

HACKNEY HOMES Ltd
Resident Liaison Group Meeting
Wednesday, 13th January 2010 at 6.00pm to 8.00pm
The Chief Executive's Conference Room, 1st Floor,
Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

Part A Meeting (Open to the Public)

Distributed to:

Resident Liaison Group Members:

Rupert Tyson (Joint Chair)
Tom Price (Joint Chair)
Danny Neeson
Joyce Brown
Terry J Edwards
Muriel Gordon
Rachel Sheldon
Lionel Fairweather
Ehsan Uddin
Erdal Doganduzel
Jean – Paul Lawrence Tampu-eya
Denise Bingham
Tony Goodchild
Michael Gills
Susan Fajana-Thomas
David White
Mavis MacGee
Gordon Guthrie

Officers:

Charlotte Graves

Neil Isaac

Robin Smith

Gary Penticost

Neehara Wijeyesekera

Judith Morrison

Clive Taber

Alex Jarosy

Tom Hogan

Chris Tabi

Chrys Edwards

Housing Partner Representatives:

Mouchel: David Saxon

Nii-Amon Nikoi

Pinnacle: Elliot Brooks

Pathmeads: John Ferman

Sarah Chapman

Fergal Ward

Contact:

Governance Team

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Governance.team@Hackneyhomes.org.uk

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A Part A AGENDA (Open to the Public)

Item	Presenter	Subject	Pages	Status	Duration	Time
1.	Chair	Welcome and Introduction		Information	5 mins	6.00-6.05
2.	Chair	<ul style="list-style-type: none"> • Apologies • Declarations of Interest including HH Board Members declaring they are Board Members 		Information Information	2 mins	6.05-6.07
3.	Chair	a) Minutes of 12 November 2009 and Matters arising b) Rolling Register	1-12 13-15	Decision	10 mins	6.07-6.17
4.	C Graves/Exec team	What's happening at Hackney Homes Update?		Information	15 mins	6.17-6.32
5.	Panel Chairs	What's happening in the Neighbourhoods?		Information	15 mins	6.32-6.47
6.	Tom Hogan	Domestic Violence & Hate Crime Policies	16-21	Consultation	10 mins	6.47-6.57
7.	C Edwards	Delivery Plan 2010/11 - Consultation	22-40	Discussion/feedback	15 mins	6.57-7.12
8.	M Gordon	Deputations to the Hackney Homes Board		Discussion	10 mins	7.12-7.22

9.	N Isaac/G Penticost	Energy Costs. The A&F Committee instructed officers to carry out more work. We will report further when this work has concluded.		Verbal Update	5 mins	7.22-7.27
10.	C Tabi	Update on Cleaning methods	41-44	Information	10 mins	7.27-7.37
11.	C Taber	Updated ETRA Consultation	45-49	Consultation	10 mins	7.37-7.47
12.	C Taber	Tenants Levy Review	50-52	Information	5 mins	7.47-7.52
13.	Chair	Any Other Business		Information	5 mins	7.52-7.57
14.	Chair	Date of next RLG meeting: 3 March 2010 Christopher Addison House		Information		



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On 12 November 2009 at 6.00PM

Present	<p>Rupert Tyson (Joint Chair) Muriel Gordon Gordon Guthrie Terry Edwards Danny Neeson Jean-Paul Lawrence Tampu-eya Walter Hare</p> <p>Housing Partner Representatives Elliot Brooks Nii-Amon Nikoi John Ferman</p>	<p>Officers Charlotte Graves Gary Penticost (Part) Tom Hogan Christophe Tabi Clive Taber Kevin Kingston Martin Weaver Neehara Wijeyesekera Wayne Hylton Judith Morrison</p> <p>In attendance Alice Burke Paul Smith (Hounslow Homes) Rene Wootten (Hounslow Homes) Davinder Sahans (Hounslow Homes)</p>
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Item	Open to the Public	Action	Date
1. Welcome Introduction	Rupert Tyson welcomed everyone to the meeting and all those in attendance introduced themselves. .		
2.	Apologies were received from:		
<ul style="list-style-type: none"> • Apologies 	<ul style="list-style-type: none"> • Joyce Brown • Shirley Bogan • Mavis McGee • David White 		
<ul style="list-style-type: none"> • Declarations of interest 	<ul style="list-style-type: none"> • Tom Price 		



