th April 2010.

Woodberry Down Community Development – Numerous community projects ongoing including grow bags, family cycling, walking. Major arts programme funded through Well London to take place on the estate over the summer.

Robin Redmond Resource Centre - International Women’s Day at RRRRC was successful with over 70 women attending. Regular User Group Meetings are taking place. 827 people used the RRRRC from April 1st to April 15th including 3 private hires. However use of the centre decreases during academic holidays as Adult Education does not run its classes.

The Manor House Development Trust has made a successful bid to HACT for inter-generational projects. Manor House Development Trust has issued an email newsletter on activities.

- 8.2 **Satisfaction of outcome of complaints has increased** in Q4 to 43.03% from the Q3 figure of 40.00%, and exceeds the annual target of 37.87%.
- 8.3 The **ASB awareness training on policies and procedures** delivered to all ASB Practitioners (NRMs) and ASB Managers within HH is being reflected in smarter activity and improved outcomes, as demonstrated by the Q4 performance indicators. have received. This will re-inforced by the ASB awareness training which is being rolled out to all HH Officers and which will be completed by the end of the calendar year.

The revised **Universal ASB** went live in February as planned.

The **ASB policy and procedure has been reviewed and enhanced**. We have been notified by the Plain English Campaign that it and the associated leaflet will obtain “Crystal Mark” accreditation

Hackney Homes has conducted an **extensive consultation process** with residents and all partners, which resulted in significant improvements to the proposed policies and procedures.

- 8.4 In March, Hackney Homes produced a draft **Youth Engagement Strategy**. **One of its main commitments is to engage with younger people to address ASB and its causes**. It directly identifies a key purpose of on-the-ground activity projects such as Nemesis and Kickz as diversion for anti-social behaviour amongst this group. Further engagement along these lines is planned, as well as greater and more relevant youth involvement in policy formation and scrutiny, and in planning projects. The latter will be given impetus through closer working between Hackney Homes and Hackney Council Youth services in planning and delivering the Youth Hubzz and Spokes initiative over the next year, which will see younger people running a range of projects and services and scrutinising their effectiveness through the Youth parliament and estate-based youth committees. The Youth Engagement Strategy is due to be considered by the Hackney Homes Board in April.

The ASB Service Plan sets out the framework of our activities is monitored on a monthly basis by performance reviews, and is being reviewed by our ASB Estate Safety Manager to ensure that planned activities conform with best practice and directly exemplify the 5 values* of Hackney Homes along with conforming with the objectives of its Service Improvement and Delivery plans.

Service, Honesty, Achievement, Respect and Pride

Our Borough-wide **forum for fortnightly meetings** to share best practice and to ensure consistency of approach in dealing with ASB cases of a similar nature is proving fruitful, with useful exchanges of advice and information to mutual benefit.

Our work on a **victim and witness toolkit** that will be available to all Hackney Homes Officers is progressing well

We are improving the functionality of our comprehensive performance management function to review reported actions, number of cases dealt with, the time taken to resolve cases and to identifying outcomes.

As already stated (see 3.0), we are reviewing the “out of hours” pilot service covering the period when our offices are closed. The service provides a reactive response to 57 locations from 01.11.2009 to date. We have analysed complaints trend by time from 15/10/09 to 15/3/10, and have found that out-of-hours complaint peak between 11 pm and 1 am and that the majority were noise-related. **The greater focus on trend analysis will**

assist us in deploying our resources more effectively in terms of timeliness and activity.

- 8.5 The Resident Participation Team have been nominated for the Housing Heroes national award for Resident Participation Team of the Year.
- 8.6 Travellers floating support service were runners up for a TPAS award for floating support schemes.

9.0 LEASEHOLD SERVICES

9.1 Leaseholder Telephone Survey

Specialist research company Kwest has conducted a mini leaseholder satisfaction survey on behalf of Hackney Homes.

The telephone survey, which involved Kwest asking leaseholders a range of questions by phone and completing their work once they successfully surveyed 500 leaseholders, showed some improvement in levels of leaseholder satisfaction since the last survey was conducted in 2008.

9.2 Leaseholder Advisory Group

The Group met in April and considered a number of matters including the accuracy of service charge bills and Hackney Homes anti social behaviour and cleaning arrangements. The Group decided that its next meeting should focus on recycling and fly tipping on estates.

9.3 Gas Servicing for Leaseholders

Hackney Homes has put arrangements in place for Gas Servicing of leaseholder appliances to be provided on request as part of a private arrangement between leaseholders that wish to use this service and a specialist gas safety company.

Consideration is also being given to extending leaseholder services further to providing repairs within Leasehold Properties. Hackney Homes is currently seeking leaseholder views concerning this with the intention of putting arrangements in place if there is sufficient take up.

