

HACKNEY HOMES Ltd Board Meeting 24

6.30pm to 8.30pm on Monday 29th January 2007.

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

A AGENDA Part A (open to the public)

Item	Presenter	Subject	Status	Page Number	Duration
		Open Items			
1	Chair	Welcome/Apologies/Introductions	Information		3 mins
2	Chair	Declarations of Interests	Information		2 mins
3	Chair	Questions received from the public	Information (Verbal)		5 mins
4	Chair	(a) Minutes of 18 th December 2006 and matters arising (Part A)	Decision		
		(b) Rolling Decision Register	Information		
5	S Tucker	Chief Executives Monthly Report	Information (Report)		10 mins
6	N Isaac	Director of Finance Report <ul style="list-style-type: none"> • 6(a) Business Continuity Plan Report; • 6(b) Business Continuity Plan - Policy 	Information (Report) For Approval		5 mins
7	N Isaac	<ul style="list-style-type: none"> • 7(a) Email / Internet Report; • 7(b) Email / Internet Policy 	Information (Report) For Approval		10 mins

8	S Noonan	Improvement Plan - Update	Information (Verbal)		10 mins
9	G Penticost	Decent Homes Programme – Update <ul style="list-style-type: none"> • Decent Homes Report; • Appendix A - Decent Homes Phase 2 (Graphs); • Appendix B – Decent Homes December Board Report (Graphs); • Appendix C - Decent Homes KPI (Graphs) (Resident Satisfaction – Internal Work). 	Information (Report)		10 mins
10	Chair	Any Other Business			2 mins
11	Chair	Date of Next Full Board Meeting: 26 th February 2007 at 6.30pm (Christopher Addison House)			2 mins

Footnote: To All Board Members – there will be an informal “pre – meeting” in the Chief Executive’s Office on 29th January 2007 at 6.00pm (Christopher Addison House).

AGENDA B – Part B (Not Open to the Public)

The following items form part of the Hackney Homes Ltd Full Board Agenda B and are not open to the Public:

Hackney Homes Full Board Meeting Agenda B – Part B on 29th January 2007:

- 1) Minutes of the 18th December 2006 – Part B and matters arising (this Minutes Document cannot be disclosed as it contains confidential and commercially sensitive information);
- 2) Hackney Homes Ltd – Reports from Committees November 2006 – January 2007 (these minutes documents cannot be disclosed as they contain confidential and commercially sensitive information. Attendees of these Committees have received copies of the relevant documents);
- 3) Chief Executive's Report (Confidential). This report cannot be disclosed as it contains confidential and commercially sensitive information;
- 4) Hackney Homes Board Members Away Day / Audit Commission Inspection (this information cannot be disclosed as it is concerned with confidential information associated with Hackney Homes Board Members).

Distribution: All Board Members

In Attendance: Steve Tucker; Susmita Noonan; Gary Penticost, Alan Turner; Neil Isaac, Daniel O'Connell, Sue Poulter, Cheryl Ramsay, Samantha Simms, Kweku Quagraine.

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On 18th December 2006 at 6.30PM

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Present	<p>Board Members</p> <p>David Curley (Chair) Brian Marsh Andrew Potter Karen Alcock Rupert Tyson Alice Burke Sharon Patrick David Larkin Marie Photiou Asim Bhattacharyya</p>	<p>Officers</p> <p>Steve Tucker Susmita Noonan Neil Isaac Alan Turner Gary Penticost</p>	<p>Observers</p> <p>Stephen Tate – Hackney Council Nimisha Patel – Hackney Council</p>

Item	Part A – Open to the Public	Action	Date
1. Welcome / Apologies/ Introductions	Apologies: Linda Kelly, Audrey Villas, Afolasade Bright and Sandra Hall.		
2. Declarations of Interest	None.		

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<p>5. Chief Executive's Monthly Report</p>	<p>Steve Tucker gave an overview of the report:</p> <p>3.0 Background: Steve Tucker informed the Board that the principal focus of work has remained on implementing and embedding the outputs from the Improvement and Value for Money Programmes and realisation of the benefits for residents in terms of physical and measurable outcomes. This was now reflected in a comprehensive briefing and communication exercise for staff and for residents which is designed to inform stakeholders about key achievements and priorities and encourage deeper engagement and ownership.</p>		

4.0 Performance- ST explained that Hackney Homes is currently in discussion with the Council on the Delivery Plan for 2007/08. Part of this will involve the setting of three year targets. ST said that targets would continue to be developed in line with the overarching objective of reaching top quartile performance within three years, and providing excellent services for residents.

Key issues raised:

4.5 The Self Assessment Document: AP expressed the view that the summary page provided on the current version of the Self Assessment document (8) did not do justice to the impact that Hackney Homes has had and the big improvements in performance that have been secured.

4.6 Decent Homes: ST advised the Board that the programmes were on course along with the budget.

4.5 (pge3) Regeneration Estates:

DL emphasised the importance of working closely with residents on those estates undergoing regeneration, as they are living under a lot of strain due to the process. He proposed that a Regeneration Committee of the Board be established to oversee all aspects of Estate Regeneration.

ST

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AB reiterated this opinion and the importance of dealing proactively with issues on regeneration estates. She stated that in the past she has urged more consideration is given by contractors 'that Human Beings are still living on the sites'.

RT raised a query about parking enforcement and requested clear guidelines on the role of the Parking Enforcement team.

SN informed the Board that there would be an increase in parking permit parking bays. She also requested from RT and other Board members any estates where problems are being encountered.

BM asked about how enforcement takes place against Anti-Social behaviour by Tenants of subletting leaseholders. SN advised that this is actively addressed and will brief the Board on this in writing.

4.8 Staffing Issues: RT requested that information about the restructuring process and timeframes be circulated for the information of Board members.



4.9 Craft Apprenticeships: RT enquired whether a partnership could be set up with Hackney College and was advised that Hackney Homes already works with a number of local colleges to provide the craft training required.

GP

SN

SN

GVN
Team

 <p>HackneyHomes In partnership with  Hackney Council</p>	<p>Hackney Homes Ltd</p> <p>PART A Minutes of Board of Directors, held at Christopher Addison House, Hackney.</p> <p>On 18th December 2006 at 6.30PM</p>	<p>ITEM</p> <p>4a</p>
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	<p>ST explained that Hackney Homes had a total 30 apprentices currently enrolled including the seven prospective carpenters and electricians just appointed.</p> <p>The Board requested that they are kept abreast of major issues possibly by means of a weekly email.</p>	<p>GVN Team</p>	
<p>6. Hackney Homes AGM-20TH December 2006 at 6.30pm (CAH)</p>	<p>NI informed the Board of the confirmed date, time and venue and described what the meeting would entail and the duration. The Board were advised that dormant accounts would be presented to the meeting for approval.</p>		



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<p>7. Asset management Report</p>	<p>The Asset Management Report was deferred to the Part B Agenda due to the Commercial confidentiality of the report.</p>		
<p>8. Any Other Business</p>			

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



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Agenda Item (Number & Title)	Date of Meeting	Details of decisions taken	Lead Officer	Deadline	Action Taken	Date Completed
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



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	25 th Sept 06	<p>1.6 Review of Governance</p> <p>The Board & Governance Team are to complete work on HH Ltd Governance work programme. The Board is to review the final HH Ltd Governance Review Report before submitting recommendations.</p>	S Tucker	Nov 06	Presentation to Board	
	25 th Sept 06	<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	Dec 06
	25 th Sept 06	<p>1.8 Transfer of Urban Regeneration Team back to the Council</p>	S Tucker	Nov 06	Cabinet Report approved.	Oct 06



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	25 th Sept 06	<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> <p>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.</p>			<p>Discussions under way on use of capital receipts</p> <p>“ “</p>	<p>Nov 06</p> <p>Nov 06</p>
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	25 th Sept 06	<p>1.10 Staff Incentive Scheme</p> <p>The Board requested a report which is to detail the operational arrangement and audit trail of the proposed scheme.</p>	S Tucker	Nov 06	Verbal Report	Nov 06
	25 th Sept 06	<p>1.11 Performance Issues</p> <p>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 receive an interim update of the proposed monitoring system at the next Improvement Committee</p>	G Penticost	Nov 06	Report received by Improvement Committee	Nov 06



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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	S Noonan S Noonan S Noonan	Dec 06 Oct 06 Oct 06	Reported to Improvement Committee Report to Improvement Committee Report to Improvement	Dec 06 Nov 06 Oct 06



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	30 th Oct 06	<p>deadline target completion date is to be re – submitted to the 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>Committee. Summarising progress on all improvement projects.</p> <p>Presentation given at Improvement Committee</p>	Nov 06
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	30 th Oct 06	3.4 – There must be up to date information concerning the Improvement Plan including 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).	S Noonan	Nov 06	Verbal Report to Board	Nov 06
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



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	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 D Young	3 rd July 06 Aug 06	Provided	3 rd July 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 Scheme	24 April 06 31 July 06	7.1 Officers to investigate feasibility 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 Tucker S Noonan J Hartland T Hogan	May 06 31 Oct 06	Delayed to reflect comments by Audit Commission Included in the CEO's Monthly Report	31 July 06 Oct 06



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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 committee for its consideration and comment should be amended to include information concerning:	C Taylor / S Noonan	Oct 06	Reported to Full Board	Oct 06



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		<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. 				
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



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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
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	Gov	Sept 06	Completed	Sept 06



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	31 July 06	<p>passed the quality threshold to be approached for reconsideration</p> <p>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</p>	<p>Team</p> <p>Gov Team</p>	Jan 2007		
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



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		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 information concerning capital expenditure associated with the Decent Homes Programme must be included in the Hackney Homes Asset Management Document.	A Turner	Nov 06	Implemented	Nov 06

REPORT OF CHIEF EXECUTIVE OF HACKNEY HOMES		
Hackney Homes Board Monday 29th January 2007 CHIEF EXECUTIVE'S REPORT TO THE BOARD – PART A	Classification	Enclosures
	Ward(s) affected	AGENDA ITEM No. 5

1.0 **SUMMARY**

- 1.1 The January report presents an update for Board Members on the following issues:
- Performance Information
 - Governance Issues
 - Resident Engagement
 - Decent Homes Programme
 - Regeneration Estates
 - Business Plan and Delivery Plan
 - Audit Commission Inspection

2.0 **RECOMMENDATIONS**

- 2.1 That the Board receives this report.

3.0 **BACKGROUND**

- 3.1 A key priority during January has been the preparation of the Hackney Homes budget and Business Plan for 2007/08 and our principal objective has been to direct resources made available as a result of value for money and efficiency savings into service delivery priorities. In doing this we have available good quality feedback information from residents on what they like about Hackney Homes and where they would like to see further improvements taking place. We have used this to shape budget and business planning sessions that managers have led with their staff teams to ensure that the organisation's objectives for the years ahead are well-grounded and support the long-term aim of achieving excellence.
- 3.2 The forthcoming inspection gives the staff and managers of Hackney Homes the opportunity to demonstrate to a wider audience the significant improvements that have been made on behalf of residents. We have involved residents extensively in the preparatory work through mystery shopping, reality checks and neighbourhood walkabouts and this has confirmed both the progress made and the ambition for delivering continuing improvements. Since the completion of the improvement programme at the end of September we have been carefully reviewing and evaluating what has been achieved to verify that improvement is firmly embedded in the culture of the organisation and to evaluate the impact it has had for residents. The learning and feedback from this has been absorbed and applied from the start of this new business planning cycle.

4.0 **PERFORMANCE**

4.1 It is important that as a new organisation Hackney Homes regularly checks on our financial performance to verify that this is in line with budget expectations. Effective management and use of resources is an essential component of the capacity we need to deliver service improvement and stock investment especially in the context of the significant need for this within Hackney. For example, it is important that Hackney Homes optimises the balance between planned and reactive maintenance expenditure in order to secure maximum impact from every pound spent. The Hackney Homes capital programme with the Decent Homes programme at its centre is also a critical area of performance for the organisation and is of the highest priority for residents. I have summarised below the key budget performance outcomes which were considered by Hackney Homes Management Team earlier this month:

- The Hackney Homes budget is projecting an underspend of 763K following agreement that increased on-costs announced after the budget was set will be paid.
- The delegated budgets that Hackney Homes manages on behalf of the Council are showing a projected £2 million underspend primarily due to a significant increase in leasehold income.
- The capital budget is forecasting an underspend of £700K against a total planned spend of £87.5 million.