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Item	Open to the Public	Action	Date
	<p><u>Fire Risk Assessments</u> Gary Penticost updated the Group on progress to date with the Fire Risk Assessments. Hackney Homes had a £3.2m budget to spend this year on works required as a result of the assessments and the following work had already been undertaken:</p> <ul style="list-style-type: none"> • 189 new communal fire door sets installed in 16 blocks in 2008/9 • New communal fire doors are being installed in 40 blocks this year and the largest three blocks on this programme, comprising 324 door sets, have been completed. • Automatic smoke ventilation systems are currently being installed in five blocks and an automatic fire detection system in two blocks. • New dry risers have been installed in two blocks. • 23 blocks have been programmed for new emergency lighting installations. • The Safer City front entrance door programme has been adapted to replace doors where risks have been identified. <p>Officers offered to give presentations to Panel Meetings on fire and risk assessments and Panels were asked to contact Gary Penticost if they wanted such a presentation. The Group asked how long it would take to complete the lower priority works. Gary Penticost said that work was being finalised on prioritisation of works and a full report would be available at the end of November at which time Officers would have a clearer idea of timescales. In the meantime, Property Services, Estate Cleaning and Housing Services were working closely together to ensure high risks such as rubbish were dealt with immediately. The Group asked for clarification on grilles being fitted by residents over the new Gerda doors. Gary Penticost said that any grilles installed in communal areas would be removed and that Officers were working</p>		



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Item	Open to the Public	Action	Date
<p>3(b) Rolling Register</p>	<p>with the Council to agree a position about grilles over individual front doors as if a fire did break out, these grilles caused unnecessary delays for both residents evacuating the buildings and the fire brigade gaining access. It was acknowledged however that the grilles made residents feel more secure as it was not always possible to see through the spyholes. Officers would consult with Gerda about the possibility of a incorporating a viewing window in the doors rather than a spyhole.</p> <p>The Rolling Register was noted.</p>		
<p>4. What's happening at Hackney Homes?</p>	<p>The Chief Executive and Heads of Service then gave a verbal update on the key issues in their areas.</p> <p><u>The Chief Executive</u></p> <ul style="list-style-type: none"> • At the half year point, Officers were reasonably comfortable that targets would be met. • Voids performance had been under performing recently. This was as a result of some properties coming back into the housing stock and local housing associations having more empty properties than usual. However, the situation had started to improve. • The Delivery Plan would be out for consultation shortly. • Hackney Homes had received some poor publicity over our fire risk assessments. We had inadvertently sent out some incorrect information which portrayed our position as worse than it was. However, we had now rectified the situation. • The TSA had published its draft standards but were still working through 		

	<p>the proposed Inspection regime.</p> <ul style="list-style-type: none"> • There had been three shootings and several stabbings in the Borough in the last few weeks. A case conference had been called with the police to ensure that Hackney Homes was doing all it could for Residents. • An organised squat had taken place at Kings Crescent over the last weekend. However, our emergency procedures had worked well and we had been able to re-possess several flats immediately. Everyone was urged to let officers know as soon as possible of any squatters. • The results of the staff survey were very positive. <p>In respect of squatters, the Group said that it would help if Estate Managers informed the TRAs when voids were being let as this would help differentiate between legal and illegal activity.</p> <p><u>Director of Property Services</u></p> <ul style="list-style-type: none"> • Decent Homes and repairs and planned maintenance were progressing well. • Hackney Homes had received a grant of £2.9m from the HCA for hard to insulate homes. The work would be undertaken by Lovells, one of our Decent Homes contractors. • Building Maintenance had kept its BSI accreditation. <p>The Group asked if any street properties were in the hard to insulate programme? Gary Penticost said that properties needed to be over four storeys to qualify. The Group asked how this grant would impact on leaseholders. Gary Penticost and Judith Morrison would investigate this.</p>	<p>G Penticost/J Morrison</p>	<p>13.1.10</p>
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Interim Head of Resident Services

- 10-11% of the questionnaires on Housing Management Contracts had been returned
- Hackney Homes had achieved 100% in rent collection this week
- The worklessness agenda was moving forward and a worklessness co-ordinator had now been appointed
- The Youth Awards had recently taken place and a question time in Shoreditch and the Active Tenants Awards would take place shortly.

Service Manager Estate Environment

- The Tree programme for vulnerable tenants was now up and running.
- The cleaning statistics were being verified and a report would be available in the New Year
- We had four new apprentices and it was likely that this number would double in the New Year.

Head of Leasehold Services

- The first meeting of the Leasehold Advisory Group had taken place. This would be trialled for a year.
- The service charge bills would be sent out at the end of November in a new format which would compare the estimates with the actuals. The majority of the bills were lower than estimated.

Update from Partners

Pathmeads

- Voids had been a major issue with twice as many voids this year. However, all the historic voids had now been let and Officers were only dealing with the routine day-to-day voids.
- The Worklessness Contract was now in place and Group Members were invited to a job fair which would be held on Friday in St Paul's Church, Stoke Newington.
- Work was being undertaken to raise the visibility of Officers particularly in respect of victims of ASB, vulnerable tenants and tenants in debt.

