

HACKNEY HOMES Ltd Board Meeting 22

6.30pm to 8.30pm on 27th November 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	-	3 mins
2	D Curley	Declarations of Interests	Information	-	2 mins
3	D Curley	Staff Presentation Awards Ceremony (R.O.S.P.A)	Presentation	-	5 mins
4	D Curley	Questions received from the public	Information (Verbal)	-	
5	D Curley	(a) Minutes of 30 October 2006 and matters arising	Decision	3	5 mins
		(b) Rolling Decision Register	Information		5 mins
6	S Tucker	Chief Executives Monthly Report	Information (Report)	26	10 mins
7	S Noonan	Improvement Plan – Update	Information (Verbal)	41	10 mins
8	G Penticost	Decent Homes Programme – Update	Information (Report)	46	5 mins
9	S Noonan	Hackney Homes Domestic Violence Policy	For Approval / Decision (Report)	53	10 mins
10	N Isaac / D White	Integrated Housing Management System (IHMS) (a) Report (b) Presentation	Information Information	74	15 mins
11	D Curley	Any Other Business	Information	-	5 mins
12	D Curley	Date of Next Full Board Meeting	Information /	-	2 mins

		(Dec 2006) – Proposal – 1 hour meeting followed by Xmas refreshments.	Decision		
		BREAK FOR HACKNEY HOMES ANNUAL GENERAL MEETING			5 mins

Distribution: All Board Members

In Attendance: Steve Tucker; Susmita Noonan; Gary Penticost, Pat Ronayne; Alan Turner; Neil Isaac, Cheryl Ramsay; Samantha Simms


Present	Board Members David Curley (Chair) Audrey Villas Linda Kelly Brian Marsh Andrew Potter Karen Alcock Rupert Tyson Alice Burke Sharon Patrick David Larkin	Officers Steve Tucker Susmita Noonan Barrie Cotton Cheryl Ramsay – Minutes Derek Young Neil Isaac Alan Turner Gary Penticost	Observers Stephen Tate - Hackney Nimisa Patel - Hackney Helen Toner – Unison Brian Hall Terry Edwards – Chair of MESH Erdogan Sarikaya Representative of LFF Steve Edwards - Unison
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Item	Part A – Open to the Public	Action	Date
1. Welcome / Apologies/ Introductions	<p>Apologies: Asim Bhattacharyya and Samantha Lloyd</p> <p>Chair introduced Ms Cheryl Ramsay (Interim Governance Manager) and Mr Neil Isaac (Director of Finance and Resources) to the meeting. The Board formally welcomed Ms Ramsay and Mr Isaac to Hackney Homes Limited.</p> <p>The Board formally thanked Mr Barrie Cotton for all his work associated with the Hackney Homes Governance Team.</p>		

2. Declarations of Interests.	None.		
3. Questions received from the Public	<p>Leaseholder / Freeholder Forum – Steve Tucker explained that this body dealt with issues throughout the borough and both leaseholders and freeholders had been invited to join this organisation.</p> <p>Steve Tucker advised the Board that the North East Leaseholders Association had been informed of the forthcoming meeting at Hackney Town Hall (8th November 2006).</p>		



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<p>4. Minutes of last meeting 25th September 2006</p>	<p>Minutes Agreed.</p>		
<p>5. Chief Executive's Monthly Report</p>	<p>Steve Tucker highlighted the key areas of his report:</p> <p>3.1 Background: Steve Tucker informed the Board that the Audit Commission's ALMO Inspection was due to commence on 26th March 2007 and last for two weeks. Steve Tucker advised the Board that the Audit Commission's review will include an examination of the role of the Hackney Homes Board of Directors.</p>		

	<p>4.0 – 4.6 Performance – Half Year Outturn: All of these areas had experienced good improvement. Telephone answering (paragraph 4.4.) although improving had not yet achieved the targets set. However, Steve Tucker informed the Board that staff had received structured training on telephone answering as set out in the recently published telephone guide. The Board suggested that the Hackney Homes Management Team may wish to improve telephone answering by encouraging staff to take part in “telephone answering shadow” placements (where staff who have been identified as providing excellent telephone services to customers are “shadowed” by those who require assistance / training in telephone answering).</p> <p>Steve Tucker informed the Board that the difficulties that were being experienced in two neighbourhoods on empty property re – let times were being vigorously addressed and management had convened discussions with the responsible Company Director of Mouchel Parkman. Hackney Homes is paying particular attention to resident satisfaction with repairs.</p> <p>The Board requested that the next Full Board Agenda contain an item concerned with repairs (priority, urgent and non urgent repairs) and the cost of those repairs. This was received by Hackney Homes Improvement Committee on 14th November 2006.</p>	<p>GP</p>	<p>Nov 06</p>
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<p>6. Governance Review (Rockpools Draft Report)</p>	<p>The Board deferred consideration of The Rockpools Hackney Homes Limited Governance Review Preliminary Report (dated 20th September 2006) and agreed that it would consider and comment upon the findings of the “final” Rockpools Governance Report at a later date.</p>	<p>The Board</p>	<p>Dec 06</p>
<p>7. Improvement Plan</p>	<p>The Board directed the following item be included in the next Improvement Committee Agenda:</p> <p>(a) Tenants Participation</p>	<p>SN</p>	<p>Nov 06</p>

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	<ul style="list-style-type: none"> • action points that can be completed within the next couple of months. (All decisions concerning Tenant Participation will be taken at Full Board Committee Meetings). <p>The Board asked that there be an item on the next Full Board Agenda concerning the Improvement Plan highlighting tasks completed and not completed (reasons must be given for any/all task(s) that has / have not been completed).</p>	<p>SN</p>	<p>Nov 06</p>
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<p>8. Value for Money</p>	<p>Steve Tucker advised the Board that three Service Level Agreement reviews had been completed and managers are in negotiations with council officers on required savings and service enhancements.</p> <p>Steve Tucker stated that the total predicted savings for each of the next three years for Hackney Homes will exceed the targets set.</p>		
<p>9. Decent Homes Programme</p>	<p>Alan Turner advised the Board that this programme was progressing well.</p> <p>Alan Turner distributed to the Board and observers a file containing 30 “thank you” letters (from residents) addressed to contractors who had completed Decent Homes Programme work.</p>		

<p>10. Domestic Violence and Hate Crime</p>	<p>Susmita Noonan informed the Board that this report was concerned only with Hate Crime and invited the Board to approve the draft policy contained in the Full Board Committee Meeting papers of 30th October 2006. The Board duly approved and adopted the draft Hate Crime Policy.</p>		

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

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1. Chief Executives Report	24 April 06	1.1 Circulate a briefing to Board members on proposed charges to leaseholders for neighbourhood management services.	Pat Ronayne	May 06	Update on July Board agenda	31st July 06
	24 April 06	1.2 An update from the Woodberry Down regeneration project	Robin Smith	May 06	Update given to Board	26th May 06
	31 July 06	1.3 Health and Safety issues to be a mandatory element of estate walk rounds.	S Tucker	August 06	These are covered on all walkabouts	Aug 06
	31 July 06	1.4 Discussion to be arranged around Service First and proposals to set up a single point of contact for residents for all council services.	S Noonan	Dec 06	Council representative to present to Dec 06 Improvement Committee.	
	31 July 06	1.5 Time scales for responding to Residents and Councillors complaints should be reviewed.	A Jarosy	Nov 06	Complaints Report considered at Improvement Committee	Nov 06
	25 th Sept 06	1.6 Review of Governance The Board & Governance Team are to complete work on HH Ltd	S Tucker	Nov 06	Presentation to Board	

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	25 th Sept 06	<p>Governance work programme. The Board is to review the final HH Ltd Governance Review Report before submitting recommendations.</p> <p>1.7 Amendment of Articles of Agreement</p> <p>The Board agreed to amend the Articles of Agreement document to reflect the increase in membership of the HH Ltd Board tenants representatives group (this group currently has 9 members).</p>	S Tucker	Nov 06	Verbal Report to Board	
	25 th Sept 06	<p>1.8 Transfer of Urban Regeneration Team back to the Council</p> <p>The Board agreed that a wider discussion was required / necessary. The Board requested further information from the Council with regards to how the money from the sale of disposal assets could be used to support the discussion surrounding the transfer of the Urban Regeneration Team to the Council</p>	S Tucker	Nov 06	<p>Cabinet Report approved.</p> <p>Discussions under way on use of capital receipts</p>	<p>Oct 06</p> <p>Nov 06</p>

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	25 th Sept 06	1.9 The Board requested information concerning the Council's Urban Regeneration 5 Year Plan a and comments on how the Council's 5 Year Plan "fits" with HH Ltd's Plan. The Council is to submit its final 5 Year Plan Report to the HH Ltd Board 1week before the next HH Ltd Cabinet Meeting.			" "	Nov 06
	25 th Sept 06	1.10 Staff Incentive Scheme The Board requested a report which is to detail the operational arrangement and audit trail of the proposed scheme.	S Tucker	Nov 06	Verbal Report	Nov 06
	25 th Sept 06	1.11 Performance Issues The Board requested a draft report / draft proposals concerning a HH Ltd emergency repairs monitoring system (any proposed system must enable HH Ltd to comply with the publicised HH Ltd standards for tenants). Board Members are to	G Penticost	Nov 06	Report received by Improvement Committee	Nov 06

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		receive an interim update of the proposed monitoring system at the next Improvement Committee				
2. Monthly Performance Digest	24 April 06	2.1 Monthly Performance Digest needs to be clearer and easier to read	A Jarosy	May 06	Monthly report updated to reflect Board requirements	June 06 onwards
3. Improvement Plan	24 April 06	3.1 Value for Money Blueprint to be presented to A and F committee	D Young	June 06	Supplied	3rd July 06
	25 Sept 06	3.2 Improvement Plan: (a) Leasehold / Income Queries (projects to be completed by Dec 2006); (b) Aids & Adaptations (to be completed by October 2006); The Board requested that any project that does not meet its deadline target completion date is to be re – submitted to the	S Noonan S Noonan S Noonan	Dec 06 Oct 06 Oct 06	Report to Improvement Committee Report to Improvement Committee. Summarising	Nov 06 Oct 06

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	30 th Oct 06	<p>Improvement Committee within the next 2 weeks.</p> <p>3.3. – Tenant Participation expenditure must be included in the next Improvement Committee (Nov 2006) discussions / meeting and included in the Improvement Plan. All / any reports must address the following issues:</p> <ul style="list-style-type: none"> (a) the costs of each Tenants Participation session; (b) the cost of traditional improvement sessions; (c) action points that can be completed within the next couple of months. 	S Noonan	Nov 06	<p>progress on all improvement projects.</p> <p>Presentation given at Improvement Committee</p>	Nov 06
	30 th Oct 06	3.4 – There must be up to date information concerning the Improvement Plan including	S Noonan	Nov 06	Verbal Report to Board	

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		information associated with resident satisfaction surveys at the next Full Board Meeting. The report is to highlight all tasks completed and not completed (reasons must be given for any/all task(s) that has / have not been completed).				
4. Partner Scrutiny Meetings	26 June 06	4.1 Report back to HH Board results of Partner performance scrutiny meetings	S Noonan	July 06	Report Back given on initial meetings	31st July 06
	31 st July 06	4.2 Minutes of Partner Meetings to be circulated to Board Members	B Cotton	31 Aug 06	Circulated	22 Aug 06
5. Business Plan and VFM	26 June 06	5.1 Housemark 2004/05 figures to be presented to Audit and Finance Committee. Organisation chart of senior staff to be circulated.	D Young	3 rd July 06	Provided	3rd July 06
			D Young	Aug 06		
6. Procurement	26 June 06	6.1 Circulate summary version of the procurement forward plan to the Board.	John Hesp	May 06	Plan circulated to Members	July 06
7. Staff Incentive	24 April 06	7.1 Officers to investigate feasibility	S Tucker	May 06	Delayed to reflect	31 July 06

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Scheme	31 July 06	of introducing staff Incentive Scheme. 7.2 Update on proposals for a staff incentive scheme, advising of any recent criticisms of existing staff incentive schemes by the Audit Commission.	S Noonan J Hartland T Hogan	31 Oct 06	comments by Audit Commission Included in the CEO's Monthly Report	Oct 06
8. Decent Homes	24 April 06	8.1 Further Clarification on call backs to complete Decent Homes improvements required	A Turner	June 06	To be included in Monthly report	From Oct 06
	26 June 06	8.2 Monthly performance report covering resident satisfaction, spend profile, works in progress, decent and non-decent, major works progress. Red flag issues to be included on a monthly basis.	A Turner	May 06	Monthly report published	May 06 onwards
	31 st July 06	8.3 Clarification re number of call backs required to complete Decent Homes work delayed by Rent Arrears policy, broken down into neighbourhoods.	A Turner	25 Sept	Reported at Sept Board Meeting	Sept 06
	25 Sept 06	8.4 Board requested that the Decent Homes Report submitted to the	C Taylor / S	Oct 06	Reported to Full Board	Oct 06

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		<p>committee for its consideration and comment should be amended to include information concerning:</p> <ul style="list-style-type: none"> (a) monthly spend rates (to include target spends & actual spends and spending figures pre valuation); (b) detailed and accurate information associated works completed by each HH Ltd contractor; (c) a report / paper concerning major works recovery from leaseholders. This report is to include commentary concerning 100% recovery on decent homes work; (d) customer satisfaction. 	Noonan			
9. Parking Permits	24 April 06	9.1 Investigate into provision for TS workers	D Angus	May 06	Completed – 88 additional permits purchased	May 06
10. Audit and Finance Committee	24 April 06	10.1 Forward plan for Audit and Finance required	D Young	July 06	Completed on Board forward plan	July 06
11. Invoicing	26 May 06	11.1 Breakdown of invoice payments to Decent Homes contractors requested.	D Young M Weaver	August 06	Audit & Finance Committee	Aug 06

