

HACKNEY HOMES Ltd Board of Directors Meeting 18

6.30 to 8:30 PM ON 26th June 2006,

Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

A AGENDA Part A (open to the public)

Item	Presenter	Subject	Status	Page Number	Duration
Open Items					
1	D Curley (Chair)	Welcome/Apologies/Introductions	Information	Verbal	3 mins
2	D Curley	Declarations of Interests	Information	Verbal	2 mins
3	D Curley	Questions received from the public	Information	Verbal	5 mins
4	D Curley	Minutes of 22 nd May 2006 and matters arising	Decision	2	5 mins
5	S Tucker	Chief Executives Monthly Report	Information	6	30 mins
6	S Noonan	Improvement plan	Information	14	10 mins
7	S Tucker	Business Plan and Value for Money Strategy	Information	17	10 mins
8	Alan Turner	Decent Homes Programme	Information	53	5 mins
9	Steve Tucker	Succession Arrangements for Board members	Decision	56	5 mins
10	Steve Tucker	Cabinet Forward Plan	Information	60	5 mins
11	D Curley	Any Other Business			5 mins

Distribution: All Board Members

In Attendance: Steve Tucker; Susmita Noonan, Pat Ronayne, Barrie Cotton, Alan Turner



Part A minutes of Board of Directors, held at Regan Way
 Community Hall, Regan Way, Shoreditch N1
 On 22 May 2006 at 6.30PM

ITEM 4

Present	Board Members David Curley – Chair Samantha Lloyd Audrey Villas Alice Burke Rupert Tyson Asim Bhattacharyya Chloe Fletcher Brian Marsh Marie Photiou Andrew Potter Linda Kelly	Afolasade Bright David Larkin Karen Alcock Officers Steve Tucker – Chief Executive Robin Smith – Woodberry Down Derek Young – Finance Director Peter Hayter – Director Pat Ronayne – Company Secretary Susmita Noonan – Director Amanda Murrell – Woodberry Down Barrie Cotton – Governance Manager	Apologies	Sharon Patrick Sandra Hall
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OPEN MEETING			
Item	Decisions	Action	Date
1 Welcome/Apologies			

2 Declarations of Interests	None		
3 Questions From the public	<p>Fred Filce, Chair, Hackney Leaseholders Forum asked for clarification of some recent correspondence where it appeared consultation with Leaseholders had been omitted.</p> <p>Steve Tucker explained that Leaseholders had not been omitted, and that the term “residents” was being used as it was all inclusive. Reassurances were given that all consultation will specifically include leaseholders and will ensure all residents have an opportunity to contribute.</p>		
4 Minutes of last meeting 24 April 06	Agreed		

<p>5 Chief Executives report</p>	<p>Year End Performance</p> <p>Members received the details of the update from the Chief Executive.</p> <p>There will be a Quarterly Performance meeting with the Mayor on 24th May 06 to consider the 2005/06 end of year performance results.</p> <p>BC to circulate the April performance figures as soon as they are available. Every attempt to be made in future to ensure these figures is circulated for Board Meetings timely fashion. The report to focus especially on:</p> <p>Repairs, appointments, complaints, Rent collection, phone answering, resident satisfaction, payment of invoices, anti social behaviour.</p> <p>Members asked for a breakdown of the number and volume of invoices in each category to allow comparison. The names of contractors by Neighbourhood should be provided in future reports</p> <p>Members expressed a strong wish to see improvements in telephone answering, and continuation of good collection of rent through the summer months.</p>	<p>Audrey Villas to attend for HH Board</p> <p>S Noonan</p> <p>D Young S Noonan</p>	
<p>6 Woodberry Down update</p>	<p>Robin Smith provided Members with an update of the current situation in advance of their visit in June 06.</p> <p>BC to circulate a copy of the Cabinet forward plan for future Board meetings decisions ahead of the next Board meeting.</p>	<p>B Cotton</p>	
<p>7 Improvement Plan</p>	<p>Deferred to next months agenda</p>		

8 Value for Money	<p>Derek Young provided an update on progress for the Value for Money project, including recommendations for reducing management costs, improving income collection, service delivery improvements and fostering a value for money culture amongst staff.</p> <p>DY to provide budget and finance reports to Board in July</p> <p>A fuller draft Business Plan will be delivered to the Audit and Finance Committee in June 06.</p> <p>The Business Plan will concentrate on the next 12 months particularly, and provide a direction for the next three years.</p>		
9 Decent Homes Programme	Deferred to next meeting		
10 Any Other Business	None		

1. Summary

This June Chief Executive's Monthly Report brings to the Board's attention a range of issues that are of importance to Hackney Homes. A supplementary report (to follow) provides a summary of performance progress for the period to the end of May.

2. Recommendations

- 2.1 That the Hackney Homes Board notes the content of this report.
- 2.2 That the Board commits gives consideration to how to ensure completion of the Board Training Programme and to participating in a residential event as part of the Governance Review and Improvement Plan.
- 2.3 That the Board gives nominates a Governance Champion who will participate in the Governance Project Board.
- 2.4 That the Improvement Committee receives a presentation on Choice Based Lettings in July.
- 2.5 That Board Members provide feedback on the planned Hackney Homes Marketing Strategy.
- 2.6 That the Board congratulates staff on receipt of the ROSPA Gold Award for Estate Play Areas.

3. Background

- 3.1 Since the May meeting of the Hackney Homes Board, both the Improvement Committee and the Audit and Finance Committee have met. The Hackney Homes Business Plan was scrutinised by the Audit and Finance Committee and following some minor amendments appears on tonight's agenda for full approval by the Board. The Improvement Committee has established a quarterly cycle of reviewing key elements of the Improvement Plan and then revisiting them to verify progress.

4. Progress

4.1 Quarterly Performance Review

I attach as an Appendix the Minutes of the Quarterly Review which was chaired by the Deputy Mayor of Hackney, Councillor Jamie Carswell, earlier this month. This was in effect the end of year review for 2005/06 and the Vice Chair of Hackney Homes, Audrey Villas was in attendance together with senior managers from Hackney Homes and from Hackney Council. The Mayor of Hackney also attended. The following areas were selected by the Council for comment:

- Performance on rents and empty property re-letting, where targets have been met, was commended.
- Concern was voiced by Councillor Alan Laing, Cabinet Member for Neighbourhoods and the new lead on issues affecting Hackney Homes, about a number of issues relating to the Decent Homes Programme including the impact on customers and possible non-achievement of output targets.
- The Council felt that the new focus required on repairs was that of completing jobs right first time. This has been a priority for the Business Improvement Project for some time.
- Performance on invoices paid on time, telephone answering and responding to complaints was noted as below target.
- The Mayor repeated his request for improvements in the quality responses to enquiries so that they add value and are informative.

The action being taken on these issues is covered in the section below on performance highlights. The Chair has agreed that he will also attend future quarterly performance review meetings. Appendix A provides the notes of the Quarter Four Performance Review.

4.2 ROSPA Gold Award

Following completion of the second year of substantial investment in Estate Play Areas and Ball Parks, Hackney Homes has received the ROSPA Gold Award for the quality of play areas and their maintenance and inspection regime. This is the highest level of award from ROSPA and improves upon the Silver Award received last year, confirming the continuing investment in Estate Play Areas and the work going into maintaining these assets in sound condition for children.

4.3 Hackney Homes Strategic Planner

Board Members at the Audit and Finance Committee requested that all Board Members should be provided with a document that provides an overview of all of the live issues, initiatives and activities affecting Hackney Homes in the months ahead. Hackney Homes Management Team has developed a Strategic Planner which exists in both Wall Chart and A4 document format and is issued to all managers and sections as a reference document. It breaks down activities into the

relevant work stream categories and identified key dates for forward planning purposes. The A4 version of the Strategic Planner is attached to this report as an appendix.

4.4 Neighbourhood Walkabouts and Reality Checks

Following the last meeting I wrote to Board Members advising of the Neighbourhood Walkabouts planned which Board Members are invited to attend if they wish. A Borough Tour was conducted recently and this covered three estates, Regents, Milton Gardens and Yoakley Road where resident representatives showed us around and we were able to assess the overall quality of Estate Services and maintenance of communal areas. The Landlord Services Client Team now conduct Estate Services Enforcement Inspections on a regular and systematic basis right across the Borough which are designed to identify and tackle such issues and verify that they have been properly addressed. It is the responsibility of the Neighbourhoods to act as the client for all Estate Services matters and to hold providers accountable.

Neighbourhood Walkabout Planning Meetings are convened around a week in advance of the Walkabouts themselves to decide on the route and to agree notification to relevant resident representatives so that they may be present to bring matters to our attention. A Walkabout was held in the North East Neighbourhood on Friday 16th June attended by Vice-Chair Audrey Villas.

4.6 Staff Focus Groups

Since the Launch of Hackney Homes on 3rd April 2006, I have been convening small Staff Focus Groups of 10-15 people and have held around 40 of these sessions with staff from right across Hackney Homes. This approach has been borrowed from good practice in other ALMO's and is designed to cultivate a strong sense of organisational purpose and a new way of working as a non-hierarchical and empowering organisation. Staff are invited to say what works well in Hackney Homes and then what gets in the way of working well that they would like to see changed. This is producing a steady flow of well grounded, positive ideas from front line staff which are strongly focused on improving quality of service for residents and making the organisation more effective at delivering its objectives.

A range of key improvement themes have emerged:

- **Local team working is particularly strong but collaboration between teams in different parts of Hackney Homes is quite poor – a phenomenon sometimes referred to as silo working.**

A range of initiatives has commenced to address this including meetings and conferences for front line staff where they present to other teams what they are working on and agree areas for joint collaboration and improvement. A buddying system has been proposed where two members of staff in different teams agree to

work together to keep each other informed about changes and ensure that there is effective on the ground communication between those teams. A new approach to team briefings has been adopted which makes them more participatory with each section required to provide an update to everyone else on what they are doing and working on at present.

- **Staff say that it has become more difficult to operate basic ordering and payment systems since we became Hackney Homes.**

A working group has been established which includes admin staff from across Hackney Homes together with senior managers to address this. It has been given the brief to resolve the blockages that have stood in the way of this. We have also brought this concern to the attention of the council as we are worried that in some cases it is the requirement for Council approval, for example, for all new suppliers, which is creating an unnecessary delay.

- **Staff have complained about the accuracy and usability of our current IT systems, the need to integrate databases across Hackney Homes and what is felt to be a slow response to requests for IT support.**

We are examining the options for moving rapidly to adoption of an electronic document management and customer relationship management system prior to the replacement of the current Saffron system. Council support will be needed for this.

- **Staff want Hackney Homes to become a learning organisation.**

This is now being developed through our complaints and feedback system and within major projects such as Decent Homes where the lessons learnt from Phase One are being applied in Phase Two.

- **Staff have raised a number of issues around communication including the need for up to date and reliable guidance on organisational structure, a desire to move away from over-reliance on email communication, a perceived lack of professionalism on telephone answering and the absence of a forward programme for Decent Homes and planned maintenance.**

All of these issues are being addressed as part of our organisational development and empowerment programme.

- **Staff want Hackney Homes to be more independent from the Council and to behave as a professional contractor would.**

In the early months of Hackney Homes' existence we are inevitably going to remain closely linked to the Council and over time a greater degree of autonomy will emerge whilst still within an over-arching partnership. It is seen as positive that staff are impatient for the organisation to move forward under its own steam.

The Focus Groups have also generated a welter of really good ideas for service improvement. They have confirmed very clearly that staff are extremely focussed on this and on delivering for residents. Any critical comments made have always been quickly followed by positive suggestions for addressing the problem.

Nearly all staff expressed appreciation for the opportunity given by the Focus Group to put ideas and suggestions on the agenda and are keen to see these followed up. There is a widespread recognition that the organisation has made very significant progress over the last few years and has succeeded in improving services to residents. All of the discussions at the Focus Groups have been minuted and following each meeting a project plan has been compiled for action. After 3-4 weeks the completed project plan is re-circulated to the staff involved to show the action taken as a result of the discussion and points made. The whole round of Focus Groups will be repeated six months into the financial year, i.e. from October 2006 onwards.

4.7 Good Governance

An important part of the inspection in March next year will be looking at the Governance arrangements within Hackney Homes. In order to prepare for this external assistance is being obtained to conduct a review of current Governance arrangements and how they are operating, to produce a gap analysis of where we are now and where we need to be to achieve a two or three star rating and to advise on an improvement programme which will deliver this. Once implemented a Governance inspection will follow and this is scheduled for October.

This work will involve an assessment against the Audit Commission's Key Lines of Enquiry for Governance. It will test the effectiveness of the Board Training Programme and the work done to ensure that the board begins to act as a team and operates cohesively with a shared sense of purpose and clear understanding of the Board role.

Other ALMO's have found that in order to achieve this time needs to be invested through a facilitated residential event designed to bring the Board together. More fundamentally, Board Members must commit to completing their Board training. In this respect it should be noted that a number of further ideas for Board Training have emerged:

- Understanding Hackney Homes Finance and the Housing Revenue Account
- Governance
- Employment Responsibilities
- Risk Management

I do appreciate the commitment shown by Board members to date through investment of time and energy. The additional work needed to achieve excellence in Governance will be carefully planned long in advance so the impact on Board Members is manageable.

A detailed report will be submitted to the Ethics and Standards Committee on July 25th.

As an initial step it is requested that the Board identifies a Board Member who will be part of the Governance Project Board and act as a champion liaising between the Project Board and the Hackney Homes Board to ensure that Governance remains high on the agenda.

