

The Estate Plans

Carla Ferrarello
Estate Plans Co-ordinator

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Overview

- Outline
- The Estate Plans Database
- The Design and Colour Guidelines
- Communications Strategy
- Opportunities for involvement
- Current Priorities

Outline

- All Estates in Hackney Homes will have an improvement plan by March 2014;
- Streamlined Estate Plan Consultation for smaller estates
- Less Exclusions
- Still Deliverable Within Existing Resources



The Estate Plan Online Database

- To share information with a larger audience;
- The database will display:
 - Communal Repairs Programmes;
 - Resident Lead Estate Improvements Programmes;
 - A Project Bank of Ideas.
- Started September 2011



Sample Database Display

Search Page

SEARCH FACILITY

By Address or Block Name or Estate Name.

Result Page

Result Display

Estate Name: XXXXXXXXXXXXX

Programme	Programme Details	Status	Start date	End Date
Lift	New Lift Car Block X	Planned	01/04/07	31/03/08
Estate Roads	Resurface Parking	Review	01/04/07	31/03/08
Water Tank	Water Quality Tank	Complete	01/04/07	31/03/08

Contact estateplans@hackneyhomes.org.uk
for further information.

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The Design and Colour Guidelines

- To ensure consistently high standards across all estates;
- To provide guidance to external agencies working in partnership with Hackney Homes;
- Guidelines will include two sections:
 - I. Guidelines for procedures applicable to all estates;
 - II. Design and colour preferred options - specific to each estate.

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Communications Strategy

- Launch in January 2012
 - Raise awareness
 - Encourage involvement
- Regular stream of information from April 2012:
 - Neighbourhood offices;
 - Web sites;
 - Newsletters;
 - Briefings to Neighbourhood Panels and Enhanced Tenants and Residents Associations;



Opportunities for involvement

- Using the Database
- Walkabouts – Yearly Review
- Post
- Web site
- Via front line staff
- Consultation arrangements for larger estates

Table 1 – Estate Plans timetable

Financial year		Estate Plans Outputs	Combined Estate Plans Total
2010/11	Phase 2 and 3	40	60
2011/12	Phase 4 and 5	40	100
	First group of smaller estates	50	150
2012/13	Phase 6 and 7	40	190
	Second group of smaller estates	50	240
2013/14	Last Group of smaller estates	63	303



Current Priorities

- Data collection
- Database
- Format of Guidelines
- Launch of new communication plan
- Ongoing residents consultation
- Staff training

Tenancy & Leasehold Services Division Update

Neehara Wijeyesekera, David Saxon, Sarah Chapman
03 November 2011

Tenancy & Leasehold Services reorganisation

- Phase one:
 - Changes to senior management team
 - Structure implemented on 1 November 2011

- Phase two:
 - Changes to all other posts within the division
 - Staff consultation to commence in November 2011

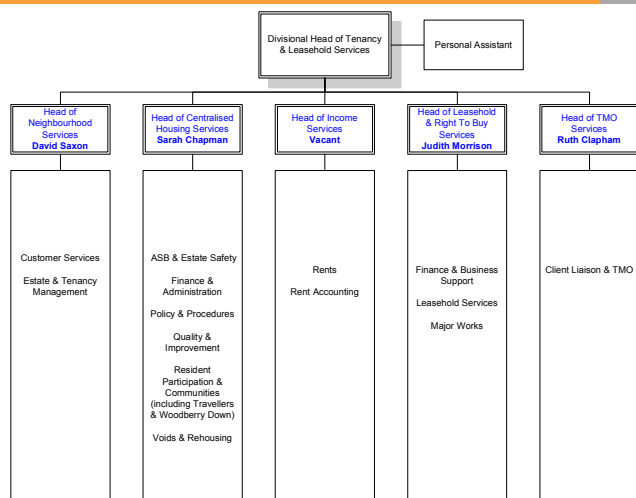
- Regular updates to residents:
 - RLG
 - Resident Panels
 - Alternative Forums