CHARLOTTE GRAVES
CHIEF EXECUTIVE
HACKNEY HOMES

Title of Report: Project Excellence Update	
Decision Making Body: Hackney Board	Date: Monday 26th April 2010
Classification: FOR INFORMATION	Report of: Director of Finance and Resources – Neil Isaac
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Trish Haill Head of ICT Services x 2107	Appendices: N/A

Report Outline:

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation(s) to the Board;**
- **Paragraph: 3.0 – Background;**
- **Paragraph: 4.0 - Impact Upon The Hackney Homes Strategic Plan 2008 - 2013;**
- **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: 10.0 – Financial Implications;**
- **Paragraph: 11.0 - Legal Implications / Advice;**
- **Paragraph: 12.0 - Other Related Decisions / Guidance.**

If you have any questions about this report, please contact Trish Haill on 0208 356 2107 or email trish.haill@hackneyhomes.org.uk

1. SUMMARY

- 1.1 This report is an update of progress on the implementation of Project Excellence. The project will replace the current Housing Management System (Saffron) and will provide associated systems and software which will enable Hackney Homes to improve its performance and

efficiency, and provide the technology to enable excellence services to customers.

- 1.2 Project Excellence is a business transformation project based on advantages offered by implementing an up to date ICT solution.
- 1.3 The ASB module went live in October 2008. The Repairs solution was due to go live in the autumn of 2009, but for the reasons described below has been delayed to June 2010. The remainder of the modules will go live in November 2010 having been delayed from the original go live date of June 2010.

2. RECOMMENDATION(S)

Board to note this report.

3. BACKGROUND

3.1 General Background

- 3.1.1 In May 2008 the London Borough of Hackney signed a contract with Civica Plc to deliver a package of solutions which will replace the current Housing Management System (Saffron) and provide additional functionality which will enable Hackney Homes to improve efficiency and deliver joined up excellent services to residents.
- 3.1.2 The software to be delivered under this contract is set out on pages 35 to 36 of the ICT Strategy.
- 3.1.3 The implementation of these systems is more about Business Transformation than a simple ICT project. To reflect the necessity of the business taking ownership of, and driving the project; together with putting the emphasis on the outcomes for customers the project was entitled Project Excellence.
- 3.1.4 The first module to be implemented was Anti Social Behaviour (ASB). This module went live on October 1st 2008 shortly before the Audit Commission inspection. This was chosen as ASB was heavily criticised during the previous inspection, and ASB cases were managed using spreadsheets, and not the current housing management system.
- 3.1.5 As Saffron is an integrated Housing Management System it is difficult to replace any other module independently, but a decision was taken to implement the Repairs module next which would necessitate there being new interfaces written between Universal Housing (the core replacement for Saffron) and Saffron to keep property and resident information aligned in both systems. This decision was taken to provide early

improvements in customer service as well as staggering the implementation allowing a better focus of resources within Hackney Homes.

- 3.1.6 It is planned that all other modules which replace the functionality of Saffron would go live together.

3.2 ASB

- 3.2.1 The ASB module went live on the due date on the 1st October 2008 in all neighbourhoods. Whilst on the face of it this was a successful implementation, some problems did arise. The policy and procedures had been rewritten for the inspection, and the new system did not fully reflect the new procedures. Users and their managers were under pressure to prepare for the inspection, and did not fully engage with using the new system, and training had focussed on how to use the system. In addition users were not confident in reporting system issues to ICT Support.
- 3.2.2 The implementation and the module use in practice underwent a full review in March 2009, which resulted in a new Super User Group. It was agreed the workflows in the system would be rewritten to reflect the new procedures, new policy and also the Housemark benchmarking requirements. A new approach to training was also agreed with staff being trained on the new procedures at the same time as being shown how to manage ASB using the new system.
- 3.2.3 Users of the ASB module had also requested that the workflows be more restrictive, i.e. taking away from them some of the decision making. Most users action ASB cases infrequently, and wanted more direction from the system.
- 3.2.4 It is important to note that all changes to the ASB module were made by Hackney Homes ICT staff without reference to the supplier, Civica. Therefore there was no additional cost in rewriting the module.
- 3.2.5 The new revised ASB module went live on the 4th February – at the request of the business it was delayed until all staff could be trained on the new ASB procedures. The result is that staff using the module now feel they ‘own’ it, as it is now ‘fit for purpose’ and they are aware their comments have been taken on board in the rewrite.

3.3 Repairs

- 3.3.1 The solution for Repairs was originally due to be implemented in the autumn of 2009. The Repairs solution is highly complex,

comprising of a number of systems (Universal Housing, Servitor, Keyfax and ProContract) all of which interface together and with other systems such as OptiTime, Codeman (the asset management system) and the council's financial management system, CedAr.