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12. Neighbourhood Visits by Members	24 April 06	12.1 Forward plan of Board Member walk rounds of estates to be advised	S Tucker	June 06	Forward plan of walk round dates provided to all Board Members	June 06
13 Succession arrangements for Board Members	26 June 06	13.1 Arrangements for succession and replacement of Board Members deferred to Standards and Ethics for recommendation	P Ronayne	25 th July 06	Recommendations presented to the Board	31st July 06
	31 July 06	13.2 Rockpools to be approached re positively targeting under represented groups on the Board	ST	Aug 06	Advice received from Rockpools and being incorporated in process for appointing the Independent Board Member vacancy	Aug 06
	31 July 06	13.3 Unsuccessful candidates who passed the quality threshold to be approached for reconsideration	Gov Team	Sept 06	Completed	Sept 06
	31 July 06	13.4 A best value ballot system to be implemented for resident elections, with proviso that the second placed candidate could be called upon if a vacancy arises	Gov Team	Jan 2007		

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14. Cabinet Forward Plan issues	26 June 06	14.1 Plan to be circulated monthly to Board members, containing HH business only.	Gov Team	July 06	Plan circulated as required	31st July 06
15. Questions received from the public	31 st July 06	15.1 A full update on the issues raised around the Gerda doors question for next Board Meeting.	M Emmett	25 Sept	Update provided to Board Meeting	Sept 06
16. Report back from Committees	31 st July 06	16.1 As much business as possible to be placed on the open agenda. Any part B items must have the reasons for confidentiality clearly stated on the part B agenda	Gov Team	25 Sept	Implemented	Sept 06
		16.2 Board Members attendance at meetings and training sessions to be reported on the part B agenda	Gov Team	25 Sept	Implemented	Sept 06
17. Senior Management Structure	31 st July 06	17.1 Senior Management Structure Chart levels 1 and 2 to be circulated.	S Tucker	Aug 06	Circulated	Aug 06
18. Asset Management Strategy	25 Sept 06	18. 1 The Board approved the Asset Management Strategy for adoption and agreed the Improvement Plan.	G Penticost	Oct 06	Adopted	Oct 06
	30 th Oct 06	18.2 The Committee requested that	A Turner	Nov 06	Implemented	Nov 06

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		information concerning capital expenditure associated with the Decent Homes Programme must be included in the Hackney Homes Asset Management Document.				
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REPORT OF CHIEF EXECUTIVE OF HACKNEY HOMES		
Hackney Homes Board Monday 27th November 2006 CHIEF EXECUTIVE'S REPORT TO THE BOARD	Classification	Enclosures
	Ward(s) affected	AGENDA ITEM No.6

1.0 **SUMMARY**

1.1 The Chief Executive's Report brings to the attention of the Board the following matters: -

- Hackney Homes Governance issues
- The October Performance Digest
- Improvement Programme and Inspection Preparations
- Hackney Homes Residents' Conference
- Resume of Staff Development Issues
- Partnership Issues
- Meeting with DCLG to discuss the Decent Homes Programme
- Woodberry Down report

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2.0 **RECOMMENDATIONS**

2.1 That the Hackney Homes Board receives and notes the Chief Executive's Report .

3.0 **BACKGROUND**

3.1 The three months leading up to Christmas are proving to be an exceptionally busy period for Hackney Homes. The two staff reorganisations taking place around the formation of the new Property Services Directorate and within the ICT Team are at implementation stage with many staff in the process of being considered for and moving to new posts. The Improvement Programme and the Value for Money Programme are both in their closing stages, with project outcomes being compiled and reported in order to ensure that the full benefits and impact are captured in all cases. On Saturday 4th November we held the Residents' Conference at Morley Hall, and on Monday and Tuesday 6th and 7th November, the Hackney Homes Staff Conference was convened over two days at the Ocean, with several Board Members participating in a 'Meet the Board' session.

3.2 The major preoccupation for managers and staff is preparing for the March Inspection and assembling the documentary evidence in support of the thirty-page Self Assessment that is now being produced for the Housing Inspectorate, which will tell the Hackney Homes improvement story. The preparation of the 07/08 Hackney Homes Budget and the Four Year Business Plan is now reaching a critical stage. We are also in negotiations with the craft unions on a revised incentive scheme and have an intensive schedule of meetings on this in the expectation that a new proposal can be agreed with them by December. A high priority is also being given to senior managers attending Neighbourhood Panels and other resident engagement meetings, as well as to the continuing business schedule of Board and Committee meetings.

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4.0 **GOVERNANCE**

4.1 The Hackney Homes Board Awayday is to take place on a date to be confirmed in January and will have a full Agenda: -

- Review of Hackney Homes Governance and Improvement Plan;
- Hackney Homes Service Plan 2007/8;
- Inspection preparations.

4.2 The Governance Team are developing a draft Governance Improvement Plan based upon the recommendations contained in the Rockpools' Review which is elsewhere on the agenda this evening. An important element of the Improvement Programme will be a series of Board engagement events and visits, aimed at cultivating resident engagement with and perception of the new organisation. The aim is to build a bridge between Hackney Homes and both the organised tenants' movement in the Borough and the wider constituency of residents. Up until now, the Board has not been highly visible, and some residents have commented upon this. This is an opportunity to develop the public face of the Hackney Homes Board, and to promote externally the good work that has been undertaken to date.

5.0 **OCTOBER PERFORMANCE COMMENTARY**

5.1 'Star Chamber' on Performance – Hackney Homes Management Team held a 'Star Chamber' Review of Performance on Tuesday 14th and Wednesday 15th November. Each third-tier manager or partner was required to give a presentation which focussed on any areas of under-performance and on any improvement activities that are behind the implementation schedule. The purpose was to hold managers to account for delivery, to identify any areas where further support or resources are

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required, and to assess this in the light of the current compilation of our future Budget and Business Plan which will involve positive decisions over resource allocation in support of service and performance improvements. The ‘Star Chamber’ presentations were taken very seriously by managers, and their presentations were followed by robust challenge and scrutiny.

5.2 The Half-Year Review of Performance with the Mayor was scheduled to take place on 23rd October but has had to be rearranged due to diary commitments. Hackney Homes Board received the September Performance Digest and Half-Year Performance results at our meeting on 13th October.

5.3 Hackney Homes Performance Commentary

- 5.3.1 • **Rent Collection** – Rent arrears continued to fall in each of the five Neighbourhoods and in the TMO’s during October, as did average arrears per tenant. The difficulties reported with the Courts not recognising Hackney Homes or its partners are continuing to be addressed. The use of barristers and Council employees is adding to our costs.

Rent collection performance was specifically addressed at the ‘Star Chamber’ meetings with all of the Neighbourhoods, and the importance of meeting the target was emphasised. Achievement of the target would put Hackney Homes into the median quartile for the first time.

- 5.3.2 • **Empty Property Management** – Average turnaround time improved to 27 days in October. This is within the target set. Performance at Homerton and at Queensbridge/De Beauvoir has improved although the year-to-date figures for these Neighbourhoods are still outside the target.

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5.3.3 • **Repairs**

- Appointments Made and Kept for October were 99.6% with the year-to-date figure edging close to the target of 98%. This equates to top quartile performance.
- Urgent Repairs Completed within Government Time Limits is better than target at 98%.
- Average time taken to complete non-urgent repairs in October was 6.29 days, giving a year-to-date performance of 5.6 days which is within target.

5.3.4 • **Complaints and Members' Enquiries** – Complaints performance improved to 94.4% in October and 100% for Stage Two Complaints. Responses to Members' Enquiries fell to 81.2%.

5.3.5 • **Telephone Answering** - Performance remains at 82% of calls answered and 97% of calls answered within five rings. Work is continuing to ensure that the telephone system is applied properly, so that busy calls are diverted to available extensions and are answered.

6.0 **HACKNEY HOMES IMPROVEMENT PROGRAMME AND INSPECTION PREPARATIONS**

6.1 Officers are now engaged upon a significant amount of detailed preparation for the forthcoming Inspection, with a number of deadlines looming in relation to these. Hackney Homes must submit to the Housing Inspectorate by the end of January a thirty-page Self Assessment Report which needs to accurately describe what we have achieved, with close reference to the Audit Commission Key Lines of Enquiry. Self Assessment is structured around the two key judgements that the Inspectors

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will make in relation to: “How good is the service?” and “What are the prospects for improvement?”. The Self Assessment needs to strike an appropriate balance between adequately describing our achievements and demonstrating real awareness of where improvement is still needed. Managers have been preparing for this through detailed assessment of where we currently stand in relation to each of the relevant Key Lines of Enquiry. The resulting information is being assimilated into successive drafts of our Self Assessment document.

6.2 Document Request List – The Inspectorate have also supplied us with a very comprehensive list of the documentation they wish us to supply in support of our Self Assessment. This will be carefully reviewed and scrutinised by the Inspection Team and will form the basis of their desk-top assessment which is made prior to arriving on site. At the end of February they will visit Hackney to give a presentation on their initial analysis based on the Self Assessment and supporting documents. This is therefore important in shaping the initial perceptions of the Inspection Team and determining how they will approach the On-Site Inspection. For example, at the Indicative Inspection in December last year, particular attention was given to areas such as Gas Servicing where we were making a claim to be providing a Best-in-Class approach. In the event, they confirmed this, whilst still coming up with suggestions for further improvement. It can therefore be expected that our front-line Customer Services which have recently received Charter Mark accreditation will be thoroughly tested by the Inspectors, who are unlikely to take as given the judgement of others.

6.3 The Inspection Team will make reference to all of the previous findings from the Indicative Inspection, and these have formed the main elements of our Improvement Programme. At the Improvement Committee, the Director of Housing Services reported that 132 of the 161 projects contained in the Improvement Programme were now completed and the nature of the task was now changing to one of measuring the impact that these improvements have had, and capturing the

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benefits arising from them. The essential question to ask is whether the improvements have made a difference, particularly for residents. Each of the outstanding projects is now being actively tracked to ensure early completion, and the project leads have been made fully aware of the importance of concluding them in good time so that their impact can be tested.

7.0 **RESIDENTS' CONFERENCE – SATURDAY 4TH NOVEMBER**

7.1 Board Members, managers and residents converged on Morley Hall in Hackney on the morning of Saturday 4th November for an important Hackney Homes consultation event. The theme of the conference and the organising principle for each of the four workshops was: "Hackney Homes working in partnership with residents". There were stalls from teams and partners right across Hackney Homes in the main conference hall (the venue for the opening plenary session) which gave a half-year report back to residents on what Hackney Homes had already achieved in its first six months, and how we wanted to deepen and strengthen the engagement of residents as we strive to make Hackney a great place to live. This was followed by workshops covering: -

- ❖ The Review of Resident Participation;
- ❖ Improving the Estate Environment and tackling anti-social behaviour;
- ❖ The Decent Homes Programme;
- ❖ The Four-Year Hackney Homes Business Plan.

The feedback from workshops is being compiled into a Conference Report which will be circulated to all who attended, as well as to the Neighbourhood Panels and a wider network of resident representatives. This was followed by a showing of the new DVD that is being compiled by young people living on five of our estates. The young people themselves were present and participated in a discussion around what they liked about their estates and how they would like to see them improved.

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The views emerging from the young people were striking in their similarity to those of older residents: they want cleaner, safer and better-maintained homes and estates, as well as access to community facilities for activities that are of interest to young people. Around thirty young people participated in the discussion and shared with us their hopes and ideas for making our estates good places to grow up.

The lunchtime session concluded with a tribute and series of special awards to some of the ‘unsung heroes’ whose contribution in so many different ways has made their estate and neighbourhood a better place to live.

8.0 **STAFF DEVELOPMENT**

- 8.1 **Hackney Homes Staff Conference** – This year’s Staff Conference took place at The Ocean on 6th and 7th November, and was attended by over 700 staff who enjoyed a day of varied activities and workshops, which focussed upon how we can deliver excellent services for residents. The opening session was led by the Hackney Homes Management Team, where we each announced our personal pledges and invited everyone to make a personal commitment which will make a positive difference in our journey to excellence. This was followed by an interactive theatre presentation in which the audience became the theatre directors and gave the actors feedback on a customer service interview that was based on a real case, and drew out a number of important messages about how we should always focus upon providing positive outcomes for our customers. Workshop sessions were held which consulted on the Four-Year Business Plan and on the preparations for Inspection. A number of Board Members attended a lunchtime ‘Meet the Board’ session for staff, and the event concluded with announcement of the Team Awards for the second quarter of the year and a toast to our Charter Mark success. The feedback from the event was extremely positive, and staff really valued the opportunity to meet and network with colleagues from right across Hackney Homes. The majority of staff felt that the Conference had helped create a real sense of

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common purpose in our journey towards excellence.

- 8.2 The Staff Conference also saw the launch of a staff survey designed to obtain feedback on how the organisation is measuring up as a good place to work, and is based upon the new Investors' in People standard. A People and Culture Group has been formed which has as its objective making Hackney Homes a successful business and a good place to work. The results from the survey will be used to compile a baseline assessment of how we are doing, and formulate an organisational development programme that will create some real momentum behind the drive to become a good place for staff to work.
- 8.3 **Reorganisation of Property Services and IT** – Following the separate Business Reviews conducted, we are now completing implementation of the reorganisation of the Property Services Directorate and of the ICT Section within Finance & Resources. This involves staff who are displaced applying for and being considered and interviewed for vacancies in the new structures. This is systematically being worked through. We have been through a period of some anxiety for the staff affected, and it is important that all the changes are completed in order that staff are free to concentrate on service improvement activity. Assistance and support for staff who have been displaced is being made available and the Hackney Homes organisational change programme is being applied with full input from Human Resources.
- 8.4 The arrangements for Team Briefings within Hackney Homes are being enhanced and strengthened. A monthly Managers' Briefing is given by the Chief Executive at a regular event at The Ocean which is characterised by lively presentations by managers and workshop discussions and networking. Within five days of this, managers are expected to have completed their team briefings to their own staff so that everyone in the organisation has received a face-to-face account of the latest news and information that they need to carry out their job effectively. The

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Managers' Briefing for November is taking place on Thursday 30th at West Reservoir and will be focussing on the outcomes from completion of the Improvement Programme and preparing staff for giving of their best at Inspection. A strong emphasis is being placed on effective communication with residents and staff responsibilities for keeping residents well informed about service improvements.