Pinnacle

- Officers had worked hard on recovering rent arrears. Out of hours telephone calls had been very successful in one neighbourhood but not as successful in another. This would be looked into.
- Voids had been an issue but great efforts had been made to improve on the letting times.
- Pinnacle were raising the profile of the Neighbourhood Leasehold Officers.

Mouchel

- Mouchel was working closely with the police following the serious recent ASB in the neighbourhoods.
- Voids had been an issue and officers were ensuring that security was increased
- The employment and outreach organisation A for E had now rolled out its programme and this had generated positive responses.



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<p>5. Update from Peter Naughton, Woodco</p>	<p>Peter Naughton from Woodco gave a verbal update on the Woodberry Down Regeneration. Since the Government had withdrawn the funding, the whole situation was even more stressful as the worse case scenario was that it would now take 20-30 years for the scheme to be completed. There would also be 800 fewer social housing homes built. Work was continuing on the new neighbourhood management units which would co-ordinate Hackney Homes' and the London Borough of Hackney's activities under one supervisory body. However, residents felt that the social issues were not being addressed and it was suggested that Hackney Homes took the initiative and undertook a social impact assessment.</p> <p>Charlotte Graves said that a comprehensive list of all the regeneration sites and the expected programmes had now been drawn up. Curtis Taylor from Hackney Homes was working closely with the Council on all the regeneration sites. The idea of a social impact assessment was an interesting one to explore. A suggestion was made as to whether the voids could be brought back into use for temporary accommodation. Peter Naughton said that there did not appear to be any budget to bring the voids back into use and as a result, over crowded families could not be rehoused.</p> <p>Kevin Kingston said that the position had improved and it was hoped that we could secure some resources to bring the voids back into use. The £20m interim repairs programme would begin shortly and Officers were working very hard on community development.</p> <p>The Group felt strongly that the loss of 800 social housing units was not acceptable and that the residents at Woodberry Down had been very badly let down. There was no guarantee that funding would be made available which meant that money would have to be found from across all the budget heads</p>		
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	<p>which would have an adverse impact on all Hackney's estates.</p> <p>The Group asked for Peter Naughton to give a further update in March.</p>	Peter Naughton	3.3.10
6. Woodberry Down Update	The Group noted the report.		
7. Discussion on input from RLG/Neighbourhood Chairs	<p>Whilst some improvements had been made to the Agenda setting process, it still needed further reworking. It would be helpful if all the Panel Chairs gave an update on what was happening in their areas. There was still a feeling that the Group was not being used as a consultative forum and therefore the Group could not add the value it should although it was acknowledged that policies were beginning to be brought to the Group from the very first draft. It would also be helpful to have a forward plan so that items could be taken to Panels at the appropriate times. There was a suggestion that alternative arrangements for the chairing of the meeting be explored.</p> <p>Charlotte Graves said that all the Members of the Group could put forward items for the Agenda and if they wanted something on the Agenda to contact Tess Merrett, the Governance manager.</p> <p>Neehara Wijeyesekera said that In respect of the consultation for the management contracts, a residents' readers' panel had been used for feedback on the content of the questionnaire and these comments could be circulated to the RLG. In future, Hackney Homes was looking to collect the profiling information in a different format and a form had been drafted which would be circulated at the end of the meeting.</p>	C Graves/R Tyson/T Price	3 .3.10



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	<p>Charlotte Graves said that any changes to the format of the RLG would need to go out to Residents for consultation. The Chair asked the Group to take the matter back to the panels. In the meantime, Officers would draw up some proposals to bring back to the Group.</p> <p>The Group agreed to these proposals</p>	<p>Group Members N Wijeyesekera /C Taber</p>	<p>3.3.10</p>
<p>8. Enhanced TRA Meetings Review</p>	<p>Clive Taber introduced the report which was a consultation draft for RLG members to consider and make recommendations. A further report would be brought back to the Group on 13 January 2010.</p> <p>The Group had concerns over the involvement of Councillors as in some neighbourhoods there was little participation in ETRAs from Councillors and in others, there was too much. The Group also wanted continuity from Officers attending to ensure that matters were consistently followed up. Some TRA members held the view that there was a lack of team-working amongst officers and that too much focus had been given to alternative forms of engagement. Communal repairs was still an issue and the Group felt it was important that stronger enforcement measures be put in place to ensure that promises were kept. There was also an issue in respect of administrative support from Hackney Homes. Charlotte Graves said that some TRAs wanted assistance from Hackney Homes with the administration and others did not so Officers were looking into where we could provide more support. Councillors had difficulty with meeting some of the dates set for meetings which was why there</p>	<p>C Taber</p>	<p>13.1.10</p>