- 3.3.2 Whilst preparing the data two things were found. Firstly that the property hierarchy set up in Universal Housing did not allow the same functionality as in the current system, Saffron. That is, when a Repairs call centre operative enters an address they should be able to see all attributes linked to that property about which the resident may be calling, e.g. the lift, door entry system etc. Civica agreed that adding an extra 'facilities' level to the hierarchy was a beneficial system enhancement and one which they would add to their core product (i.e. no bespoke changes for Hackney so the change will be fully supported in future releases of the product).
- 3.3.3 Secondly it became apparent that whilst there was a common view that the data in Saffron was not accurate, the degree of inaccuracy was far greater than originally estimated. This is common across Housing organisations, but in order to ensure the new system is robust, and users can have confidence in it, a decision was taken to spend time ensuring all property data was as accurate as possible. The level of inaccurate data was found to be 80% of the records. This ranged from very minor inaccuracies, e.g. block/estate/road names misspelt, to properties being described as blocks when they were in fact houses, and vice versa.
- 3.3.4 The exercise to identify the necessary changes and to make the corrections to the database took 3 months overall – it should be noted that a similar exercise without the pressure of the project would take probably twice as long. A dedicated team of staff worked extremely hard to identify and make the changes, working weekends and doing physical walk rounds of estates on their way into work. This was a joint exercise involving ICT, Asset Management and Repairs staff and representatives from each of the neighbourhoods.
- 3.3.5 The full impact of the changes will not be able to be analysed until the Repairs systems go live, however it is likely that some changes will be required to service charge billing as some leaseholders may pick up charges for services (e.g. a lift) which were not previously associated to their dwellings. The Leaseholder Services section have been aware of many of these anomalies in the database, and have compensated by doing manual workarounds, hence the difficulty of being unable to estimate the number of changes they are not aware about at this point in time.

- 3.3.6 Civica purchased the Servitor systems shortly before the procurement exercise. Hackney is the first organisation where they are implementing Servitor and the Universal Housing module as one complete solution. Civica have admitted that the staff they acquired from Servitor, and their existing staff were learning each others systems during the implementation at Hackney. This undoubtedly added delays to the project as a complete end to end view of how the Repairs solution would work was not fully understood by all Civica consultants.
- 3.3.7 The Property Data Review caused the autumn deadline of the implementation to be missed, and another target date was attempted of early 2010. However, as work progressed the complexity of the solution being implemented became apparent, together with the amount of input that was required from the business in redesigning business processes to take advantage of the opportunities offered by the new system, particularly workflow. An exercise was undertaken to clearly identify all work required from the business, from ICT and from Civica to come up with a realistic timescale in which Repairs could be implemented with least risk to the business, and would give the most benefits in efficiency and quality terms to the business.
- 3.3.8 Civica have also recently released a new version of Universal Housing which contains some new functionality particularly in regard to the Housing Needs and Leaseholder modules. The new version needed to be deployed at Hackney prior to detailed build and configuration work going ahead for these modules. The decision was taken to implement the new version prior to the Repairs go live which would add an additional two weeks onto the timescales. The minor impact on Repairs was agreed to be preferable to a potential major impact on the go live date for the remainder of the modules. Had the new version not been deployed until Repairs had gone live, thorough retesting of all the Repairs elements would have needed to be repeated before proceeding with work on the other modules.
- 3.3.9 Taking the above into account the resultant project plan showed that the middle of June 2010 was realistically the earliest date that the Repairs could go live. Moving the go live date for Repairs has a knock on effect on the other modules as ICT staff cannot be released to work on the rest of the project.

3.4 Other Modules

- 3.4.1 Learning lessons from the implementation of ASB and the design and build of the Repairs solution the earliest go live date from the remainder of the modules has been assessed to be November 2010.

3.4.2 Mobile working for Repairs operatives will be introduced after the main Repairs solutions have gone live, however mobile working for Estate Officers will not go live until Spring 2011.

3.4.3 My Service, the web portal for Universal Housing allowing residents to raise and book repairs online and enquire into their account information will also follow and is scheduled to be delivered during 2011. Apart from the effort required from the Hackney Homes ICT staff, processes need to be proved by Hackney Homes staff before enabling customers access into the systems.

4. IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN 2008 - 2013

Project Excellence will provide new systems and technology to enable the achievement of the outcomes of the Hackney Homes Strategic Plan.

5. IMPACT UPON THE HACKNEY HOMES RISK REGISTER

The successful implementation of Project Excellence is important to the organisation in achieving its efficiencies and savings targets.

6. THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010

6.1 Project Excellence will enhance the way we deliver services to our customers. Customer profiling information will be readily available so services can be tailored to individual requirements, and customer preferences, for example, means of contact (e.g. large print, telephone) will be able to be taken into account when communicating with residents.

6.2 When My Service becomes available customers will be able to look at their account details and raise and order repairs online which will enable them to conduct their business with Hackney Homes out of office hours.

7. CONSULTATION PROCESS & FINDINGS

The new timetable for the project has been agreed by the Project Board which has representation from across Hackney Homes and the council.

8. ICT IMPLICATIONS

- 8.1 Project Excellence is consuming all available ICT resource. To ensure a successful implementation additional business analyst support is being engaged.
- 8.2 It is expected that after a period when the system stabilises after go live ICT will be required to refine and rework the workflows as the business discovers further ways to reduce duplication and streamline business processes. The Project Excellence modules for customer contact, document management and workflows will gradually be rolled out to other parts of the business that were not included in the original project e.g. HR, Governance etc. so that efficiency savings and business process improvements can be obtained across the whole of Hackney Homes.
- 8.3 The strength of the systems is that after full go live Civica support will not be required to amend existing workflows, or to roll the systems out to other business areas.
- 8.4 Hackney Homes ICT will need to keep a suitably skilled workforce to ensure that maximum benefits are obtained from the solution, and envisages the roll out and refinement of the Civica software will be the main focus of it's workplan for the next two to three years.