4.8 Trading Services Improvement Project

The Trading Services Improvement Project Board has been meeting weekly to accelerate and intensify the implementation of Business Improvements in Trading Services concentrating on the following areas:

- **Materials management** – an entirely new materials management system has been implemented and is awaiting connection by the Council to the main general ledger. Renewed materials procurement arrangements have been approved by the Audit and Finance Committee of Hackney Homes are now awaiting approval by the Council Procurement Board.
- The Audit and Finance Committee have approved **new supply chain partnering** arrangements for Trading Services and these are also now awaiting approval by the Council Procurement Board.
- A comprehensive **repairs post inspection** team has been established which will conduct 5000 physical inspections of work carried out by both in-house teams and contractors in order to verify quality, completeness and value for money.
- **Repairs Right First Time**
The entire end to end process of requesting a repair and having it carried out is being reviewed with a high degree of resident involvement and utilising tenant inspectors to improve the effectiveness of the repairs contact centre. This is also using feedback from complaints and a detailed analysis of complaints about gas breakdowns, for example, to ensure that we learn from what works and what does not work currently. The engagement of the repairs contact centre with the neighbourhoods is an important part of this process and this will include customer facing staff at the neighbourhoods.
- **Future Options for Repairs and Maintenance**
A detailed proposal on this is being prepared and will go to the July meeting of Hackney Homes Board. The Chief Executive is meeting all

staff to explain the improvement process and to report back on action taken following concerns expressed about parking. An additional 88 permits have been ordered.

- **Review of the Fair Pay Scheme**

A comprehensive review of the operatives incentive scheme is due to commence shortly and will address the difficulties attracting labour which are attributable to what has come to be seen as an uncompetitive basic rate of pay. The impact of any replacement for the Fair Pay Scheme needs to be carefully modelled financially and will have to be contained within the existing budget.

4.9 Accommodation

It has been an explicit objective which we have shared with the Council that Hackney Homes should have its own dedicated accommodation with, all headquarters staff being brought together under one roof. At the same time Hackney Homes has to vacate the Yorkton Street depot in order to accommodate the construction of a multi-use games area for the proposed new Bridge Academy School. We have always made it clear that this move must be completed by September or it will pose an unacceptably high risk to our Improvement Projects Plan.

We have reached provisional agreement with The Council on a move to a new office which will bring together staff currently based at Christopher Addison House, Lower Clapton Road, Yorkton Street and The Leasehold Section above Barclays Bank into one building at the junction of Richmond Road and Mare Street. This will present excellent opportunities to develop a new and more effective way of working from the outset with better communication between staff and introduction of electronic document management and customer relationship management systems. We are currently working with the Council to scope the proposed move and a timetable for this change will be developed. This is seen as an important step in establishing Hackney Homes identity separate from The Council.

4.10 Choice Based Lettings

The Council is introducing a new system of Choice Based Lettings in September which gives future tenants the opportunity to bid for a home of their choice. This affects all social landlords in the borough and covers all of the lettings to households nominated by the Council. This comprises 100% of Hackney Homes lettings. Experience in other authorities with the introduction of Choice Based Lettings has been almost universally problematic with in some cases serious blockages and delays arising. It is intended that in Hackney we will learn from the experience elsewhere and do everything possible to ensure that the IT systems, the staff training, the advance publicity and the awareness and briefing of future tenants is all fit for purpose and that there is minimal disruption.

This is a significant issue for Hackney Homes and one that will be of great interest to the Inspectors. It is recommended that a briefing on Choice Based Lettings is arranged for the July meeting of the Improvement Committee.

4.11 Leasehold Valuation Tribunal

Hackney Homes proposals to levy an additional service charge payment on leaseholders will be considered by the Leasehold Valuation Tribunal on the 13th and 14th July.

4.12 Marketing Strategy

I attach as an appendix details of the new Hackney Homes Marketing Strategy which focuses on customer services, performance improvement and value for money.

4.13 Energy Efficiency

A research report commissioned by British Gas has found that Hackney is the fifth most energy efficient local authority in the UK as measured by carbon dioxide emissions per dwelling. This reflects the investment made in improving the thermal efficiency of homes and the very high BVPI score that Hackney Homes has for this. The first phase of the Decent Homes programme in particular enabled our energy efficiency to be significantly improved through installation of double glazing and new roofs.

Report Originating Officers: Steven Tucker, Chief Executive, Hackney Homes

Tel: 020 8356 3671

Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date

Steven Tucker

Chief Executive _____

Councillor Jamie Carswell

Lead Member for Housing

Housing Improvement Plan 2006/07 - June

1.0 SUMMARY

The Improvement Plan is our tool to deliver our mission across the teams that make up **Hackney Homes** – linking the challenging objectives set out in the Housing Strategy and the Mayor's Priorities to specific projects being undertaken by all of us. The Improvement Plan is guided by three cross-cutting themes:

- Customer focus
- Performance
- Value for money

2.0

1.1.1 RECOMMENDATIONS

2.1

To note progress.

3.0

1.1.2 BACKGROUND

1. ROLE OF THE BOARD COMMITTEE

The Board has set up the Improvement Plan Committee to guide implementation of the Customer Focus and Performance element of the Improvement Plan. (The Value for Money element is guided by the Audit and Finance Committee).

This Committee has met four times, providing challenge and advice on the following themes:

- 23 March Introduction
- 11 April Responsive Repairs, and Asset Management
- 9 May Customer Services (client and partner), and Tenancy Management
- 13 June Engagement, and Lettings

2. PROGRESS ACHIEVED

Since the last summary report (to the May Board), eight projects have been

successfully completed:

- Ethnicity Recording
- Policies for hate crime and domestic violence
- Start-ups of new Tenant Management Organisations
- Turkish focus group
- Process for in house properties temporarily leased to housing associations
- Business planning
- ISO accreditation
- Review incentives for Direct Debit usage

There has also been significant progress in the following areas, where the level of perceived risk has been lowered.

- Housing management manual (from red to green)
- Write off procedure (from red to amber)
- Kiosks (from amber to green)
- Diversity Strategy (from amber to green)

3. RISKS

Nevertheless, significant risks remain to the successful delivery of the Improvement Plan – and by extension the achievement of a 2* rating.

Of the 161 projects comprising the Improvement Plan, 13 are currently regarded as **RED** initiatives – i.e. projects posing significant concern to delivery. This compares to 57 projects currently rated as Amber, 71 rated as Green, and 20 projects that have definitively been completed.

The Improvement Plan Committee interrogated the May edition of the risk register at its last meeting (13 June), and will receive an up-to-date risk register at its next meeting (11 July).

A general comment on the unfolding of projects is that initiatives have tended to slipped beyond planned windows. Attention needs to be focussed on completing projects rapidly, as we have ever less time in which to achieve impact before the next Inspection (to begin on-site on 27 March).

6.0 **CONCLUSION**

Significant progress has been made toward addressing the issues required by the Housing Improvement Plan 2006/07, under the guidance of the Improvement Plan Committee.

Contact Officer:

Susmita Noonan, assistant director of landlord services

Originating officer

Rob Logan, policy officer, x6129

Background and supporting Information:

Improvement Plan



Business Plan 2006/ 07

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1. Executive Summary

The launch of **Hackney Homes** heralds a new era for housing services in Hackney.

Hackney Homes Ltd is a new organisation set up on the 1st April 2006 to deliver an excellent housing service and decent homes by 2010. It is an arms length management organisation (ALMO) wholly owned by Hackney Council.

Our mission is:

To deliver excellent, responsive housing services, helping all residents to lead healthy and thriving lives in decent homes and estates within safe, mixed and sustainable communities.

Our Objectives

The fundamental aim of **Hackney Homes** is to improve the quality of housing and housing services in Hackney. Together with the Council we have developed a set of objectives –

- In partnership with Hackney Council, to improve homes and the physical and social environment
- Achieve and maintain the decent homes standard for all properties by 2010
- Achieve at least a 2 star 'good' rating for housing services in 2007
- Achieve high resident satisfaction across all communities and age groups, giving all residents opportunities to influence what we do
- Create strong, safe and sustainable communities
- Meet the needs of vulnerable and hard to reach people
- Operate a plan for each estate, to make them safer, cleaner and greener
- Deliver good value for money, and keep our finances sustainable

Our Partners

The achievement of the aims of Hackney Homes involves all our partners including:

- London Borough of Hackney
- The Housing Management Partners
- The five Housing Construction Partners
- The numerous wider partners around the Borough

2. Introduction

2.1 Background

Prior to the start of Hackney Homes on the 1st April 2006 significant work was undertaken across Hackney Homes on its strategic priorities. An Improvement Plan was developed to reflect these priorities and the report from the Audit commission on the indicative inspection in January 2006.

This work has now been brought together in the Hackney Homes Business Plan for 2006/7.

The Business Plan is the document that sets out the key priorities and targets of Hackney Homes. It should provide the overarching framework for delivering the objectives set out in the Delivery Plan agreed between the Council and Hackney Homes.

2.2 Our Opportunity

We have to meet a 2* standard in the delivery of our services to residents, as assessed by the Audit Commission before we can access the funding available from the Government which is required to bring all our homes up to a Decent Homes Standard. The Decent Homes Standard means homes must be wind and watertight provide a good level of thermal insulation and have reasonably modern kitchens and bathrooms. We are committed to meeting this standard by 2010 and have initiated the biggest and most exciting renewal programme in our history in order to make this happen.

Meeting the 2* standard and putting this into practice means that everyone has a big part to play in this once-in-a-generation opportunity to improve the quality of housing in Hackney and the service we provide. The Audit Commission will be inspecting our services in March 2007 and it is imperative that we can demonstrate continuing progress following the judgement they gave us earlier this year that we are currently a 1* service with promising improvement prospects.

2.3 The New Organisation

We asked residents to choose how to improve their homes and 64% backed the ALMO as the best way forward for Hackney above the three other options available of stock transfer, Private Finance Initiative or staying with the Council.

The ALMO now has a Board to guide it – composed of five councillors, five independents and six residents, who were elected in an open election run by the Electoral Reform Society in September 2005. David Curley is the chair of **Hackney Homes** Ltd, assisted by two vice-chairs – Audrey Villas and Councillor Samantha Lloyd.

The Board oversees all the activities of **Hackney Homes** Ltd supported by our staff transferred in April 2006, with their current terms and conditions and protected by the Transfer of Undertakings (Protection of Employment) (TUPE) regulations.

2.4 A Journey of Improvement

Our services are getting better – we invited the Audit Commission to conduct an Indicative Inspection in late 2005, and they confirmed that we have good prospects for improvement and are on track to meet our aim of at least a good (2*) service by late 2006. As a result an Improvement Plan was developed for 2006/7 the main purpose of which was to address the immediate priorities which would enable us to achieve a 2* rating from the Audit Commission when they inspect Hackney Homes in March 2007. Our intention is to complete these immediate priorities by the Autumn of 2006 and then ensure they become fully embedded in the way we work and learn as an organisation.

The Improvement Plan focuses on three key themes –

Customer Focus	To provide excellent housing services to our tenants, reliable management & responsive repairs. To take action that responds to the issues residents have told us about and keep them properly informed about service improvements.
Performance	Performance management supports service delivery by identifying progress, planning improvements & linking staff development to observed performance so that we become a learning organisation.
Value for Money	To provide good quality housing services for the rent our residents pay. To become an efficient service using our income to achieve the aims our customers want.

2.5 Our Customers

Our customers are tenants & leaseholders who live in properties that we manage through our housing management partners and Tenant Management Organisations. We are responsible for 23,589¹ rentable properties, 7,329 leaseholder properties and 1,256 freeholder properties where freeholders pay estate service charges.

2.5.1 Customer characteristics

The provision of housing services in Hackney means understanding and responding to residents' needs.

Hackney is the sixth-most **diverse** community in Britain². This requires a customer profile that includes the ethnic origin of our tenants (which is nearing completion) and a series of innovative outreach events that seek to reach beyond those residents traditionally accessed by tenant involvement structures.

Overcrowding is a major issue for our tenants – something that is demonstrated both by local pressure for re-housing and by demographic evidence that Hackney is the sixth-most overcrowded community in Britain (Census 2001). The shortage of affordable housing (especially of larger properties) is a major local issue, and one where **Hackney Homes** is working to support the Council's strategic programme to maximise local people's choice in the nature and location of homes.

18% of Hackney residents report a long-term illness or **disability** (Census 2001), which is the second highest in London. We are currently reviewing our programme of works for aids and adaptations and our co-operation with colleagues in Social Services, to ensure that we provide an efficient service to vulnerable tenants.

Through our annual survey of tenants and leaseholders, we obtain a reliable image of the key **issues prioritised by residents** themselves. The three highest concerns about living on our estates are the behaviour of young people, litter or rubbish and drug use or prostitution. The high priority that we give to anti-social behaviour and estate cleaning shows that the organisation's priorities match the residents.

We are committed to **involving tenants** in our service development. Our review of resident involvement will create a structure more attuned to the needs of participation in an ALMO environment – building on a strong tradition of tenant participation, and implementing a new approach that helps residents participate in the many, various ways they wish.