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	<p>was sometimes poor attendance. The Group felt very strongly that dates should not be set for the convenience of Councillors and that a document should be drawn up clarifying the role of Councillors in TRAs/ETRA's.</p> <p>Clive Taber said that continuity of attendance from Officers would be taken on Board and Officers were also looking at communal repairs to try and get consistency across the Borough.</p>		
<p>9. Anti-Social Behaviour, revised policies & procedures</p>	<p>Wayne Hylton and Alice Burke gave a presentation on Anti-Social Behaviour – revised policies & procedures. All the Partners outlined their involvement in this project and explained that they had been consulting with each other to ensure consistency throughout the Borough and to disseminate good practice. Wayne Hylton and Alice Burke were hoping to visit all the Panels to talk about ASB and time slots would be arranged with the Panel Chairs. The Group asked for clarification on the different timescales given for dealing with ASB. Wayne Hylton said that a 5 day standard response was for anything that wasn't an emergency. The 1 day emergency response was for Domestic Violence, Race and Hate crimes.</p> <p>All staff were receiving training on ASB and were mandated to report ASB. It was clarified that Residents could report ASB anonymously. The Group asked for clarification on how low level ASB would be handled in future. Wayne Hylton said that as much use as possible would be made of CCTV but where there was no CCTV the staff training would embed ASB procedures throughout the organisation and would ensure that action was taken. The Group was asked to take this back to their panels and to pass on any feedback received to Wayne Hylton and Alice Burke.</p> <p>The Group thanked Wayne Hylton and Alice Burke for their presentation.</p>	<p>Group Members</p>	



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10 Domestic Violence and Hate Crime Policies	The Group agreed that these would be brought to the meeting on 13 January 2010.		
13.AOB	There was no other business. The meeting closed at 8.30 pm.		

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

Item 3b)

Rolling Register Resident Liaison Group

1. Domestic Violence & Hate Crime Policies	Draft policies rolled forward from meeting on 12 November	T Hogan	13.1.10
2. Estate Plans progress report	A report on progress would be brought back to the Board in November	C Ferrarello	Slipped to 3 March 2010
3. Energy Costs	A report on Energy Costs	G Penticost/N Isaac	13 January 2010
4. Cleaning Statistics	Update on methods of cleaning	C Tabi	13.1.10
5. Grant from HCA	What impact will this grant have on leaseholders?	G Penticost/J Morrison	13.1.10



Item 3b)

Rolling Register Resident Liaison Group

6. ETRA Review	Further report on proposals for ETRA	C Taber	13.1.10
7. Role of Councillors on TRA/ETRA	Clarification of what Councillors' roles were	C Taber	TBC
8. Resident Liaison Group	Proposals on ways to take this group forward as an advisory consultative body.	N Wijeyesekera /C Taber	3.3.10
9. Woodberry Down	Update on Woodberry Down from Tenant's perspective	P Naughton	3 March 2010
10. Garages	Update on Garage Review	G Penticost	3 March 2010



Item 3b)

Rolling Register Resident Liaison Group

<p>11. Discussion on Consultations/ Surveys</p>	<p>Role of RLG in Hackney Homes' consultations surveys</p>	<p>Muriel Gordon</p>	<p>3 March 2010</p>
<p>12. Estate Inspection Walkabouts</p>	<p>Review</p>	<p>Muriel Gordon</p>	<p>3 March 2010</p>

Title of Report: Domestic Violence and Hate Crime Policies	
Decision Making Body: Resident Liaison Group	Date: 3rd March 2010
Classification: FOR INFORMATION/VIEWS	Report of: Head of Service Development
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Tom Hogan Ext 4017	Appendices: A. Draft Domestic Violence Policy B. Draft Hate Crime Policy

Report Outline:

- | |
|--|
| <ul style="list-style-type: none"> • Paragraph: 1.0 - Summary of Report • Paragraph: 2.0 - Recommendation(s) to Resident Liaison Group • Paragraph: 3.0 – Background • Paragraph: 4.0 - Comments |
|--|

If you have any questions about this report, please contact Tom Hogan on 0208 356 4017 or email tom.hogan@hackneyhomes.org.uk

1.0 SUMMARY OF REPORT

1.1 The report provides an outline of the review of two important and related areas of policy: domestic violence and hate crime. They are both drafts at this point and may be revised before being considered by board of Hackney Homes.

2.0 RECOMMENDATION

2.1 The Resident Liaison Group is asked to note the report.

3.0 BACKGROUND

3.1 Domestic violence and hate crime were both aspects of the service examined by the Audit Commission during their inspection (November 2008). Although the inspectors noted many areas of good practice and joint working such as the Multi Agency Risk Assessment Conference (MARAC) with the police, they recommended that Hackney Homes look at ways to improve outcomes for victims. In particular they asked that policies and procedures be improved together with more help for vulnerable people and better out of hours reporting arrangements.