9.0: HUMAN RESOURCES IMPLICATIONS

- 9.1 Project Excellence will eventually mean that all staff in Hackney Homes will need to change the way they work. The aims of the project are to stream line business processes, ensuring that duplication is removed, and that the way we work represents best practice.
- 9.2 Staff will need training on new computer systems – for some staff this will mean also having training on the basics of using a PC, a mouse and an internet browser.
- 9.3 A Change Management group comprising Communications, HR, ICT, the Housing Management Partners and representative Heads of Service has been set up to champion the changes required across the organisation. As a result of a staff survey a communications campaign has been developed to give everyone knowledge about the project, and update them regularly on progress. Managers are being encouraged to discuss the project and it's implications at their team meetings.
- 9.4 Training programs are being devised to give basic IT training as well as the detailed training as the modules are developed. Learning lessons from the implementation of the ASB module, training on the Project Excellence solution will revolve around 'how do I do my job using the

new systems' rather than just system training. That is, training on procedures and best practice will be delivered alongside how to use the new software.

- 9.5 The actual project itself has meant that some staff have had to work extremely hard – at times working weekends and agreeing to reschedule holidays. The commitment of staff working on the project is to be commended. For some staff (particularly those in ICT) 2010 will be the third year where the project will dictate when holidays can be organised.

10.0 FINANCIAL IMPLICATIONS

- 10.1 The extension of the project will cause the budget available to be overrun. It is estimated that to continue the project to November will cost in the region of £200,000 which will need to be found from Hackney Homes' budgets.

- 10.2 To ensure the project can be delivered by November additional ICT resource will be required which will be funded from vacancies in that section.

11.0 LEGAL IMPLICATIONS / ADVICE

N/A

12.0 OTHER RELATED DECISIONS / GUIDANCE

N/A

Title of Report : PROGRESS ON MANOR HOUSE DEVELOPMENT TRUST	
Decision Making Body: Hackney Homes Board	Date: 26 April 2010
Classification: Information	Report of: Chief Executive - Charlotte Graves MHDT Director - Simon Donovan
Item Previously considered at: N/A	On Which Date: N/A
Report Author: Charlotte Graves – HH Chief Executive Simon Donovan – MHDT Director	Appendices: N/A

Report Outline:

- Paragraph: 1.0 - Summary of Report;
- Paragraph: 2.0 - Recommendation(s) to the Board;
- Paragraph: 3.0 – Background;
- Paragraph: 4.0 - MHDT Legal and Organisational Structures;
- Paragraph: 5.0 - MHDT Staffing Arrangements;
- Paragraph: 6.0 - The Work of MHDT;
- Paragraph: 7.0 - Robin Redmond Resource Centre;
- Paragraph: 8.0 - Woodberry Works;
- Paragraph: 9.0 – Impact on the Hackney Homes Risk Register;
- Paragraph 10.0 - Human Resources Implications;
- Paragraph: 11.0 – Financial Implications;

1. SUMMARY

- 1.1 This report gives members of the Hackney Homes Board a detailed overview on the organisation of the Manor House Development Trust and its relationship with Hackney Homes.
- 1.2 The report further gives Board Members information and clarifies the role and responsibilities of the Director of the Trust in regards to management responsibilities for the Robin Redmond Resource Centre on Woodberry Down; as well as the Woodberry Works training initiative.

2. RECOMMENDATIONS

- 2.1 That Board Members note this report.

3.0 BACKGROUND

- 3.1 Manor House Development Trust (MHDT) was initially formed as part of the exit strategy for the seven year £22.5m Woodberry Down and Stamford Hill SRB6 Partnership which came to an end in March 2007.
- 3.2 At its inception it was envisaged that MHDT would become the champion for the social and economic programme for the regeneration of the Woodberry Down as well as developing initiatives across the North East Hackney area. MHDT was created as Company Limited by Guarantee and is now a Registered Charity
- 3.3 Following a successful bid to the London Development Agency core funding was agreed with the LDA to take the Trust forward. As MHDT has progressed other sources of funding have been secured to supplement these funds and increase activities.
- 3.4 At its meeting in May 2008 the Hackney Homes Board agreed that it would manage the LDA grant on behalf of the MHDT Board. The approach allowed Hackney Homes to support the long term development of MHDT. Benefits to this approach include: a robust financial management/procurement system; legal and safe staff management with Human Resource backup and advice.
- 3.5 A Director was appointed in July 2008 with funding to recruit a small team. MHDT has made excellent progress in developing both services and its organisation over the past 18 months.