¹ 1 February 2006

² 40.6% of our resident population have non-white ethnic backgrounds (Census 2001)

2.6 Business Planning for Excellence

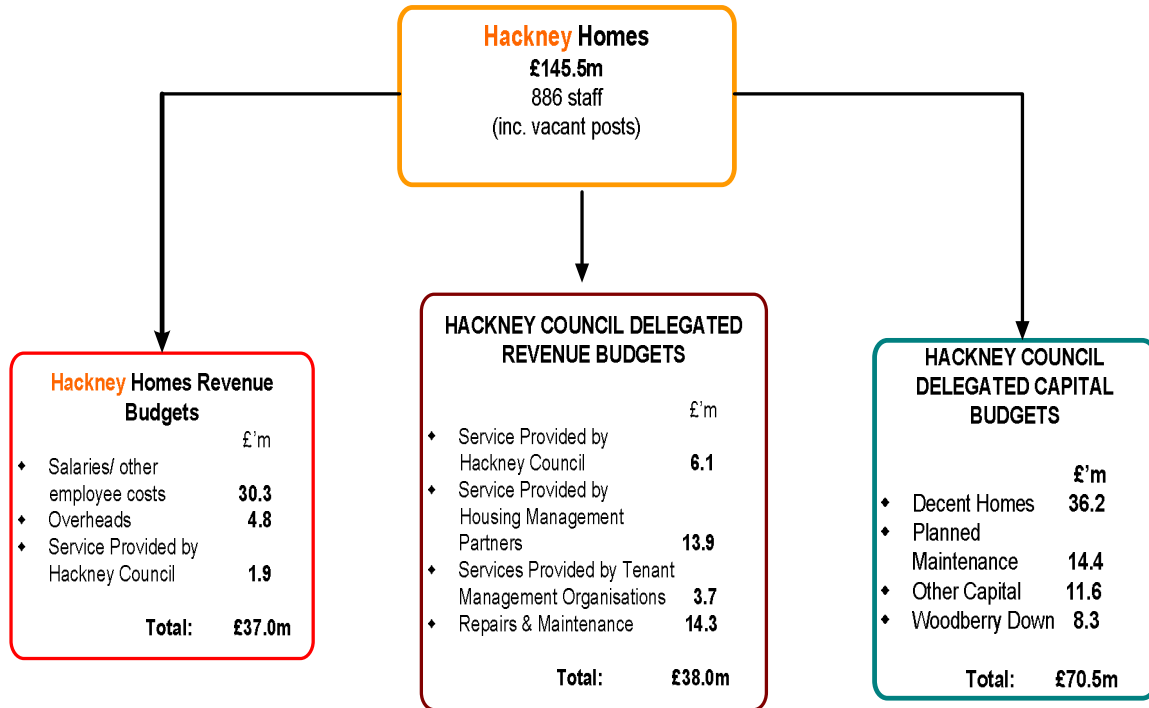
We aspire to excellence in all we do. As a first step, we need to reach an officially recognised good standard across Hackney Homes.

We have implemented a new structure of business planning in order to help all our people get to grips with our objectives and ways of working.

-  A short, accessible **Excellence Plan** was published to staff and residents' representatives – describing the characteristics and priorities of our customer base and explaining how we are improving services.
-  Inclusive **staff events** were held in each division, which asked each team to present their own ideas about contributing to the overall priorities of the organisation.
-  This **Business Plan** brings together all the team plans from across our divisions, creating a comprehensive plan for the business as a whole.
-  Every person who works for **Hackney Homes** will agree their priorities with their manager during their annual **appraisal** – where their individual objectives are set in the context of wider priorities. This Business Plan builds on contributions made by residents, staff and managers, and sets out the way we manage our service, and how we are embedding the principles of improvement in the everyday development of each of our teams.

3. Organisation and Business Plan Summaries

The following organograms depict the financial basis for Hackney Homes business plan. They illustrate where human and financial resources are allocated and key performance indicators which contribute to the delivery of services.



**Headline KPI's for Housing Management and Maintenance
(for the whole of Housing Revenue Account)**

	Actual 2004/05	Actual 2005/06	Estimate 2006/07
Repairs and Maintenance Expenditure per Unit £	1,019	1,043	1,057
Comparison with 12 inner London Boroughs 1=highest	8*	8	
Highest	1,991*	1,747	
Lowest	968*	972	
Average	1,242*	1,314	
Supervision and Management Expenditure per Unit £	2,312	2,327	2,514
Comparison with 12 inner London Boroughs 1=highest	2*	5	
Highest	2,815*	3,088	
Lowest	1,396*	1,489	
Average	2,018*	2,240	

*Source CIPFA Inner London HRA Estimates 2004/05

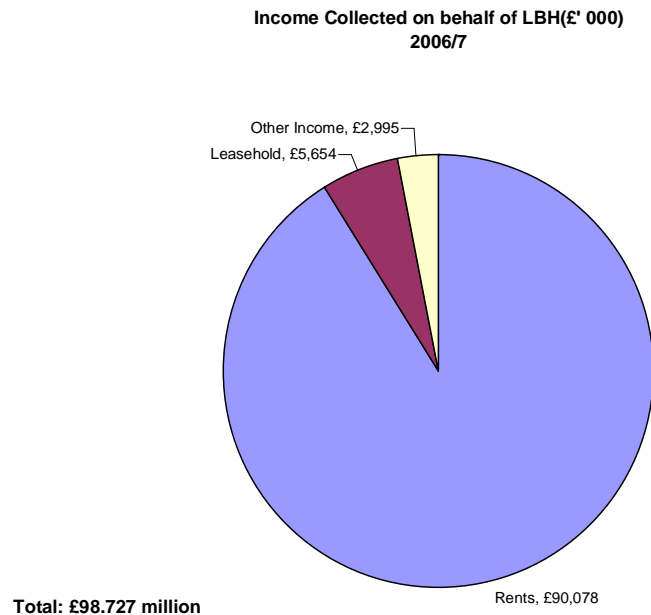
Hackney Homes is a not-for-profit company and will ensure that any revenue savings are reinvested in housing services. The financial arrangements between Hackney Homes and Hackney Council are designed to minimise any liability in Value Added Tax and Corporation Tax as a result of the creation of Hackney Homes Limited.

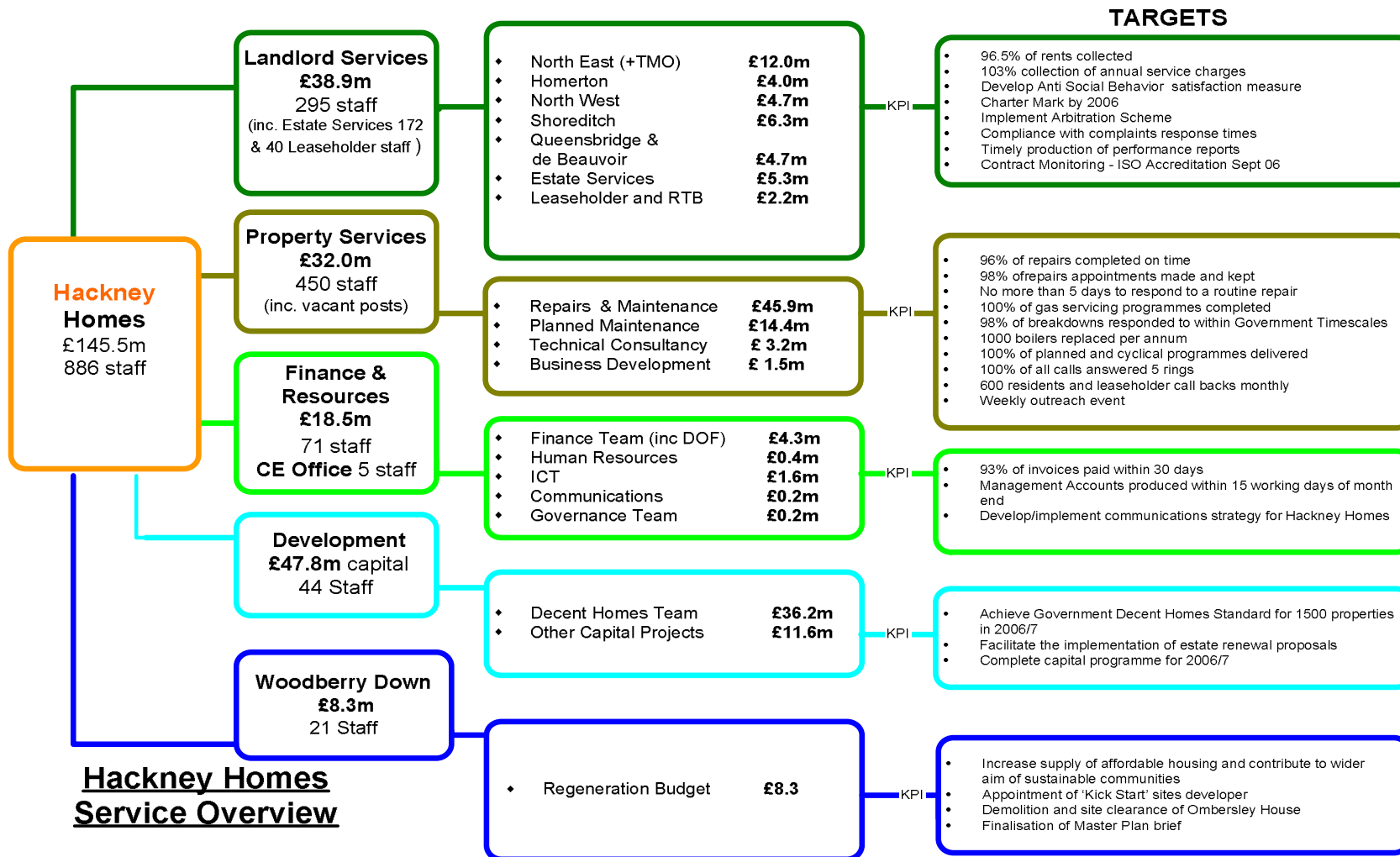
Annual expenditure budgets are agreed between Hackney Homes Limited and the Hackney Council. Hackney Homes Limited is free to apply this money as it considers best subject to agreement with the Council on changes between main budget heads.

Hackney Homes' budgets are controlled by the Board of Hackney Homes, and virements are allowed between items in these budgets without consulting the Council. Hackney Homes receives a Management Fee from Hackney Council equivalent to its expenditure on a monthly basis, and there is an agreed process for negotiating any variations to this fee.

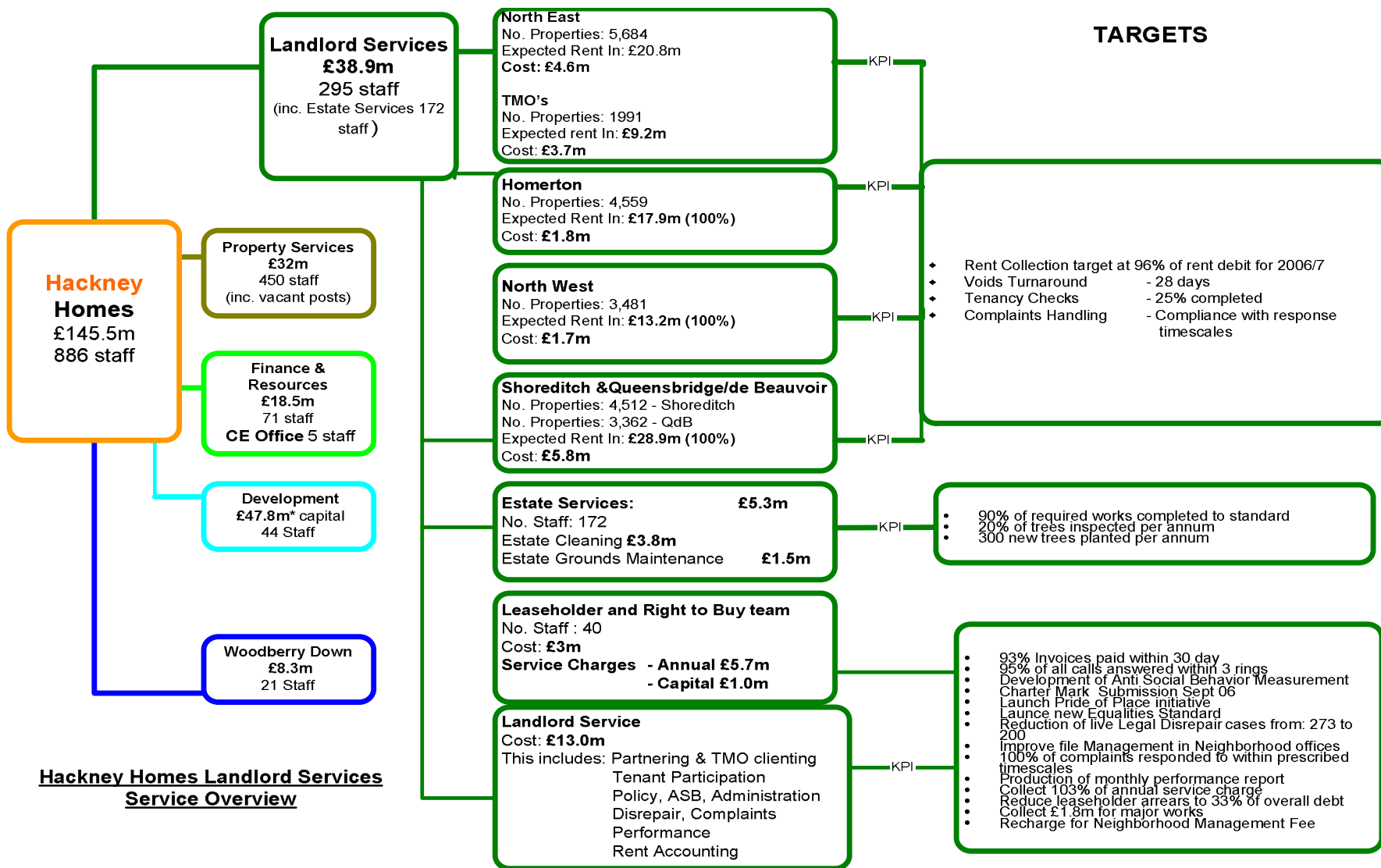
Delegated budgets are those budgets which the Council has agreed to place under the supervision of the Hackney Homes Board although they remain the budgets of the Council. Once set, Hackney Homes may spend these budgets without further reference to the Council. However any virement between these budgets is subject to Council approval. Movements between Hackney Homes' budgets and delegated budgets are subject to Council approval.

The following chart shows the rent and other charges collected by Hackney Homes on behalf of the Council. This income is paid into the Council's bank accounts and does not form part of the income of Hackney Homes.