Key drivers for phase one changes

- Address feedback from residents and stakeholders
- Introduce a new Tenancy & Leasehold Services senior management team structure
- Provide a clearer definition of responsibilities & standardising roles within the senior management team
- Disband departmental working & remove neighbourhood boundaries created through contracts & strengthen a one division approach
- Increase organisational performance in some service areas & embed a better performance management culture
- Make significant financial savings over three financial years between 2011 & 2014



Phase 1 Tenancy and Leasehold Services structure



Examples of stakeholder feedback informing decisions

Stakeholder Feedback	Hackney Homes' Response
Specialist teams work well e.g. ASB and Rents	Continuing with specialist teams including ASB and rents in the phase one structure.
Housing Managers responsible for collecting rent and managing estates does not work well	Responsibility for rents and estate management is separate in the phase one structure. Rents is under Income Services and estate management is under Neighbourhood Services.
Getting through to right person/ department is important	Five key services in the phase one structure bringing teams together previously working separately across neighbourhood offices to help with ease of contact and consistent services.
Lack of consistency with each neighbourhood office	All neighbourhood offices under the Head of Neighbourhood Services. Central functions under the Head of Centralised Housing Services in the phase one structure.
Confusion amongst residents as to the responsibilities of TMOs and Hackney Homes	Specific TMO service under the Head of TMO Services in the phase one structure.
Previous centralisation of voids functions proved successful	All voids teams in the neighbourhood offices report to the Head of Centralised Housing Services in the phase one structure.



Examples of stakeholder feedback informing decisions

Stakeholder Feedback	Hackney Homes' Response
Residents like personal contact	All resident access routes retained in the phase one structure and increased personal contact with residents on estates and visits.
Communal repairs reported by Housing Managers and residents do not get done	New Communal Works Team set up to work closely with neighbourhood offices and estate inspections.
Reduce Housing Managers patch sizes	Proposing to reduce patch sizes to approximately 500 properties per office to increase visibility, frequency and contact in phase two structure.
Better opportunities for work experience within Hackney Homes	Trainees now employed in neighbourhood offices and staff have more opportunities within Hackney Homes e.g. a Housing Manager is now working in the Communal Works Team.
Remove boundaries	Removing boundaries created through contracts by merging functions, centralising some services and residents can access services from different neighbourhood offices.



Neighbourhood Services

- Head of Neighbourhood Services – David Saxon
- Overall responsibility for:
 - 5 neighbourhood offices and 3 sub offices
 - Customer Services (Neighbourhood Office receptions)
 - Estate & Tenancy Management
 - Estate Inspections
- Four Area Managers - Neighbourhood Services posts to manage neighbourhood offices
- Review of deployment of resources to ensure balanced teams
- Interim arrangements
- Customer services and quality maintained



Neighbourhood Services

- Immediate priorities:
 - Estate inspections
 - Gas servicing
 - Fire safety
 - Effective liaison between front and back office functions
 - Responding to resident concerns, ETRA's and Panels
 - Customer service



Neighbourhood Services

- Role of the Housing Manager:
 - Importance
 - Role and status
 - Bring closer to residents and patches
 - Visibility
 - Continuity
 - Prioritising customer facing positions

Centralised Housing Services

- Head of Centralised Housing Services – Sarah Chapman
- Overall responsibility for:
 - Anti Social Behaviour & Estate Safety
 - Finance & Administration
 - Policy & Procedures
 - Quality & Improvement
 - Resident Participation & Communities (including Resident Participation, Community Projects, Travellers & Woodberry Down)
 - Voids & Rehousing

Income Services

- Head of Income Services – Vacant
- Overall responsibility for:
 - Rent Income Collection
 - Rent Accounting

Leasehold & Right To Buy Services

- Head of Right To Buy Services – Judith Morrison
- Overall responsibility for:
 - Leasehold Services
 - Major Works
 - Finance and Business Support

TMO Services

- Head of TMO Services – Ruth Clapham
- Overall responsibility for:
 - Client Liaison and Tenant Management Organisation