4.0 MHDT LEGAL AND ORGANISATIONAL STRUCTURES

- 4.1 The Trust is based in offices at the Robin Redmond Resource Centre. This is its operational address and its registered address with Companies House.
- 4.2 MHDT is a separate legal entity from Hackney Homes. The Trust is Registered as a Company as well as a Charity. It has agreed policies on Health and Safety; Equal Opportunities; Financial procedures including appointment of suppliers and contractors; Criteria for membership of Manor House Development Trust; Election to the Board; Declaration of conflicts of interest; Governance; Child/Vulnerable Persons Policy; Complaints Policy; Volunteers Policy.
- 4.3 The Trust is a resident led organization. Its Board is made up from local residents; independents/voluntary sector; LBH local councillors; Skinners Company; Hackney Homes; Genesis; there are also members from the OJ community. As part of the arrangements to manage funds on MHDT's behalf Hackney Homes was guaranteed a seat on the Board.
- 4.4 The Trust Board meets on a bi-monthly basis and has held two AGMs; The Trust held a successful away day for Board Members in Summer

2009. Members of the Board are made up of local residents and other stake-holders and are currently:

John Ryan (Chair)	Independent
Jenny Wilkins	Skinner's Academy
Peter Naughton	Local Resident
Sarah Marsh	Local Resident
Veronica Mensah	Local Resident
Cllr Maureen Middleton	LBH Councillor
John Mackinnon	Access to Sports
Sheila Coxon	Local Resident
Cllr Darren Parker	LBH Councillor
Rabbi Abram Pinter	Local Resident
Melanie Danan	Interlink
Marie Photiou	Hackney Homes Board Member
Maurice Rose	Local Resident
William Sheehy	Local Resident
Iain Mackechnie-Jarvis	Genesis Community

In addition to the Board all Trust members are entitled to attend meetings in a non-voting capacity but are able to speak on issues. A number of local residents attend regularly.

- 4.5 MHDT has its own web pages and produces a monthly email news letter (back copies at <http://www.hackneyhomes.org.uk/publications-archive.htm>). A new Business Plan 2009/13 has been adopted; there has been a steady increase in the numbers of Trust members.

5 MHDT STAFFING ARRANGEMENTS

- 5.1 In July 2008 a Director for MHDT was recruited. In line with the decision of Hackney Homes Board May 2008 the employment contract was issued through Hackney Homes HR making the Director a Hackney Homes employee.
- 5.2 In addition the post holder was given a further job title 'Head of Community Development – Woodberry Down (Regeneration Team)'. This has enabled the post holder to take on purely Hackney Homes functions.
- 5.3 The LDA Grant funded a full time post for the Director. However under the auspices of 'Head of Community Development – Woodberry Down' the post holder spends 1 day/week managing the Robin Redmond Resource Centre and 1.5 days/week managing Woodberry Works. The salary costs for this work are reclaimed from the respective cost centres of RRRRC and WW.
- 5.3 The LDA Grant provided funding for a further two jobs:
- 5.3.1 Trust Manager – This has been filled by an agency worker from Ranstad on a .8 (4days/week) basis;

- 5.3.2 Community Development Manager – This was recruited through Hackney Homes HR. This post is .8 (4 days/week) basis. Two days paid through LDA grant and 2 days paid by a contract to deliver Well London (University of East London & London Sustainability Exchange).

Trust Director/ Head of Community Development Woodberry Down	FT	Temporary Contract Hackney Homes (no pension)
Trust Manager	.8 (4 days)	Ranstad
Community Development Manager	.8 (4 days)	Temporary Contract Hackney Homes

6. THE WORK OF MHDT

- 6.1 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.
- 6.2 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.
- 6.3 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.
- 6.4 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

- 6.5 Work With Elders – The Trust has gained funding and is currently running a luncheon club for elderly residents at the Robin Redmond Resource Centre.
- 6.6 General Community Development – The Trust organised various community activities such as day trips; jumble sales; pantomime trips.
- 6.7 External Funding - Over the course of the last 18 months 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
£ 5,000	Intergenerational Projects	HACT

We are currently awaiting the results of other applications.

- 6.8 The Trust is working on a number of other projects to secure long term funding for itself and benefit to the community including:

Woodberry Training Partnership CIC – A Housing Forum National Demonstration Project. This joint venture with Citrus Training a national training provider will use an empty building site on Woodberry Down to provide over 100 construction training courses. Run on a commercial basis 1 in 10 training spaces will be available free to local residents and a share of profits generated will go into the Trust for the benefit of the community.

Job Brokerage - Already the Trust through Woodberry Works, has secured jobs for local people on the regeneration. Discussions are taking place to have a more structured approach to local labour including a local job brokerage.

7.0 ROBIN REDMOND RESOURCE CENTRE (RRRC)

- 7.1 The RRRC is the key community facility on Woodberry Down and has a central role to play in the social economic regeneration of the area until it is replaced by the new Priority Community Facility which is currently under construction.
- 7.2 Overall responsibility for the management of the RRRC is through Hackney Homes i.e. Health & Safety; Risk Assessments; Repairs; Insurance; Staffing; Sub-lets; Financial Management; Security (CCTV).
- 7.3 In May 2009 following a number of staff leaving ‘The Head of Community Development – Woodberry Down’ was asked to take managerial responsibility for the RRRC, its budgets, line management of staff, health and safety.