4.2 The quarter two performance meeting with the Mayor of Hackney was held on the 19th December with Councillor Laing, Cabinet Member for Neighbourhoods and Regeneration, Councillor Carswell, Deputy Mayor, the Chief Executive of the Council and the Director of Neighbourhoods and Regeneration also present. I attach as an appendix (Appendix 1) the minutes from the meeting at which I was able to give an upbeat and very positive account of Hackney Homes' performance achievements in the first six months of the year. The meeting looked in detail at rent collection, empty property re-letting and repairs. It also considered the interaction of gas servicing and safety checks with tenancy profiling and audit work. The next quarterly review meeting is on 15th February and the Board is invited to identify who from amongst its membership should attend as this is important to demonstrate that the Board takes ownership and responsibility for oversight and scrutiny performance.

5.0 **GOVERNANCE ISSUES**

5.1 The Governance Team have introduced a number of measures designed to improve services to and communication with Board Members. These are based upon the governance improvement plan and suggestions and ideas received directly from Board Members. Board Members are now receiving weekly copies of Inside Housing and information updates from the National Federation of ALMOs when these become available. A range of local information that is of interest to Board Members is also collated weekly and supplied on a Friday to Board Members.

5.2 I wrote to Board Members on the 18th January providing an overview of service improvement and resident engagement activity that Board Members can usefully become involved with. These include the winter walkabouts and Hackney Homes visits to the Neighbourhood Panels and other engagement events in the Neighbourhoods that are planned.

6.0 **RESIDENT ENGAGEMENT**

6.1 Hackney Homes has been working on broadening and deepening resident engagement principally as a means of ensuring that service improvements reflect the needs and priorities of all residents and this was specifically tested in the annual Tenants' Survey. The topline

results from the survey are attached as an appendix (Appendix 2) to this report and in relation to resident involvement, they show significantly increased levels of satisfaction with the information we provide on our services, particularly Hackney Homes news. The majority of residents expressed a wish to limit their involvement to receipt of good quality information about services and occasional completion of surveys and questionnaires judging satisfaction and evaluating effectiveness. The recent Rents Consultation Survey attracted over 800 responses and produced a sizeable number of tenants volunteering to work with Hackney Homes on value for money issues. This does demonstrate that residents will respond positively to carefully prepared and well-structured consultation that addresses issues that are of interest and relevance to them.

- 6.2 The Homerton Winter Walkabout took place on Friday 12th January and visited Frampton Park Estate, Jack Dunning Estate, Banister House, Nisbet House, Linzell Estate, and Sherry's Wharf. The success of controlled parking arrangements was particularly striking and has enabled Estate Services to operate much more effectively, producing very clean and well-maintained communal areas. We visited a tenant who had recently had a new kitchen and bathroom installed and saw the very high standards of work achieved by the partner. Key improvement issues included a need to work with a small number of tenants who have allowed their gardens to become overgrown and dilapidated, which spoils the look and 'feel' of the area for others. The Neighbourhood is developing an integrated approach to these cases which follows on from an assessment of whether the resident has an underlying support need that has to be tackled.
- 6.3 Consultation with residents on next year's Business Plan and Delivery Plan is continuing with a well-subscribed event involving all the Neighbourhood Panels at Canonbury Academy on the 26th January. Board Members have been invited to join residents for lunch as an opportunity to meet and get to know key resident representatives. In addition to the Business and Delivery Plans, the event will also discuss the Review of Resident Participation.
- 6.4 The Tenants' Liaison Group meets on Thursday 25th January at 6.00 p.m. This is the tripartite body that gives resident representatives the opportunity to meet with both Hackney Homes and the Council on a quarterly basis. I will provide a brief verbal report on this and the Canonbury Academy event at the Board Meeting.
- 6.5 In the House of Commons debate on Anti Social Behaviour held on 19th January, Meg Hillier MP commended the Hackney Decent Homes programme and the innovative allocation of resources and budgets for expenditure on the estate environment directly to tenants to decide on. The extract from the speech is included as an Appendix (Appendix 3).
- 6.6 Attached as an Appendix (Appendix 2) are the Topline Results from the Tenants Survey which was conducted in the Autumn of 2006 by Ipsos Mori. Key findings include: -
 - ❖ Satisfaction with the overall service provided by the landlord increased from 50% in 2005 to 59% in 2006.
 - ❖ 70% of tenants think their landlord is good at keeping them informed about things that may affect them.
 - ❖ 76% of tenants think Hackney Homes takes some account of their views when making decisions.
 - ❖ Satisfaction with completed repairs reached 81%.

- ❖ 53% of tenants are satisfied with opportunities for participation in decision-making and 16% are dissatisfied.
- ❖ A majority of tenants say their preferred way of getting involved in Hackney Homes activities is by receiving Hackney Homes News or through surveys and questionnaires.
- ❖ Only 25% of tenants are in some form of employment with 51% on Income Support or Disabled Living Allowance.

7.0 **DECENT HOMES AND REGENERATION**

- 7.1 Expenditure performance has continued to improve, with all Neighbourhoods expected to achieve their target spend in full. The teams of main contractors and supply chain in each Neighbourhood have developed good momentum and are maintaining high levels of work quality and resident satisfaction. One of the partners has been nominated for the national Considerate Constructor Award. The strategic alliance approach adopted by Hackney Homes gives the constructors real responsibility and scope to pursue best practice and secure optimum value for money.
- 7.2 Residents on West Haggerston and Kingsland Estates received positive news this month on the long-awaited success of the Gap Funding application which will enable redevelopment of the estates to take place. There has been very active support from the local MP, Meg Hillier, in securing this investment from central government which will enable the transfer of the estates to London & Quadrant Housing Trust to proceed.
- 7.3 Residents of Kings Crescent Estate have joined Hackney Homes officers in participating in the evaluation of tender proposals received for the regeneration of Kings Crescent Estate. An outcome from this procurement process is expected in the near future.
- 7.4 The final phase of regeneration of Holly Street Estate is proceeding, led by Hackney Homes. On Holly Street and at Kings Crescent and West Haggerston, we have put in place new resident liaison and support arrangements following requests by Board Members. This enhanced support has been welcomed by residents.

8.0 **BUSINESS PLAN AND DELIVERY PLAN**

- 8.1 Board Members are planning to discuss the Hackney Homes Business Plan and Delivery Plan at the Awayday on the 27th January following the consultation event with the Neighbourhood Panels the previous day. I have summarised below the draft strategic objectives proposed for adoption: -

Customer Focus

- Develop a detailed profile of all our residents and apply this information to improve and join up service delivery e.g. through a customer relationship management system.
- Establish a new culture of resident engagement that is characterised by trust, inclusiveness and commitment to empowering resident influence over a much broader range of services. Ensure this receives external accreditation by TPAS by 2008.
- Ensure that learning from feedback becomes characteristic of the work of managers and staff at all levels of the organisation and that emerging good practice is shared across and beyond Hackney Homes including with peer organisations through Customer Focus

improvement networks.

- Collaborate with residents to reorganise all our services around customer's needs and reflecting best practice across the sector.
- Work with children and young people to develop our provision and activities so that our estates become great places to grow up.

Performance Improvement

- Utilise high visibility best practice performance improvement systems to make Hackney Homes one of the highest-performing ALMO's in London by March 2010.
- Complete Best Value reviews of cleaning and grounds maintenance, of SLA's and of repairs and maintenance and undertake new reviews of Neighbourhood clienting and of support services.
- Sharpen and extend our performance management arrangements to provide better visibility to staff and residents who feel they can contribute.
- Strengthen our staff and management development arrangements to support our organisational objectives of continuous improvement and high performance.
- Establish a systematic approach to organisational learning through the application of systems thinking to eliminate waste and duplication and its alignment with our People and Culture Strategy.

Value for Money

- ⇒ Develop detailed benchmarking of cost and value delivered for discrete activity areas to identify scope for improving efficiency.
- ⇒ Complete the VFM service reviews of the whole of Hackney Homes by March 2009 with the aim of optimising and aligning customer focus, performance and value for money.
- ⇒ Give residents a leading role alongside staff in testing and driving the Years 2 and 3 Value for Money programme and incentivise the development of new efficiency improvements.
- ⇒ Ensure that value for money considerations form an integral element of the model of sustainable communities we are developing out of the Decent Homes programme.
- ⇒ Strategically review the use of resources and HRA Reserves to ensure that residents' needs are prioritised as well as the long term viability of the Housing Revenue Account.

8.2 The draft performance targets recommended for inclusion in the Delivery Plan will be submitted to Board Members in due course.

9.0 WOODBERRY DOWN REGENERATION SCHEME

9.1 Two major milestones have recently been passed. Firstly, the Masterplan was submitted as an Outline Planning Application to Hackney's Planning Department on schedule before Christmas. Secondly, the Council's Cabinet agreed the recommended strategy, supported by the Estates Development Committee, of procuring a consortium to develop Phases 2-5 of the

project, with an obligation to establish a Community Based Housing Association if this can be achieved with resident support in a formal Stock Transfer ballot.

9.2 Other progress in recent weeks includes the following:-

- Masterplan (submitted on 20 December 2006) proposes 4,328 new homes on Hackney land based on 1,250 in Kick Start and 3,078 in subsequent phases. This is comparable with 4,300 proposed in the 2005 Urban Design Framework. Including third party land, the Masterplan proposes 4,791 new homes.
- We have received further encouragement from the Commission for Architecture and the Built Environment (CABE) with a five page letter, following our detailed presentation to them on 29 November. Interestingly, CABE advises increasing the amount of accommodation to be provided in taller buildings.
- Berkeley's have appointed two firms of leading architects - Wilkinson Eyre and Rolfe Judd - to submit a detailed planning application for the Old School Site by March. Subject to the Planning process, the earliest expected date for a start on site is September 2007, with completion of first social rented units during 2009.
- Berkeley's have converted a shop in Woodberry Grove into a Temporary Information Centre, which is to open shortly. Berkeley's Planning Application for a larger Information Centre on the Old School Site is awaiting determination by the Council.
- From the original 263 homes (including 37 leaseholders) on the Kick Start sites, only 5 tenants and 11 leaseholders remain (of which 5 have agreed to sell). Compulsory Purchase Orders are being progressed with specialist lawyers for final review by the Council's Cabinet in February.
- 99 old homes in 5 blocks are already demolished, with the strong possibility of the demolition contractor starting on further blocks by the end of the financial year.
- Capital bids have been made to the Council for the necessary resources for the Woodberry Down Capital Programme to be progressed in accordance with the strategy agreed by the Council at December Cabinet.
- The London Development Agency has awarded £39,000 to fund the start-up costs of a Construction Training Centre to be managed by Circle Anglia in the about-to-be-vacated Parkfield House on one of the Kick Start sites.
- The Relaunch of the Robin Redmond Resource Centre, incorporating a satellite library, is planned for 12 February.
- Woodberry Down has been selected as an exemplar scheme for the Public City exhibition at New London Architecture. The exhibition runs from 18 January to 3 March 2007.