Domestic Violence Policy

- 3.2 One woman in four is believed to suffer domestic violence at some point in their lives. The term is used to cover violence or threats of violence between family members including married couples, those living together, between those who used to have a relationship, brothers and sisters, and irrespective of age, gender or culture. The term has also been extended to cover a number of serious crimes such as genital mutilation, forced marriage and so called “honour” killings.
- 3.3 The effects of domestic violence can be long term physical or psychological injury for the victim and their children. It may also mean that they feel unable to continue living in their homes and ask for help in finding a transfer or temporary accommodation. Hackney Homes has therefore an important role in working with the Council and others in providing an adequate response.
- 3.4 A working group was established made up from representatives from the neighbourhood offices, the Council’s Housing Needs Division, the Domestic Violence and Hate Crime Unit and the Nia project, an independent organisation. They looked at best practice and policies adopted by other councils and ALMOs in order to identify where the current policy needed to be changed. Focus groups were held with those who had complained of domestic violence to ask about their experiences of the service and how it needed to change. And a further public meeting was arranged to explore the equality implications as part of an equality impact assessment.
- 3.5 The draft policy attached in Appendix A is the product of this exercise. It makes clear that staff must assist any person reporting domestic violence and put them in touch with other services such as the Council’s Domestic Violence and Hate Crime Unit, the police, and Housing Needs where alternative accommodation is requested. It also makes it clear that Hackney Homes will take steps to repossess homes where the tenant has been forced out as a result of domestic violence. Alternatively, where the victim wishes to remain in the property and oust the perpetrator Hackney Homes will offer to change locks to doors and windows.
- 3.6 The policy acknowledges that some victims are especially vulnerable due to their mental capacity or dependency on the person abusing them. Similarly children in the household may also be the victims of abuse or neglect. In all these cases staff will work with colleagues in social services and the Domestic Violence and Hate Crime Unit by making sure all available details are passed on via established referrals forms.
- 3.7 Diversity was a key consideration in developing the policy. Since domestic violence affects all parts of the community the policy makes it clear that in addition to the frequently reported cases of violence between couples other members of the family may be involved, whether living in the homes or not. Particular communities may need specialist help to encourage reporting as with the lesbian and gay community or, language interpreting and support for some BME communities. For this reason the Council’s Domestic Violence and Hate Crime Unit is available to take referrals from the neighbourhood offices.

- 3.8 The policy is more comprehensive than its predecessor, emphasising the diversity of Hackney and its population, and makes important connections with responsibilities towards vulnerable adults and children. The new computer system will reflect these new processes, and referral and recording procedures will be made easier for staff.
- 3.9 Staff training has been organised with the Council's Domestic Violence and Hate Crime Unit. Some 54 staff have been trained in the last year and it is intended that training in this area will be offered each year to keep them apprised of changes to the law and associated policies and procedures.
- 3.10 In order to monitor the quality of the service delivered all complainants will be contacted by an independent survey company to ask them whether they were satisfied with the manner in which their complaint was handled and the outcome. Audits will also check on the quality of case handling.
- 3.11 It is also worth noting that Hackney Council is currently reviewing its own domestic violence services including looking at ways to improve reporting arrangements and out of hours services. The results of this should become known by the end of the year.

Hate Crime Policy

- 3.12 Hate crimes are any acts of violence or harm caused to an individual which they believe are motivated by prejudice due to their race, colour, ethnic origin, nationality, asylum seeker status, religion, sexual orientation, gender identity or disability. The victim does not have to belong to any of these groups but may be victimised due to their association or relationship with someone who is a member. Forms of Hate Crime may be manifested in behaviour such as: physical assault, threats of violence or assault, harassment, stalking, damage to property or possessions, racist, hate motivated or offensive graffiti, written or verbal abuse or threats, offensive leaflets or posters, abusive or obscene phone calls, malicious complaints, neighbour disputes, intimidation and intimidating groups hanging around, arson or attempted arson, rubbish dumping outside of your home or letterbox, bullying at school or in the workplace, practical jokes, making fun of a disability, gestures and spitting.
- 3.13 As the managers for almost a third of the borough's housing stock Hackney Homes has an important role to play in combating Hate Crimes. A significant element of the anti social behaviour reported involves Hate Crime of one sort or another and an effective response to it needs coordination with the police, council and other agencies.
- 3.14 The policy set out in Appendix B is the product of a working group formed of Neighbourhood Relations Managers (neighbourhood staff), the Council's Community Safety Team, DVHC Unit, Housing Needs and service development. Staff looked at Hate Crime complaints and held a focus group with complainants to see what they thought needed to improve. The Audit Commission's key lines of enquiry and reports where landlords were commended for good practice were considered, and their policies and procedures were studied.