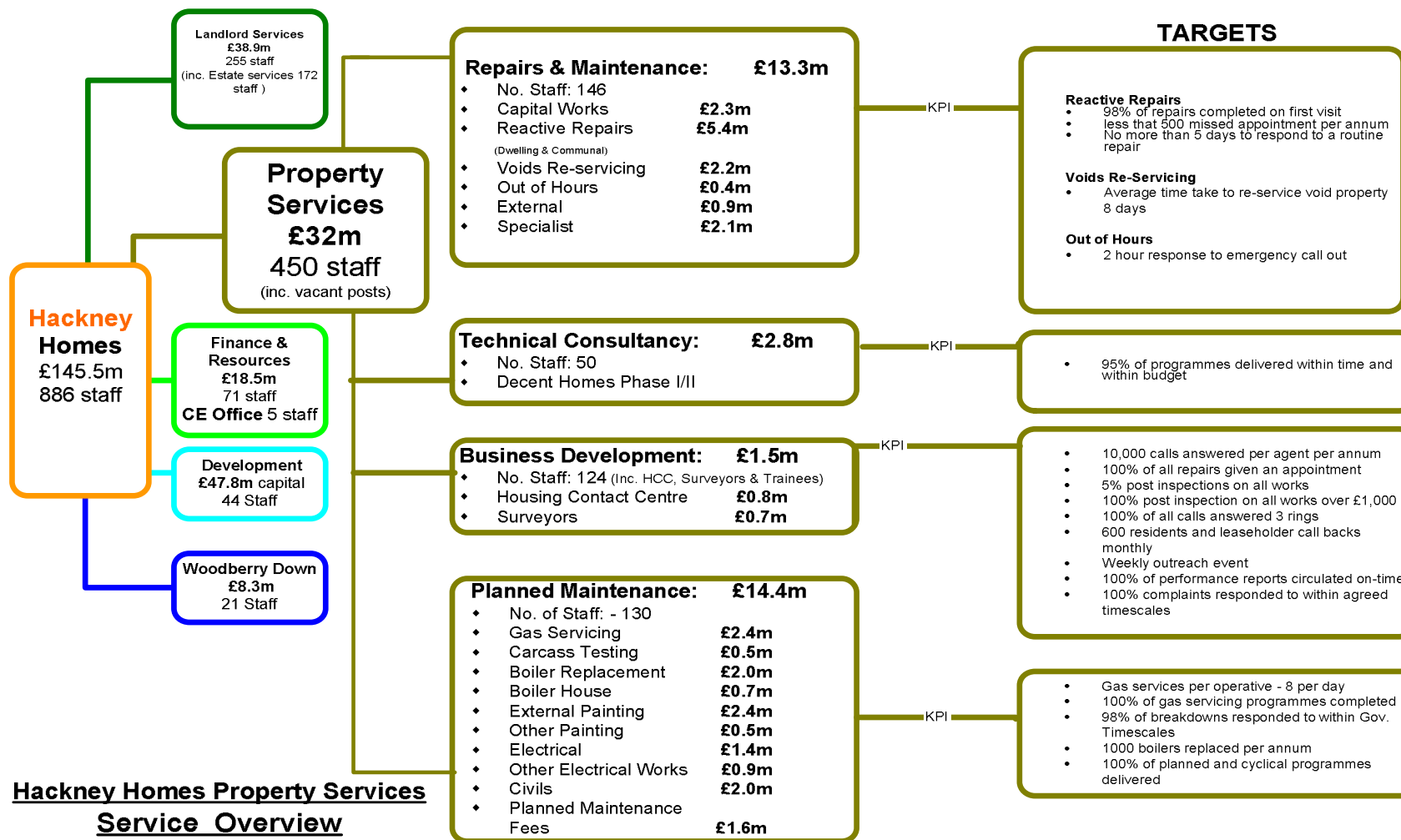


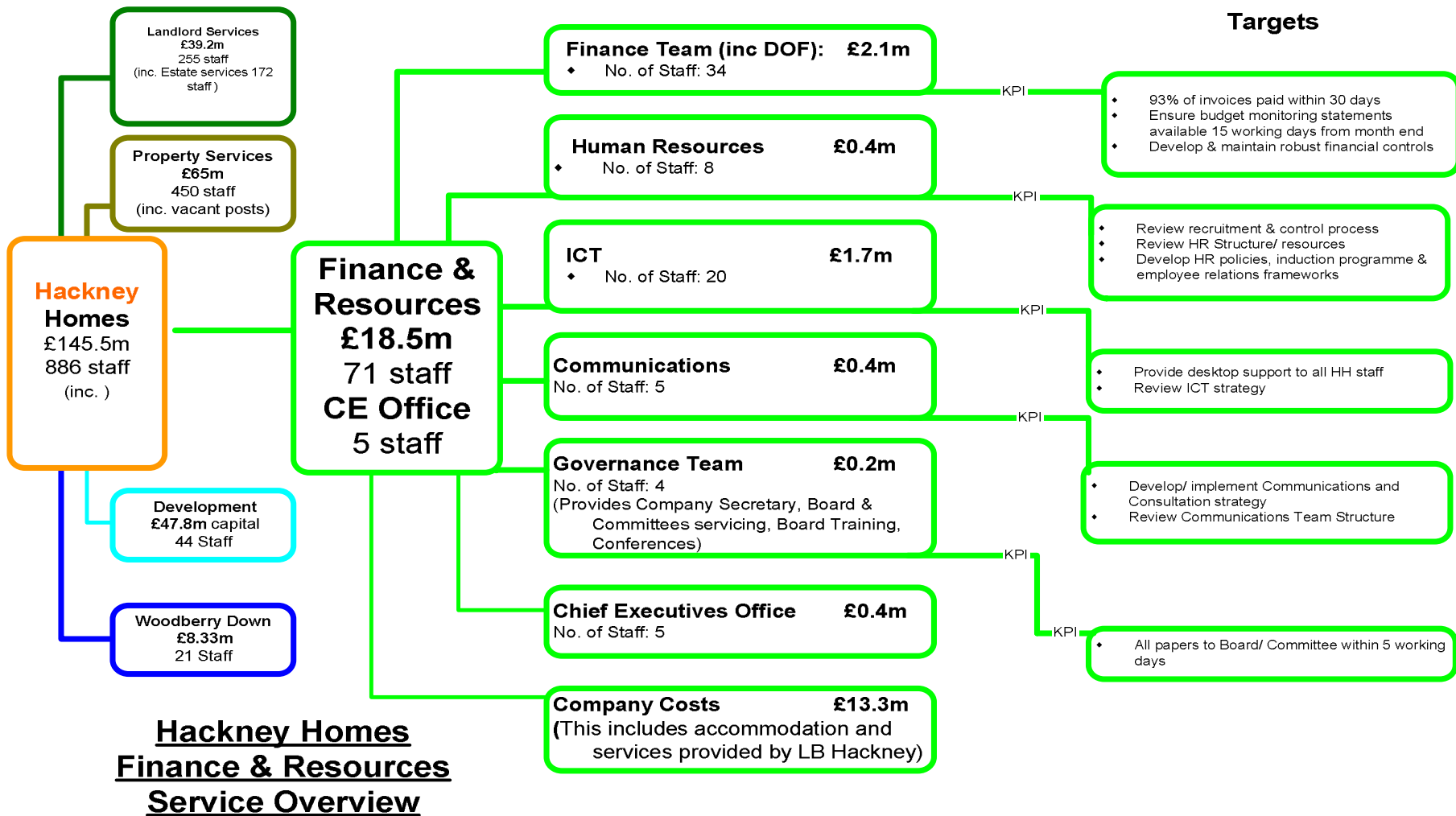


Hackney Homes
Service Overview

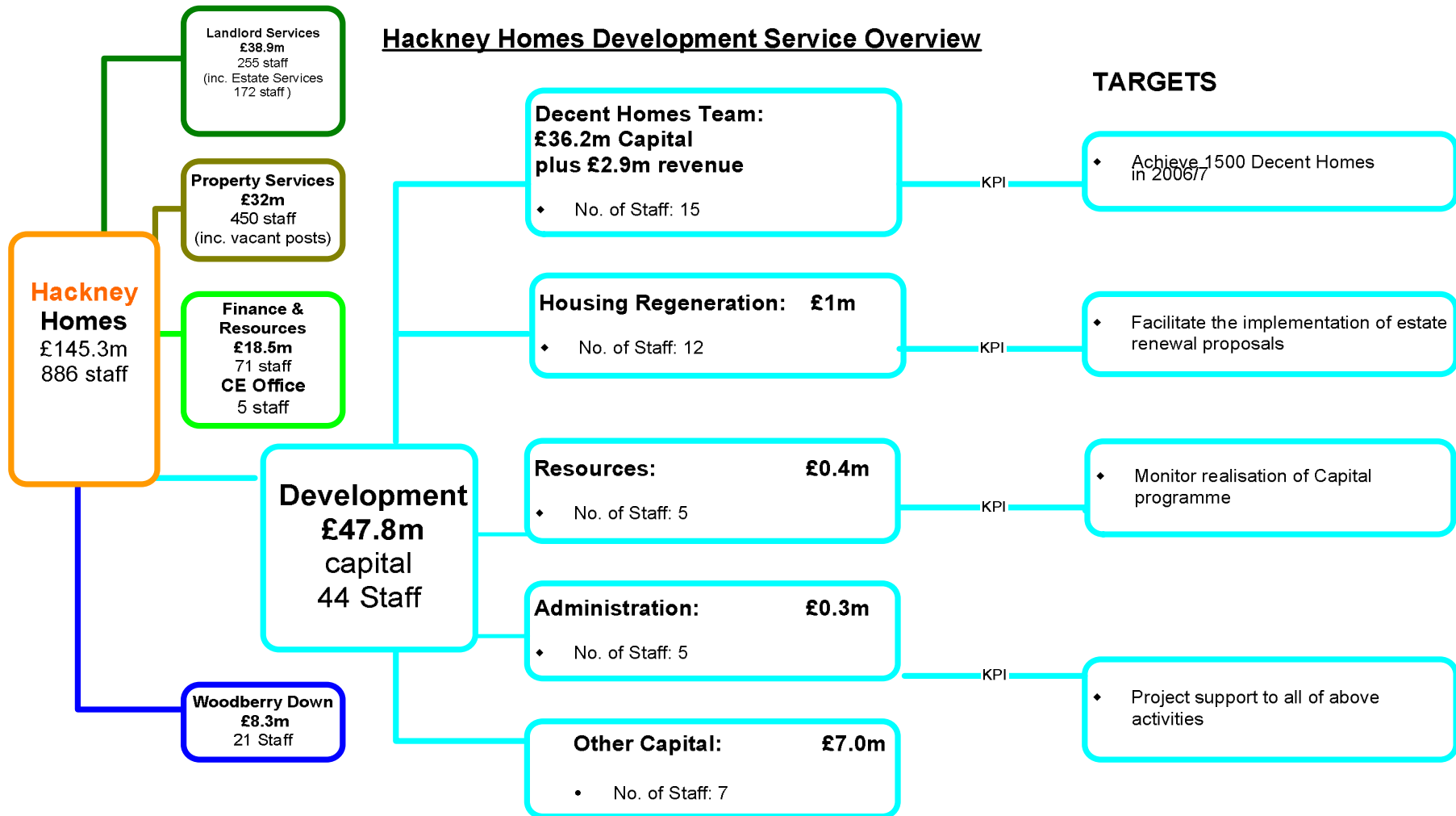


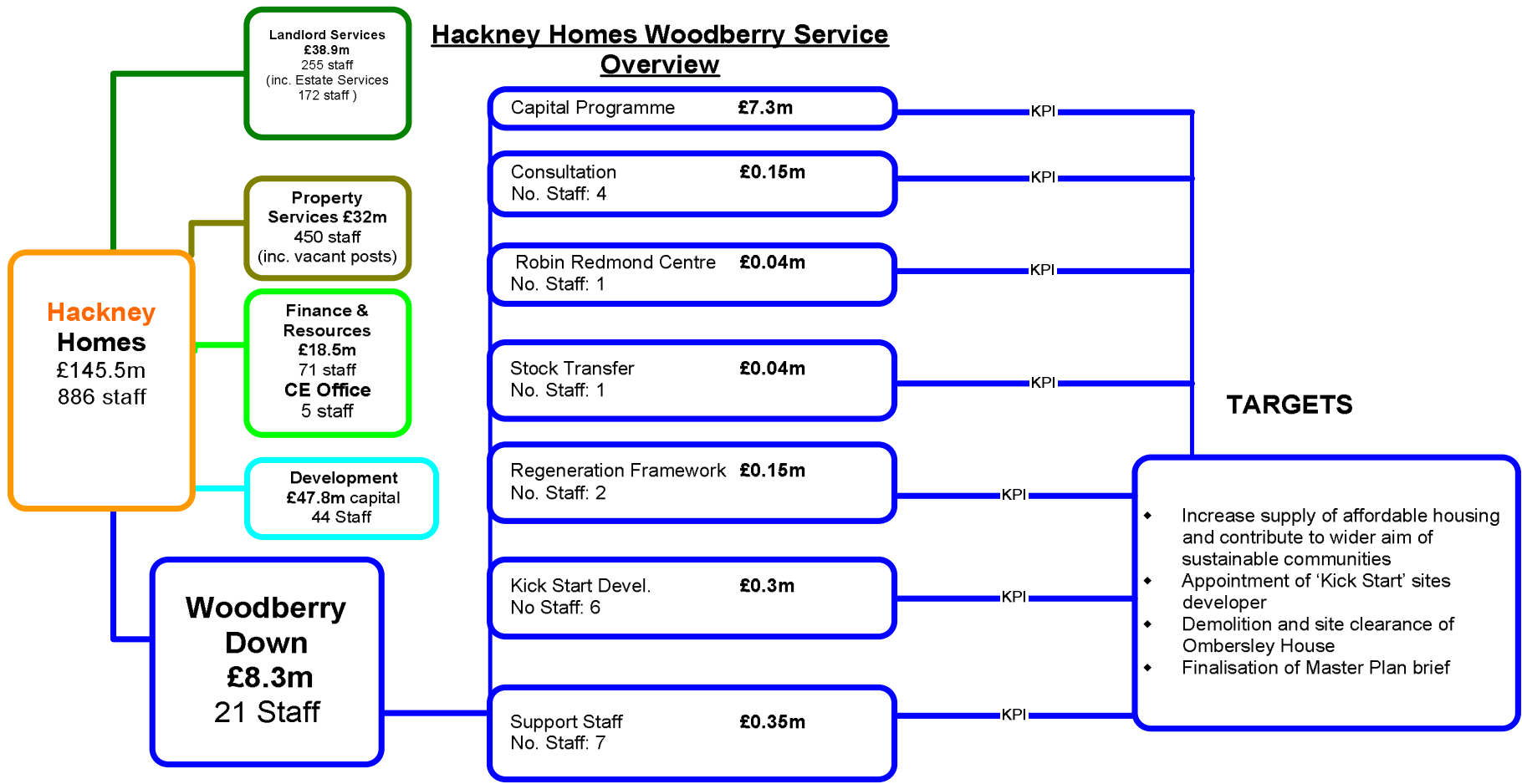
**Hackney Homes Landlord Services
Service Overview**





Hackney Homes Development Service Overview





4. Governance of Hackney Homes

Hackney Homes Ltd has a Board of sixteen Members composed of five London Borough of Hackney Councillors, five Independent Board Members and six Resident Board Members who were elected in an open election run by the Electoral Reform Society in September 2005. Independent member David Curley is the chair of Hackney Homes Ltd, assisted by two vice-chairs – Resident Member Audrey Villas and Councillor Samantha Lloyd.