8.5 A series of events are being organised for front-line staff who meet with colleagues in other sections with whom they are expected to work closely. The first of these events involves Leasehold Services staff meeting with colleagues in the Neighbourhoods. Each group of customer-facing staff gave a presentation of what their work entails and answered questions from colleagues in other teams. Following this, teams of mixed workshops addressed some of the common problems that have been identified, and in this case the problem of obtaining tenancy files for Right-to-Buy applications. Following the event, performance has improved to close to 100%, and a range of other improvements has been identified, which are all being addressed. Further events are planned involving other customer-facing staff in Hackney Homes.

9.0 **PARTNERSHIPS**

9.1 **Service-Level Agreements** – The reports on the major reviews carried out of the Service-Level Agreements for Legal Services, Property Services and CCTV have been submitted to Chief Officers in Hackney for their consideration. The recommendations from the CCTV SLA Review have been accepted in full and we are awaiting feedback on the Property and Legal SLA Reviews. It is important that the discussions and negotiations around these are completed by the end of the calendar year in order to inform the budget process. The Reviews of each of the remaining Service Level Agreements are scheduled to be completed by the end of November and will be reported to Audit & Finance Committee in January.

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9.2 This is a period of quite intensive work with the Council on budget preparations for 07/08 and completion of the reconciliation exercise on the current year's budget so that all of the anomalies we have identified are addressed. We are also in dialogue with the Council on re-defining the role of Hackney Homes in relation to key service contracts and increasing the proportion of transferred to delegated budgets.

10.0 **LETTER FROM DCLG**

10.1 The Chief Executive of Hackney and I met with officials from DCLG at their invitation on Tuesday 14th November to discuss whether Hackney could re-profile its expenditure on Decent Homes over a longer period of up to two years. The justification for this put forward by DCLG would be that it may secure better value for money and improve outcomes in relation to mixed sustainable communities. At the meeting, it was explained that Hackney already has a large Housing Regeneration programme that is creating mixed sustainable communities at Woodberry Down, West Haggerston, Kings Crescent and on other estates, and there was only limited scope to consider a significant additional programme of demolition and new build because of the constraints on decants and existing overcrowding and homelessness pressures. It was also noted that our spend on the £312 million Decent Homes Programme is expected to reach £130 million by the end of the current financial year, and it would be difficult to re-profile expenditure without significant loss of momentum.

10.2 I also explained the progress Hackney Homes is making towards achieving Two Stars with a significant Value for Money programme delivering resources for redirection, a range of additional external accreditations achieved and continuing improvements in performance across nearly all indicators. DCLG did state in response to our question that the discussions would have no bearing upon the inspection recommendations.

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10.3 DCLG have asked us to supply them with options and the impact of a 20-30% reduction in Decent Homes spend in the period up to 2010 with the work being re-profiled over the one or two years following this to 2012. They have said that the £225 million ALMO credit is safe but that the Minister will have to make some difficult decisions. They described the ALMO programme as a 'victim of its own success' and felt that it was appropriate to consult with authorities and ALMO's on how to absorb the constraints expected in the comprehensive spending review for the period commencing April 2008. We are preparing these options in consultation with the Council. Our primary objective in setting out the options for DCLG will be to maintain the intention to achieve the Decent Homes Standard by 2010 whilst offering some resources for re-profiling in the following two years.

11.00 **WOODBERRY DOWN REPORT**

11.01 Progress continues on this major regeneration project. The primary focus is on co-ordinating the final stages of Masterplan preparation with the emerging design for the Old School Site, and evaluating options for taking forward Phases 2-5 of the regeneration.

- Hackney's Mayor and WDRT presented the draft Masterplan to the Mayor of London on 14 November. The Mayor of London welcomed the project, advising that we had his support if we needed to increase building heights at any time to improve financial viability. The Mayor also asked Transport for London to work closely with the team on final plans for Seven Sisters Road.
- On 29 November we have our third presentation to the Commission for Architecture and the Built Environment (CABE). Submission as an Outline Planning Application is planned next month.

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- Berkeley's have appointed two firms of leading architects - Wilkinson Eyre and Rolfe Judd - to prepare plans for the Old School Site, with a view to submitting a detailed planning application by March. Subject to the Planning process, the earliest expected date for a start on site is September 2007, with completion of the first social rented units during 2009.
- Berkeley's are converting a shop in Woodberry Grove into a Temporary Information Centre, and have submitted a Planning Application for a larger Information Centre on the Old School Site.
- Masterplan proposes 4,315 new homes on Hackney land, based on 1,250 in Kick Start and 3,065 in subsequent phases. This is comparable with 4,300 proposed in the 2005 Urban Design Framework.
- From the original 263 homes (including 37 leaseholders) on the Kick Start sites, only 8 tenants and 11 leaseholders remain. Compulsory Purchase Orders are being progressed with specialist lawyers.
- 79 old homes in 4 blocks already demolished, with the demolition contractor about to start on Bowland House.
- Evaluation of the options for Phases 2-5 is now to be considered by the Council's Cabinet on 18 December, together with the procurement process. The report will set out in detail six options for the next phases of the Woodberry Down scheme. These are:
 1. Stock Transfer – early ballot, no development partner
 2. Stock Transfer – ballot after development team appointed
 3. Incremental Development – single RSL, single developer

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4. Incremental Development – single RSL, multiple developers
 5. Incremental Development – multiple RSL's, multiple developers
 6. Council retention and development
- Work is well advanced on updating the Woodberry Down Capital Programme so that the necessary resources are identified to enable whichever option is selected by the Council to be adequately funded.

Finally, Hackney Homes is celebrating again with the announcement that Woodberry Down has achieved recognition from DCLG as a national mixed communities Demonstration Project.

Steven Tucker
Chief Executive

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DRAFT FORWARD PLAN 1st DECEMBER 2006 to 31st MARCH 2007

FP No/ Date of Intende d 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 consultatio n 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?
03.11.06 27.03.06	General Property Disposals	Cabinet	18 Dec 2006	Cabinet Committee for Regeneration, Internal	Meetings, Draft Report	CLLRS KAREN ALCOCK John Stevens – 020 8356 2670 John.Stevens@hackney.gov.uk	File held by John Stevens, Interim ADoC&CS (Corporate Property & Facilities Management)
06.09.06 26.06.06	Voluntary Sector General Lettings Policy	Cabinet	18 Dec 2006	Internal	Meetings, Draft Report	CLLR KAREN ALCOCK Peter Edwards – 020 8356 26 03 Peter.edwards@hackney.gov.uk	Cabinet Report: Accommodation Policy for the Voluntary Sector [FP No 09.20.03], 20.12.04
09.07.06 18.12.06	Housing Demolition Framework Contract RP4 - Contract Award	Cabinet Cabinet Proc Committe e	18 Dec 2006 12 Dec 2006	Cabinet Procurement Committee; Hackney Homes Board; Residents	Draft Report, Meetings	CLLR JAMIE CARSWELL Bob Snowsill – 020 8525 5591 Bob.snowsill@hackney.gov.uk	Cabinet Report: Estate Renewal Programme Phase 1 [FP No 12.13.05], 27.03.06
09.12.06 30.10.06	Woodberry Down: Regeneration Programme Registered Social Landlords Partner Selection RP2 – Procurement Strategy	Cabinet Cabinet Proc Committe e	18 Dec 2006 12 Dec 2006	Cabinet Procurement Committee, Woodberry Down Residents, Key Council and Hackney Homes Officers	Meetings, E- mails; Correspondence	CLLR JAMIE CARSWELL Peter George – 020 8356 1703 Peter.geroge@hackneyhomes.org.uk	Cabinet Report: Woodberry Down Development Strategy For Kick Start Sites: Kick Start Demolition Contract [FP No 07.03.05], 25.07.05

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DRAFT FORWARD PLAN 1st DECEMBER 2006 to 31st MARCH 2007

FP No/ Date of Intende d 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 consultatio n 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?
11.10.06 27.11.06	Review of Parking Permit Pricing	Cabinet	18 Dec 2006			CLLR ALAN LAING Jon Le Mottee – 020 8356 8313 Jon.lemotte@hackney.gov.uk	Cabinet Report: Parking And Enforcement Plan Consultation Results [Fp No 09.16], 31.01.2005
11.12.06 27.11.06	Proposals for Selecting Registered Social Landlords for the Review Estate Tranche 2 Strategy	Cabinet	18 Dec 2006	Housing Corporation	Meetings, Draft Report	CLLR JAMIE CARSWELL Charlie Grimble – 020 8356 7522 Charlie.Grimble@hackney.gov.uk	Cabinet Report: Proposals for the Next Estate regeneration Programme (Tranche 2) [FP No 09.16.06, 31.10.06
11.15.06 27.11.06	Hackney Homes Integrated Housing Management System [IHMS] RP2 – Procurement Strategy	Cabinet Cabinet Proc Committee	18 Dec 2006 12 Dec 2006	Cabinet Procurement Committee; Hackney Homes; Joint Hackney Homes/Hackney Steering Group	Meetings, Draft report	CLLRS ALAN LAING/KAREN ALCOCK Trish Hail – 020 9356 2107 Trish.haill@hackneyhomes.gov.uk	Cabinet Reports: Procurement of IHMS and associated services - [FP NO. 05.07.03], 23.06.06 and Saffron IHMS– Extension Of Contract - [FP No 07.16.06], 24.07.06

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DRAFT FORWARD PLAN 1st DECEMBER 2006 to 31st MARCH 2007

FP No/ Date of Intended 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?
04.01.06 22.05.06	Haggerston West and Kingsland Transfer Proposals	Cabinet Cabinet Proc Committee	29 Jan 2007 23 Jan 2007	Cabinet Procurement Committee, Residents, EDMC, London & Quadrant Housing Trust; Internal	Meetings	CLLR JAMIE CARSWELL 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
07.15.06 24.07.06	Customer Relationship Management – Full Roll Out	Cabinet Cabinet Proc Committee	29 Jan 2007 23 Jan 2007	Cabinet Procurement Committee, Service First Board, Shoreditch Trust	Meetings, Draft Report, Presentations, Service First Intranet	CLLR KAREN ALCOCK 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
09.25.06 29.01.2007	Fleet: Vehicle Maintenance RP4 – Investment Decision	Cabinet Cabinet Proc Committee	29 Jan 2007 23 Jan 2007	Cabinet Procurement Committee		CLLR JAMIE CARSWELL Martin Dorchester – 020 8356 3613/ Amy Carter – 020 8356 2744 Martin.dorchester@hackney.gov.uk / Amy.carter@hackney.gov.uk	Cabinet Reports: RP2 Report [FP No 09.22.06], 18.09.06 and Corporate Fleet Strategy [FP No 01.24.05], 19.12.05
11.05.06 27.11.06	Service First Project Management RP2 – Procurement Strategy	Cabinet Cabinet Proc Committee	29 Jan 2007 23 Jan 2007	Cabinet Procurement Committee; Internal – Service First Board; Project Groups	Draft Report; Meeting	CLLR KAREN ALCOCK Andy Coyle – 020 8356 6181 Andy.coyle@hackney.gov.uk	File held by Andy Coyle, CoC&CS Service First Programme Manager

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DRAFT FORWARD PLAN 1st DECEMBER 2006 to 31st MARCH 2007

FP No/ Date of Intende d 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 consultatio n 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?
11.13.06 B 29.01.07	Housing Revenue Account Tenant Rent and Service Charges, 2006/07	Cabinet	29 Jan 2007	Tenants Convention	Meetings, Report	CLLR JAMIE CARSWELL Tim Sylvester – 020 8356 2020 Tim.sylvester@hackney.gov.uk	File held by Tim Sylvester, ADoF DoN&R
11.14.06 27.11.06	Development of Hate Crime Strategy	Cabinet	29 Jan 2007	Safer and Cleaner Place to Live Partnership Board; Internal – Community Safety Team	Meetings; Draft report	CLLR ALAN LAING Murat Ozcelik – 020 8356 2418 Murat.Ozcelik@hackney.gov.uk	File held by Murat Özçelik – Deputy Manager of Community Safety Team – DoN&R
12.06.06 29.01.07	Woodberry Down: Compulsory Purchase Order No.1	Cabinet	29 Jan 2007	Internal External: Woodberry Down Estate Development Committees	Meetings, Draft Report	CLLR JAMIE CARSWELL Robin Smith – 020 8356 1713/5723 Robin.Smith@hackney.gov.uk	Cabinet Report Woodberry Down: Towards a Total Living Environment Part D & F
07.13.06 26.02.07	2007/08 Council Budget, Council Tax and Housing Revenue Account Budget	Cabinet Council	26 Feb 2007 28 Feb 2007	Business rate payers, tenants	Meetings, Draft report	CLLR JAMIE CARSWELL Tim Shields - 020 8356 3674 Tim.Shields@hackney.gov.uk	Cabinet Report: Medium Term Plan Forecast 2007/08 to 2009/10 [FP No 07.12.06], 29.01.07
08.05.05 24.10.05	Disabled Parking Bays	Cabinet Regulator y Committee	26 Feb 2007 28 Feb 2007	ALG, Disability Hackney, Residents, Businesses Hackney Today	Meetings, Letters, Drop in sessions, Advertising	CLLR ALAN LAING Seamus Adams – 020 8356 8333 Seamus.Adams@hackney.gov.uk	Cabinet Report - Parking Enforcement Plan [FP No 09.17], 26.078.04

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DRAFT FORWARD PLAN 1st DECEMBER 2006 to 31st MARCH 2007