Steven Tucker
Chief Executive

Enclosure

LONDON BOROUGH OF HACKNEY / HACKNEY HOMES

HOUSING SERVICES 2nd QUARTER PERFORMANCE REPORT: JULY - SEPTEMBER 2006

NOTES OF THE REVIEW MEETING HELD ON 19 DECEMBER 2006

Present:	Councillor Alan Laing	in the Chair
	Mayor Jules Pipe	
	Councillor Jamie Carswell	Deputy Mayor
	Fiona Fletcher-Smith	Director, Neighbourhoods and Regeneration
Services		
	Penny Thompson	Chief Executive
	Stephen Tate	Assistant Director, Performance and Strategy
	Nimisha Patel	ALMO Client Coordinator
	Steve Tucker	Chief Executive, Hackney Homes
	Susmita Noonan	Director of Housing Services, Hackney Homes
	Neil Isaac	Director of Finance, Hackney Homes
	Greg Hartwell	Administrator, Housing Services (Notes)

1.	Performance Report	
1.1	The Chief Executive of Hackney Homes presented the Performance Report for 1 July to 30 September 2006, and highlighted the Key Messages. The achievement of Charter Mark for all customer-facing services in Hackney Homes was acknowledged and the further awards from CORGI and the NHIC for Gas Services and from ROSPA for management of play areas.	
1.2	Value for Money Savings were projected to be £3.6m in 2006/07, and a further £4m had been identified for future years.	
1.3	<p>Rent Collections</p> <ul style="list-style-type: none"> BVPI66a collection rate of 95.05% for 2005/06 to be checked in signed-off accounts Value of arrears continued to reduce for 2006/07 – from £8.9m to £8.24m towards year-end target of £7.03m Cumulative collection rate for November was 99.71% towards target of 101.37% TMOs performance was improving. Write-off requests for 2006/07 would be checked against tenant records (for deaths, removals etc.) Evictions were fewer than 2005/06 as other measures were pursued Future reports to show movements between arrears bands eg: number of tenants, average arrears per band Implications of Decent Homes eligibility restrictions to be further evaluated 	Susmita Noonan

1.4	<p>Voids</p> <ul style="list-style-type: none"> • 28 day average re-let performance was on target • 'Outlying' neighbourhoods were being addressed through systematic Board and client interventions. 	Susmita Noonan
1.5	<p>Leaseholder Services</p> <ul style="list-style-type: none"> • It was expected that the year-end target service charge collection of £10m and collection rate of 103% would be achieved • Targets, assumptions and general processes would be checked 	Neil
1.6	<p>Staff Sickness</p> <p>Average sickness rates had been above target since July and this was being addressed</p>	
1.7	<p>Property Services</p> <p><i>Repairs and Maintenance</i></p> <ul style="list-style-type: none"> • Appointments Made and Kept, Urgent and Non-Urgent Repairs were all on target <p><i>Gas Servicing</i></p> <ul style="list-style-type: none"> • 89% completed in September (95% achieved in November) • Work was in progress to develop links with other agencies - including social services – to develop comprehensive and targeted inspections <p><i>Decent Homes Programme</i></p> <ul style="list-style-type: none"> • Homerton Phase had commenced and will achieve its target • Predicted to meet £45m expenditure target and 43% of total programme 	
1.9	<p>Housing Management</p> <p>Work continued through the HH Board to achieve consistent high performance between neighbourhoods.</p>	
2.	<p>Risk Management and Resources</p> <p>It was noted that HH Board had recently received a paper on these issues – which would be discussed with the Council early in 2007.</p>	Steve Tucker
3.	<p>Date of Next Meeting: Quarterly Review</p> <p>Thursday 15 February 2007 at 10.00am</p>	

Original Calculations using %

New Calculations using weighted counts and dividing by Weighted Base

HD2		
	2002	2004
Single pers	7	8
Single pers	14	15
	21	23
	21	23

HD2		
	2002	2004
Weighted Base	502	503
Single person HH - Male	35	39
Single person HH - Female	71	73
	21	22
	21	22

2006 - Area: 2006 - Aggregate		
	2006 - Area	2006 - Aggregate
Single pers	9	16
Single pers	14	17
	23	33
	23	33

2006 - Area: 2006 - Aggregate		
	2006 - Area	2006 - Aggregate
Weighted Base	405	15792
Single person HH - Male	38	2452
Single person HH - Female	57	2723
	23	33
	23	33

HDD5		
Age 2006 Only - Area		
55-64 - Re: 55-64 - All HH members		
55-59	9	5
60-64	5	5
	14	10
	14	10

HDD5		
Age 2006 Only - Area		
55-64 - Re: 55-64 - All HH members		
Weighted Base	405	1088
55-59	35	58
60-64	21	52
	14	10
	14	10

Under 16 - All HH members		
		Weighted base
0-4	8	1088
5-10	10	90
11-15	9	111
	27	92
	27	27

Under 16 - All HH members		
		Weighted base
0-4	8	1088
5-10	10	90
11-15	9	111
	27	92
	27	27

Age 2006 Only - Aggregate		
55-64 - Re: 55-64 - All HH members		
55-59	6	4
60-64	5	4
	11	8
	11	8

Age 2006 Only - Aggregate		
55-64 - Re: 55-64 - All HH members		
Weighted base	15792	39900
55-59	925	1785
60-64	747	1473
	11	8
	11	8

Under 16 - All HH members		
		Weighted base
0-4	7	39900
5-10	9	2960
11-15	7	3626
	23	2952
	23	24

Under 16 - All HH members		
		Weighted base
0-4	7	39900
5-10	9	2960
11-15	7	3626
	23	2952
	23	24

Age 2004 Only - Area		
55-64 - Re: 55-64 - All HH members		
55-59	6	6
60-64	6	4
	12	10
	12	10

Age 2004 Only - Area		
55-64 - Re: 55-64 - All HH members		
Weighted base	503	1348
55-59	31	78
60-64	29	59
	12	10
	12	10

	Under 16 - All HH members		Under 16 - All HH members	
0-4	10	Weighted base	1348	
5-10	12	0-4	131	
11-15	7	5-10	159	
	29	11-15	88	
	29		28	
			28	

	Age 2002 Only - Area		Age 2002 Only - Area	
	55-64 - Re: 55-64 - All HH members		55-64 - Re: 55-64 - All HH members	
55-59	6	6	Weighted base	502 1431
60-64	5	4	55-59	33 79
	11	10	60-64	27 54
	11	10		12 9
				12 9

	Under 16 - All HH members		Under 16 - All HH members	
0-4	8	Weighted base	1431	
5-10	12	0-4	120	
11-15	8	5-10	168	
	28	11-15	113	
	28		28	
			28	

	HO11			HO11	
	2002	2004		2002	2004
Within next 3 months	3	3	Weighted base	502	503
Over 3 and up to 6 months from	1	1	Within next 3 months	14	17
Over 6 and up to a year from	3	4	Over 3 and up to 6 months from	4	3
Over a year and up to 2 years from	7	5	Over 6 and up to a year from	13	18
But, don't know when	13	12	Over a year and up to 2 years from	37	25
			But, don't know when	63	59
Combined	27	25		26	24
			Combined Yes Score	26	24



POLITICAL INTELLIGENCE SERVICE

FOR THE NATIONAL FEDERATION OF ALMOs

19th January 2007

1. Meg Hillier MP comments on work in Hackney, through the Decent Homes programme, to improve the lives of people on estates and tackle vandalism, graffiti, rubbish and anti-social behaviour.
2. Sheffield MP says some young people regard ASBOs as a badge of honour.

1. ***DECENT HOMES PROGRAMME IN HACKNEY AND ANTI-SOCIAL BEHAVIOUR***

From a House of Commons debate on Anti Social Behaviour

Selection of a speech by **Meg Hillier MP** (Lab, Hackney South and Shoreditch – ALMO operates in her constituency; APPG for ALMOs member):

“Vandalism, graffiti and rubbish to more serious things, which border on crime. The Government’s announcement of more money for run-down estates is welcome. Happily, the vast majority of estates in Hackney are no longer run-down, thanks to the decent homes programme that my hon. Friend the Member for Wakefield rightly highlighted as a significant measure.

Perhaps the Government could follow Hackney’s lead in terms of its estate improvement budget. Tenants have complete control of a small budget provided by Hackney Homes—formerly Hackney council—and can use it to improve physical facilities on their estate. That is residents’ control, putting power in the hands of the people who know what they want.

On decent homes, Sally Mulready, a councillor in Chatham ward said:

‘Above all else the Decent Homes programme will make a huge and eventually historic difference to the lives of people living on estates.’ ”

2. SHEFFIELD MP SAYS SOME YOUNG PEOPLE REGARD ASBOs AS A BADGE OF HONOUR

David Blunkett MP has said that some young people regard ASBOs as a "badge of honour".

Speaking to ITV1's Tonight With Trevor McDonald, the former Home Secretary said they had "worked in part but two other things need to happen".

"Firstly you need to combine them with a range of other criminal justice measures like the dispersal of curfew orders. Where that's been done it's worked much better," he said.

"And secondly you actually do need the positive as well as the negative. If it's only seen as a negative then youngsters actually do, and would see it as a badge of honour."

BUSINESS CONTINUITY PLAN POLICY

1.0	SUMMARY
1.1	Every organisation should review its requirements in the event of a major disaster such as fire destroying its head office building or main supply depot, and draw up a contingency plan – the Business Continuity Plan. The Board should include review of the Plan in its annual review of Strategic Risk.
1.2	Hackney Homes is preparing its Business Continuity Plan, and the proposed Business Continuity Plan Policy is presented for approval by Board. This will be appended to the Risk Management Strategy.
2.0	RECOMMENDATIONS
2.1	That Board approves the Business Continuity Plan Policy.
3.0	BACKGROUND
3.1	The Shadow Board approved the Risk Management Strategy and high level Risk Register for Hackney Homes on 21st March 2006.
3.2	Hackney Homes requires its own Business Continuity Plan, although the organisation participates in the Council's overarching Emergency Plan.
4.0	PROPOSAL
4.1	The proposed Hackney Homes Business Continuity Plan Policy is appended to this report.
5.0	CONCLUSION
5.1	Hackney Homes has a process for risk management, with regular monitoring and review by HHMT and Board. The Business Continuity Plan and Policy form part of that process.
	<p>Contact Officer:</p> <p>Neil Isaac, Director of Finance and Resources Tel: 020 8356 5730</p> <p>Originating officer</p> <p>Sue Poulter, Interim Accountant Tel: 020 8356 3429</p> <p>Background and supporting Information:</p> <p>Hackney Homes Risk Management Strategy</p>



CORPORATE POLICY - BUSINESS CONTINUITY

Approved by:	Name:	Signature:	Date:
Chief Executive Officer of Hackney Homes	Steve Tucker		
Director of Finance and Resources	Neil Isaac		

Date	Revision	Description	Author
8.11.06	1	Initial version	Trish Hail
12.12.06	1.1	Final draft	Trish Hail

Forward:

As the Chief Executive I hold ultimate accountability for service level provision throughout Hackney Homes. Through a planned Business Continuity Management approach and the provision of adequate resources I will ensure that Corporate Business Continuity objectives are set and that the achievement of the organisation in meeting these objectives is closely monitored. The Corporate objectives cannot be met without the support of employees. The commitment and co-operation of all members of staff is therefore required.

Steve Tucker
Chief Executive

1 Introduction

Business continuity describes the processes and procedures an organisation puts in place to ensure that essential functions and services can continue during and after an unexpected incident. Business continuity planning seeks to prevent interruption of mission-critical services, and to re-establish full functioning as swiftly and smoothly as possible.

The aim of this policy is to outline intentions, responsibilities and arrangements of Hackney Homes to ensure the provision of vital services and critical functions in the event of an Emergency or crisis and to help meet the legal responsibilities under the Civil Contingencies Act (2004) (CCA) of our partner, the London Borough of Hackney, to contribute to good corporate governance, and to build on the safer, cleaner initiatives.

Corporate Directors and Heads of Service are responsible for preparing, planning, developing and implementing their Directorate/Service Business Continuity Plans (BCP).

Incidents which may cause the invocation of the Business Continuity Plans include loss of buildings or parts of buildings (e.g. as a result of fire, flooding or loss of access) or significant events affecting staffing levels (e.g. flu pandemic). Such Plans must reflect the objectives set out in this Corporate Business Continuity policy.

This policy will be reviewed every two years, or after any significant implementation of a BCP following an incident as necessary, and whenever there is a change to relevant legislation or guidance relating to the CCA. Directors/Heads of Service will be advised of all such changes by the Director of Finance and Resources and must amend their Business Continuity policies accordingly.

This policy document is to be readily available to all staff. Copies will also be kept by Human Resources.

Copies of this Corporate Policy on Business Continuity must be issued to all new Heads of Service and Managers as part of their induction.

1.1 Definitions

1.1.1 Emergency

An 'Emergency' is defined as an event or situation which threatens serious damage to human welfare and the environment or war or terrorism which threatens the security of the UK.

The 'Emergency Planning Service' of the London Borough of Hackney is responsible for maintaining plans to enable the Council to respond to and recover from the actual incidents or events as defined in the Civil Contingencies Act 2004 and the London Borough of Hackney Emergency Plans. Hackney Homes will comply with any directions or instructions of the Emergency Planning Services during and following an emergency.

1.1.2 Business Continuity Management

Business Continuity is the strategic and tactical capability, pre-approved by management, of an organisation to plan for and respond to incidents and business interruptions in order to continue business operations at an acceptable pre-defined level.

Business Continuity Management (BCM) requires the maintenance of plans and processes, in place, to enable the organisation to continue its service(s) during any period of disruption and for any reason. BCM does not require the involvement in the actual event itself.