At least 1 of the Resident Members must be for a leaseholder. The remaining 5 seats can be either a tenant or a leaseholder depending on the results of the resident ballot

A number of Committees have been set-up to oversee various aspects of the business of Hackney Homes Ltd but all decisions are made by the Board.

Board Members

David Curley: is Chair of the Board. He works with UBS investment bank and is actively involved in the bank's broader community initiatives within Hackney. He also works with GP's on a mentoring scheme and has provided business mentoring support to small businesses within Hackney during the past three years. (Independent Member)

Audrey Villas: is Vice-Chair has lived in Hackney for 43 years and is an active tenants' advocate. Her interests include book keeping and computers. Audrey is committed to working as part of a team to make a difference on Hackney's Estates. (Resident Member)

Cllr Samantha Lloyd; is also a Vice- Chair and has lived in Hackney since 1984. She lives in Hackney Central and has a breadth of experience working in the community and is community representative on the Hackney Wick Regeneration Budget Board. She works as a business analysts and has been a councillor since 1999.

Cllr Karen Alcock: has lived in Hackney for seven years and is a ward councillor for Clissold. She has a track record in communications and is the director of a communications agency:

Asim Bhattacharyya: has a strong legal and financial background in planning, management in the private, public and community sector and has fond memories of living in Stamford Hill as a student. He brings to the board strong team-working skills and will work with local people to help build on the improvements already implemented by the council. (Independent Member)

Alice Burke: has lived in Hackney for over 30 years. She trained as an auxiliary nurse and joined the board to help Hackney residents get a fair deal. (Resident Member)

Cllr Afolasade Bright: is a councillor for Haggerston ward and has a background in human resources. She has lived in Hackney for 13 years and has three

children. She has served on a number of housing and regeneration partnership boards

- Chloe Fletcher:** has lived in Stoke Newington for nine years and brings to the board expertise in social housing. During her time on the board she hopes to ensure that residents receive a really good service from the ALMO and that they can see the improvements that are being made. (Independent Member)
- Sandra Hall:** is Hackney born and bred and has a background in childcare. She is interested in improving external environment including playgrounds and youth facilities. (Resident Member)
- Cllr. Linda Kelly:** travelled all over the world when she worked as a travel agent and has lived in the borough for over 40 years. As well as her duties as Speaker she works as an advocate for adults who have learning difficulties. (Speaker for Hackney Council).
- David Larkin:** has lived in Hackney for 14 years. He set up North and South Dafoe Residents' Association aged only 20 years old and worked with the local community to achieve much-needed improvements. (Resident Member)
- Brian Marsh:** has lived in Shoreditch for 46 years and as a result has seen many changes in the area. He is a life time trade unionist and would like to see more community cohesion and to bridge the divide between the old and young. (Resident Leasehold Member)
- Marie Photiou:** has lived in Hackney for 20 years and her family have been in the area since the 1950's. She works as a Senior Assessment Manager for the Healthcare Commission and has extensive experience of working in partnership with residents, voluntary organisations and local authorities. (Independent Member)
- Cllr. Sharon Patrick:** has been a councillor for 18 years and lives in Homerton. She is a council tenant and has provided lots of support to her TMO. She has a strong background in health and is involved in the local Primary Care Trust. She is interested in making Hackney's Homes safer and is looking forward to implementing improvements for residents.
- Andrew Potter:** brings to the board over 16 years housing management expertise. Over the past five years Andrew has worked at a senior level for several inner city boroughs and he is currently the director of housing management for Ealing Homes ALMO. (Independent Member)
- Rupert Tyson:** used to work in housing for local Government as well as the Caribbean diplomatic service. He has lived in the borough for 23 years and says he is looking forward to contributing towards the decision-making to deliver a first class housing service. (Resident Member)

The Board must have a broad spectrum of skills and abilities in its Members. Councillors bring their council experience to the Board, Residents bring in general the resident perspective of the service whilst independents are appointed by the Board to fill any gaps in knowledge and skills not provided by Councillors and Residents. Board Members have been provided with a full package of training.

The day to day running of the business of Hackney Homes Ltd. is through the Hackney Homes Management Team which comprises:

The Chief Executive:	Steve Tucker
The Director of Trading Services	David Angus (Interim)
The Director of Regeneration	Mekor Newman
The Director of Landlord Services	Susmita Noonan
The Director of Finance & Resources	Derek Young (Interim)

5. Strategic Focus and Priorities for 2006/07

The strategic priority and focus for 2006/7 is the achievement of 2* status from the independent Audit Commission in the formal inspection at the end of this financial year. This will be the gateway to £225m of new investment for Decent Homes. The following table shows Hackney Homes main priorities for 2006/07 which are identified in the agreed improvement plan which was agreed by the Hackney Homes Board in March 2006. The Improvement Plan is our tool linking the challenging objectives set out in the Housing Strategy and the Mayor's Priorities to specific projects being undertaken by all of us in 2006/7 in order to gain our 2* status. It is guided by three cross cutting themes:

- **Customer Focus**
- **Performance**
- **Value for Money**

There are over 100 individual initiatives covering Customer Focus and Performance issues and these are monitored by an Improvement Plan Board and the Improvement Plan Committee of the Board. Most of these projects are small and it is intended that most will be completed by this Autumn.

Appendix One sets out the **Value for Money Strategy** for the next three years.

Aim	Audit Inspection Comments	Key Initiatives
<p>Customer Focus We aim to provide excellent housing services to our tenants – reliable management, responsive repairs, action taken that responds to the issues that residents have told us are important.</p> <p>The quality of service we provide has improved (e.g. rent collection, repairs appointments, re-letting properties_ - but we don't always deliver this in a customer focussed way. In particular, more issues can be resolved at a first contact, and more repairs can be completed first time.</p>	<ul style="list-style-type: none"> - Staff are friendly and willing to help but lack knowledge to (1) resolve issues at first contact and (2) help people identify the Council services they need - General weakness around diversity <p>Resident involvement no good at reaching wider groups (young and BME), yet very expensive</p>	<ul style="list-style-type: none"> - Achieving Chartermark headline objective for raising customer focus - Merged call-centre - Mystery shopping to be conducted by tenants to access services provided - Develop staff manuals and use of virtual library - Improve knowledge of customer base – complete recording ethnicity for all households (Apr 06) and then vulnerability (Apr 07) - Future staff training on Leaseholder issues - Provision of Multimedia kiosks for customer use - Produce a Housing Diversity Engagement Strategy - Review of Tenant Participation on going - Appointment of Housing Youth Co-ordinator

Aim	Audit Inspection Comments	Key Initiatives
<p>Performance Performance management supports service delivery by identifying progress, planning improvements and linking staff training to observed performance.</p> <p>We have done well by improving our performance level – raising all our PI's to acceptable levels (sometimes top quartile levels). However the way we use performance information to back-up and improve services has not kept pace.</p>	<ul style="list-style-type: none"> - Weak appraisals, especially of diversity issues - Weak file management - Improvement planning not inclusive - Not always adopting the principles of best value - Too much staining by overflows on estates 	<ul style="list-style-type: none"> - Develop Appraisal guidance - Improve and monitor Partner training - Introduce joint Hackney Homes/Partner Induction - 'Closing the loop' – connecting mystery shopping and performance to training for individuals - Introduce improved file management system for implementation by Partners - Implement resident satisfaction surveys for anti-social behaviour - Address staining and other environmental issues within relevant programmes - Implement 'Caught on Camera' initiative – allows residents to use their mobile 'phones to report problems directly

Aim	- Audit Inspection Comments	- Key Initiatives
Value for Money	- Value for Money identified as our number one weakness	<ul style="list-style-type: none"> - Implement Value for Money Strategy and Workplan - Embed Value for Money culture - Further develop structures to ensure that resident feedback reaches Board
Our customers want quality services for the money they pay.	- Need a new formal write off policy	- Develop new formal write off policy by June '06
We are making progress in delivering efficient services – this year we moved from being the 2 nd most expensive housing service in London to the 5 th (of 12) – but we still have a long way to go.	- Shortcoming in leaseholder billing services	<ul style="list-style-type: none"> - Implement recommendations from completed Best Value Review of leasehold management - Recognise and develop the key role of the Borough wide Leaseholders and Freeholders Forum
The ALMO offers a once-in-a-generation opportunity to improve the physical quality of our homes – so we have the chance to make an impact, but we will only be able to achieve this if we are clearly an efficient service using our income to achieve the aims our customer want.		

6. Equalities and Diversity

The following section is an extract from the Hackney Homes Equality and Diversity Policy, which can be found on our intranet.

.....Hackney Homes is an employer of a diverse workforce from various religious and ethnic backgrounds. It strongly values equality and diversity and is committed to challenging discrimination and eradicating barriers which may, hinder the fair and equal treatment of minority groups within the workplace.

The vision of Hackney Homes is:

“To deliver excellent, responsive housing services, helping all residents to lead healthy and thriving lives in decent homes and estates within safe, mixed and sustainable communities.”

The two key equality objectives for realising its equality and diversity actions are:

- Embracing equality, celebrating diversity and delivering all services fairly, equally and with integrity.
- Valuing, developing and empowering staff to achieve their potential.

The Equality and Diversity Policy aims to provide a coherent framework, which underpins all of Hackney Homes, equalities, diversity and community cohesion. The policy reflects an approach that is based on equality and respect for all, and focuses on managing, valuing and celebrating diversity.

The vision of Hackney Homes for the fair and equal treatment for all and respect for dignity and value of all is summed up as:

“...reduce inequality and social exclusion within communities and between Hackney and the rest of the country to make Hackney one of the best parts of London to live, work and do business in”.

7. Communications Strategy

In order to achieve 2 stars and beyond it is imperative that we implement a marketing and communications strategy that will facilitate our aim of better informing our customers about the services they receive and how they can get involved to make those services those which provide value for money and customer focus. In terms of staff, communicating information that will help them do their jobs effectively and efficiently, whilst reiterating the values and objectives of Hackney Homes.

This is a very unique opportunity to seize hold of the opportunity afforded by a fresh new brand.

7.1 What we hope to achieve

- Inform and engage with internal and external audiences
- Be open and transparent
- Influence internal and external customer behaviours via cross-cutting awareness raising campaigns
- Drive forward the changes necessary to help Hackney Homes reach a higher level of quality housing services

7.2 How we will do this

Key Themes: Customer Focus, Value for Money, Performance
Target Audience: Internal: Staff
External: Tenants, Leaseholders, Partners
Main Methodology: Six Campaigns – June-November 2006
Poster Campaigns
Estate visits, buses, lamp posts, back of HH maintenance vehicles
Website and Intranet
Various Newsletters
Media
Face to face and team meetings

7.3 Key Themes

Each theme will have a 'headline and strap-line' which indicates to internal and external audiences what the theme aims to do.

Customer focus	<i>It takes just one (follow up call or repair completed etc) to make someone's day. It takes just one (resident to get involved or person to recycle etc) you can make the difference</i>
Performance	<i>We're scoring goals, the team name has changed. The kit has changed. But the goals posts haven't moved. Let's aim for 2 stars and more</i>
Value for money	<i>Value for Money is (shopping around, the right people for the right job etc.) We are spending your money (examples of DH, planned maintenance programmes, play sites etc) and this is where we have spent it!</i>

1.1.3 APPENDIX 1

1.1.4 HACKNEY HOMES VALUE FOR MONEY STRATEGY AND WORKPLAN

1.1.5 1 BACKGROUND

The Hackney Homes Board has established Value for Money as one of its three principal priorities alongside Customer Focus and Performance Improvement. The recent Indicative Inspection in December 2005 highlighted the need for a coherent organisation wide programme to deliver Value for Money across all the activities of Hackney Homes and to establish an active Value for Money culture which extends to all staff and to residents. The Inspectors prioritised their recommendations on achieving Value for Money above all others, commenting that the work undertaken to date had been accountancy-led and needed to assume a more prominent profile, delivering real and quantifiable value enhancements for the benefit of residents.