FP No/ Date of Intende d 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 consultatio n 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?
12.02.06 26.03.07	Hackney Homes Integrated Housing Management System [IHMS] RP4 – Investment Decision	Cabinet Cabinet Proc Com	26 Mar 2007 20 Mar 2007	Cabinet Procurement Committee; Hackney Homes; Joint Hackney Homes/Hackney Steering Group	Meetings, Draft report	CLLRS ALAN LAING/KAREN ALCOCK Trish Hail – 020 9356 2107 Trish.hail@hackney.homes.gov.uk	Cabinet Reports: Saffron IHMS– Extension Of Contract - [FP No 07.16.06], 24.07.06 and RP2 Report [FP No 11.15.06], 27.11.06

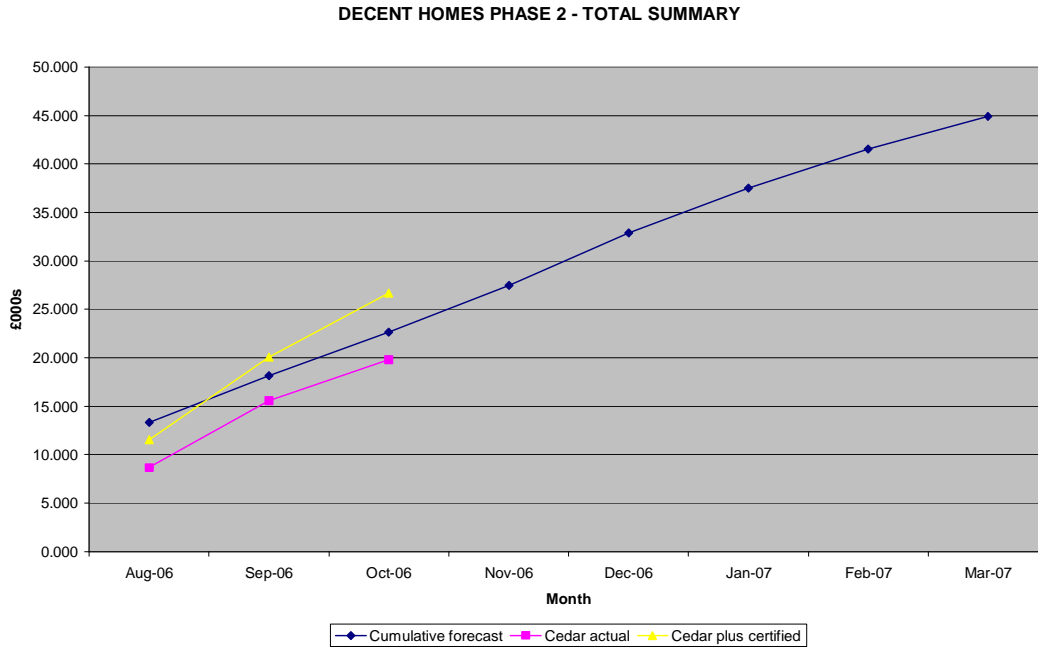


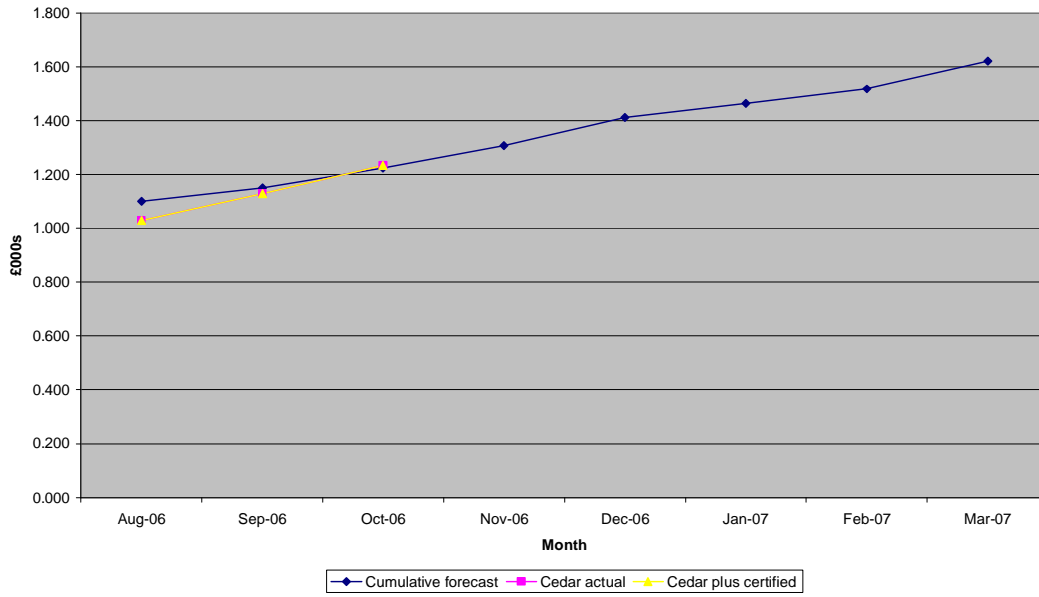
CHART 1 – TOTAL PROGRAMME OCTOBER 2006

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

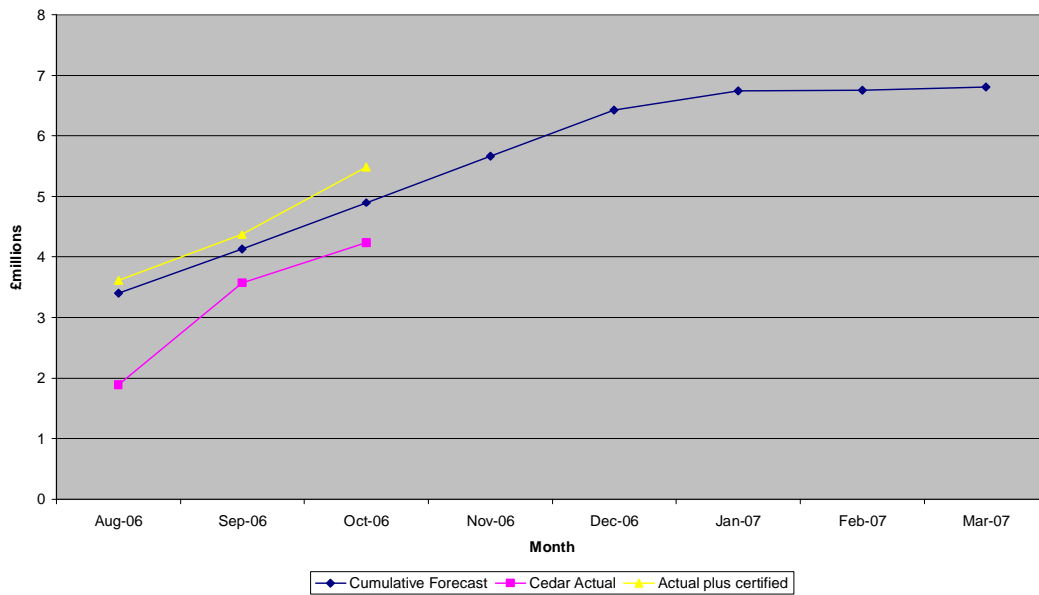
Cedar actual is the total of payments made as shown on the council’s finance system (Cedar).

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

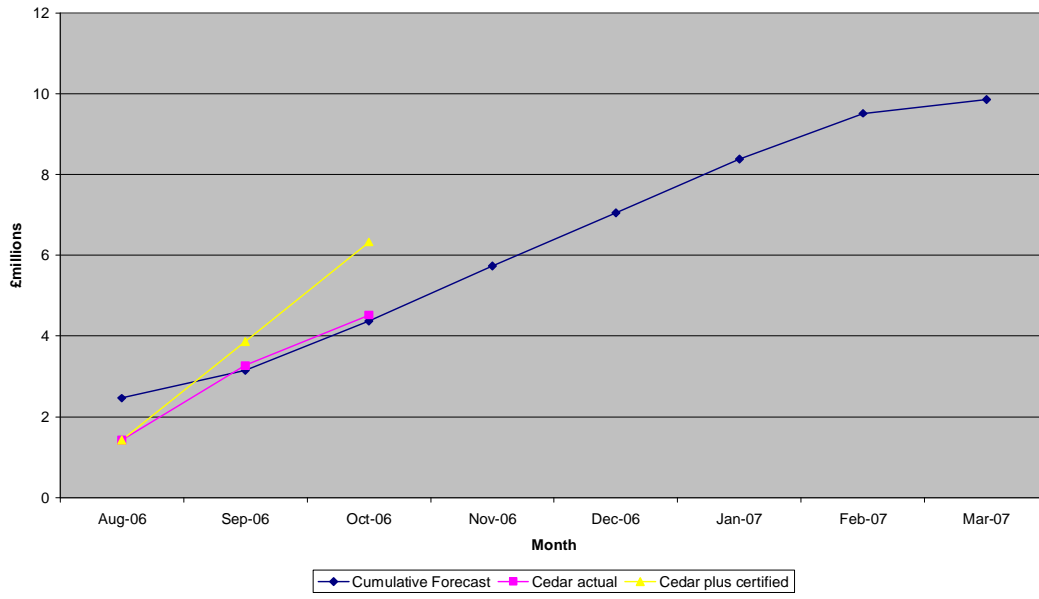
GERDA SECURITY DOOR (BOROUGH WIDE) PROGRAMME - DECENT HOMES PHASE 2



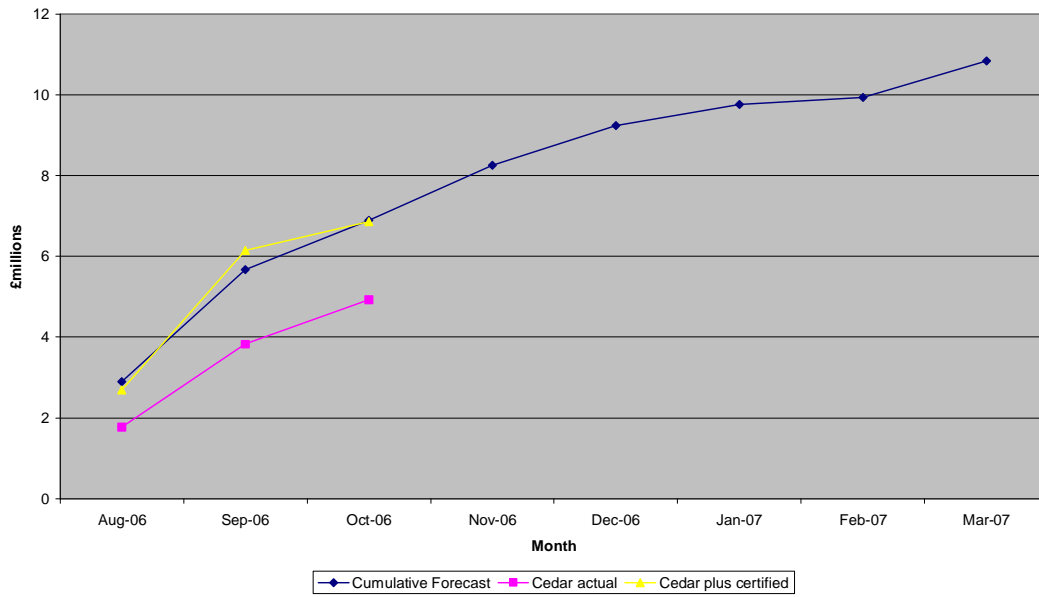
STOKE NEWINGTON (MANSELL) DECENT HOMES PHASE 2



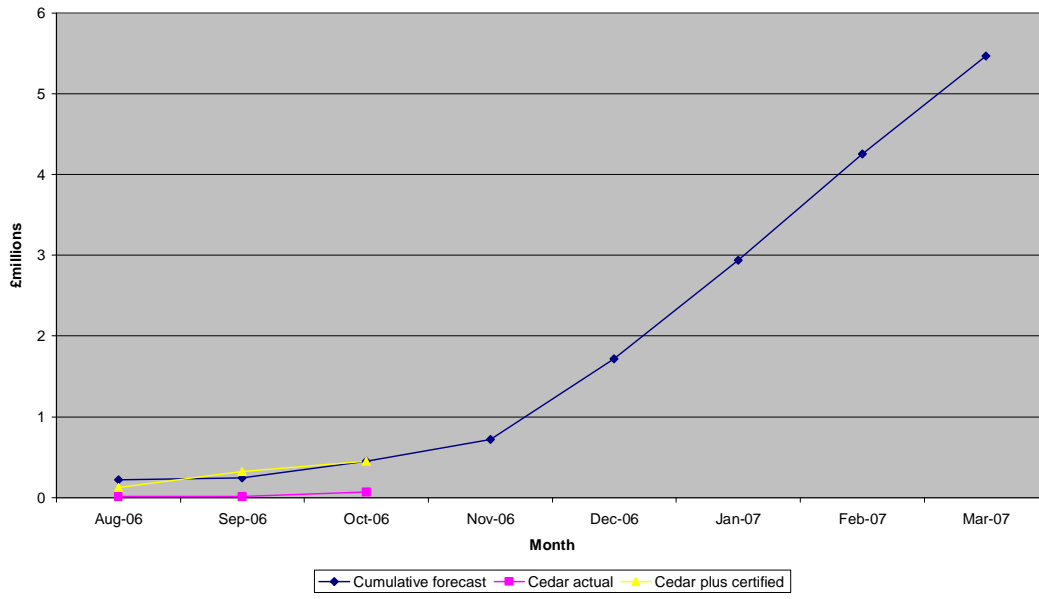
SHOREDITCH B (MULALLEY) DECENT HOMES PHASE 2