2.0 Corporate Commitments

2.1 Hackney Homes (the 'Organisation') recognises and accepts its responsibilities as a partner to the London Borough of Hackney which is a Category One Responder to assist the Council to continue its functions in the event of an emergency¹ (as defined in the Civil Contingencies Act (2004)).

2.2 The Organisation recognises that Business Continuity Management can contribute to business performance by ensuring appropriate levels of service provision (depending on the circumstances), and that overall responsibility for Business Continuity lies with senior management. Business Continuity factors will be considered with other business objectives in the development of Corporate plans/policies.

2.3 The Organisation considers legislation to be the minimum level of achievement and will comply with relevant statute/common law requirements and seek to follow best practice.

2.4 The Organisation will work towards achieving the principles set out in the Publicly Available Specification (PAS) 56, Guide to Business Continuity Management (to become BSI 25999 in November 2007).

2.5 The Organisation has established a Business Continuity Group (BCG) to oversee the planning, development and implementation of this policy (through HHMT), key common services and major resources that are vital to support

¹ An 'emergency' is as "an event or situation which threatens serious damage to human welfare...the environment...or security". Ref. Civil Contingencies Act (2004), Chap 36, Part 1, Section1.

front-line service delivery. The membership and reporting structure of the BCG are defined in its Terms of Reference. Key common services and major resources include things such as IT, voice and data infrastructure, premises, power supply, water services etc.

2.6 The Organisation recognises the need to plan and develop the policy and will ensure that reasonably practicable measures and resources are available and put in place. The Organisation will ensure that employees are competent to undertake their responsibilities to implement the policy.

2.7 The status and progress of Business Continuity implementation throughout the Organisation will be assessed and reported as required by the BCG.

2.8 Responsibility for the co-ordination and implementation of Business Continuity arrangements lies with HHMT.

3.0 *Directorate and Divisional Influence*

3.1. Each Directorate, Division and, where appropriate, Service Area has a responsibility to initiate and develop its Business Continuity Plans. This is crucial to providing those critical services that are expected by the residents of Hackney.

3.2 The Organisation will ensure that all risks to service provision and critical functions are minimised or adequately controlled, including the provision, maintenance and where applicable training and testing of the following:

- A Corporate Business Continuity Plan**
- Business Continuity Plans for key common services, major resources and critical functions**
- Service Area Business Continuity Plans**

To deliver the above, the Organisation will ensure that all potential strategic risks identified or received through the National, Regional, or Local Risk Assessment processes are incorporated into the Community Risk Register and made available to Service Heads.

3.3. Business Continuity Plans will be regularly monitored and reviewed to ensure that the Organisation's objectives are met. Progressive improvements will be made as deemed necessary to the objectives and to performance standards/indicators.

3.4 Finance for Business Continuity requirements and/or improvements should be included in Directorate budgets. Where appropriate, bids for major risk reduction measures for vital services or critical functions should be identified for possible inclusion in the capital programme budget. The major components for the backbone provision of key common services and major resources will be proposed by the BCG.

TITLE Email and Internet Policy

1.0	<p>SUMMARY</p> <p>The Email and Internet Policy is submitted to the Board following the Council’s decision to revise its own policy. There is a clear requirement for clarity on this issue with the increase in internet and email usage, given the shared IT infrastructure and the proximity of working with Council staff it is not feasible to implement different policies at this stage. With the benefits come a number of challenges, the most significant being the potential of the new media for communication for creating legal liability (by employees and outside parties), bullying & harassment, breaches of our staff code of conduct, being a drain on resources (when people waste work time by surfing the web) and security threats posed by unauthorised people “hacking” (breaking into) private systems. As well as issues surrounding monitoring, data protection and privacy, the scope of legal liability includes such as:</p> <ul style="list-style-type: none"> • Potential libellous remarks made about fellow employee or client in an e-mail. • The accidental formation of contracts where a customer relies on information given in an e-mail as an offer. • Defamation • Copyright • Intellectual Property rights <p>It can even touch on criminal law, for example where an employee downloads “obscene” pornography.</p> <p>This policy will assist managing the risk and should be reviewed annually for compliance. The Hackney Homes policy is submitted for approval.</p>
2.0	<p>RECOMMENDATIONS</p> <p>2.1 The Board approve the Email and Internet Policy.</p>
3.0	<p>BACKGROUND</p> <p>Hackney Homes has been following the development of the Council’s Policy recognizing the need to construct a policy that is consistent with the Council’s. However the Council emailed the policy to all their users and it has since been forwarded to a number of HH employees. This has created a degree of uncertainty for both managers and staff and this will ensure clarity of responsibilities for all.</p>
4.0	<p>THE POLICY</p> <p>4.1 The idea of the policy is to set clear ground rules for the use of the internet and email so that staff understand what is acceptable and managers can monitor it.</p>

	<p>Generally it allows personal use of the internet outside of working hours; however it doesn't permit access to any inappropriate sites for example gaming or pornographic websites. At the same time as allowing this freedom, the legal position is clarified so that it allows all emails to be screened and where necessary opened to ensure that only appropriate content is being received or sent.</p> <p>Access to sites that could result in viruses being imported will also not be permitted. It also alerts staff to the fact that it is possible to ascertain individual internet usage and take action against those individuals using systems inappropriately.</p>
<p>6.0</p>	<p>CONCLUSION</p>
<p>6.1</p>	<p>It is good practice to have a comprehensive policy such as this in place, to give protection to the organisation and provide clarity to all staff.</p> <p>Contact Officer:</p> <p>Neil Isaac</p> <p>Originating officer</p> <p>Neil Isaac</p> <p>Background and supporting Information:</p>

Email and Internet Policy

Version Number	Date	Comments
1.0	Oct 06	Draft
2.0	Nov 06	Draft
2.1	Jan 07	Final Draft for Board

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1. Purpose

- 1.1 Hackney Homes is committed to modernising service provision and promoting local democracy. We recognise that e-government supports our aims by making information and services more accessible, more convenient, more responsive and more cost effective. E-government enhances the organisation's potential for joined up local services, within the organisation, between Hackney Homes and the London Borough of Hackney, and between the organisation and other agencies.
- 1.2 Hackney Homes invests substantially in information technology and communications systems that enable our employees to work efficiently. We recognise that the email communication plays an essential role in the conduct of our business and that the way in which our employees communicate with people not only reflects on them as individuals but also on us as an organisation.
- 1.3 In addition, the Hackney Homes provides access to the vast information resources of the Internet and the World Wide Web to help employees do their job and be well informed. The facilities that we provide represent a considerable commitment of resources. This policy is designed to help employees understand our expectations for the use of those resources and to ensure that our employees use those resources wisely.
- 1.4 The purpose of this policy is to help employees understand our expectations for the use of the technical resources (email and internet) which is provided primarily for the performance of their day to day work, and to ensure that our employees use them wisely.
- 1.5 This policy also explains the circumstances under which personal use may be made of the email and internet facilities provided.

2. Scope

All users of ICT equipment provided by, or connected to the network provided by, Hackney Homes including employees, temporary employees, agency staff, consultants/contractors and Board Members.

3. Operating Principles

- 3.1 Hackney Homes will conform with the relevant legislation in force at the time governing the use and monitoring of emails and the Internet, which principally involves: the *Human Rights Act 1998*, the *Data Protection Act 1998*, the *Regulation of Investigatory Powers Act 2000* and the *Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (SI 2000/2699)*. All practical steps will be taken to inform users about their legal rights under the legislation in force at the time through the communication of this policy.
- 3.2 The Internet facilities, all emails and the systems upon which both are stored and operated are the property of Hackney Homes and are monitored for business and security purposes and to ensure that appropriate use is being made of the systems at all times. Specific acknowledgement will be obtained from users to the fact that email and Internet usage will be monitored - see section 5 below.
- 3.3 The email and Internet system is primarily for business use. However, Hackney Homes operates within a framework of openness and trust and recognises that in certain circumstances, particularly where there is a need to communicate urgently, it may be appropriate for employees to send personal messages externally or receive them from an outside source. In addition, we recognise the need for individuals to have to carry out some personal tasks while they are at the workplace, e.g. for Internet banking, online shopping, non-business research, etc. Where these limited circumstances apply, messages should only be composed or read or the Internet accessed during authorised breaks, lunch breaks or just before or just after normal working hours.
- 3.4 Hackney Homes' grievance procedures will be available as the vehicle to handle disputes concerning the application of this policy.
- 3.5 Hackney Homes will provide suitable awareness mechanisms for directors, managers, human resource practitioners and employee representatives in order to ensure full compliance with this policy and an informed approach to its application.
- 3.6 The procedures set out in this policy are designed to minimise the risk of incurring liability in relation to emails and Internet usage. Disciplinary action will be taken against any employee who breaches any of the instructions or operating rules contained in this policy, which will include summary dismissal for those committing acts of gross misconduct in accordance with this policy, and the Hackney Homes Code of Conduct.
- 3.7 Any employee who considers that the policy has not been followed in respect of email or Internet usage, the results of which could be damaging to co-employees or Hackney Homes, or illegal in any way, should raise the matter with their immediate superior, or if this would not be appropriate in the circumstances with the Head of HR and Organisational Development.
- 3.8 Employees should be assured that they will not be victimised in any way for raising issues of genuine concern, in good faith.

4. Some Terms Explained

- 4.1 The 'Internet' is an international network of linked computers. It supports a number of protocols that enable the computers to transfer information between one another. One such protocol is HTTP, the system that allows users to browse the World Wide Web. Most protocols, such as those supporting email, are transparent to the user.

- 4.2 The 'World Wide Web' is simply a collection of web pages. The Internet and the World Wide Web are two distinct but dependent entities.
- 4.3 An 'intranet' is an internal network, similar to the Internet, which is used for communication within an organisation.
- 4.4 'Spamming' is sending large amounts of uninvited email or 'spam' (the electronic equivalent of junk mail).

5. **Monitoring**

- 5.1 Hackney Homes reserves the right to monitor, at any time, all Internet usage, including Internet browser history files, storage of temporary Internet files and any downloads from an Internet site and emails, including deleted emails, and the systems upon which such emails are stored and circulated. This right is reserved solely for the purpose of monitoring Internet usage or communications for business purposes as set out below.
- 5.2 While an email that is clearly private does not fall within the definition of a communication that is relevant to the Company's business, we maintain a right to monitor such a communication where there is a reasonable suspicion that the content breaches the Company's policy, for example, by transmitting trade secrets or pornography.
- 5.3 Hackney Homes exercises the right to intercept emails and Internet access under the *Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (SI 2000/2699)* ('the Regulations') for the following reasons: to investigate or detect the unauthorised use of the systems, e.g. that this policy is being observed, that no discriminatory or offensive content appears in emails, etc.; to maintain an adequate level of security for our computer systems; to detect any computer viruses; to check mailboxes of absent employees.
- 5.4 To exercise its right under the Regulations, Hackney Homes must have made all reasonable efforts to inform every person who may use the system that interception may take place.
- 5.5 While we believe that the communication of this policy to all employees meets this requirement, we want to be totally open and transparent and will ask each employee to sign a recognition agreement that this policy has been explained to them. As far as external senders of email are concerned, a statement will be included in any automatically generated 'signature' to outgoing emails (see disclaimer at section 12 below).
- 5.6 In exercising its right to monitor emails and Internet usage, Hackney Homes is conscious of its obligations under the *Data Protection Act 1998* (see Hackney Homes Data Protection Policy) as information derived from the interception of communications is covered by the data protection principles. Hackney Homes will therefore observe the guidelines laid down in Part 3 ("Monitoring at Work") of the Information Commissioner's *Employment Practices Code*. These are as follows:
 - a) We will not monitor the content of email messages unless it is clear the business purpose for which the monitoring is undertaken cannot be achieved by the use of a record of email and Internet access traffic. If the traffic record alone is not

sufficient to achieve the business purpose any further monitoring will, as far as possible, be strictly limited and targeted.

- b) We will only conduct detailed monitoring where an impact assessment shows that monitoring is justified, particularly taking account of the privacy of those using the systems, including those sending emails to the Hackney Homes.
- c) Wherever possible, we will avoid opening emails, especially ones that clearly show they are private or personal.
- d) Email monitoring will be confined to address/heading unless it is essential for a valid and defined reason to examine content.
- e) Where reasonable and practicable, and unless this is obvious, ensure that those sending emails to employees, as well as employees themselves, are aware of any monitoring and the purpose behind it.
- f) If it is necessary to check the email accounts or Internet usage details of employees in their absence, make sure that they are aware that this will happen.
- g) We will inform employees of the extent to which information about their Internet access and emails is retained in the system and for how long, i.e. information about Internet access details are retained for **[enter time]** and information about emails records are retained for **[enter time]**.