- 7.4 The RRRC is funded through a combination of the HRA and General Fund; in addition the RRRC has a target of raising £54K towards its running costs from lets and other revenue fund generating activities.
- 7.5 Staffing - The RRRC currently has the following staff positions. Contracts are with Hackney Homes or through the Ranstad Agency.

Centre Manager	FT(Vacant)	Duties covered by Head of Community Development Woodberry Down (1day/week)
Centre Administrator	FT	Permanent Hackney Homes Contract
Centre Receptionist	FT	Ranstad
Cleaner	P/T (16hrs)	Permanent Hackney Homes Contract
Caretaker	P/T (16hrs)	Permanent Hackney Homes Contract
Caretaker	P/T (variable hours)	Ranstad

8.0 WOODBERRY WORKS

- 8.1 **Background** - The Woodberry Works construction training project has been operational on Woodberry Down for almost two years providing local residents from Woodberry Down and Stamford Hill with training programmes in construction skills.
- 8.2 The Project was initially funded by the Woodberry Down and Stamford Hill SRB6 Programme which provided the funding to convert the vacant Parkfield House block of flats into a training centre. The Project was managed by Circle Anglia and paid for through Section 106.
- 8.3 In April 2009 Circle Anglia left the Woodberry Down project including Woodberry Works. Woodberry Work's staff also left. The WDRT assumed responsibility for Woodberry Works and Parkfield House. The project lay dormant until June 2009. When 'the Head of Community Development – Woodberry Down' was asked to take managerial responsibility for Woodberry Works, its budgets, line management of staff, health and safety; course development; trainee welfare; work placements.
- 8.4 Currently WW runs short courses in safe venues aimed at hard to reach groups such as NEET; Women; Turkish Speaking women. Funding for courses is raised through Section 106 and other sources.

- 8.4 **Legal Responsibility** - Overall responsibility for the management of Woodberry Works is now through Hackney Homes i.e. Health & Safety; Risk Assessments; Repairs; Insurance; Staffing; Financial Management; Security; Course provision; Trainee Welfare.
- 8.5 Once managerial responsibility had passed to the 'Head of Community Development Woodberry Down' a full risk assessment by the Hackney Homes H&S team was carried out on Parkfield House. It concluded that without substantial investment Parkfield House was not an appropriate or safe training venue. Parkfield House is not used for training.
- 8.6 *Woodberry Works Advisory Panel* – There is a monthly meeting of the Woodberry Works Advisory Panel. This has been in the past referred to as the Woodberry Works Board. Members are asked to note that this Panel has not been legally constituted in any way. It has no legal responsibility for the training project. The WWAP simply advises on courses that should be run and developments around construction and other training. It is made up of Hackney Homes; Local resident; Contractors; Hackney Community College; LBH; Genesis.
- 8.7 **Staffing** – Along with Head of Community Development Woodberry Down there are two other members of staff employed to run the Woodberry Works project. Both staff members are employed through Ranstad and are line managed through Hackney Homes policies and procedures. They are line managed by the Head of Community Development Woodberry Down. Staff are funded through Section 106 Grant.

Project Direction	P/T	Duties covered by Head of Community Development Woodberry Down (1.5 days/week)
Training Manager	P/T .8 (4days/week)	Ranstad
Administrator	FT	Ranstad

9.0 IMPACT UPON THE HACKNEY HOMES RISK REGISTER

No impact from this report.

10.0 HUMAN RESOURCES IMPLICATIONS

10.1 As included in the report.

11.0 FINANCIAL IMPLICATIONS

11.1 As included in the report.

Title of Report: FIRE RISK ASSESSMENTS UPDATE	
Decision Making Body: Hackney Homes Board	Date: Monday, 26 April 2010
Classification: FOR INFORMATION	Report of: Head of Planned Maintenance-Martin Weaver
Item Previously considered at: <u>Hackney Homes Board</u>	On Which Date: 27 July 2009 25 Nov 2009
Report Author: Martin Weaver x1658	Appendices: N/A

If you have any questions about this report, please contact Martin Weaver on 0208 356 1658 or email Martin.weaver@hackneyhomes.org.uk.

1. SUMMARY

This report updates Board Members on the progress made by Hackney Homes in meeting the requirements of the Regulatory Reform (Fire Safety) Order 2005 and issues arising from the fire in Camberwell in July 2009.

It updates on progress on the Fire Risk Assessment [FRA] programme, and provides information on actions being taken to deal with the identified risks and the resultant works programmes.

2. RECOMMENDATION(S)

2.1 That the Board note this report.

3. BACKGROUND

3.1. In October 2006 new legislation came into force, which changed the responsibility for carrying out fire risk assessments from the Chief Fire Officer to the building's Landlord. The Regulatory Reform (Fire Safety) Order 2005 repeals both the Fire Precautions Act 1971 and the Fire Precautions (Workplace) Regulations 1997 & 1999 alongside amending, or repealing, a host of other legislation covering aspects of fire safety for employees and others in the workplace.