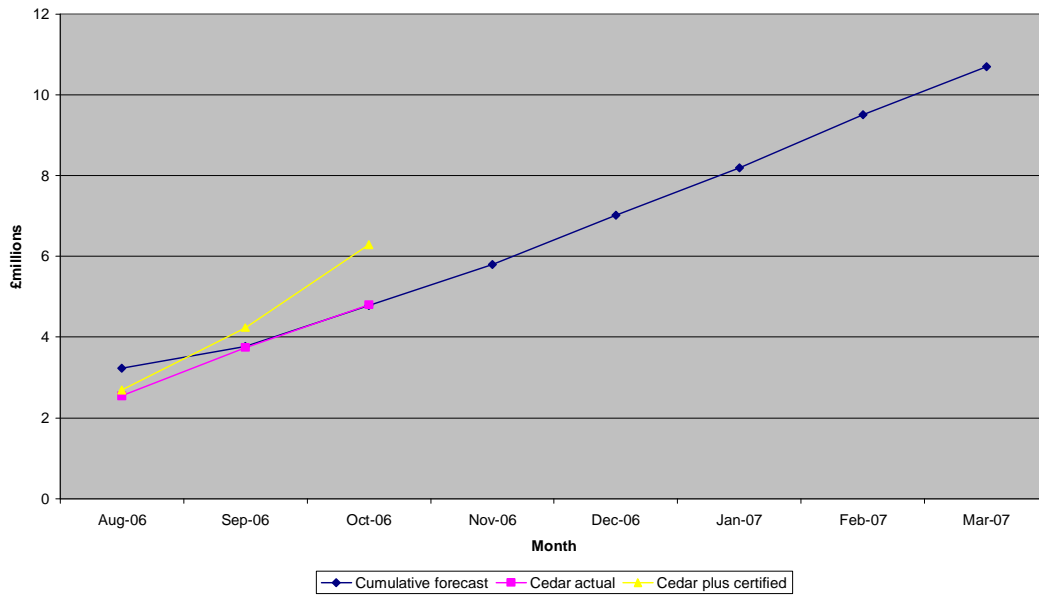
SHOREDITCH A (LOVELL) DECENT HOMES PHASE 2

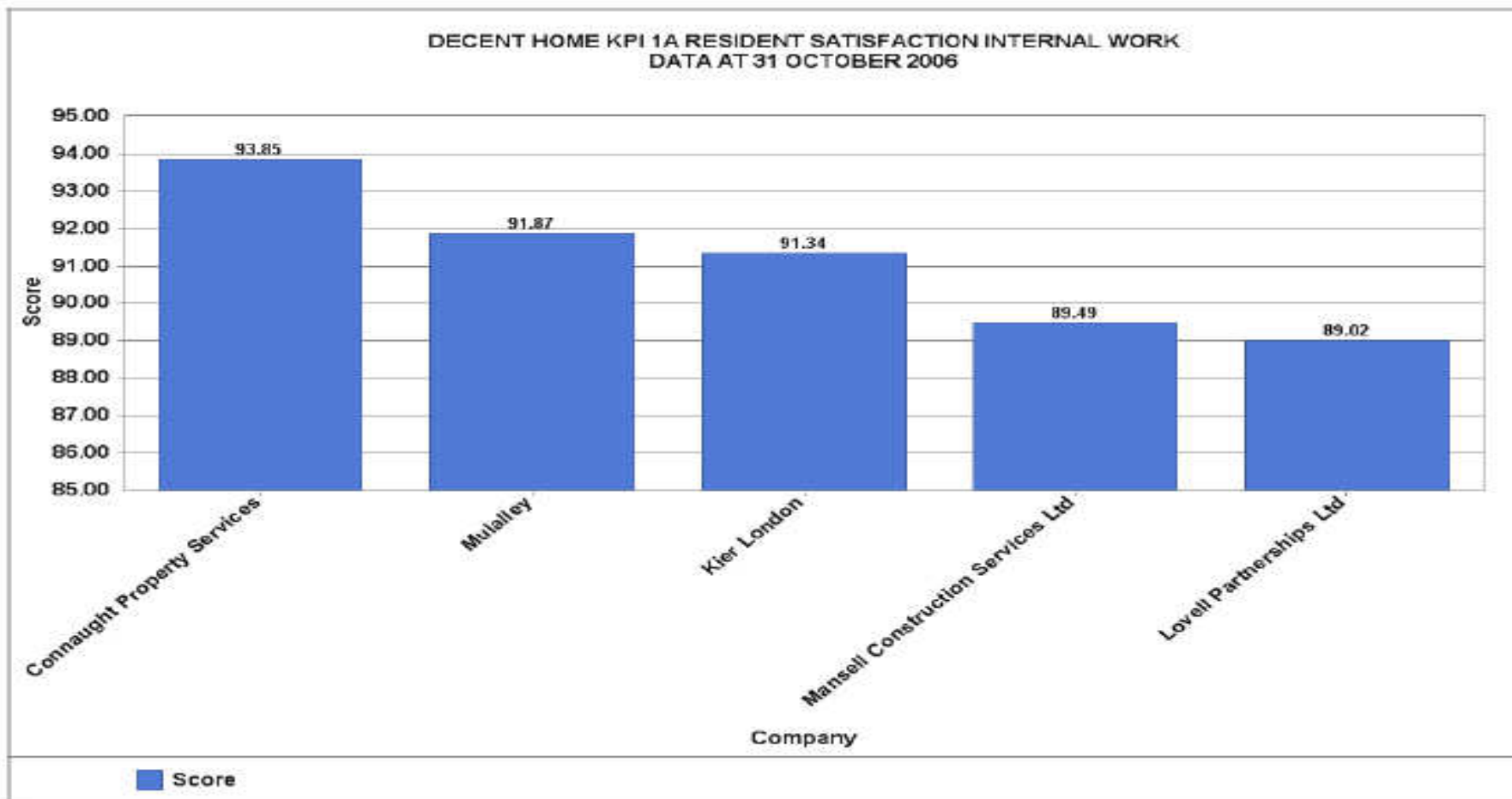


HOMERTON (KIER) DECENT HOMES PHASE 2

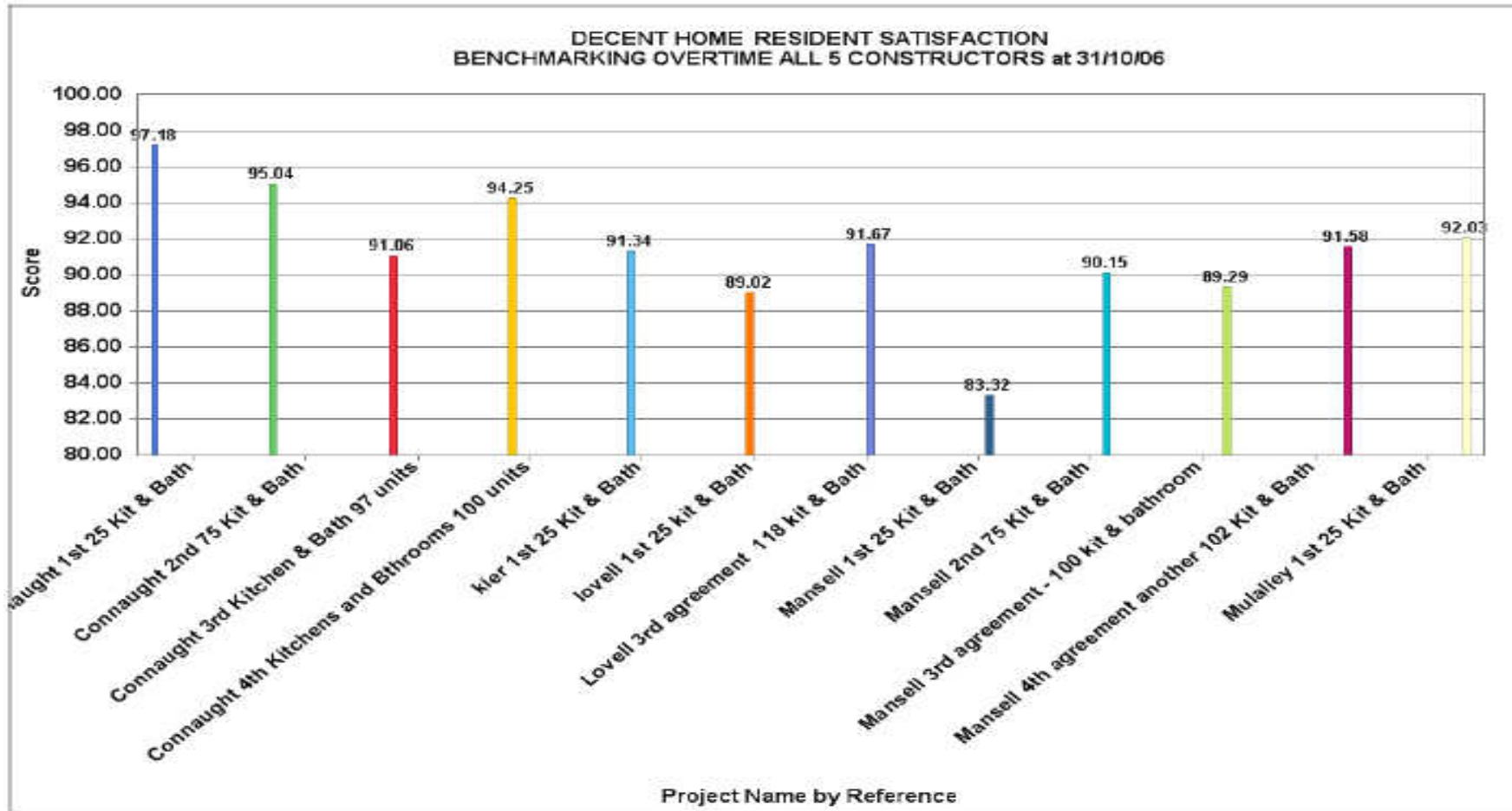


NORTH EAST (CONNAUGHT) DECENT HOMES PHASE 2

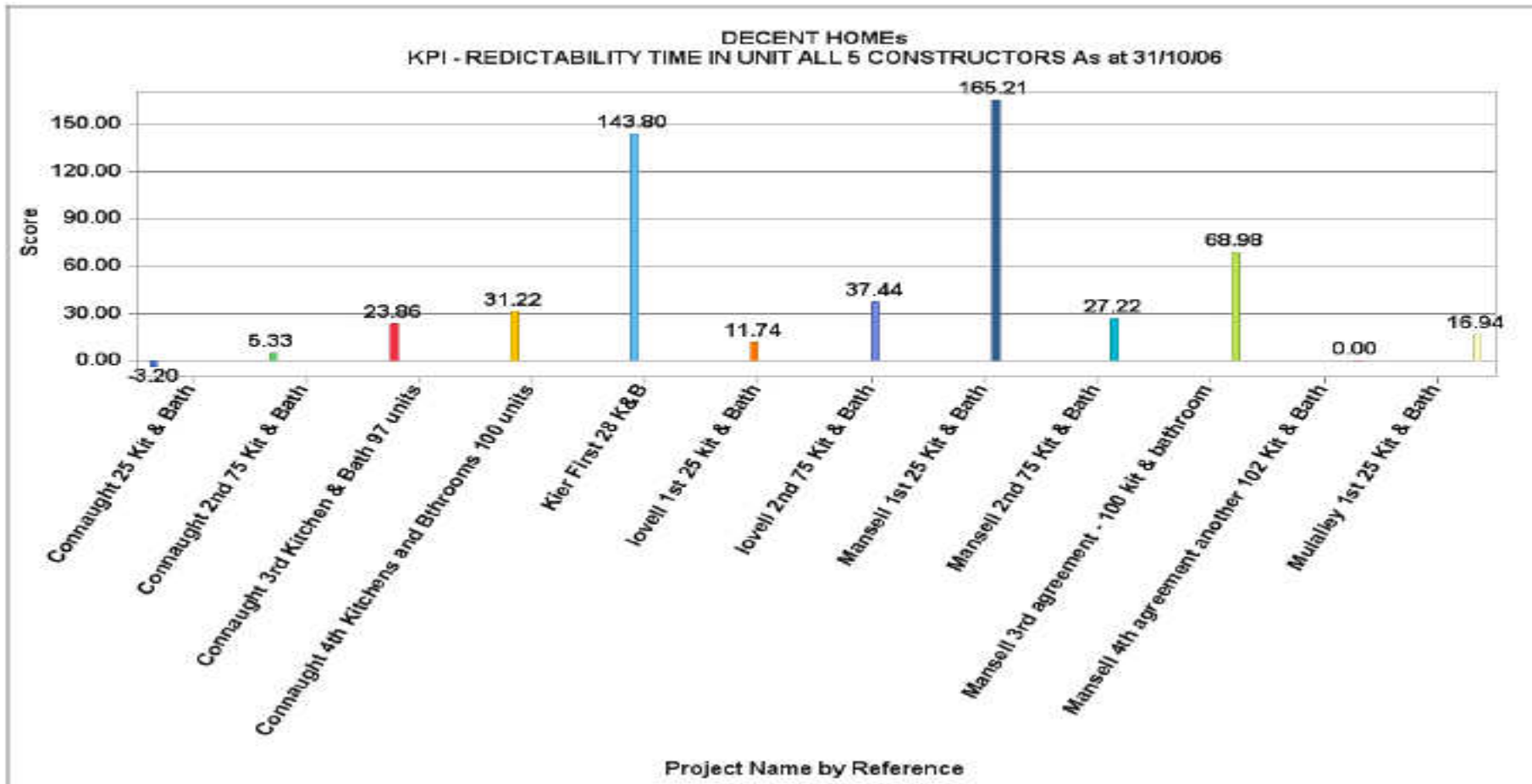




Resident Satisfaction again shows an average of 91% against a target of 85%. This is unchanged from last month. This graph shows the benchmarking of all 5 constructors on Resident Satisfaction rolled up for all internal projects.