6. Corporate Image

- 6.1 While emails are a valuable internal messaging tool, they are also sent to external contacts, e.g. customers, suppliers, etc. As with written communications such as letters or faxes, Hackney Homes needs to ensure that the content and structure of emails reflects a professional image and all emails should follow the guidelines below.
- 6.2 Ensure that emails only use Arial typeface, and do not add any graphics, clip art or icons to the email. Do not change the size (from 12 pt) or colour of the text, black works best. Do not use any other background except white, and do not use patterned background. Do not use underline, colours, graphics and tables as these may be lost in external emails and may adversely affect delivery times.

A standard 'signature' should be used to sign off each email as follows:

A N Other

Job title

Directorate name

020 0000 0000

a.other@hackneyhomes.org.uk

www.hackneyhomes.org.uk

- 6.3 Ensure the subject matter is clearly indicated in the heading of emails and maintain a professional image by ensuring that the style and content of emails is appropriate to the subject matter.

- 6.4 Since reading from a screen is more difficult than reading from paper, the structure and layout is very important for email messages. Use short paragraphs and blank lines between each paragraph.
- 6.5 When making points, number them or mark each point as separate to keep the overview.
- 6.6 Identify yourself as the sender at the end of the email and include other contact details, i.e. your telephone and fax number.
- 6.7 Re-read messages prior to sending to ensure accuracy and clarity, and always spell-check emails and attachments before clicking the 'send' button.
- 6.8 A disclaimer will be automatically attached to all emails sent to external contacts as set out in section 11 below.

7. Standard Email Best Practice

- 7.1 Do not use email for urgent messages; use the telephone instead. It should be noted that the delivery and integrity of Internet email messages cannot be guaranteed.
- 7.2 Ensure you have correctly spelled your intended recipient's email address, thus avoiding non-delivery or mail failure error messages. Be careful when using global address lists and personal address lists.
- 7.3 Check that only those recipients for whom the mail is intended have been included.
- 7.4 Be concise and to the point. Do not make an email longer than it needs to be. Reading an email is harder than reading printed communications and a long email can be very discouraging to read.
- 7.5 Use correct spelling, grammar and punctuation. This is not only important because incorrect spelling, grammar and punctuation give a bad impression of our Company but it is also important for conveying the message properly. Emails with no full stops or commas are difficult to read and can sometimes even change the meaning of the text.
- 7.6 Do not attach unnecessary files. By sending large attachments you can annoy other users and even bring down their email system. When possible try to compress attachments and only send attachments when they are productive.
- 7.7 When sending attachments with external emails agree with the recipient the format to be used, e.g. Word, Excel, etc.
- 7.8 Do not overuse the high priority option. If you overuse the high priority option, it will lose its function when you really need it. Moreover, even if a mail has high priority, your message will come across as slightly aggressive if you flag it as 'high priority'.
- 7.9 Do not write in CAPITALS. IF YOU WRITE IN CAPITALS IT SEEMS AS IF YOU ARE SHOUTING. This can be highly annoying and might trigger an unwanted response in the form of a "flame mail". Therefore, try not to send any email text in capitals.
- 7.10 Read and delete emails regularly. Keep your Inbox and Sent folder contents to a minimum. Email messages are just as important as the post.

- 7.11 Answer swiftly. Users send an email because they wish to receive a quick response. Therefore, each email should be replied to within at least 24 hours, and preferably within the same working day. If you are unable to access your email account, e.g. because you are on holiday, make sure you activate the auto-reply facility indicating where the sender can gain further assistance, where necessary. Alternatively, formally authorise a colleague, by email, to have access to your account and set up the necessary access facilities for the period of your absence.
- 7.12 Answer all questions. An email reply must answer all questions, and pre-empt further questions. If you do not answer all the questions in the original email, you will receive further emails regarding the unanswered questions, which will not only waste your time and the other users' time but also cause considerable frustration.
- 7.13 Do not leave out the message thread. When you reply to an email, you must include the original mail in your reply; in other words click Reply, instead of New Mail. Leaving the thread might take a fraction longer in download time, but it will save the recipient much more time and frustration in looking for the related emails in their inbox! Treat email messages as you would an item of post. Maintain the necessary records.

8. Operating Rules for Email Users

- 8.1 Never access another employee's email account. The only exception is where the employee concerned has given express consent in writing to gain access during that employee's prolonged absence due to holiday, ill health or some other valid reason. Even if such access is granted, never send an email under the original account holder's name. If there is a need to respond in an emergency, the message should be sent from an individual's own account, headed "Sent on behalf of [*your colleague's name*]".
- 8.2 Do not transmit graphical images or signatures either as an attachment or embedded as a signature to an email. These graphical files could easily be copied and applied fraudulently to other documents, e.g. faxes or electronic letterheads, etc.
- 8.3 Do not originate or distribute chain letters or other "junk" ("spam") email. Do not send trivial messages, jokes, gossip or adverts etc. by email. Do not solicit others by email, whether for charitable, personal or business purposes.
- 8.4 Emails must never contain what could be considered as a defamatory statement. For the avoidance of doubt, a defamatory statement is one, whether oral or written and whether of fact or opinion, which tends to damage the reputation of another individual or organisation. Remember that damaging emails may have to be disclosed in litigation or in investigations by other authorities.
- 8.5 Never send an email that contains illegal, discriminatory (on grounds of sex, race, disability, marital status, age, sexual orientation, religion, belief, or indeed any other unacceptable grounds), obscene, pornographic or otherwise abusive or threatening messages. Harassment or bullying will not be tolerated under any circumstances and in certain circumstances may constitute a criminal offence. Failure to comply with this rule will be considered as gross misconduct as Hackney Homes has adopted a zero tolerance culture.
- 8.6 Employees are prohibited from sending confidential information, or disclosing the Company's trade secrets by email. For the avoidance of doubt, confidential information

covers items such as employee data, customer lists, marketing strategies, pricing information, and so on. In addition, employees must never send 'off the record' emails - nothing is "off the record" where the law requires disclosure of information.

- 8.7 Always file a paper copy of emails in client files for record-keeping purposes. Delivery confirmations cannot be guaranteed as proof of delivery for email messages sent across the Internet.
- 8.8 Beware of viruses and always scan before opening or sending attachments or immediately on receipt of any software or data sources received from an external source. Although software tools are in place to scan all emails for viruses upon entry to the email system, staff are required to take all reasonable steps to guard against viruses being introduced into the Company's computer system or the systems of third parties. Intentional introduction of viruses is a criminal offence under the *Computer Misuse Act 1990*. Do not open attachments in unsolicited emails unless you can verify it comes from a legitimate source as it may introduce a virus.
- 8.9 Never distribute documents, pictures, music or works of others without the copyright owner's permission. Copying materials which are protected by copyright, without the permission of the copyright owner, is an offence which can give rise to both personal liability and liability on the part of the Hackney Homes.
- 8.10 Do not enter into contractual commitments by email. Communicating by email is so easy and informal, there is a danger that the communicating parties can be lulled into a false sense of security. This might lead them to form contractual obligations without following the set procedures for the formation of contracts.
- 8.11 Employees have a duty to report any breaches of the operating rules set out above which come to their attention. A failure to do so, in itself, will be considered a disciplinary offence as Hackney Homes expects reasonable support and co-operation from employees to ensure that any malpractice is unearthed and dealt with.

9. Operating Rules - the Internet

- 9.1 Hackney Homes has software and systems in place that monitor and record all Internet usage. Our security systems are capable of recording (for each and every user) each World Wide Web site visit and we reserve the right to do so at any time. No employee should have any expectation of privacy as to their Internet usage.
- 9.2 Our managers will review Internet activity and analyse usage patterns and they may choose to publicise this data to assure that the Company's Internet resources are devoted to maintaining the highest levels of productivity. We reserve the right to inspect any and all files stored in private areas of our network in order to assure compliance with policy.
- 9.3 You may only use your own computer terminal or other terminals you have been specifically authorised by your Head of Department to use for personal access to the Internet.
- 9.4 You must always give priority to any other Hackney Homes employee who needs to use a particular terminal for Hackney Homes business.

- 9.5 You must not introduce any software to the Hackney Homes computer network, whether by installing it from a CD or Disk or downloading it, unless this has been expressly approved by Hackney Homes's ICT Services.
- 9.6 The accessing, downloading and/or display of any kind of sexually explicit image/pornographic or document or other offensive or obscene material, e.g. racist, homophobic, anti-religious, paedophiliac, etc., on the Company's system that may be capable of constituting any form of discrimination or criminal offence is a violation of our equal opportunity policy. In addition, sexually explicit or other offensive or obscene material may not be archived, stored, distributed, edited or recorded using our network or computing resources. Any such action will be considered as gross misconduct.
- 9.7 The downloading and/or display of any kind of illegal material, e.g. how to make a bomb, on any Hackney Homes system is prohibited. In addition, such material may not be distributed, edited or recorded using our network or computing resources. Any such action will be considered as gross misconduct.
- 9.8 Hackney Homes has installed an Internet firewall to assure the safety and security of the Company's networks. We may block access from within our networks to all such sites that we know of. If you find yourself connected accidentally to a site that contains sexually explicit or offensive material or illegal material, you must disconnect from that site immediately and inform ICT Services so that this site can be blocked.
- 9.9 This Company's Internet facilities must not be used to violate the laws and regulations of the United Kingdom or any other nation. Use of any of the Company's resources for illegal activity is grounds for immediate dismissal and we will cooperate with any legitimate law enforcement activity.
- 9.10 Any software or files downloaded via the Internet into the Hackney Homes' network become the property of the Company. Any such files or software may be used only in ways that are consistent with their licenses or copyrights.
- 9.11 No employee may use the Company's Internet facilities to:
- a) Download or distribute pirated software or data
 - b) Propagate any computer virus
 - c) Disable or overload any computer system or network
 - d) Circumvent any system intended to protect the privacy or security of another user
 - e) Maintain or update an internet diary (also known as a personal weblog or a blog)
 - f) Publish any comment critical of the employer or individuals in a blog or chat room.
- Any such action will be considered as gross misconduct.
- 9.12 Hackney Homes retains the copyright to any material posted on the Internet by any employee in the course of his or her duties.
- 9.13 Employees may use their Internet facilities for non-business research or browsing during meal-time or other breaks, or outside of work hours, provided that all other usage policies are adhered to.
- 9.14 Employees must take particular care to understand the copyright, trademark, libel, slander and public speech control laws of all countries in which this Company maintains

a business presence, so that our use of the Internet does not inadvertently violate any laws which might be enforceable against us. Any file that is downloaded must be scanned for viruses before it is run or accessed.

- 9.15 Employees may not use the Company's Internet facilities to download entertainment software or games, or to play games against opponents over the Internet.
- 9.16 Employees with Internet access may not use the Company's Internet facilities to download images or videos unless there is an express business-related use for the material.
- 9.17 Any employee who attempts to disable, defeat or circumvent any of the Company's security facilities will be subject to summary dismissal for gross misconduct.

10. Responsibilities

- 10.1 Responsibility for overall ownership, communication and monitoring of this policy rests with the Director of Finance and Resources, who will review the policy every six months or as otherwise necessary to ensure compliance with the law and best practice.
- 10.2 Overall responsibility for training people on the use of the email system and Internet system lies with the Head of ICT who may delegate responsibility for training to suitably qualified and accredited trainers and which will include training in use of email as part of the induction programme.
- 10.3 Overall responsibility for the strategic development of the email system and Internet system, technological developments and the day-to-day management rests with the ICT Manager.
- 10.4 Each individual in Hackney Homes who is an authorised user of the email system and/or Internet system is responsible for complying with the rules, procedures, guidelines and good practice statements set out in this policy.