The Audit Commission has published guidance on how it will make Value for Money judgements within Housing Services. Value for Money is defined by the Audit Commission as the relationship between economy, efficiency and effectiveness – the Value Chain. Value for Money represents an optimum balance between all three – relatively low costs, high productivity and successful outcomes. It should be noted that costs alone do not reflect value and that local context and quality of service will also be taken into account. Quality can be interpreted as doing the right things in the right way and at the right cost.

Hackney Homes needs to understand how the organisation's costs compare to others, allowing for local context, performance and policy choices. This requires good comparative cost information, identification of high spending areas and clear understanding of how these have arisen including external factors and organisational priorities. On the basis of this planned efficiencies which are appropriate and challenging need to be set and the Inspectors will look at how Hackney Homes has delivered against predicted savings as well as how the resources have been reinvested in the organisation's priorities.

1.1.6 2 PROPOSALS

A Value for Money Board has been established which is responsible for the overall direction and management control of the strategy to deliver Value for Money in services provided by Hackney Homes. It oversees a Value for Money Programme which is in turn part of a wider Improvement Programme. Individual Value for Money Projects are set within a clear framework of overall policy objectives so that they are complementary and supportive.

The role of the Board in relation to the delivery of the Value for Money Plan will be to:

- Identify needs and establish projects

- Appraise feasible responses to potential projects
- Propose, approve, manage and monitor projects
- To ensure delivery of the Value for Money Plan each year

The Board meets monthly to receive highlight reports covering each of the five main elements of the Value for Money Programme. Each of the five main elements is in turn divided into a series of defined projects and a set of managed goals.

3 THE VALUE FOR MONEY PROGRAMME - THE FIVE ELEMENTS

3.1 Medium Term Financial Forecast

The Medium Term Financial Forecast is the high level strategic plan for all of the Housing Revenue Account and is therefore the key planning tool for Hackney Homes Value for Money approach. The key objectives behind the Value for Money Programme and the methodology used to deliver projects have been determined by the Medium Term Financial Forecast and the associated Housing Revenue Account Rightsizing Framework.

The Medium Term Financial Forecast sets out the key areas of income and expenditure under the control of Hackney Homes including: capital expenditure; salaries and wages; repairs and maintenance; estate services; housing management contracts; central support services; and accommodation. The annual service review process will ensure that all significant aspects of income and expenditure identified in the Medium Term Financial Forecast are reviewed systematically.

The current Medium Term Financial Forecast (MTFF) includes a cost reduction framework which sets out savings targets within the overall Housing Revenue Account (HRA) target. Achieving the solutions within this framework will enable Gershon efficiency saving requirements to be met. Repairs and maintenance savings are excluded from the framework because they are already built into the base line position, but are shown in the table below for completeness. This shows a total management and maintenance proposed cumulative cost saving of £16.7 million over the three years. These assessments were made before Hackney Homes came into operation and will need to be re-assessed in the context of Hackney Homes. In particular maintenance expenditure is below the average for Inner London Boroughs and consideration should be given to a redirection of resources to this area.

Savings required to achieve unit cost targets³

	2005/06 Budget £	2006/07 Budget £	2007/08 £	2008/09 £	Total £
Management cost per					

unit ¹	1,951	2,076	2,158	2,222	
Savings required (cumulative)	-	(0.892m)	(2.706m)	(2.539m)	(6.137m)
Maintenance cost per unit ²	1,234	1,256	1,254	1,281	
Savings required (cumulative)	-	(1.381m)	(3.768m)	(5.407m)	(10.556m)
Hackney Homes savings targets (cumulative)	-	(2.273m)	(6.474m)	(7.946m)	(16.693m)

¹ Salary costs have been increased by 3.3% per annum and other costs by 3% per annum.

² Costs increased by 5% per annum reflecting estimated increases to contract costs.

³ This table is an extract from the Medium Term Financial Forecast and the unit costs are calculated on a different basis to those used elsewhere in this document.

This forecast is due for revision by July 2006 and will show separately the savings required by Hackney Homes and savings required elsewhere within the HRA Housing Revenue Account. This revision will also afford Hackney Homes the opportunity to participate in the evaluation of savings requirements.

3.2 Reducing costs

The London Borough of Hackney is developing a use of Resources Project focussing particularly on value for money in which Hackney Homes will be fully involved. As far as Housing is concerned it is likely to focus on Housing Management and Maintenance Costs. The major parts of these costs are managed by Hackney Homes either as their own budgets (comprising mainly staff costs) or the delegated budgets covering most other areas of Housing cost. Hackney Homes will combine both their budgets and the delegated budgets which they manage for London Borough of Hackney in order to be able to tackle the reduction of management and maintenance costs on a holistic basis. The Business Plan shows the following over arching Key Performance Indicators (KPI's) on page nine:

	2004/5 Actual	2005/6 Forecast	2006/7 Estimate
Average Stock	24,656	24,183	24024
Housing Management Costs Per Unit (£'000)	£2,311	£2,327	£2,514
Housing Maintenance Costs Per Unit (£'000)	£1,058	£1,004	£1,057

The comparison of the above figures with the inner London boroughs places us as second highest for management costs per unit, and fifth lowest on Repairs and Maintenance costs (below average for the Inner London Boroughs).

Our aim would be to achieve savings and increase income which would reduce Housing Management Costs by 10% or £5.5m over a 3 year period (including Gershon Savings at 2.5% per annum) before taking into account other influences such as reduction in stock. Areas to be covered include:

- Benchmarking performance and comparison of costs against other housing providers
- Best practice in the procurement of services, goods and capital works
- Best Value Reviews of support services provided both in-house and by external organisations including the Council involving Best Value principles of Challenge, Compare, Consult and Compete
- Level of Agency and Consultancy Staff

Housing Maintenance Costs will also be targeted by placing major areas of cost such as the Supply Chain Partners and material supplies out to tender under the Councils procurement arrangements. A Best Value review of the Trading Services Division of Hackney Homes will also be undertaken. Although the Medium Term Financial Forecast is projecting savings in this area it remains to be seen whether the actions stated above will lead to any savings.

3.3 Maximisation of Income

The Housing Service has made significant progress on improving rent and other income collection in recent years. An Income Collection Project has been established within the Value for Money Programme and includes:

- The Leasehold Best Value Improvement Project – this has its own Project Board Meeting on a monthly basis chaired by the Chief Executive. The Leasehold Service Project Board will consult with the Leaseholders and Freeholders Forum and ensure that all statutory duties are met. It aims to secure significantly enhanced customer satisfaction levels through improved procedures and target timescales for invoicing and collection of service charges and major works recharges.

The Income Collection Project will also address rent arrears write-offs, continuing improvement in rent collection and recharging tenants for repairs and works such as voids dilapidations which are their responsibility under the Tenancy Agreement. The latter was a specific recommendation from the indicative Inspection.

3.4 Improvement in Service Delivery

This area covers all the projects concerning the examination of a range of measures designed to secure measurable and sustainable improvements in service delivery throughout Hackney Homes. The objective is to identify both qualitative and quantitative improvements in services and to obtain a better use of resources throughout the organisation. The key projects are:

- Two Star improvement plan projects including a review of estates cleaning and grounds maintenance;
- Leasehold services improvement plan;
- DLO practices and procedures;
- Projects identified by the benchmarking process;
- Projects designed to eliminate duplication of the use of resources within Hackney Homes;
- Projects designed to introduce new resources and services within the borough at no additional cost to Hackney Homes e.g. by securing more effective links and relationships

3.5 Establishing a Value for Money Culture

In addition to the active and visible role of the most senior management of the organisation in promoting the Value for Money Programme, it is important that this is extended to include all staff and indeed residents. A range of mechanisms is being used to achieve this:

- Staff involvement in the compilation of the Hackney Homes Business Plan
- Staff Focus Groups led by the Chief Executive which address Value for Money as one of the three key improvement themes
- Inclusion of specific Value for Money objectives within individual target setting as set out in the Performance Management Guidance issued to all staff and managers.
- A strong editorial theme around Value for Money in all Hackney Homes publications including the Residents' Newsletter, Hackney Homes News and the Staff Newsletter.
- Staff involvement in Service Reviews and in Engineering Excellence

4 SUMMARY OF INDICATIVE SAVINGS

Hackney Homes intends to deliver decent homes and an excellent value for money service focused on residents. The indicative inspection identified Hackney Homes as a fair service with good prospects of improvement. The two key recommendations were to improve value for money offered by our

services and to maximise income and the Board has set its key objectives; value for money and customer focus. Officers have examined areas where Value for Money and re-engineering projects can release resources for redirection and have set out 3 year targets for sustainable savings through financial and service performance and cultural and organisational change; key indicative gains are set out below.

	2006/7	2007/8	2008/9	Cumulative
	£	£	£	£
<u>REDUCING COSTS</u>	1,000,000	4,000,000	5,500,000	
<u>MAXIMISATION OF INCOME</u>	1,500,000	2,700,000	3,500,000	
IMPROVEMENT IN SERVICE DELIVERY	350,000	500,000	1,000,000	
Totals	£2,850,000	£7,200,000	£10,000,000	£20,050,000

This target will exceed the overall savings envisaged in the Medium Term Financial Forecast of £16.7m by £3.3m and this could be available for service improvement projects.

5 DEVELOPING BEST VALUE PI'S.

The two over arching PI's we have chosen to use are those for management and maintenance which are published PI's, however there is a range of other BV PI's with three year targets included in the Delivery Plan, which will assist in the monitoring of the above Best Value Programme.

6 INVOLVEMENT OF RESIDENTS AND STAFF

It is essential that the Value for Money programme is developed at all staff levels and that residents have a say both in the areas to be tackled, the targets to be set and the use of savings.

7 CONCLUSION AND NEXT STEPS

Attached is a detailed work plan and targets for 2006/07 and for the next three years.

VALUE FOR MONEY WORKPLAN

PROJECT	PROPOSED ACTION	DIRECTOR RESPONSIBLE	TARGET		
			2006/07 £'000's	2007/08 £'000's	2008/9 £000's
REDUCING COSTS			1,000	4,000	5,500
1. Housing Management Services Procurement	2 of the 5 main Housing Management contracts are being re-tendered this year for implementation from 1 st April 2007.	Director of Landlord Services			
2. Services provided by London Borough of Hackney <ul style="list-style-type: none"> • Legal Services • CCTV Services • Property Services 	A detailed Best Value Review of three services to be completed by October 2006./ A lower level review of all other SLA's will be undertaken in preparation for budget discussions for 2007-08.	Director of Finance and Resources			
3. Review of Agency/ Consultancy Staff	A recruitment programme to replace agency staff and consultants with permanent staff.	All Directors			

PROJECT	PROPOSED ACTION	DIRECTOR RESPONSIBLE	TARGET
4. Cost reductions due to restructuring including accommodation	In 2006-07 restructure will take place, both at senior management level and within the directorates of Hackney Homes, including the integration of Regeneration and Trading Services within Property Services.	All Directors	
5 Other cost reduction projects	This includes projects already being undertaken including review of electricity charges, water rates, insurance, and TMO allowances.	Director of Finance and Resources	
6 Materials Contract Procurement	This is being proposed for completion by Dec 2006	Director of Property Services	
7 Supply Chain Partners	This is being	Director of	

Procurement	proposed for completion by Dec 2006	Property Services
8 The Best Value Options Appraisal for Trading Services	This is being proposed for completion by March 2007	Director of Property Services

PROJECT	PROPOSED ACTION	DIRECTOR RESPONSIBLE	TARGET		
MAXIMISATION OF INCOME COLLECTION			1,500	2,700	3,500
1. Leaseholder Best Value Review	This includes the introduction of the proposed Management Fee.	Director of Landlord Services			
2 Rent Collection – Including Income Generation Voids Improvement and Garages/Street Properties	Improving knowledge of overall income to be collected and revising targets accordingly.	Director of Landlord Services			
IMPROVEMENTS IN SERVICE DELIVERY			350	500	1,000
1. Estate Cleaning & Grounds Maintenance Best Value Review	This is expected to be completed by Dec 2006.	Director of Landlord Services			
2. Improvement Plan Projects	This is the Improvement Plan already	Director of Landlord			

	agreed by the Board for completion Sept 2006.	Services
3. Specific Improvement Projects		Various

BUSINESS PLAN 2006/7 INCLUDING THE VALUE FOR MONEY STRATEGY

1.0	SUMMARY Attached to this report is the Business Plan for 2006/7 which includes the Value for Money Strategy and Targets.
2.0	1.1.7 RECOMMENDATIONS
2.1	1.1.8 That the Board agrees the Business Plan for 2006/7 including the Value for Money Strategy and Targets.
3.0	1.1.9 BACKGROUND
3.1	Prior to the start of Hackney Homes on the 1 st April 2006 significant work was undertaken across Hackney Homes on its strategic priorities. An Improvement Plan was developed to reflect these priorities and the report from the Audit Commission on the indicative inspection in January 2006.
3.2	This work has now been brought together in the Hackney Homes Business Plan for 2006/7.
3.3	
3.4	Normally the Board would have expected to approve this document in February/March each year prior to the commencement of the new financial year on the 1 st April and this is the intention for future years.
3.5	The Business Plan is the document that sets out the key priorities and targets of Hackney Homes. It should provide the overarching framework for delivering the objectives set out in the Delivery Plan agreed between the Council and Hackney Homes. In future years the Business Plan will extend the period covered to at least three years or to cover the period of the Management Agreement.
4.0	PROPOSALS
4.1	The business plan sets out the organisation and expenditure profile of Hackney Homes for 2006/7.
4.2	The major objective for 2006/7 is the achievement of a 2* rating from the Audit Commission in March 2007. The Strategic priorities have already been set by the Board and are enshrined in the Business Plan as Customer Focus, Performance and Value for Money . The main initiatives for each of these