- 3.2. A strategy was developed in close consultation with the London Fire Brigade to address the new responsibilities. Part of the strategy was to divide the housing stock into three categories to prioritise the fire risk assessment surveys: initially to inspect all tower blocks 6 storeys and above then to tackle the 3-5 storey blocks and finally those up to 3 storeys (mainly street properties). It was clear that our in house team would not be able to carry out the required surveys in an acceptable timescale and may not be sufficiently qualified. Hence, we worked with consultants to develop a programme of inspections to cover all of the housing stock.
- 3.3. Specialist suitably qualified consultants were engaged via our term consultants to undertake the assessments and also to train our own staff. A suitable format for the FRA reports was agreed and surveys commenced in April 2007. At the time of the Lakanal House fire in July 2009, 397 FRAs had been undertaken.
- 3.4. **FRAs Progress.** There are 1981 blocks listed on the Asset Management Database [Codeman 4] but, following inspection it has been determined that 373 of these do not require a FRA in accordance with the legislation. Hence 1608 assessments were required. 1583 of these have now been risk assessed and there are now only 25 blocks where access problems have resulted in initial surveys being still outstanding. These are all converted street properties for which keys to communal areas are not held by Housing Management. Three have appointments and 9 are thought to be leased to Housing Associations. Efforts will continue until all have been surveyed. All blocks where surveys are more than 2 years old at the end of March 2010 have been resurveyed.
- 3.5. **Findings from Surveys.** The FRAs provide priority ratings for identified required actions with recommended time scales for implementation, based on the qualified assessor's view on the risk present. Hence there are actions listed as Priority 1, 2 and 3 as well as recommendations for works when future refurbishment is undertaken [Priority 3+]. A large proportion of the Priority 1 items are related to materials, often combustible, being left in communal areas. Fundamental principles of fire safety in buildings include the establishment and maintenance of fire compartments [that will contain the spread of fire for half an hour or one hour] and the protection of escape routes. Hence it is unacceptable for anything that could obstruct movement, or indeed be a source of combustion, to be in the communal areas. This includes the storage of items in areas annexed without approval through the installation of gates in some blocks. Immediate action is taken on receipt of reports to deal with Priority 1 items, also requesting feedback on completion. This may be the direct ordering of work, such as repairs to fire doors, or the notification of items requiring removal to Housing Management.
- 3.6. **Data Management.** The volume of items being reported and actions required means that an effective tracking mechanism is required. Whilst

this was not initially in place, causing difficulties in establishing what had and had not been done; data is now recorded on the Concerto database provided by our term partner consultant, NPS Ltd. Any HH officers requesting access to this system are provided with same. All FRAs and actions are now recorded and tracked on the system. Copies of FRAs are also recorded on HH Asset Management Database [Codeman 4] with dates. A spreadsheet is exported from Concerto to allow easier monitoring of progress and identify uncompleted actions. A post inspection process has recently commenced in order that we can be sure that actions have been taken. Unfortunately this is showing that where materials have been cleared, very often more materials are left in the same places. A Fire Incident Log is maintained where all fires are recorded and learning points derived.

- 3.7. **Works Programmes.** So far we have expended well over £4m on fire risk associated works in 2008/9 and 2009/10. One of the major works programmes carried out to date is the replacement of communal fire doors with a new, far more robust and effective, design developed in conjunction with one of our partner contractors. These doors solve the problems of closers being continually removed and of uneven floor levels meaning that gaps exist when the door is closed. The Door Sets are fully tested and compliant. To date we will have installed 745 of these sets. In order to maintain fire compartmentation, the front entrance doors to flats need to be fire rated and have self closing devices. The Safer City doors that have been installed over several years meet these requirements and the programme for 2009/10 was revised to replace front entrance doors where problems had been identified. Smoke ventilation systems and fire detection systems have been installed where risks/actions have been identified. Dry Riser systems have been installed where recommended. New Emergency Lighting systems are being installed in 23 blocks and Fire Alarm systems in 4 blocks.
- 3.8. **Re-inspections.** More recent FRAs have included a recommended re-inspection period and a policy has been agreed based on the overall risk rating of the block. The dates of the inspections undertaken and the period are being loaded on to Codeman and this will then be able to provide a re-inspection programme to commence from April 2010. Some smoothing of the programme may be required given the accelerated initial survey programme following the Camberwell fire. Additionally Estate Managers have been asked to undertake inspections on a monthly or other set period programme and provide standard format tick box style reports confirming key issues such as communal areas being kept clear of rubbish etc. Cleaners have also been asked to report on such items.
- 3.9. **Fire Safety Policy.** A Fire Safety Policy for Hackney Homes is being developed. The document has been discussed with the London Fire Brigade and with the specialist consultant. High level discussions are taking place within Hackney Homes to agree elements of policy such as what will be tolerated in communal areas. Once these are complete the

document will be circulated for sign off. However, it is proposed that this is a living document that will be subject to revision whenever necessary. The policy includes an evacuation policy. This has proved to be a difficult area since the Fire Brigade themselves are not definitive. Based on advice from the specialist consultant we currently propose a policy which is based the type of building involved. In general where the blocks are purpose built with fire compartmentation as required by the Building Regulations applicable at the time, the advice is to stay put until the Fire Brigade inform otherwise, as long as the fire is not in the near vicinity. Where flats are in converted street properties there will not generally be fire compartmentation in place and the advice must be to evacuate as soon as possible. There are also some specific designs of purpose built flats that do not have double door protection and in these cases also the advice will be to evacuate. Where the advice is to evacuate immediately fire alarms will have to be installed.