11. Informed Consent

- 11.1 It is a requirement that every email and Internet user signs and dates a consent form containing the wording set out below and that the form is placed in the employee's personal file:

"I understand and accept the contents of the email and Internet policy of Hackney Homes , as amended from time to time, which forms part of my terms and conditions of employment. I am fully aware and accept that Hackney Homes reserves the right to monitor, at any time, all emails, including deleted emails, and the systems upon which such emails are stored and circulated and Internet usage, including any history files or stored files in relation to that usage. This right is reserved solely for the purpose of monitoring relevant to the Company's business and for the following reasons: to investigate or detect the unauthorised use of the systems, e.g. that this policy is being observed, that no discriminatory or offensive content appears in emails, etc.; to maintain an adequate level of security for our computer systems; to detect any computer viruses; to check mailboxes of absent employees. In such cases, the Company shall follow procedures reasonably designed to establish the existence of such cause or obligation

and to assure that any monitoring is limited to actions reasonably required under the circumstances."

12. Disclaimer - Automatically Attached to Every External Email

12.1 The disclaimer reads as follows:

"The contents of this email are confidential to the intended recipient at the email address to which it has been addressed. It may not be disclosed to or used by anyone other than this addressee, nor may it be copied in any way. If received in error, please contact Hackney Homes, www.hackneyhomes.org.uk on 02083568811 quoting the name of the sender and the addressee and then delete it from your system. Please note that neither Hackney Homes nor the sender accepts any responsibility for viruses and it is your responsibility to scan the email and attachments (if any). No contracts may be concluded on behalf of Hackney Homes by means of email communications.

Please note that Hackney Homes reserves the right to monitor emails for the purpose of monitoring or communications relevant to the Company's business under the *Telecommunications (Lawful Business Practice) (Interception Of Communications) Regulations 2000 (SI 2000/2699)* ("the Regulations") for the following reasons: to investigate or detect the unauthorised use of the systems, e.g. that this policy is being observed, that no discriminatory or offensive content appears in emails; to maintain an adequate level of security for our computer systems; to detect any computer viruses; to check mailboxes of absent employees. To exercise its right under the Regulations Hackney Homes must have made all reasonable efforts to inform every person who may use the system that interception may take place and this notice you be regarded as such notification." [*Cross-refer to other relevant policies*]

This policy came into effect on [*insert date*].

Employee's signature:

This policy supersedes any other policy on the use of email and the Internet.

UPDATE REPORT ON DECENT HOMES PROGRAMME – January 2007

1.0	<p>PURPOSE OF REPORT This report provides Hackney Homes Board members with an update on the Decent Homes Programme</p>
2.0	<p>CURRENT ISSUES</p>
2.1	<p><u>Financial</u></p>
2.2	<p>The 06/7 programme is on track to fully spend the existing approved £45m budget. A further £2m has been bid for from the Council to enable some Yr2 schemes to be brought forward into the 06/07 programme to provide a continuous workflow for those constructors anticipating an early completion of their existing programmes.</p>
2.3	<p>This will give confidence to partners and other stakeholders that there will be no pause between the end of year 1 and the start of year 2. The revised 2006/7 Decent Homes budget will be increased to a total of £47m.</p>
2.4	<p>The Director of Finance at L.B.Hackney has indicated that the necessary resources will be made available when required, to sustain delivery of the Decent Homes Programme on target.</p>
2.5	<p>The predicted funding across the Capital Programme for 2007/8 is anticipated to be low in comparison to the current year with as little as £20m available for Decent Homes. The release of ALMO credits at the earliest possible opportunity will be required to deliver a programme matching that of the current year.</p>
2.6	<p>A benchmarking exercise has been carried out on the basket rates by external consultants. Their report concludes that the established basket rates and some of the early final accounts are returning good value for money. It is anticipated that some external works final accounts will be agreed soon and this will allow us to apply KPI 2 (Cost Predictability) effectively and to also assess the success of the basket rate approach on outturn costs and benchmark Value For Money effectively against other organisations.</p>
2.7	<p>Supply Chain uplifts have been agreed across the range of agreements with an average increase of 5.1%. Agreement of the year 2 Frameworks are dependant on satisfactory agreement over the rates.</p>
	<p><u>Contractual</u></p>
2.8	<p>Year 2 Commencement Agreement has been reached for all Frameworks for Year 2 with a process for sign up with all Constructors established. The programmes covered by these agreements will not start until April 2007. These agreements will give contractual authority for contractors to commence work on Year 2 and will effectively sign them up to the programme to 2010</p> <p>Year 2 lists have been released to constructors to enable early planning of the programme and enable an early start in April 07. Lead schemes will be identified by Core teams and reported as soon as construction programmes are agreed. However, it should be noted that a proportion of the Year 2 programme has been added in as an extension of the Year 1 (06/7) programme (see 2.2 above).</p>

3.0 **DECENT HOMES PERFORMANCE 06/07**

3.1 Decent Homes Annual Targets

No. of Homes Decent at April 1st 2006 (47.58%)(from BVPI)

2006/7 Target	2006/7 Target	Actual year to December 06
Number of properties to be made decent internally (local BVPI)	1500	782
Number of properties to be made decent externally (local BVPI)	2368	1013
Number of properties to meet Full Decent Homes Standard as result of DH work (BVPI 184a)	1500	1322

3.2 **Commentary:** These figures are estimates based on reported completions to 31st December 2006 and are subject to reconciliation and audit at year-end. The above figures will also be supplemented by completed voids and technical adjustments and reported at the conclusion of the fourth quarter. The number of properties decent externally (actual) will increase closer to target in the next month as a high number of blocks are due for completion in January. These figures report the position at the end of quarter 3.

3.3 Current Financial Profile with commitment to end of December 06 (per Contract Area)

Commentary:

Cedar expenditure is tracking parallel to and below profile, at £30m. Cedar actual + commitment (certificates produced immediately before or just after Xmas) is now above profile at just below £40m and demonstrates the continued progress of the programme. These certificate payments will be processed through the system to bring the actual closer to profile in the coming month. The programme is forecast to hit our target expenditure (£45m) for this financial year, however to provide continuous working across all five contracts, additional packages for year 1 have been identified and prepared for release subject to additional funding for the 06/7 programme being identified. As outlined in 2.2 above, an additional £2m will be bid for from the Council to extend the 06/7 programme to £47m.

Expenditure is now showing a strong recovery in the Homerton contract area and is now moving ahead of profile.

Financial reports are attached at appendix A

Current Output Profiles with actuals to end December 06 (per Contract Area).

3.4 Commentary:

The charts are included at appendix B, with outline programme outputs by element per contract area.

The charts demonstrate good progress against the kitchen & bathroom programme, where the first phase (yr 1) programme is now virtually complete, with the exception of the Homerton area (see 3.3 above).

	<p>There is also good progress on external works, particularly in Stoke Newington and Shoreditch A contract areas and shows the advanced stage of progress in these areas.</p>
<p>4.0 4.1</p>	<p><u>KPI Commentary.</u></p> <p>KPI 1a is showing an average of 91.2% resident satisfaction on internal works across all five contract areas. This is well above the target of 85% and maintains the same high level from the last report. An additional 500 addresses for internal works has been released and this will feature on future reports as completions occur.</p>
	<p>Contact Officer:</p> <p>Alan Turner, Divisional Head, Asset Management 0208 356 2118</p> <p>Originating officers</p> <p>Dale Walker 0208 356 8256, Head of Programmes Jonathan Oxlade 0208 356 2147 , Head of Resources</p>

Item 9 - Appendix A

DECENT HOMES PHASE 2 - TOTAL SUMMARY

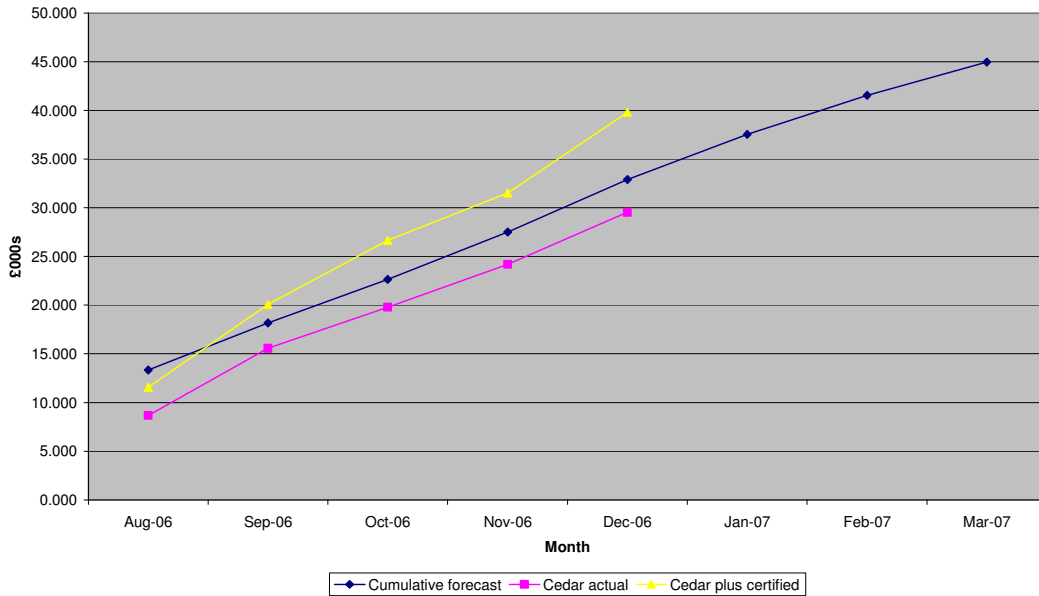


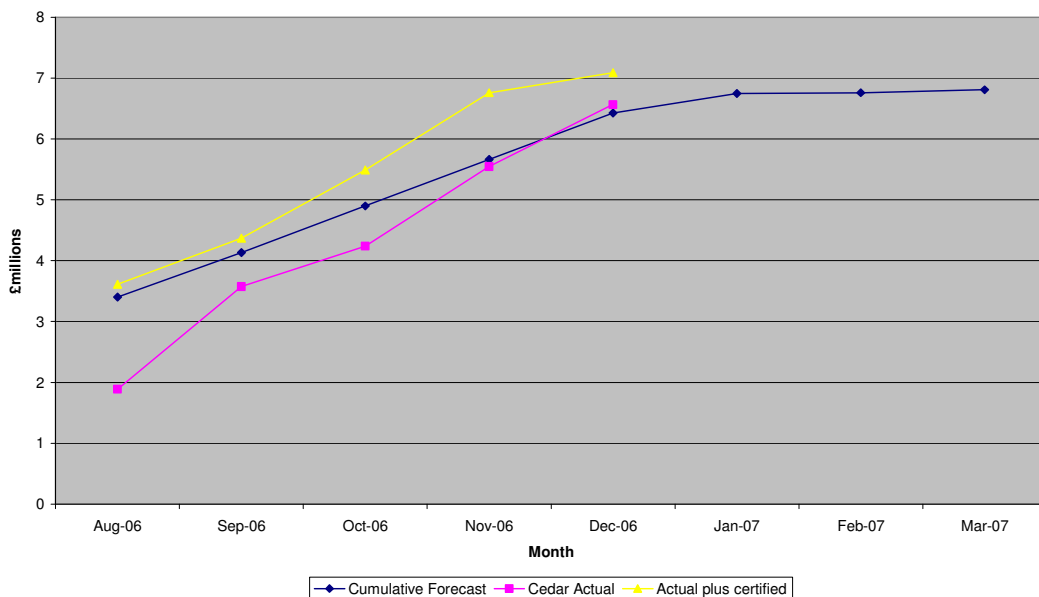
CHART 1 – TOTAL PROGRAMME NOVEMBER 2006

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).