- 3.15 The policy makes it clear that staff are expected to investigate each and every case, treat the complainant with sympathy, make it easy for them to complain, agree an action plan, and hold the culprits to account, taking legal action where there is sufficient evidence. Support is available from the Council and therefore all cases are to be referred to the DVHC Unit. All cases involving vulnerable adults and children must be referred to social services. The policy includes cross references to the associated service standards and commitments.
- 3.16 As with domestic violence, in order to monitor the quality of the service delivered, all complainants will be contacted by an independent survey company to ask them whether they were satisfied with the manner in which their complaint was handled and the outcome. In addition audits will be carried out from time to time to check on case handling.
- 3.17 A programme of staff training has been agreed with Hackney Council under the SLA with the Domestic Violence and Hate Crime Unit. Four sessions are available a year to keep neighbourhood office staff and others up to date with the law, procedures and good practice.
- 3.18 The policy has been the subject of an equality impact assessment with complainants. Particular emphasise was laid on getting the initial interview stage right with every effort to help complaints report the details accurately. Hackney Homes will therefore be redrafting leaflets and posters in “easy read” formats and with translations as part of the associated publicity. In some cases complainants may feel happier to work with other agencies and therefore lines of referral are being made more straightforward.
- 3.19 A procedure based on the policy is also being developed and will be and will be incorporated into the new housing computer system. This will help staff take the correct steps, complete appropriate referrals, and reliably keep tract of casework.

Any comments regarding the on either the hate crime or domestic violence policies can be made to Tom Hogan, 136-142 Lower Clapton road, E5 OQD, 0208 356 4017 and tom.hogan@hackneyhomes.org.uk .

**Page 20 – read:
“ITEM 6 APPENDIX A
Please note the appendix is paged separately”**

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Appendix A

Domestic Violence Policy (Draft)

Category	Policy
Issue Date	October 2009
Version Number	
Owner	Tom Hogan
Directorate	Finance and Resources
Equality Impact Assessment Date	17 September 2009
Approved By	
Approved Date	

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1 Scope

This policy covers all those living in homes managed by Hackney Homes including tenants and leaseholders (and their sub tenants), although the help available and legal remedies will depend on the specific circumstances of each case.

Hackney Homes, its Housing Management Partners and, where appropriate, the Domestic Violence and Hate Crime Team will adopt this policy document when dealing with domestic violence incidents.

2 Definition

Domestic violence is any threatening behaviour, violence or abuse between adults¹ who are or have been in a relationship, or between family members². It can affect anybody, regardless of their gender, age, disability or sexuality and occurs in all cultures. The violence can be psychological, physical, sexual or emotional. It can include 'honour-based' violence, female genital mutilation, and forced marriage.

Domestic violence is generally used to describe abusive or violent behaviour between partners and ex-partners. However, as the above definition explains, a relative such as a parent, son, daughter, brother, sister, aunt or uncle can also perpetrate it. The intention of the perpetrator is to exert and maintain power and control. Carers, also, may be either the victim or the perpetrator of abuse.

Forms of domestic violence may include:

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

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

¹ An adult is defined as any person aged 18 years or over

² Family members are defined as mother, father, son, daughter, brother, sister, and grandparents, whether directly related, in-laws or stepfamily. However, 16 – 18 year olds living independently would be included if domestic violence is a feature of their life.

3 Policy

When domestic violence is reported Hackney Homes will:

- Treat the report seriously and investigate the situation.
- Interview in a private room with an officer who is sensitive to the needs of the person reporting.
- Treat the situation with strict confidentiality.
- Always offer the opportunity to meet with a male or female officer if they prefer. However, this could mean that the interview is moved to another time or day.
- Arrange an interpreter or signer if needed
- Make an action plan together with the person experiencing it. In this plan Hackney Homes will agree the actions that will be taken to improve the situation and how contact will be maintained.
- Offer all clients the opportunity to be referred to the DVHCT

The Domestic Violence and Hate Crime Team (DVHCT) will run surgeries in the Neighbourhood Offices every two weeks at which a specialised case worker will give free advice on legal and welfare rights, housing options and the services that DVHCT offers.

General Approach

There is no excuse for domestic violence. Many types of domestic violence constitute a criminal offence and the perpetrator can be arrested, charged and if convicted appropriately sentenced including imprisonment. Hackney Homes will therefore:

- take all reasonable steps to promote and defend the rights of women, men and children to live free from violence, intimidation and abuse.
- work with other agencies and in partnership with the police and specialist refuge groups to make sure that a range of services and support are available to people suffering from domestic violence.
- take legal action, where the evidence is available, to repossess properties vacated as a result of domestic violence and work with victims to help exercise their legal rights. Hackney Homes and its Housing Management Partners will take reasonable enforcement action against council tenants and partners of council tenants and members of their family who are perpetrators of domestic violence where the evidence is available. This could include a range of legal action such as injunctions, demotion of tenancy and possession action which could ultimately lead to perpetrators losing their homes.