4. IMPACT UPON THE HACKNEY HOMES STRATEGIC PLAN 2008 - 2013

N/A

5. IMPACT UPON THE HACKNEY HOMES RISK REGISTER

- 5.1. This relates to item HH22 in the register. There are clearly risks for Hackney Homes related to this responsibility. The FRAs include an overall assessment of the fire risk for each block which is High, Medium or Low. This is based on the qualified assessor's judgement taking account all the factors such as the design of the building and the priority actions required. In a number of cases a High rating is a transient situation prompted by the storage of calor gas or motorcycles in escape areas for example. Once these hazards are removed the rating is re-assessed and normally reduced. However, there are four blocks which have similarities in design to the Lakanal block in Camberwell. These so called 'scissor' blocks have been rated as 'high' risk and substantial works are being undertaken. However they may remain High Risk and will require greater attention than other blocks in order to control the risks as far as possible.
- 5.2. This whole process is about the identification and management of risks. Where FRAs identify risks/actions it is necessary for these to be dealt with 'as far as is reasonably practical'. Hence uncompleted tasks for any reason, including lack of funding, do present a continuing risk. A record of what has not been done is being kept.
- 5.3. The data on individual risk/action items is being stored on the Concerto database which is owned by our term partner consultant NPS Ltd. There is a risk that if NPS were to cease to exist, that access to our data could be lost. Regular exports of data in the form of Excel spreadsheets will serve to mitigate this risk.

5.4. An Internal Audit has been undertaken by PWC to look at the current processes and risks, and a report is expected in the near future.

6. THE HACKNEY HOMES EQUALITY & DIVERSITY STRATEGY 2006 / ACTION PLAN 2007 – 2010

6.1 An Equalities Impact Assessment will be undertaken on the Fire Safety Policy.

7. CONSULTATION PROCESS & FINDINGS

7.1 Planned Maintenance have been consulting closely and liaising with The London Fire Brigade throughout this programme. Regular meetings have been held by the Director of Property Services with all HH stakeholders as well as the Council's insurance section and these will be continued by the Head of Building Maintenance. The specialist consultant has been consulted on all issues of policy and on the drafting of the Fire Safety Policy document itself.

8. ICT IMPLICATIONS

8.1. Problems identified earlier in this programme related to the inaccuracy of property data in the Saffron system. This information was also fed into the Codeman database. A full audit of the data has now been undertaken. Data on FRAs is loaded into Codeman which is now the source all such data.

8.2. Detailed information relating to the FRA action items is held in Concerto which is a database owned by NPS Ltd, although any HH officer requiring access can have it. As discussed above there is a risk associated with this arrangement.

9.0: HUMAN RESOURCES IMPLICATIONS

9.1 Three posts dedicated to fire risk assessment works are being created within the new Property Services structure.

13.0 FINANCIAL IMPLICATIONS

13.1 Significant expenditure has already been made on this project. It is likely that a further £5M capital funding will be initially allocated for 2010/11. However, the estimated cost of implementing all recommended actions is far greater than this. The estimates will be firmed up and further bids made. Should works not be possible due to lack of funding, the risks that are consequently carried will need to be clearly stated and accepted.

13.2 There are also additional Revenue implications. An ongoing survey programme will be required plus maintenance of fire safety installations

such as Fire Check doors and additional installations such as Emergency Lighting, Fire Alarm systems, Dry Risers and Automatic Smoke control systems.

14.0 LEGAL IMPLICATIONS / ADVICE

14.1 Advice is being taken on the matter of Leaseholder front entrance doors. It has been identified that some front entrance doors are not of suitable fire resistance and this can potentially compromise the fire integrity of the dwelling and allow a fire to spread either from or into a dwelling. This is also the case with some leasehold dwellings and it is important that these doors are upgraded. It appears that there is a difference between leases signed before and after the year 2000. Clarity is being sought on what options we have to deal with inadequate front doors on leasehold properties in blocks.

14.2 Advice is also being taken on our position where works have not been undertaken despite a priority action having been notified.

15.0 OTHER RELATED DECISIONS / GUIDANCE

12.1 It is expected that further guidance and possibly legislation will emerge once the investigation into the fire at Lakanal House has been fully investigated and reports produced. It is also likely that a central register of 'tower' residential blocks will be established by the Tenant Services Authority.