This is a benchmarking graph of all 5 constructors over the period of the first 4 Kitchen and Bathroom projects.
 The 4th project in the Connaught area shows nearly a 3% increase in satisfaction from last month. Most Kitchen and Bathroom projects are completed projects and the other figures have not significantly changed since last month.



This graph shows the % of time over the target of 20 days. The score is the average of all units in a project. As most kitchen and bathroom projects are complete the only changes from last month are the 4th projects. The 4th Mansell project only has data for 1 unit recorded. Although the Connaught 4th project increased to 31% their resident satisfaction for this project increased 3% from last month which demonstrates that if extended time in a unit is necessary if it is managed well resident satisfaction can still be maintained.

ITEM 9



DOMESTIC VIOLENCE POLICY

Hackney Homes
Chief Executive
Christopher Addison House
72 Wilton Way
London E8 1BJ

October 2006

Policy Cover Sheet

Policy: Domestic Violence

Version: 1.7 (16.10.06)

Author: Belinda Jones, Policy Officer, Housing Services, Hackney Homes

Reference documents:

- Local Government Equality Standard
- Diversity Key Lines of Enquiry No.31 (Housing Inspectorate- Audit Commission December 2004)
- London Domestic Violence Strategy (Mayor of London-2001)
- London Child Protection Procedures - 2003
www.hackney.gov.uk/soc-london-child-protection-procedu.pdf
- Protecting Vulnerable Adults in Hackney- Multi-agency policy and procedures (February 2004)
www.hackney.gov.uk/soc-adult-protection-multi-agency-policy-procedures.pdf
- Mayor of London's 2nd Domestic Violence Strategy 2005 (GLA)

Good practice:

www.everychildmatters.gov.uk

Issues for Project Sponsor's attention:

- Categories of monthly performance information collected from the Housing Management Partners will need to be reviewed and updated in line with the recommendations of this policy document (Appendix 13- Monthly Monitoring Returns Data)
- Issues relating to a Council Central Database for secure recording of hate crime incidents (including domestic violence) needs to be resolved
- Hackney Council is developing a Domestic Violence and Gender Based Violence Strategy document due in 2007. This policy document will need to be reviewed to incorporate any appropriate amendments inline with the Strategy document.
- Reporting procedures for domestic violence incorporating risk assessment procedures need to be developed.

Endorsed by: Susmita Noonan, Director of Housing

(Housing Services)

Signature:

Date: 25th October 2006

Domestic Violence Policy

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Domestic Violence Policy

1. Purpose of the policy

This policy document outlines Hackney Homes commitment to addressing domestic violence affecting council tenants and leaseholders. It sets out how we plan to make our response to domestic violence efficient and effective.

It is to be read in conjunction with the following existing documents:

- Corporate Plan (2004-2005)
- A Safer Community- working for a safer and cleaner place to live Hackney's Crime and Disorder Reduction & Combating Drug Misuse Strategy Summary (April 2005)
- Hackney Council Domestic Violence Policy (2006)
- Hackney Council Domestic Violence Strategy (Due 2006)
- Hackney Council's Equality and Diversity Policy (2005)
- Supporting People Five Year Strategy 2005-2010 (Hackney Council - Sept 2005)
- Hackney Homes Equality & Diversity Policy and Strategy (2006)
- Hate Crime Policy (For Housing Management Partners-August 2006)
- Partnering Contracts for Housing Management Services (Specification Document July 2003)
- Working better together- protocol between Hackney Homes and Hackney Community Services(2006)

Hackney Council has set-up an Arms Length Management Organisation (ALMO) – Hackney Homes to manage its housing services from April 2006. Hackney Homes and its housing management partners with adopt this policy document and its recommendations when dealing with domestic violence incidents.

2. Introduction

Hackney Council accepts that domestic violence is a complex problem often requiring co-operation and mutual understanding between departments and agencies within the borough. The Council promotes such co-operation in order to ensure joint working with the aim of increasing awareness about domestic violence and reducing its content and impact as highlighted within the Crime and Disorder Reduction & Combating Drug Misuse Strategy. This strategy document has identified the following strategic priorities for 2005 -2008:

- Young People and Crime
- Drug and Alcohol Misuse
- Anti-social Behaviour and Environmental Crime
- Violent Crime
- Property Crime

- Working for a Safer Hackney

The strategic aim is to prevent and reduce crimes of violence including assault, tackle hate crime and provide greater help for victims including outreach and support.

The link between domestic violence and substance misuse, female genital mutilation and the commercial sex work industry (prostitution) have been identified as areas that need to be further developed. Support for survivors must be accompanied with, where appropriate, the use of criminal justice interventions against perpetrators. Including work on broader violence issues against women such as forced marriage, honour crimes and self harm.

The Council maintains a commitment to working in partnership with relevant stakeholders through agreed protocols where appropriate and also recognises the value of working in partnership with local community organisations. Where protocols do not exist but would be mutually beneficial, the Council will look towards establishing them in consultation with the relevant parties.

(For further information see A Safer Community- working for a safer and cleaner place to live 2005-2008-Hackney's Crime and Disorder Reduction & Combating Drug Misuse Strategy)

3. Multi-agency Forums

To deliver the Hackney's Crime and Disorder Reduction & Combating Drug Misuse Strategy there are a number of multi-agency borough-wide forums to develop co-operation and mutual understanding between council departments and agencies within the Borough. The Council works in partnership with the voluntary and statutory sectors to address domestic violence, under the umbrella of the Domestic Violence Forum and its related task groups: Strategic Co-ordination Group, MARAC, BME & Refugee Task Group, Children and Young People Task Group, Homicide Review Task Group, Sexual Violence Task Group and Vulnerable Women's Group.

The Domestic Violence Forum is responsible for actions, initiatives and projects to be worked upon. It decides which areas and projects to focus on by looking at local need and consulting with those who have experienced domestic violence where possible. The existing Domestic Violence Case Panel will shortly be replaced by a Multi-agency Risk Assessment Conference (MARAC). Which will aim to facilitate the sharing of information to increase the safety, health and well-being of domestic violence victims.

Hackney Homes and its Housing Management Partners have a key role to play in multi-agency working and is a participating member of the Domestic Violence Forum and its related task groups.

(See Appendix 15- Form 2 Domestic Violence Casework Referral Form)

4. Encouraging Reporting

It is widely accepted that there is major under reporting and recording of domestic violence. Hackney Homes is committed to encouraging victims and witnesses to report incidents and seek assistance and support.

Hackney Council has signed up to Hackney's joint information sharing protocol with its statutory partner's agencies (the Police, Probation Service and the Health Authority). This protocol deals with the sharing of information between relevant local agencies in relation to incidents and perpetrators. Housing staff must take care that any disclosure of information is lawful and should check with Legal Services and/or the Council's Data Protection Officer if there is any doubt. Under this protocol only 'designated officers' in the Neighbourhood Housing Office and Estate Safety Team can either process or initiate requests for personal information and conviction data. In each Neighbourhood Housing Office the 'designated officer' will normally be the Neighbourhood Relations Manager or similar post holder.

5. Key Facts

- Domestic Violence is generally carried out by men against women (89% of all serious incidents of domestic violence are perpetrated by men against women) but it also happens amongst lesbian, gay, bisexual and transgender relationships, between close relatives e.g. against an elderly parent or against a young family member and occasionally women against men
- Domestic violence has the highest rate of repeat victimisation of any crime - 35% of households have a second incident within five weeks of the first
- Almost a third of domestic violence starts during pregnancy, and existing violence often escalates during it
- One incident of domestic violence is reported to the police every minute
- In Hackney 27% of all violent crime reported to the police is domestic violence related. Of those incidents 81% are incidents committed by men against women
- On average two women per week are killed by a male partner or former partner
- Over a third of all female murder victims are killed by a current or former partner
- One in four women and one in six men will be a victim of domestic violence in their lifetime

(Women and Equality Unit - www.womenandequalityunit.gov.uk and the Hackney Council Domestic Violence Policy)

6. Relevant Definitions

The Government defines domestic violence as "Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults* who are or have been intimate partners or family members, regardless of gender or sexuality."

* An adult is defined as any person aged 18 years or over. Family members are defined as mother, father, son, daughter, brother, sister, and grandparents, whether directly related, in laws or stepfamily. However, 16 – 18 year olds living independently would be included if domestic violence is a feature of their life.

Domestic violence is generally used to perpetrate abusive or violent behaviour between partners and ex-partners including same-sex partners/ex-partners. However, as the above definition explains a relative such as a parent, son, daughter, brother, sister, aunt or uncle can also cause it. The intention of the perpetrator is to exert and maintain power and control.

Elder abuse, rape, forced into prostitution, crimes of honour, forced marriage and female genital mutilation are also forms of domestic violence. Carers may be both the victim or the perpetrator of abuse. These and many other examples of abusive behaviour can result in serious physical injury, emotional or psychological harm with victims living in constant fear of violence.

Forms of domestic violence may also include:

- Physical assault- hitting, stabbing, punching, kicking, slapping
- Threats of violence
- Sexual violence, abuse or rape
- Verbal abuse
- Bullying
- Violence or threats to children
- Humiliation and or constant ridicule- undermining ,criticism or name calling
- Deprivation of money or food
- Confinement in the home
- Prevention of working
- Control over when someone can go out, how long they can be out and who they can meet

These and many other examples of abusive behaviour can result in serious harm, with victims living in constant fear of violence and unable to fully participate in society.

7. Hackney Homes approach to Domestic Violence

Introduction

Hackney Homes and its Housing Management Partners recognise that, to provide a quality housing service, we must be effective in tackling the problems created by domestic violence that affect families and lead to social exclusion. There is no excuse for domestic violence. Many types of domestic violence constitute a criminal offence and the perpetrator can be arrested, charged and imprisoned. Hackney Homes is committed developing a range of accessible services and support for women, children and men experiencing domestic violence that are appropriate to the different needs of the diverse communities that live and work in Hackney. All reports of domestic violence will be dealt with seriously and as a priority. Hackney Homes and its partners will take all reasonable steps possible to promote and defend the rights of women, men and children to live free from violence, intimidation and abuse.

Neighbourhood Services

Hackney Homes has the main responsibility for tackling domestic violence on its own housing estates. Hackney Council tenants/leaseholders and their families who are victims of domestic violence can contact their local Neighbourhood Housing Office or their Tenant Management Office (for TMO tenants) for support and assistance. Responsibility for dealing with reports of domestic violence on a local level lies with the Housing Management Partner and their staff in each Neighbourhood Housing Office.

The Hackney Homes will take a customer centred approach providing accessible support and assistance to Hackney Council tenants and leaseholders who are victims of domestic violence. This will be delivered by developing an integrated approach involving all staff, including those who work on estates. Such as housing managers, cleaners, grounds maintenance, surveyors, street crime wardens, neighbourhood wardens and repairs staff who will act as the 'eyes and ears' of Hackney Homes.

(See Good Practice Guidelines for more information about 'customer-centred approach and Appendix 3- Roles and Responsibilities)

Third Party Reporting

The Hackney Third Party Reporting Scheme has established a network of non-police reporting sites to encourage residents and people working and visiting Hackney to have the confidence to report domestic violence and hate crime incidents. Neighbourhood Housing Offices are part of the scheme and therefore people who are not council tenants/leaseholders can report incidents of domestic violence and hate crime at local Neighbourhood Housing Offices as part the Hackney's Third Party Reporting Scheme.

8. Policy Statement

Our promise to victims of domestic violence

We will:

- Treat all reports of domestic violence we receive seriously

- Provide a customer – centred approach when dealing with reports of domestic violence
- Investigate all domestic violence incidents that are reported to us
- Not blame or question a person’s view of what has happened, even if they decide to remain with or return to a violent partner
- Arrange for emergency accommodation for a council tenant/leaseholder and their household who are assessed as being in immediate danger if this will reduce the risk(* For further information see Sc 14 - Housing Options)
- Make sure that housing staff are sensitive to the needs of those experiencing domestic violence
- Where possible, arrange for the person reporting domestic violence to speak to an officer of the same sex if requested
- Provide an interpreter or signer, if required
- Enable and empower victims of domestic violence to make informed choices by offering advocacy, information and support
- Liaise, on the victim’s behalf, with external agencies such as the police and victim support groups. We will only do this with your agreement or if we are required to do so by law in relation to child protection issues
- Discuss all the options available to the victim in regard to housing, welfare benefits, obtaining legal advice, specialist support and advice about safety. This may include referral to local specialist agencies such as the Council’s Domestic Violence & Hate Crime Team (DVHC)
- Formally acknowledge and record every report of domestic violence, give the victim information on what will happen next and keep in regular contact with the victim (NB. for safety reasons contact maybe via the DVHC Team or other support agency representing the victim)

We will achieve this by:

- Make sure that all housing staff are aware of the importance of client confidentiality and the implications this may have for a person’s safety
- Where possible, take enforcement action against perpetrators of domestic violence. In the case of tenants and leaseholders this may include losing their tenancy or lease
- Develop arrangements with other local authorities and housing providers to increase the rehousing options available for victims of domestic violence
- Monitor and record all reports of domestic violence so that we can improve our response to tackling domestic violence
- Develop housing services that are sensitive and responsive to accommodate the needs of people experiencing domestic violence including disadvantaged or vulnerable people who may require specialist services
- Display in public places in housing offices posters and information leaflets. Leaflets will be available, on request in community languages and other formats such as large print or Braille
- Train all housing staff on the Council’s and Hackney Homes’ Domestic Violence policies and procedures

- Train all housing staff to be sensitive to the specific needs of those who are disadvantaged in accessing services: black and minority ethnic communities, women, young people, disabled people, lesbians, gay, bisexual, transgender / 'Trans' people and older people

(For further guidance see Appendix 4 - Acknowledging and responding to specific needs of groups)

9. Supporting Victims and Witnesses

Multi-agency Working

We will work in partnership with statutory agencies such as the police and other council departments such as the Community Safety Team, Domestic Violence & Hate Crime Team, specialist refuge groups and other external groups to ensure that a range of services and support are available to meet the needs of those people experiencing domestic violence.