4.3	<p>areas are also set out in the report together with a more extensive Value for Money Strategy and Workplan.</p> <p>Further refinements to both the Business Plan and the Value for Money Strategy may be required, particularly in relation to budgets where detailed work is only now about to commence because virtually all Finance Staff have been involved in closing the 2005/6 accounts.</p>
5.0	<p>IMPLICATIONS</p> <p>5.1 The financial implications are set out in the report including current budgets and future savings expected from the Value for Money Strategy.</p> <p>5.2 There are no legal implications</p> <p>5.3 There is a risk that the Strategic focus and Priorities set out in the Business Plan and Value for Money Strategy will not be achieved and that a 2* rating will not therefore be forthcoming. The Board and its Committees will monitor progress against its objectives in all areas at each of its meetings to ensure that Hackney Homes remains “on target” throughout the year.</p> <p>5.4</p> <p>5.5 The key priorities set out in the Business Plan have been widely discussed at a tenants convention, through articles in our monthly “Hackney Homes News” magazine and through various community presentations.</p> <p>The Business Plan incorporates the Value for Money Strategy and sets out a work plan for 2006/7 designed to reduce costs, maximise income and improve service delivery. It also sets out proposals to “embed” value for money principles throughout Hackney Homes at all levels.</p>
6	<p>CONCLUSION</p> <p>The Board are asked to agree the Business Plan 2006/7 including the Value for Money Strategy. The Business Plan was discussed at the Audit and Finance Committee on the 5th June and the Committee recommended the report to the Board.</p> <div style="border: 1px solid black; padding: 5px;"> <p>Contact Officer: D. Young, Interim Director of Finance Tel: 020 8356 5730</p> <p>Originating officers S Noonan, M Newman, D Angus, S Poulter, J Austin,</p> <p>Background and supporting Information: Excellence Plan, Audit Commission report of January 2006 on Voluntary & Additional Improvement Plan, Delivery Plan 2006/7</p> </div>

UPDATE REPORT ON DECENT HOMES PROGRAMME

1.0	PURPOSE OF REPORT
1.1	This report provides Hackney Homes Board members with an update on the Decent Homes Programme.
2.0	DECENT HOMES PERFORMANCE
2.1	The London Borough of Hackney as at 1 April 2005 had 24,191 tenanted dwellings and 12,719 (56.7%) of these dwellings were non decent. The Best Value Performance Indicator (BVPI) target for 2005/06 was to get non-decency down to 61%.
2.2	The figure for non-decency at 1 April 2006 is 51.8%, which exceeds the 2005/6 target. The programme of works is driven in terms of prioritising works, by the external condition of the stock. Internal works (Kitchen & bathroom renewals for example) are currently planned to follow the completion of the externals programme.
2.2	Discussions are currently in hand with Constructors to implement the Year 2 programme in 2006/7. If this is achieved there will only be around 200 blocks (of a total of 1966 blocks) remaining non-decent externally during 07/08.
2.3	Internal works will remain to less than 9,000 homes which could be carried out in the remaining three years of the programme.

3.0	PERFORMANCE 06/07															
3.1	<p>The targets for this financial year are as follows:</p> <ul style="list-style-type: none"> ▪ Number of properties made decent internally 1500 ▪ Number of properties made decent externally 2368 ▪ Full Decent Homes Standard 1500 															
3.2	<p>The BVPI target for this financial year (06/07) is 49% non decency. The table below highlights progress as at the end of May 2006.</p> <table border="1" data-bbox="341 595 1291 860"> <thead> <tr> <th>Work Type</th> <th>Completed 2005/6</th> <th>In progress 2006/7</th> </tr> </thead> <tbody> <tr> <td>Kitchens and Bathroom</td> <td>432 units</td> <td>1044</td> </tr> <tr> <td>Envelope repairs</td> <td>10 Blocks</td> <td>333 blocks</td> </tr> <tr> <td>Central Heating</td> <td>202 Units</td> <td>948</td> </tr> <tr> <td>Gerda Entry Doors</td> <td>992 Units</td> <td>73</td> </tr> </tbody> </table>	Work Type	Completed 2005/6	In progress 2006/7	Kitchens and Bathroom	432 units	1044	Envelope repairs	10 Blocks	333 blocks	Central Heating	202 Units	948	Gerda Entry Doors	992 Units	73
Work Type	Completed 2005/6	In progress 2006/7														
Kitchens and Bathroom	432 units	1044														
Envelope repairs	10 Blocks	333 blocks														
Central Heating	202 Units	948														
Gerda Entry Doors	992 Units	73														
3.3	<p>Key Performance Indicators (KPIs) The KPI information on Year 1 will be made available after the end of the first quarter and will feature in future reports. The KPIs that are used to monitor Decent Homes performance are:</p> <ul style="list-style-type: none"> ▪ Resident Satisfaction ▪ Response Time for Defect Liability Repairs ▪ Predictability Cost ▪ Predictability Time ▪ Local Employment & Training 															
3.4	<p>Resident satisfaction to date on the Kitchens and Bathroom programme shows 98% (target is 100%) are satisfied with the improvements to their home and 84% (target is 80%) are satisfied with their contractor.</p>															
3.5	<p>In addition to the contractor generated tenant satisfaction returns, a process of validation by Hackney Homes staff through site visits and focus groups is under way to ensure that these KPIs have credibility. In addition it is proposed that individual TRAs be invited to see the responses which are obtained from the constructors and to carry out sample checks themselves, to confirm that the responses are genuine.</p>															
4.0	CURRENT ISSUES															
4.1	<p>Framework contracts for Year 2 - 4 programmes are in preparation by our legal advisers and it is expected that the principles agreed in the Year 1 contracts will enable negotiations and contracts to be signed by the end of June. This will allow the Year 2 programme to commence in this financial year, as suggested above.</p>															

	<p>Contact Officer:</p> <p>Mekor Newman, Assistant Director Regeneration & Development 0208 356 2192</p> <p>Originating officer</p> <p>Alan Turner, Head of Housing Construction 0208 356 2118.</p>	

Succession Arrangements Councillor, Resident and Independent Board Members

1.0	SUMMARY
1.1	This report invites the Board to approve a succession programme for resident and Independent Board Members.
1.2	Councillor Members have a different recruitment approach detailed below.
2.0	1.1.10 RECOMMENDATIONS
2.1	The Governance Team set up an initial training package for new Board Members including a mentoring scheme.
2.2	The Governance Team make enquiries with the Council Elections unit on the costs and feasibility of using them to adjudicate future resident elections. Failing this arrangement Electoral Reform or other suitable agency should be employed to conduct future elections
2.3	
2.4	Future resident elections should carry a caveat that should a vacancy occur Hackney Homes may opt to elect the second placed candidate.
2.5	Hackney Homes reserves the right to appoint previously unsuccessful Independents applicant to fill vacancies if the candidates meet the selection criteria. Failing this an advertising campaign is run to attract new candidates with specific skills.
2.6	Hackney Homes Governance Team to explore the possibility of setting up a London wide independent candidate pool to be shared with other contributing ALMOs as and when required.
	Resident Convention and Leaseholders Forum would need to be advised of the proposed election process for residents and endorse the procedure.

3.0	1.1.11 BACKGROUND
3.1	The Memorandum and Articles of Hackney Homes sets out the rotational retirement criteria for all constituent parties on the Board. (Appendix A)
3.2	The Audit Commission pay particular attention to governance in their full inspection. They will want to see evidence of succession planning, to ensure that the Board are not stymied in progress following a sudden or planned retirement of an Independent or Resident Board Member.
3.3	Councillor Members are appointed by the Mayor, who reviews nominations annually. Where a Councillor loses their seat, the Mayor can opt to allow the sitting Council Member to remain on the Board as the appointee.
	Training
3.4	Any new Board Member would need a fast track package of initial training. The Governance Team will examine this need with the current training providers, Aldbourne. In the longer run, in house initial training would be desirable, and cost effective.
3.5	A mentoring scheme could be introduced where the new Board Member could be paired up with one or more Board Members for induction and familiarisation. This arrangement could be extended to meet individual Board Members needs

4.0	<p>PROPOSALS</p>
4.1	<p>Resident Succession Options</p> <p>Trowers and Hamblins have advised that it would not be possible to invite unsuccessful candidates from the set up ballot to step into vacancies that may occur in the resident constituent of the Board. Legal advice is that future area ballots do contain a phrase that makes it clear that unsuccessful candidates may be approached should a resident vacancy occur in their area.</p>
4.2	<p>There are two options for balloting residents-</p> <p>Option 1. Mirroring the system used to set up the Board initially, a complete balloting of the neighbourhood concerned with the resignation could be organised, using an independent balloting agency. This process may be slower than other options, and is expensive. At set up of the Board the cost of the election was £60.000 for the election plus any costs for additional publicity.</p> <p>Option 2. Hackney Homes could employ the services of the Electoral Services department in Hackney Council, to oversee an election process. An approach would have to be made to the section to see if they were willing to take part and what costs there may be. Posting of ballot forms etc. could be undertaken utilising the Mailing framework contract, which could speed up the process further.</p> <p>Independent Succession Options</p> <p>Independent Members are normally selected following an advertising process, interview and skills matching. This process can be very time consuming and expensive. Costs for advertising in the initial recruitment drive to the Board were approx £9.000.</p> <p>Option 1. We could follow the above to fill any vacancies that arise. The big advantage with this approach would be that this gives the Board time to reflect on its skills and abilities as a Board. Gaps in these skills are now apparent (project management in the building environment for example). Any advertisement could be worded to attract specific sets of skills to reinforce the effectiveness of the Board.</p> <p>Option 2. As independent positions on the Board are decided by the Board, it would be possible invite previously unsuccessful candidates to reconsider their applications, if the calibre of these candidates is deemed to be acceptable.</p> <p>Option3. Hackney Homes could work in conjunction with other ALMO's in the London area to have an "off the peg" list of potential ALMO Board committee Members. A selection panel, staffed from several ALMO's could sit on a regular basis, following an intensive recruitment round for all London ALMOs wishing to take part. A pool of Independent Members could be maintained, of volunteers who would be immediately ready for interview for vacancies that occur within the ALMOs connected with the scheme. Skills sharing could also be a feature of this approach. Hackney Homes could use this system to demonstrate Best Value, as costs would be divided between a number of ALMO's in the recruitment of Independent Board Members.</p>

<p>5.0</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.3</p>	<p>IMPLICATIONS</p> <p>Opportunities exist in the recruitment of Board Members to make substantial savings on the last recruitment process.</p> <p>Trowers and Hamlins have agreed there are no legal problems with the recommended approaches</p> <p>Significant risks to gaining 2 star rating exist if the organisation has no firm proposals for sustaining the Board</p> <p>Officers would need to agree these proposals with resident representative groups</p> <p>By adopting the recommendations better VFM can be expected both in immediate layout and return from better use of resources</p>
<p>6.0</p> <p>6.1</p>	<p>CONCLUSION</p> <p>It is essential the Hackney Homes demonstrates robust procedures in Board Member recruitment and training to meet the required governance standards. This recruitment needs to happen in a cost and time effective manner. By adopting the recommendations above these objectives can be met.</p>
	<p>Contact Officer:</p> <p>Steve Tucker, Chief Executive</p> <p>Originating officer</p> <p>Barrie Cotton, Governance Manager ext 3432</p> <p>Background and supporting Information:</p> <p>Memorandum and Articles (extract)</p>

ITEM 10

FORWARD PLAN 1st JULY – 31st OCTOBER 2006

FP No/ Date of Intend ed Mtg	What is being decided?	Who is decision-maker?	When will decision be made?	Who will be consulted before decision is made?	How will consultation take place?	How can you make comments on decision before it is made or get further information?	What support documents and other information will be available?
01.06.06 30.01.06	London Fields Lido Roof Structure, RP2 – Options Appraisal	Cabinet Cabinet Proc Committee	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee	Meetings	Carole Stewart – 020 8356 7476 Carole.Stewart@hackney.gov.uk	Cabinet Report: London Fields Lido Options Appraisal [FP No 03.03.05], 29.03.05
01.08.06 22.05.06	Creative Hackney – A New Cultural Policy	Cabinet	24 Jul 2006	CCIs, Arts Council England London, Archives Libraries, Museums, London Development Agency, Dynamic and Creative Economy Partnership	Meetings	Carole Stewart – 020 8356 7476 Carole.Stewart@hackney.gov.uk	File held by Carole Stewart , ADoCS
01.10.06 27.02.06	Provision of Children's Rights and Advocacy Service for Looked After Children	Cabinet Cabinet Proc Committee	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee, Stakeholders	Meetings	Steve Goodman – 020 8356 4757 Steve.Goodman@hackney.gov.uk	Cabinet Stage 2 Report [FP No 09.06.05], 22.11.04

FORWARD PLAN 1st JULY – 31st OCTOBER 2006

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02.05.0 6/08.10. 05 27.03.0 6	Service First Strategy	Cabinet Cabinet Proc Committe e	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee, Service First Board	Meetings, Draft Report, Presentations, Service First Intranet	Gillian Wheeldon – 020 8356 2626 Gillian.Wheeldon@hackney.gov.u k Andy Coyle – 020 8356 6181 Andy.Coyle@hackney.gov.uk	File held by Gillian Wheeldon, Interim ADoC&CS (Community Development)
03.11.0 6 27.03.0 6	General Property Disposals	Cabinet	24 Jul 2006	Cabinet Committee for Regeneration, Internal	Meetings, Draft Report	John Stevens – 020 8356 2670 John.Stevens@hackney.gov.uk	File held by John Stevens, Interim ADoC&CS ((Corporate Property & Facilities Management)
04.02.0 6 24.07.0 5	Capital Programme Update	Cabinet	24 Jul 2006	Internal		Tim Shields - 020 8356 3674 Tim.Shields@hackney.gov.uk	Files held by Tim Shields, DoF&R
06.04.0 6 24.07.0 6	Conservation Areas Review	Cabinet Council	24 Jul 2006 26 Jul 2006	Hackney Society, English Heritage, local Conservation Area Advisory Committees	Correspondence, Meetings	Tom McCourt - 020 8356 8349 Tom.McCourt@hackney.gov.uk	Previous Conservation Areas Reviews in 1985; 100; 15.06.95; 14.02.00;
07.01.0 6 24.07.0 6	Service First Accommodation	Cabinet Cabinet Proc Committe e	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee; Internal – Service First Board; Capital Programme Review Panel	Meetings, Draft Report	Edina Ojeifo - 020 8356 2073 Edina.ojeifo@hackney.gov.uk	Cabinet Report - PATH Project [FP No 01.09.04], 26.07.06