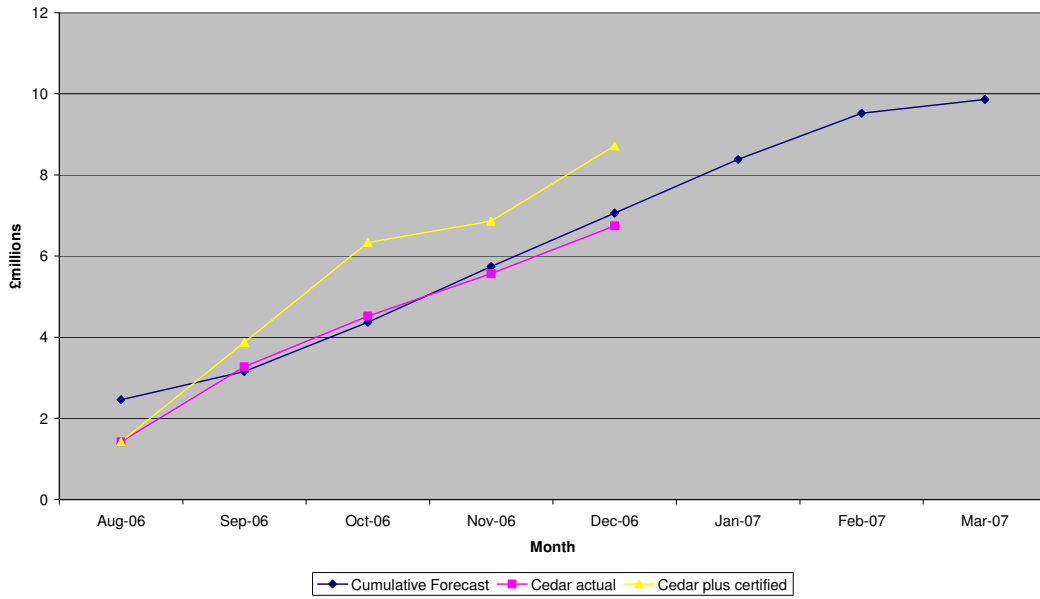
Cedar plus certified is the Cedar actual plus the value of work completed and certified but not yet sowing on the Cedar system. This gives a more accurate measure of actual progress on the contract.