Hackney Tenancy Support Service

Council tenants who are victims of domestic violence are eligible to be referred to Hackney Tenancy Support Service. This is a floating support service for vulnerable council tenants providing support to help them live independently in the community and maintain their tenancy.

(See Domestic Violence and Vulnerability- Supporting People)

Domestic Violence and Hate Crime Team (DVHC)

The Domestic Violence and Hate Crime Team provide support, advice and counselling services to victims of domestic violence, racial and homophobic incidents. Each victim reporting domestic violence will be advised of the services provided by DVHC and informed that their details will be passed to DVHC who will contact the victim (if appropriate, contact details are available and it is safe to do so) separately to offer support, advice and counselling. The victim can contact the DVHC Team direct if they prefer.

(See Appendix 15- Form 2 draft DVHC Team Referral Form)

The Nia Project

The Nia Project (formerly known as Hackney Women's Aid) provides help for women and children living with domestic violence. Services provided include safe, supportive housing, information, advice and advocacy.

Hackney Police Community Safety Unit (CSU)

It is recognised that many people do not wish to report domestic violence directly to the police. They may fear or not trust the police. In all circumstances, people reporting domestic violence must be advised that in cases of emergency for their own and their families' safety, they should

contact the police by phoning – 999. The Hackney Police Community Safety Unit is a specialist police team dealing with domestic violence and hate crime. They investigate criminal cases and can give advice and information on legal options, safety issues and council services. All victims of domestic violence will be advised of the services provided by the CSU and with the victim's consent referred to the CSU for further support and assistance.

Translation and Interpretation Services

Hackney Homes and its Housing Management Partners will arrange access to 'over the telephone' interpretation services (see Language Line) and face - to face interpreters (Hackney Translation and Interpretation Service) in the appropriate community language. In addition, Hackney Homes and its Housing Management Partners welcome the use of advocates by victims of domestic violence incidents.

(See Appendix 10 – Language Line)

Hackney Sanctuary Project

The Sanctuary Project is a victim – centred initiative which aims to provide additional safety measures to the homes of domestic violence survivors and survivors of violent crime. This scheme aims to make it possible for victims to remain in their homes and feel safe thereby preventing homelessness.

(See Housing Options and Appendix 15- Form 2 Sanctuary Project Referral Form)

Additional security, repairs and graffiti

The Homes will carry out any repairs that are required to a property as a result of domestic violence. We will carry out immediate repairs to ensure safety within two (2) hours. Immediate repairs are undertaken in response to a threat against life or limb or other major emergency. Emergency repairs to ensure safety will be carried out within twenty-four (24) hours. Once ordered offensive or hate crime motivated graffiti on council property will be removed within three (3) hours and other types of reported graffiti within four (4) working days .Extensive patches of graffiti may take longer.

The Estate Safety Team in partnership with Housing Trading Services operates a “secured by design” programme to improve safety and security on estates.

The main initiatives of this programme are:

- Safer City Doors - virtually impregnable front entrance doors fitted to properties.
- Secure locks and doors for utility cupboards in communal areas. This includes fitting new locks to stop pirate radio equipment being installed on roofs.

After consideration of the circumstances of each case, necessary arrangements will be made to help protect vulnerable tenants in their home.

10. Legal Framework

Hackney Homes and its Housing Management Partners will consider the legal framework, which surrounds domestic violence. Where possible, will take reasonable enforcement action against council tenants and leaseholders who are perpetrators of domestic violence using a range of legal action. This could include a range of legal action such as anti-social behaviour orders, injunctions, demotion of tenancy (which reduces security of tenure for a period of twelve months and if the perpetrators violent behaviour continues can subsequently lead to the end of the tenancy) and possession action which could ultimately lead to perpetrators losing their tenancy or lease.

(See Hackney Tenancy Agreement, Appendix 6- Tenancy Agreement and Appendix 2 – Relevant Legislation)

11. Domestic Violence and Vulnerability

Children

Where children live or have lived with a parent who is experiencing domestic violence, the violence and abuse to the person can extend to children themselves. Seeing, hearing or knowing a parent is being abused is traumatic for children and can have long term damaging emotional and psychological effects. Social Services have a statutory duty within child protection procedures to investigate any reported domestic violence case where children are involved to ensure that they are safe and free from harm in accordance with the legal thresholds that are in place via the Child Protection Act 1989.

Where Housing staff become aware of domestic violence within the home, and children are resident, they will automatically be alerted to their duties and responsibilities in relation to child protection. These responsibilities are clearly set out within the London Child Protection Procedures. The procedures make it very clear that safeguarding children from domestic violence is everybody's business. Any family assessment should consider the possibility of domestic violence and ensure any organisational response safeguards both the child and the non-abusing parent. Further advice can be obtained from the Child Protection Team (Duty and Assessment and Children in Need Services)

(See The London Child Protection Procedures - July 2003 on www.hackney.gov.uk/soc-london-child-protection-procedu.pdf and Hackney Social Services Children & Families leaflet 'What we do' on www.hackney.gov.uk/soc-what-we-do.pdf)

Vulnerable Adults

People who have learning difficulties, mental health problems, drug or alcohol problems, or who are frail and disabled may be particularly vulnerable to physical, sexual, financial or psychological abuse. This may limit the victim's understanding or ability of how to find help and the fear of leaving the home.

Any person experiencing domestic violence or other abuse that comes within the definition of a vulnerable adult should be referred to Hackney Social Care Services for a possible adult protection investigation*

A vulnerable adult is defined as:

“as an adult who is unable to safeguard his or her personal welfare, property, or financial affairs and is in need of care and attention arising out of age, infirmity, or who is suffering from illness, mental disorder, or who is substantially impaired by any disability”

(Working Better Together- a protocol between Hackney Homes and Hackney Community Services -2006)

Community Care Services help people over 18 years of age, who need help to live independently and safely in the community. Referrals outside office hours should be made to the Social Care Out of Hours Support Team and within

normal office hours to the Locality Mental Health Team.

(See Protecting Vulnerable Adults in Hackney- Multi-agency policy and procedures (February 2004) on: www.hackney.gov.uk/soc-adult-protection-multi-agency-policy-procedures.pdf ;Leaflet 'Contacting Social Services in Hackney' see www.hackney.gov.uk ; Working Better Together- a protocol between Hackney Homes and Hackney Community Services (2006)and Appendix 4- Acknowledging and Responding to specific needs of groups)

Supporting People

The Supporting People Programme funds services which help victims of domestic violence to remain in their own homes or provide them with alternative accommodation if they are forced to move. In Hackney, the Programme funds two refuges as well as a range of other services which support people who have been subject to domestic violence including the Hackney Tenancy Support Service.

The Supporting People Five Year Strategy provides a review of services in Hackney identifies gaps in current provision and prioritises the development of domestic violence floating support services.

(See - Supporting Victims and Witnesses- Hackney Tenancy Support Service)

12. Hackney Council Tenancy Agreement and Lease

The Council's tenancy agreement and lease are binding contracts between the Council and its tenants and leaseholders.

Hackney Council Tenancy Agreement

The Tenancy Agreement specifically prohibits tenants, members of their household and guests from acts of harassment, nuisance, disturb or act in any way that constitutes anti-social behaviour.

The Housing Act 1985 and 1996 can provide a sanction on perpetrators of nuisance and anti-social behaviour in the housing context whether they are tenants or persons whose behaviour is affecting others lawfully in the area of the local authority housing. Eviction for harassment can be achieved under two different grounds in Schedule 2 of the Housing Act 1985:

- **Ground 1-** covers breaches of the tenancy agreement
- **Ground 2** -specifically for nuisance or annoyance and /or certain convictions

Ground 2a of the Housing Act (as amended) introduced a further ground for possession of certain properties against perpetrators of domestic violence. Proof of experiencing domestic violence will need to be provided when possession is sought under this ground.

(See Appendix 2- Relevant Legislation and 5 - Hackney Council Tenancy Agreement: Condition 6)

Hackney Council Lease

The Hackney Council Lease sets out duties and obligations for leaseholders which include:

- **Schedule 7** - Not causing a nuisance or an inconvenience to any neighbours
- **Schedule 8** - which lists the regulations that leaseholders must keep to for example:

The lessee will 'be responsible for all acts of wanton mischief or breach of these conditions by children occupants of his dwelling and his invitees to the estate and for any annoyance nuisance or damage such persons may cause and shall repay to the Lessor the cost for making good any damage or defacement caused by such persons'.
(Schedule 8- 1d)

The Council will take proceedings against any leaseholder who is proved to have breached the terms of their lease because they are the perpetrator of domestic violence. In addition and where sufficient evidence has been gathered against the perpetrator the Council also has the right to commence forfeiture proceedings against the perpetrator to end the lease. The Council can also use the Local Government Act 1972 Sc 222, to bring injunction proceedings to prohibit a person from continuing to cause a public nuisance.

13. Housing Options

Any person living in Hackney, regardless of being an owner occupier, housing association tenant, private or council tenant can approach the Housing Advice and Options Team if they have been made homeless or threatened with homelessness due to domestic violence. This includes those facing a threat by an ex-partner and those in same sex relationships.

Regardless of tenure, the Housing Advice and Options Team will carry out enquiries and make a decision regarding an applicant's eligibility under the Housing Act 1996 and the Homelessness Act 2002. The Council will meet its statutory obligations under the legislation to those in priority need. For those not in priority need, the Council will provide advice and assistance. This policy conforms to existing housing legislation as to the priority need of those applicants experiencing domestic violence.

In cases of domestic violence the Housing Advice and Options Team will not refer anyone to the local authority that the applicant may have a local connection with if Hackney is satisfied that the person will be at risk of violence in that particular borough.

Council Tenants

If a Council tenant feels unable to continue to occupy their current property because of domestic violence they can be advised and assisted in one of three ways:

- They can ask to be transferred urgently by being considered for an award of 'A' Social Priority. (The 'A' social priority award is appropriate where there is a threat to life or limb if a person is not moved and there is no alternative effective remedy).

- They are legally entitled to make a homelessness application under Part VII of the Housing Act 1996 (as amended by the Housing Act 2002). This can be either to the local authority housing department where they are living or, if they feel unable to remain in the area due to violence, to the housing office at any other local authority area.
- They can approach Hackney's Homelessness Prevention Team (based in Christopher Addison House) if they wish to be supported in remaining in their property. All housing options should be explored and other avenues such as legal action against the perpetrator pursued. Alternative housing maybe required either in the short or long term, alongside legal action.

Owner occupiers

Residents who are owner-occupiers are entitled to help with emergency temporary housing, such as a refuge or hostel, and to help through the Sanctuary Project. Clearly the longer term solutions for those with a significant interest in a property are likely to be more complex and will vary from case to case. Residents who are owner-occupiers can also access support and advocacy through the Domestic Violence and Hate Crime Team and through referral to other voluntary sector agencies.

Remaining in your own home

If the tenant wishes to remain in their existing tenancy (of any tenure) or if they are an owner-occupier in Hackney, they will be referred to the Homelessness Prevention Team, who can get help on their behalf through the Hackney Sanctuary Project. This new project is a victim-centred initiative which aims to provide additional safety measures to the homes of domestic violence survivors. The scheme aims to make it possible for victims to remain in their homes and feel safer thereby preventing homelessness. It is administered by the Homelessness Prevention Team in close partnership with the nia project and the Domestic Violence and Hate Crime Team.

Making a homelessness application

The assessment officer will carry out enquiries to see whether there is a duty to provide the client with accommodation. Unfortunately the Council may not be able to help everybody as it can only able to help people who are:

- Eligible
- Homeless / threatened with homelessness
- Have a priority need for accommodation
- Have not become homeless intentionally and
- Have a local connection with Hackney

Any person fleeing from domestic violence which may recur will be considered to be homeless however, the Council will still need to confirm that they are eligible for assistance and have a priority need.

When first considering an application, the Council will need to decide if they have a reason to believe that the applicant may be eligible, homeless and have a priority need, even before they completed their enquiries. If the applicant meets these 3 criteria, we will have a duty to provide the applicant with interim emergency accommodation until we make our final decision on the homelessness application.

Where it is found that a person fleeing domestic violence is not in priority, the matter will be referred to the Advice & Options team for advice & assistance. The advice and assistance will include information which may enable the service user to access alternative accommodation in the private renting sector or other private housing provider.

(For further guidance see Appendix 7- Housing Options and Appendix 15- Form 1 Sanctuary Project Referral Form)

14. Publicity

Hackney Homes in partnership with the Domestic Violence & Hate Crime Team will display domestic violence posters and information leaflets in reception areas. Leaflets will be made available in community languages and other formats such as large print, Braille, audio tape and disk on request. This will include victim support packs to victims to increase their confidence to report domestic violence. Hackney Homes and its Housing Management Partners will publicise campaigns and activities related to tackling domestic violence as agreed by Hackney Council and Hackney Homes, Housing Services & the Communication Team.

15. Good Practice Guidelines

Whilst working with those experiencing domestic violence, the Council will operate a 'customer-centred' approach, within corporate customer care standards acknowledging that the safety, welfare and health of those experiencing domestic violence is of prime importance. For example, operating a customer-centred approach means that a person will not be asked for evidence of abuse before their needs are assessed. Council officers will not lay blame or question a person's view of what has happened even if a decision to remain with or return to the violent partner is made. Leaving an abusive, destructive relationship is often a long process and reasons to return can be complex. In recognising this, all options available will be presented to victims. In cases where victims do not want, or are not ready, to leave the perpetrator they will be advised on the specialist services for male perpetrators that are available and that meet the guidelines set by RESPECT.

(Hackney Council Domestic Violence Policy 2006)

When dealing with a victim of domestic violence at any stage in the procedure the member of staff will follow the Domestic Violence Good Practice Guidelines. All housing and housing management partner's staff will be aware and familiar with this guidance.