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07.02.0 6 24.07.0 6	Hackney Compact	Cabinet	24 Jul 2006	City and Hackney Primary Care Trust; The Learning Trust; London East Connexions; Hackney Police Service; Voluntary and Community Sectors; Internal	Meetings; Draft Report	Ukent Milwood – 020 8356 7509 Ukent.milwood@hackney.gov.uk	Cabinet Reports – Voluntary Sector Grant Recommendations [FP No 11.16.04], 20.11.04; and Compact – Statement Of Intent [FP No 01.29], 29.03.05
07.05.0 6 24.07.0 6	Statutory Consultation on the Daft Lower Lea Valley Opportunity Area Planning Framework – London Borough of Hackney Submission	Cabinet	24 Jul 2006	Internal	Meetings	Fiona Fletcher Smith – 020 8356 8404 Fiona.fletcher-smith@hackney.gov.uk	File held by Fiona Fletcher-Smith, DoN&R
07.06.0 6 24.07.0 6	Consultation on Proposed New Controlled Parking Zones in Homerton	Cabinet	24 Jul 2006	Residents, Businesses,	Consultation Pack, Door to door canvassing	Jon Le Mottee– 020 8356 8313 jon.lemottee@hackney.gov.uk	File held by Jon Le Mottee, DoN&R - Policy & Programme Manager - Parking Services
07.09.06 26.07.06	Clapton Refurbishment Review Point 2 – Options Appraisal	Cabinet Cabinet Proc Committe e	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee, Residents, Customers		Nicola Baker – 020 8356 2560 Nicola.baker@hackney.gov.uk	File held by Nicola Baker, DoCS - Head of Libraries, Archives & Information Services

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07.10.06 24.07.06	Olympic Agreement to Deliver Planning Functions for ODA	Cabinet Regulator y Committe e	24 Jul 2006 25 Jul 2006	No specific consultation required		Sue Foster – 020 8356 8134 Sue.foster@hackney.gov.uk	File held by Sue Foster, DoN&R - Head of Planning and Land Charges
07.11.0 6 24.07.0 6	Medium Term Plan Forecast 2007/08 to 2009/10 (July Update)	Cabinet Audit Committe e	24 Jul 2006 29 Jun 2006	Audit Sub Committee	Meting, Draft Report	Tim Hannam - 020 8356 3332 Tim.Hannam@hackney.gov.uk	Cabinet Reports: MTPF 2007/08 – 2009- 10 [[FP No 11.08.05], 27.02.06 and 2006/07 Budget Strategy and Council Tax Setting report, Council, 01.03.06
07.16.0 6 24.07.0 6	Saffron Integrated Housing Management System – Extension of Contract	Cabinet Cabinet Proc Committe e	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee		Trish Hail – 020 8356 2107/ Derek Young – 020 8356 5809 Trish.hail@hackney.gov.uk / Derek.young@hackney.gov.uk	File held by Trish Hail, Hackney Homes – Head of IT
07.17.0 6 24.07.0 6	Adoption of Powers Under the London Local Authorities and Transport for London Act 2003	Cabinet Regulator y Committe e Council	24 Jul 2006 25 Jul 2006 26 Jul 2006	ALG-TEC, Police, wider community, vehicle drivers; Internal	Meetings, Draft Report, Advertising	Seamus Adams – 020 8356 8333 Seamus.adams@hackney.gov.uk	File held by Seamus Adams, DoN&R - Head of Parking Services

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07.20.0 6 25.07.0 6	Improvement Works to Clissold Leisure Centre	Cabinet	24 Jul 2006	Public consultation to inform the scope of this project was carried out in 2004/05		Jon Markovic – 020 8356 3620 Jon.markovic@hackney.gov.uk	Cabinet Report - Clissold Leisure Centre (Agenda Item 3.1), 22.11.04
12.02.0 5 27.02.0 6	Corporate Heating Oil Supplies and Vehicle Diesel Oil RP4 – Contract Award	Cabinet Cabinet Proc Committee	24 Jul 2006 17 Jul 2006	Cabinet Procurement Committee, The Learning Trust; wide and Internal consultation	Meetings, Draft Report, Email	Bruce Bainbridge – 020 8356 4570 Bruce.Bainbridge@hackney.gov.uk	Stage 2 Cabinet Report [FP No 05.13.04], 22.11.04
NO CABINET MEETING IN AUGUST – RECESS							
01.02.0 6 22.05.0 6	Barristers Framework, RP4 – Contract Award	Cabinet	18 Sep 2006	Hackney Procurement Board, Project Strategy Board, Learning Trust	Meetings, Draft Report	Meic Sullivan Gould 0- 020 8356 6184 Meic.Sullivan-Gould@hackney.gov.uk	RP2 Report - Hackney Procurement Board, 14.11.05

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01.05.0 6 27.02.0 6	Dalston Area Action Plan submission to Planning Inspectorate for Examination in Public	Cabinet Regulator y Committe e Council	18 Sep 2006 14 Sep 2006 20 Sep 2006			Sue Foster – 020 8356 8134 Sue.Foster2@hackney.gov.uk	Various Cabinet Reports on inc Local Development Framework [FP No 05.10. 0.05] 20.09.05; Dalston Area Action Plan reports [FP No 07.09.05], 25.07.05; [FP No 09.07.05], 24.10.05
04.01.0 6 22.05.0 6	Haggerston West and Kingsland Transfer Proposals	Cabinet Cabinet Proc Committe e	18 Sep 2006 12 Sep 2006	Cabinet Procurement Committee, Residents, EDMC, London & Quadrant Housing Trust; Internal	Meetings	Susmita Noonan – 020 8356 2056 Susmita.noonan@hackney.gov.uk	Cabinet Report: Haggerston West and Kingsland Redevelopment – Selection of Preferred Registered Social Landlords for Transfer [FP No 06.07], 27.10.03
05.01.0 6 26.06.0 6	Corporate Policy on Domestic Violence	Cabinet	18 Sep 2006	Internal; Hackney Domestic Violence Forum, RSL's and consultation event	Meetings, Events	Fiona Fletcher-Smith – 020 8356 8404 Fiona.Fletcher- Smith@hackney.gov.uk	File held by Fiona Fletcher Smith, DoN&R

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05.07.0 5 27.06.0 5	Community Hall Project	Cabinet	18 Sep 2006	Neighbourhood partners/partners, all TRAs, Tenants Convention, Estate Committees, Voluntary sector, Management Groups, Major partners	Meetings, Workshops, Emails	Mekor Newman – 020 8356 2192 Mekor.Newman@hackney.gov.uk	File held by Mekor Newman, Hackney Homes – Head of Housing Regeneration
06.09.0 6 26.06.0 6	Voluntary Sector General Lettings Policy	Cabinet	18 Sep 2006	Internal	Meetings, Draft Report	Peter Edwards – 020 8356 26 03 Peter.edwards@hackney.gov.uk	Cabinet Report: Accommo-dation Policy for the Voluntary Sector [FP No 09.20.03], 20.12.04
06.10.0 6 18.09.0 6	Capital Programme Update	Cabinet	18 Sep 2006	Internal		Tim Shields - 020 8356 3674 Tim.shields@hackney.gov.uk	Files held by Tim Shields, DoF&R
06.11.0 6 18.09.0 6	May 2006 Overall Financial Position Reports	Cabinet	18 Sep 2006	Internal	Draft report, Meetings	Tim Hannam - 020 8356 3332 Tim.Hannam@hackney.gov.uk	OFP reports and files held by Tim Hannam, ADoF&R
06.13.0 6 24.07.0 6	Core Strategy Preferred Option for Consultation (Planning)	Cabinet Regulator y Committe e Council	18 Sep 2006 14 Sep 2006 20 Sep 2006			Sue Foster – 020 83356 8134 Sue.foster@hackney.gov.uk	File held by Sue Foster, DoN&R - Head of Planning and Land Charges

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06.16.0 6 18.09.0 6	Planning Contributions Supplementary Planning Document	Cabinet Regulator y Committe e Council	18 Sep 2006 14 Sep 2006 20 Sep 2006			Sue Foster – 020 8356 8134 Sue.Foster@hackney.gov.uk	Various SPD documents considered by Regulatory Committee. File held by Sue Foster, DoN&R - Head of Planning and Land Charges
07.18.0 6 28.09.0 6	Consultation on Proposed New Controlled Parking Zone in Clapton	Cabinet	28 Sep 2006	Residents, Businesses,	Consultation Pack: Questionnaire; Leaflets, Door to door canvassing	Jon Le Mottee– 020 8356 8313 jon.lemottee@hackney.gov.uk	File held by Jon Le Mottee, DoN&R - Policy & Programme Manager - Parking Services
08.13.0 5B 19.09.0 5	Designation of Northwold and Cazenove Conservation Area	Cabinet Regulator y Committe e Council	18 Sep 2006 14 Sep 2006 20 Sep 2006	English Heritage, Hackney Society, Relevant Conservation Area Advisory Committees	Publicity placed in Hackney Today and LBH website, Post , Meetings	Fiona Fletcher-Smith – 020 8356 8404 Fiona.Fletcher- Smith@hackney.gov.uk	Clapton Pond, Stoke Newington & Clissold Park Conservation Area Appraisals And Proposed Newington Green Conservation Area [FP No. 10.07.04], 22.11.04
01.11.0 6 27.03.0 6	Occupational Therapy Equipment Contract RP4 – Contract Award	Cabinet Cabinet Proc Committe e	30 Oct 2006 24 Oct 2006	Cabinet Procurement Committee, Existing users	Meetings	Sandra Howard – 020 8356 4523 Sandra.Howard@hackney.gov.uk	Cabinet Stage 2 Report [FP No 08.12.05], 24.10.05

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06.14.0 6 30.10.0 6	Dalston Area Action Plan Preferred Option for Consultation	Cabinet Regulator y Committe e	30 Oct 2006 28 Nov 2006			Sue Foster – 020 83356 8134 Sue.foster@hackney.gov.uk	Designation Of Dalston Lane Conservation Area [FP No 01.21];.05; 31.01.05
07.07.0 6 10.10.0 6	Capital Programme Update	Cabinet	30 Oct 2006	Internal		Tim Shields - 020 8356 3674 Tim.Shields@hackney.gov.uk	Files held by Tim Shields, DoF&R
07.08.0 6 30.10.0 6	June 2006 Overall Financial Position Reports	Cabinet	30 Oct 2006	Internal	Draft report, Meetings	Tim Hannam - 020 8356 3332 Tim.Hannam@hackney.gov.uk	OFP reports and files held by Tim Hannam, ADoF&R
07.15.0 6 24.07.0 6	Customer Relationship Management – Full Roll Out	Cabinet Cabinet Proc Committe e	30 Oct 2006 24 Oct 2006	Cabinet Procurement Committee, Service First Board, Shoreditch Trust	Meetings, Draft Report, Presentations, Service First Intranet	Chris Peacock/Gillian Wheeldon – 020 8356 2660/2626 Chris.peacock@hackney.gov.uk / Gillian.Wheeldon@hackney.gov.uk	File held by Chris Peacock, Interim ADoF&R/Gillian Wheeldon, Interim ADoC&CS
07.19.0 6 30.10.0 6	Hackney Central Area Action Plan Preferred Option for Consultation	Cabinet Regulator y Committe e	30 Oct 2006 28 Nov 2006			Sue Foster – 020 8356 8134 Sue.foster@hackney.gov.uk	File held by Sue Foster, DoN&R - Head of Planning and Land Charges
08.05.0 5 24.10.0 5	Disabled Parking Bays	Cabinet	30 Oct 2006	ALG, Disability Hackney, Residents, Businesses Hackney Today	Meetings, Letters, Information at Drop in sessions, Advertising	Seamus Adams – 020 8356 8333 Seamus.Adams@hackney.gov.uk	Cabinet Report - Parking Enforcement Plan [FP No 09.17], 26.078.04

FORWARD PLAN 1st JULY – 31st OCTOBER 2006

FP No/ Date of Intend ed Mtg	What is being decided?	Who is decisio n- maker?	When will decisio n be made?	Who will be consulted before decision is made?	How will consultation take place?	How can you make comments on decision before it is made or get further information?	What support documents and other information will be available?
09.11.0 5 24.10.0 5	Residential Alterations and Extensions Supplementary Planning Document	Cabinet Regulator y Committe e Council	30 Oct 2006 31 Oct 2006 01 Nov 2006	Orthodox Jewish Community	Workshops	Sue Foster – 020 8356 8050 Sue.Foster@hackney.gov.uk	File held by Sue Foster, DoN&R - Head of Planning and Land Charges
FORM AWAITE D	Streetscene Strategy	Cabinet	30 Oct 2006			Andy Cunningham – 020 8356 6657 Andy.Cunningham@hackney.gov. uk	File held by Andy Cunningham, DoN&R - Head of Street Scene
	February 2007 Overall Financial Position Reports	Cabinet	... Jun 2007	Internal	Draft report, Meetings	Tim Hannam - 020 8356 3332 Tim.Hannam@hackney.gov.uk	OFP reports and files held by Tim Hannam, ADoF&R