STOKE NEWINGTON (MANSELL) DECENT HOMES PHASE 2

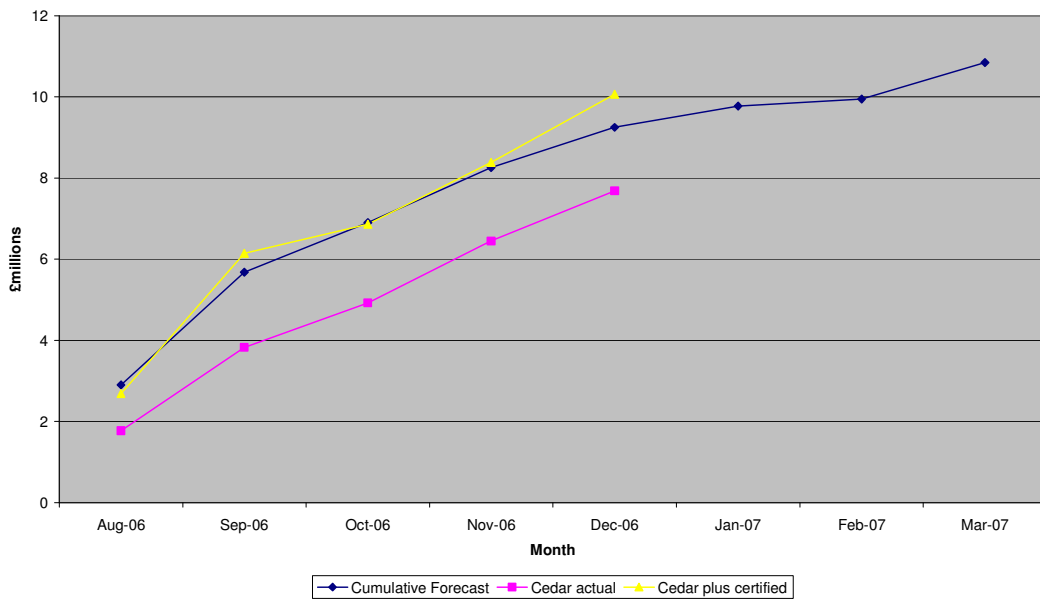


Item 9 - Appendix A

SHOREDITCH B (MULALLEY) DECENT HOMES PHASE 2

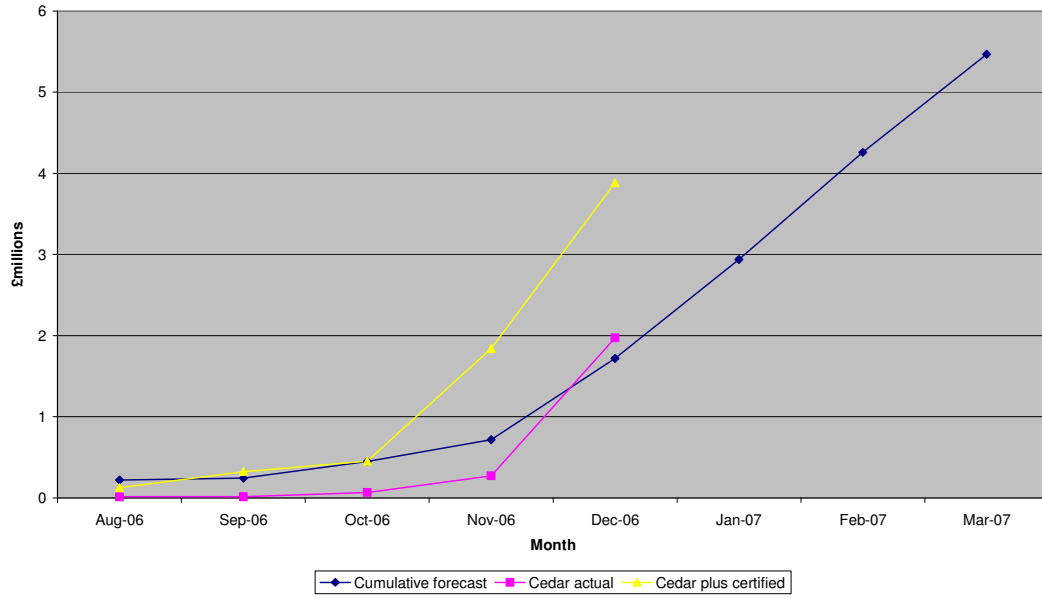


SHOREDITCH A (LOVELL) DECENT HOMES PHASE 2

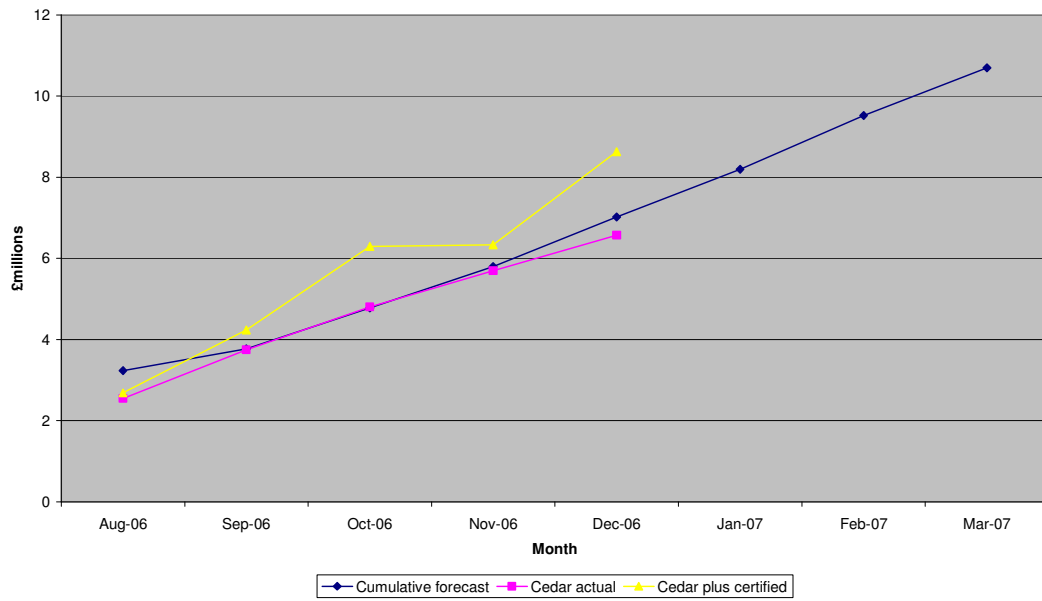


Item 9 - Appendix A

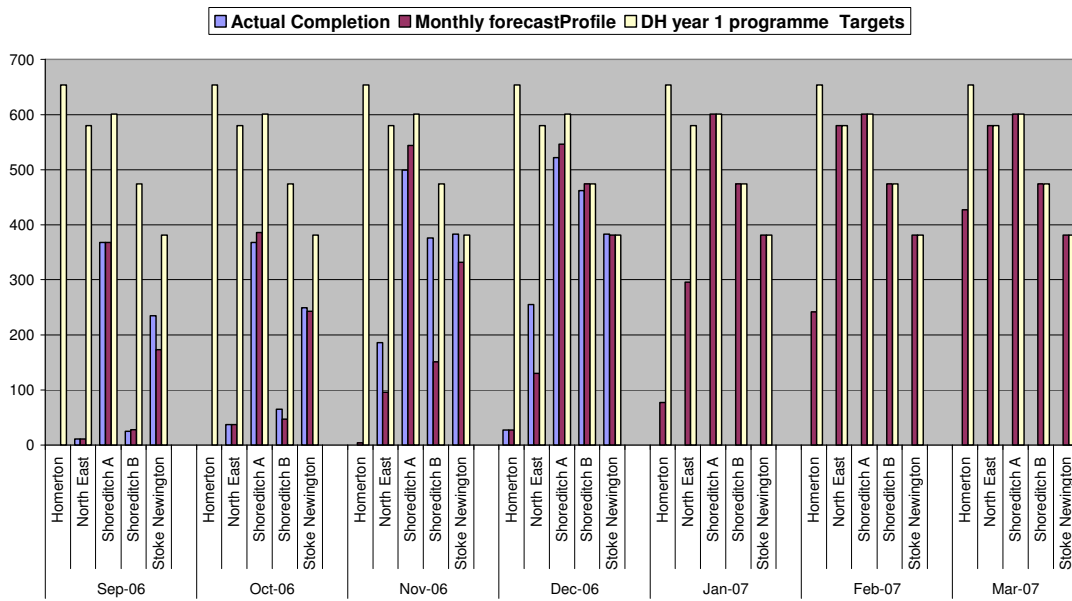
HOMERTON (KIER) DECENT HOMES PHASE 2



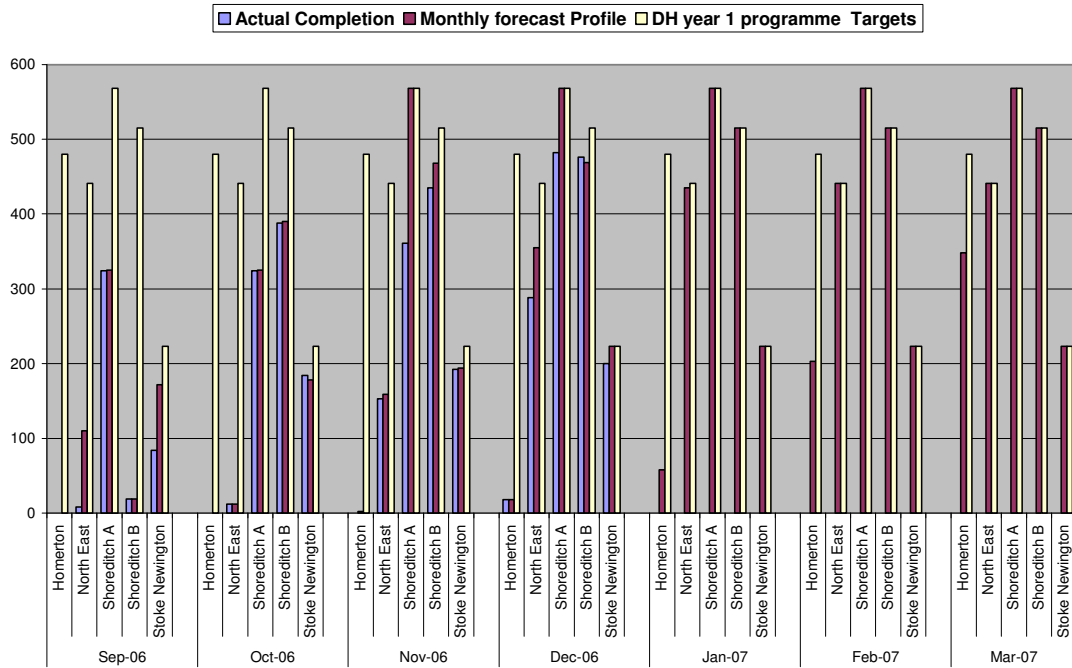
NORTH EAST (CONNAUGHT) DECENT HOMES PHASE 2



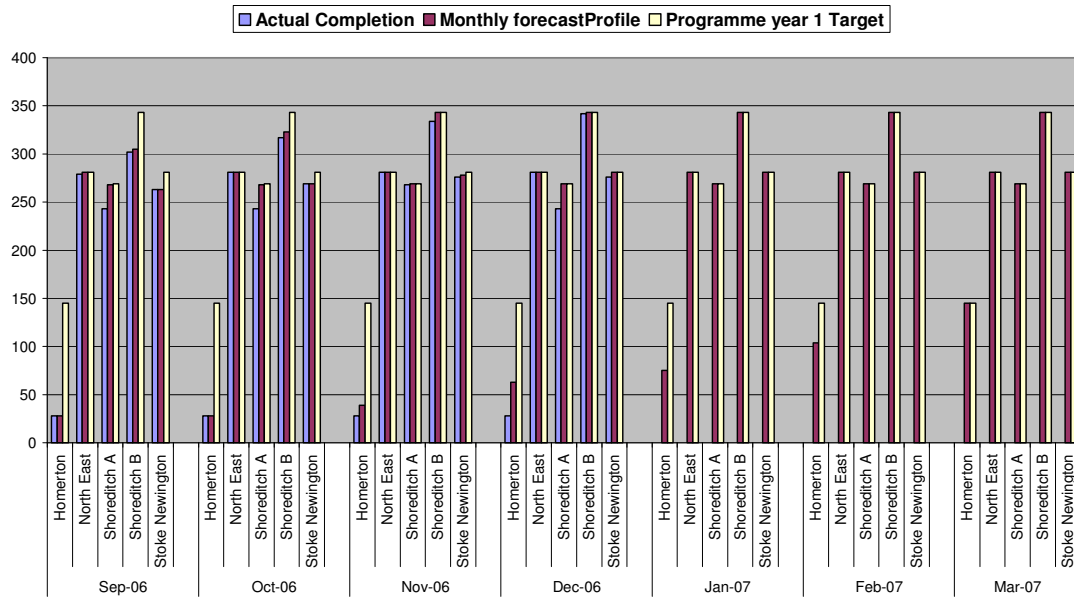
Decent Homes Phase 2 Year 1 Windows output profile



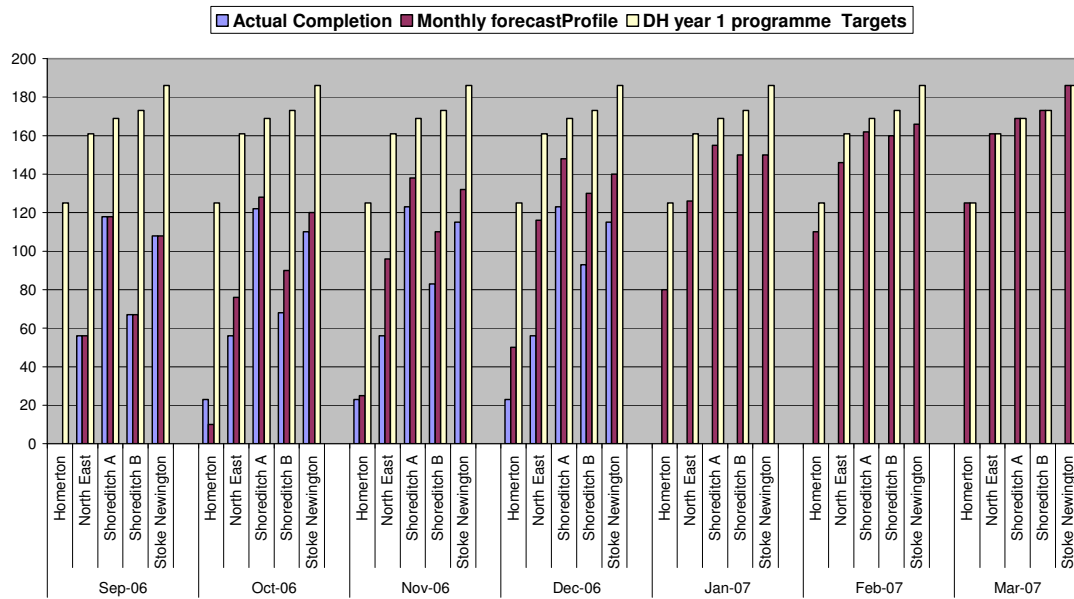
Decent Homes Phase 2 Year 1 Roof output profile

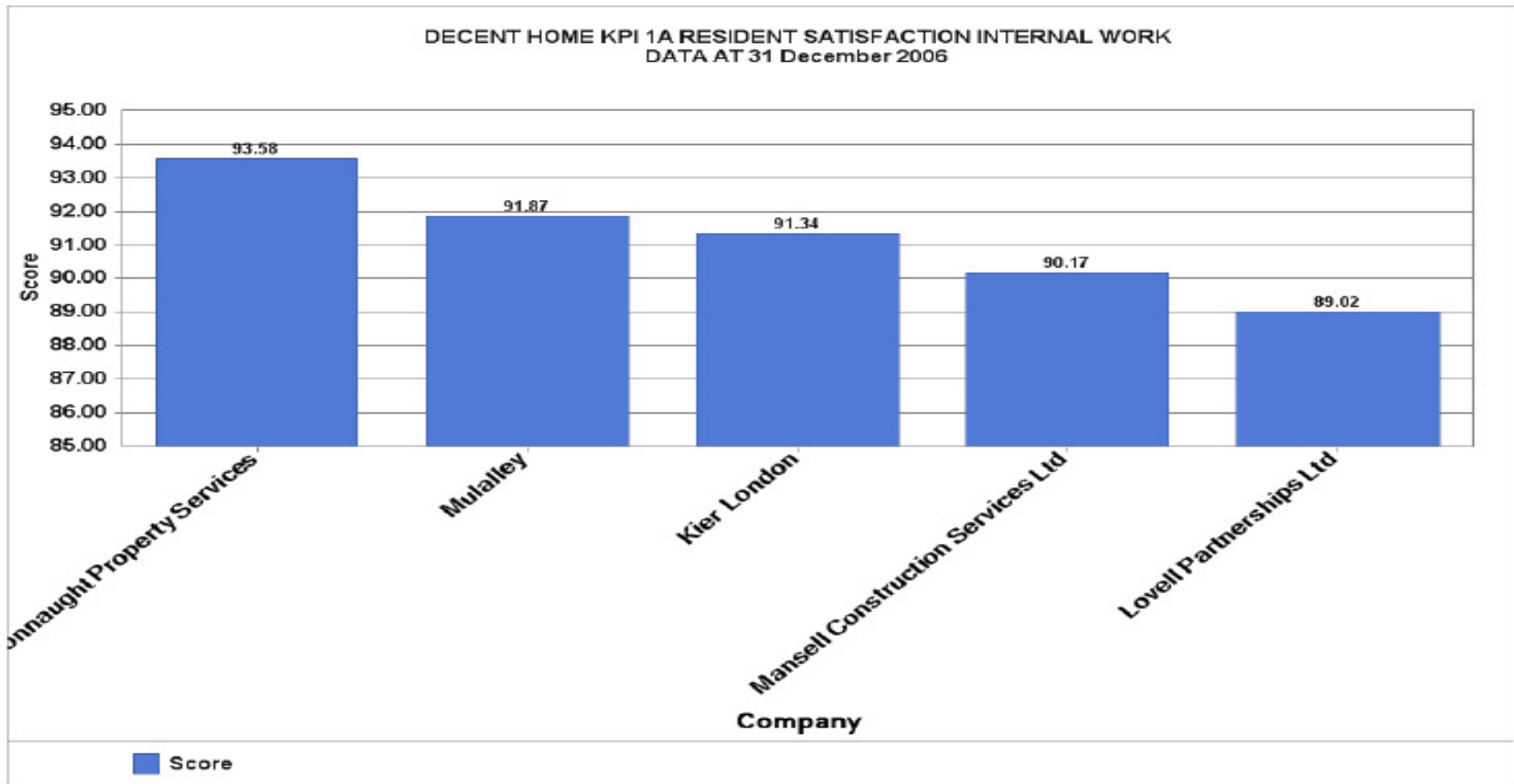


Decent Homes Phase 2 Year 1 Kitchen & Bathroom output profile

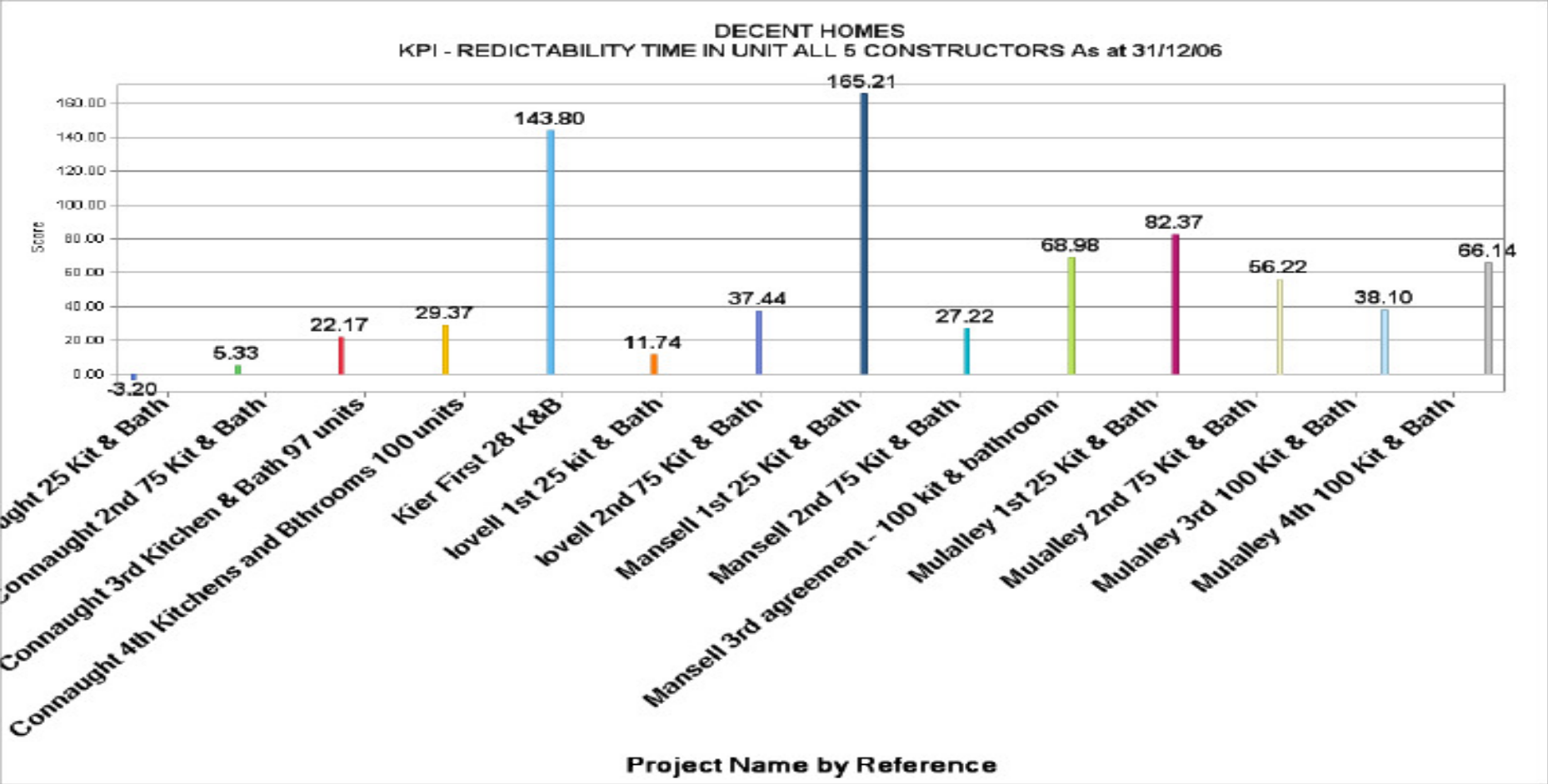


Decent Homes Phase 2 Year 1 Central Heating output profile





This graph shows the benchmarking of all 5 constructors on Resident Satisfaction rolled up for all internal projects. Resident satisfaction with internal works shows an average of 91.2% against a target of 85%. This remains unchanged from last month.



This graph shows the % of time variance from the target of 20 days and the projects are grouped by contractors. The score is the average of all units in a project. The trend for most contract areas shows an improvement in completion times from the original pilot properties. Project teams now expect the trend to fall below 20 days on the latest release of addresses. Further releases will be conditional upon good performance on current programmes.