(For further guidance see Appendix 5 - Domestic Violence Good Practice Guidelines and Appendix 11 – Support and Advice for Victims of Domestic Violence)

16. Training and Support for staff

Housing staff will receive training in understanding the victim's perceptions and their support needs so they can provide sensitive, responsive and effective service that meets the needs of victims of domestic violence. Hackney Homes will support frontline staff emotionally and practically when dealing with such cases. Hackney Homes staff can access a range of information regarding domestic violence to support and assist their work on the virtual library section of the Hackney Homes Intranet.

17. Recording

The Housing Management Partner and their staff will ensure that accurate records are kept of all reported domestic violence incidents whether received by phone, in person, in writing, email or via a third party such as a neighbour, representative, other council department or external agency. All information related to domestic violence cases will be stored securely in the Housing Neighbourhood Office separate from tenancy/property files.

Housing Management Partner(s) shall:

- Keep full and up to date written and computer records of all cases of domestic violence
- Make these records available for inspection by Hackney Homes as and when required

18. Monitoring and Reviewing

Monitoring, evaluation and review are essential if we are to develop and improve our services. Targets to increase the number of incidents reported and performance indicators for dealing effectively with domestic violence incidents will be set. Housing Management Partners will maintain details, collate and provide statistics, performance information (MMR's) of all incidents in a format agreed and at a frequency decided by Hackney Homes. Monthly performance information on reported domestic violence incidents will be based on (but not limited to) the categories listed in Appendix 14 – Monthly Monitoring Return Data.

Hackney Homes shall regularly review the performance of Housing Management Partners and TMO's regarding their response to reported cases of domestic violence to ensure that a quality and responsive service is provided. This will be done using a variety of methods which will include but is not limited to: the Domestic Violence and Hate Crime Central Review Panel six (6) monthly meetings, quarterly Contract Review Meetings, conducting audits and mystery shopping exercises as required.

(See Appendix 14- Monthly Monitoring Return Data)

Domestic Violence and Hate Crime Central Review Panel

Hackney Homes (Housing Services) will co-ordinate a six (6) monthly meeting to review all Domestic Violence and Hate Crime cases reported to the Neighbourhood Housing Offices. This panel is chaired by the Assistant Director of Housing (Housing Services) and membership currently includes representatives from the NHO's, Housing Services, Housing Needs, DV & HC Team, Hackney Police - Community Safety Unit, Community Safety Team and Legal Services and nia project.

(See Appendix 8 - Hate Crime Central Review Panel Objectives)

Local Review of Cases

Housing Management Partners will regularly review each reported case of domestic violence to ensure that the appropriate action has been taken and support given in accordance with the Council and Hackney Homes policies and procedures.

This review will include (but not limited to) actions as indicated below:

- Actions agreed against targets
- Progress made on previous recommendations
- The current position
- Any actions requested by the complainant
- Any new recommendations

Housing Management Partners will also submit individual cases requiring multi-agency involvement and examples of good practice to the Domestic Violence Case Panel (DVCP)*. This is in addition, to submitting all cases for review to the Domestic Violence and Hate Crime Central Review Panel as stated above.

(See Appendix 15- Form 2 Domestic Violence Casework Referral Form)

* The Domestic Violence Case Panel is to be replaced by the Multi Agency Risk Assessment Conference (MARAC) in 2006.

19. Hackney Homes Service Standards

Hackney Homes has a full list of service standards and customer service commitments which are available to view on the Hackney Homes website. When dealing with hate crime incidents such as domestic violence our customer service commitments are:

- If any tenant or leaseholder is experiencing hate crime or anti-social behaviour we will arrange an interview within three (3) working days or within twenty-four (24) hours for emergency cases

The majority of domestic violence cases will be treated as an emergency and therefore an interview will be arranged within twenty-four (24) hours.

- We will remove offensive and hate crime graffiti within three (3) hours of being reported. Other graffiti will be removed within four (4) working days of being reported.

(See www.hackneyhomes.org.uk for more details of Hackney Homes Service Standards)

20. Complaints Procedure

Hackney Homes tries to deal with all reports of domestic violence in an effective way. But we appreciate that this does not always happen. We take all complaints seriously and believe that we can learn from our mistakes to improve our service in the future. In the first instance, if tenants/leaseholders are dissatisfied with the service they should contact their Housing Manager who will provide a written response within 15 working days. If they remain dissatisfied full instructions on how to progress the complaint through the Complaints Procedure will be provided in the written response. Complaints can be made either by phone (on tel: 0208 356 3770), by e-mail (at complaints@hackneyhomes.org.uk), by letter or by completing a complaint form and returning it to 'Standards and Complaints Team, London Borough of Hackney, FREEPOST LON 18986, London E8 1BR. Complaint forms and the Leaflet 'When things go wrong' are available at Neighbourhood Housing Offices and online at www.hackneyhomes.org.uk.

(For more details about the Hackney Homes Complaints Procedure see www.hackneyhomes.org.uk.)

21. Customer Satisfaction

In order to improve our service to victims of domestic violence we will develop quality assurance methods to assess the satisfaction of victims with our service, endeavouring to take on board their comments and suggestions.

Customer Satisfaction Surveys will be carried out by the DVHC Team on behalf of Hackney Homes.

Comments about the service can also be made by completing the Customer Comments Form in the Hackney Homes Domestic Violence leaflet. Hackney Homes will review all feedback received from victims and other service users and take action as appropriate to improve our response to dealing with domestic violence.

22. Equality Impact Assessment

This policy will undergo an Equality Impact Assessment (EIA) in 2007 to review any likely equality implications.

23. Review of the policy

The Hackney Homes will consult with service users, staff and internal/ external agencies in the periodic review of policy and procedures. The policy and procedure will be reviewed three (3) years. Any legislative or government policy changes affecting domestic violence will be reflected in amended policy and procedure documents as necessary.

Appendices

1. Acknowledgements
2. Relevant Legislation
3. Roles and Responsibilities
4. Acknowledging and responding to specific needs of groups
5. Domestic Violence - Good Practice Guidelines
6. Hackney Tenancy Agreement : Condition 3- Behaviour
7. Housing Options
8. Hate Crime Central Review Panel Objectives
9. BME Outreach Sessions
10. Language Line (24 Hour Telephone Interpretation Service) -
How to use the service
11. Advice and Support Agencies- leaflet for people experiencing
domestic violence
12. Hackney Council Publications
13. Useful websites or contacts for Housing Staff
14. Monthly Monitoring Return Data
15. Forms:

Form 1: Sanctuary Project Referral Form

Form 2: Draft DVHC Team Referral Form

Form 3: Domestic Violence Casework Referral Form

Appendix 1 Acknowledgements

Thank you to following people who have contributed to the development of this document:

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Alan Geffen	Chair, Powell Estate TRA

PROCUREMENT - Integrated Housing Management System (IHMS)

Board is being asked to note an item proceeding through Council procurement process at Review Point 2 (Business case and Options Appraisal. The replacement IHMS system will be owned by the Council and funded from a delegated budget but longer term the contract may be novated to Hackney Homes and the budgets adjusted accordingly. Hackney Homes will have longer term responsibility for implementing this new business solution

1.0 SUMMARY

The Integrated Housing Management System (IHMS) Saffron was first implemented in Hackney in 1998. The original contract was for 5 years, and has been extended twice. The system uses old technology, and has limited functionality, particularly in the area of performance reporting and e-government capability. The contract is managed by Hackney Homes on behalf of the Council, and is used by approximately 400 users across the company in their day to day work.

There was pressure from the Council and Hackney Homes to replace the system due to fears that the product may shortly be unsupported by the systems suppliers, Comino. In addition the number of modifications Comino has made to Saffron (at Hackney's instruction) means we cannot take the upgrades of most modules. A project to replace this system would take approximately 3 years from project initiation to full implementation.

London Borough of Hackney has provided Hackney Homes with £2.5M Capital Budget to procure IHMS in time to replace Saffron before the support contract runs out. Hackney Homes Audit and Finance (A&F) Committee approved the Business Procurement Options Appraisal on 2nd May 2006. A project manager was appointed to conduct an options appraisal for the replacement of the Saffron system and has conducted workshops and focus groups with all areas of the business and set up the IHMS Scoping Board.

The Project Business Case and Project Initiation Document have been signed off by the IHMS Scoping Board agreeing the project scope, objectives, options appraisal, business resources and availability, procurement method and project plan. The RP2 has been produced for the December Council Procurement Committee incorporating London borough of Hackney comments from Legal, Procurement and Finance with recommendations to approve: the Competitive Dialogue Procurement method; the project plan; and, the Capital and Revenue cost forecasts. The project is now ready to proceed to the issue of an OJEU Notice seeking expressions of interest from service providers.

Procurement of a new IHMS will enable Hackney Homes to maintain or improve its position as an ALMO, Hackney Homes need to be in the best position to deliver top quality, efficient service to customers. Strategic or operational changes can now lead to greater efficiency in providing better front-line services for customers.

A comprehensive business case has been prepared for this project together with an options analysis of possible procurement routes. The project is now ready to proceed to the issue of

an OJEU Notice seeking expressions of interest from service providers.

2.0 ***PROGRESS***

2.1 **All the recommendations from the 2nd May 2006 A&F Report have been completed:**

- Appoint a project manager to conduct an options appraisal for the replacement of the Saffron system.
- Agree the options appraisal should consider the implementation, or procurement and implementation of, other related systems such as Document Management and Workflow and Contact Management
- Agree to report back to Committee on a recommendation no later than October 2006.

The below recommendations from 5th June 2006 A&F Report have been completed:

- HH have established and agreed its outline Business Requirements to inform the options appraisal through facilitation of workshops and focus groups with Hackney Homes and Hackney Council.
- A fully developed Project Initiation Document (PID) containing project strategy and resource structure has been drawn up and a Project Board established.

2.2 **NEXT STEPS**

2.1 The IHMS project will be using the Competitive Dialogue procurement process

2.2 Agree to a two year development and implementation duration and to roll out IHMS December 2009.

2.3 Note that preparations should commence for Official Journal European Union (OJEU) and Publication of an EU notice advertising the Council's intention to procure a new fully integrated housing system.

Agree to determine Business Requirements for Competitive Tendering

Select Supplier and off the shelf solution for IHMS project

3.0	<i>BACKGROUND</i>
3.1	Hackney Homes are undertaking the necessary steps to ensure that Hackney Homes follows the Competitive Dialogue procurement process to determine the off the shelf solution to provide an integrated housing management system to meet with the business requirements.
3.2	This is a business led project and it is imperative that the business is fully involved with identifying the pre-requisites, assessment criteria and key drivers they wish the integrated housing management solution to provide.
3.3	<p>A complementary set of high level aims and objectives for the IHMS project has been established through consultation with internal stakeholders and London Borough of Hackney. A series of workshops and focus groups has resulted in the production of the following Project Aims and Project Objectives:</p> <ul style="list-style-type: none"> • 2* services to customers using leading edge technology in a practical and cost effective way; • business intelligence to reduce extensive manual analysis and provide strategic information for rapid decisions; • strengthening the focus on customers and service users to bring real efficiency and service benefits; • resulting in more satisfied customers communicating in their chosen way/receiving the information they need quickly & efficiently; by • using common processes, structures and technologies enable growth; to • improve business processes for efficiency and consistency; together with • effective recruitment, induction and training of staff; and • supporting technology defined & delivered for efficient operations.
3.4	The project organisation structure and management authority assigned to this project will ensure that the business is fully involved throughout this project.
4.0	PROPOSALS
4.1	IHMS RP2 has been produced for the December Council Cabinet Committee.
4.2	Key Drivers, Assessment Criteria and Procurement Options Appraisal have been established with HH and LBH business representatives ready for commencement with issuing a notice in OJEU.
4.3	IHMS Project Board commences following approval of this project, containing both LBH and HH representatives. The Business Case and PID have been approved by the Scoping Board Sponsor.

4.4	HHMT have provided the necessary decisions to assist with the project planning for this project. The business will not be available until April 2007 (when the 2* inspection is completed) to be involved in the working groups to define the requirements.
4.5	IHMS Project Organisation Structure, resources have been agreed and Steve Tucker will be the Project Executive for the IHMS Project.
5.0	Risks
5.1	Delays if the project over runs and does not meet the delivery date will affect the implementation date
5.2	If the Hackney Homes Board and Council Cabinet do not agree to sign off the options appraisal to enable the project to progress this will compromise the project.
5.3	If the Capital expenditure budget is insufficient for a fully integrated system the project may not be able to deliver a fully integrated housing management system to the business requirements.
5.4	If the business has a significant unplanned change of direction during the project it may invalidate the current thinking.
5.5	If there is a lack of specialist input at critical times in the project it leads to poor adherence to the project plan timescales.
5.6	If residents & service users not fully bought into the project some areas of integration may be missed out in the project planning and the project will not be seen as a success.
5.7	If the system solutions does not support the agreed, defined business processes and user requirements the project will be seen as a failure.
5.8	If there is a lack of on-going appropriate level of staff communication vital risks may occur and the project may not achieve its goals.
6.0	CONCLUSION
6.1	The Procurement strategy has been refined and the project is now ready to proceed to issue of EU notice seeking expressions of interest from specialist contractors.
6.2	The Competitive Dialogue process is recommended for the IHMS procurement.
6.3	The Business will be fully involved in defining the business requirements in April 2007 then the Tender process will commence.
6.4	The implementation is expected to continue for two years with a project end date of December 2009.



HACKNEY HOMES BOARD
27th November 06

Report of Chief Executive

Classification B (for decision)

ITEM:
10a

Contact Officer:

Neil Isaac, Director of Finance and Resources Ext 5809

Originating officer

Dianne White, Project Manager Ext 2176

Background and supporting Information:

A and F report 2nd May 2006
A and F report 6th June 2006



HACKNEY HOMES BOARD
27th November 06

Report of Chief Executive

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ITEM:
10a