- protect the interests of vulnerable adults and children by reporting abuse and sharing allegations and observations with the Council and police service.
- ensure that services are responsive to the diverse needs of Hackney's communities including black and minority people; lesbian, gay, bisexual and gender reassigned people; people with mental health issues; people with disabilities; people with learning difficulties; people with substance misuse issues; older people; refugees; asylum seekers; and those with no recourse to public funds.
- Hackney Homes recognises the needs of its diverse communities who may be subject to 'honour'-crime and forced marriage and will therefore work with the DVHCT to support potential victims

Child Abuse and Vulnerable Adults

This policy recognises that staff dealing with domestic violence, hate crime or other forms of anti social behaviour may encounter associated child abuse or exploitation, sexual or financial.

Hackney Homes is determined to see that it will play a full role in doing whatever it can to protect children living in the property it manages. Child abuse may be a concern when there is domestic violence. Child abuse may include physical abuse, emotional abuse, sexual abuse (including sexual exploitation of children younger than 18 year olds) and neglect. Staff dealing with families suffering from domestic violence that include a child will always make referrals to the Children and Young Peoples Services (Social Services) even when there is no sign of the abuse of the child / children in question.

Hackney Homes also recognises that amongst those living in Hackney there are many who may be particularly vulnerable to abuse or victimisation and need additional help in dealing with it. Supporting People, tenancy support and social services are therefore seen as important partners in providing an appropriate response in working along side Hackney Homes' staff.

4 Service Commitment

Hackney Homes will:

- respond quickly to all contact about nuisance, anti-social behaviour, hate crime and domestic violence whether reported by phone, email, in person or through a third party.
- treat all reports in confidence.
- carry out interviews promptly and agree a written action plan. In domestic violence cases, a risk assessment will always be carried out.
- ensure all contact and agreements made with complainants, witnesses and perpetrators is recorded and confirmed in writing.

- fund a specialist advice, advocacy, counselling and support service for Hackney Homes' residents who are experiencing hate crime or domestic violence. This service is provided by Hackney Council's Domestic Violence and Hate Crime Team and can be accessed by a free phone number 0800 056 0905. (This number is free from a landline, but not from a mobile phone. Mobile users may want to use the DVHCT advice line number 020 8356 4459)

provide information about services available for victims of nuisance, anti-social behaviour, hate crime and domestic violence in all Neighbourhood Housing Offices, in the Tenants' Handbook, on the website www.hackneyhomes.org.uk and, in the newsletter Hackney Homes News.

5 Service Standards³

- arrange emergency accommodation for a tenant who is a victim of domestic violence or hate crime, and is assessed as being in immediate danger, if this will reduce the risk. For leaseholders, we will assist them in making an urgent homelessness application to the Council's Housing Needs Service.
- respond to Domestic Violence by offering an interview or personal visit within 24 hours.
- complainants will be contacted to review cases at an agreed frequency (at least monthly).
- complainants, witnesses and perpetrators will be informed in writing, within 5 days of a case being closed, giving the reasons for doing so. (In domestic violence cases, this will only happen with permission of the victim)
- remove offensive graffiti within 3 hours of being reported. Other graffiti will be removed within four working days.
- We will provide extra help and support to service users who are vulnerable as a result of: ill health (mental or physical); age (very young or old people); disability; mental capacity; domestic violence or hate crime; or other special circumstances

6 Quality Control, Monitoring and Complaints

Monitoring, evaluation and review are essential to develop and improve our services. Hackney Homes regularly reviews its performance and the performance of Housing Management Partners and the Domestic Violence and Hate Crime Team by monitoring trends in:

- the amount and progress of all cases
- the time scales as given in the Service Standards

³ These are the service standards as in use in 2009. At the time of writing these are being reviewed. The new service standards are expected from April 2010

- the referrals of cases to partner organisations
- satisfaction of clients

Customer satisfaction will be monitored by the Domestic Violence and Hate Crime Team through:

- customer Satisfaction Surveys,
- post case evaluations,
- collection of customer feedback four weeks after the case has closed and
- evaluation / consultation by a variety of means, i.e.: focus groups, questionnaires / surveys etc. three times a year

Hackney Homes will review all feedback received from victims and other service users and use this feedback to improve its response to dealing with domestic violence.

Complaints

Customers can get in touch with Hackney Homes to make a complaint:

- phone us on 020 8356 5022
- fax us on 020 8356 5091
- email to housing.complaints@hackneyhomes.org.uk
- use our [online form](#)
- speak to one of the teams in the local [Neighbourhood Offices](#)

Customers can send us a letter in the post
Complaints Team
Hackney Homes,
136-142 Lower Clapton Road
London, E5 0QD

Customers that are hard of hearing, can phone the minicom number on 020 8356 2813 or 18001 02083 565022 to use the Typetalk service.

The complaint will be investigated as quickly as possible and in a transparent manner. A full response will be provided within 15 working days. If there are any reasons why this will not be possible complainants will be contacted and given a new date.

7 Training

Hackney Homes and its partners will ensure that all staff who work with people experiencing domestic violence will receive suitable training, literature and briefings to keep them up to date about developments in the law, policy and procedures.

The DVHCT offers 6 training sessions per year for staff. Housing Managers and Neighbourhood Relations Managers (NRMs) can get training on how to assess domestic violence, good practice in response to domestic violence,

myths and stereo types, relevant legislation and referral pathways. Housing Managers and NRMs can get training from basic to intermediate level.

The Domestic Violence and Hate Crime Team undertake surgeries at each of the neighbourhood offices fortnightly. Officers can get case specific or general advice on hate crime and are kept up to date about services of the Domestic Violence and Hate Crime Team. Officers can also call the Domestic Violence and Hate Crime Team for information and advice.

8 Equality and Diversity

Domestic violence can occur irrespective of gender, race, sexual orientation, faith, disability or age. Equality impact assessments will be used as part of a review process.

Interpreting and translation services will be made available; Language Line for telephone interpreting and 'face – to face' interpretation services via LBH Interpretation and Translation Unit; and staff are aware of these services. On request, policy leaflets will be made available in community languages and other formats such as large print, Braille and audio tape. The website has a 'browse aloud' facility and large print features.

Residents will be offered the opportunity to talk to a female or male member of staff. If residents have a preference to talk to a female or male member of staff this will be arranged if feasible.

Training will be used to ensure that Hackney Homes' staff, including NHO staff, have an understanding and awareness of cultural and religious practices.

Public buildings will be accessible to people with disabilities. To any resident that is unable to make use of an offices due to disability, home visits are offered. Induction loops and access to Minicom and BT 'Typetalk' service are available to those with hearing loss.

9 Publicity

Hackney Homes will display information leaflets about the domestic violence policy in reception areas of the Neighbourhood Housing Offices and will display domestic violence posters and leaflets in partnership with the Domestic Violence and Hate Crime Team. The policy will be advertised in Hackney Homes News and on the website. Hackney Homes and its Housing Management Partners will publicise campaigns and activities related to tackling hate crime in Hackney Homes News and on the website.

For staff, the policy will be publicised on the Document Library - Intranet. All staff will be notified via the Staff Bulletin and relevant staff will be notified specifically via email.

10 Glossary

DVHCT: Domestic Violence and Hate Crime Team
NHOs: Neighbourhood Housing Offices

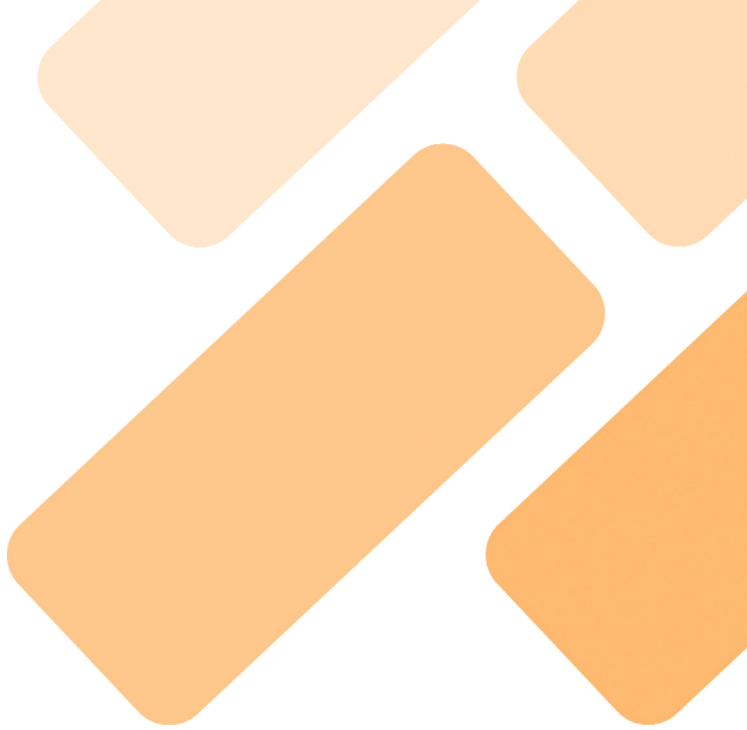
Housing Management Partners: Mouchel Parkman, Pathmeads and Pinnacle; the organisations that manage the Neighbourhood Housing Offices
NRMs: Neighbourhood Relations Managers

11 Related Documents

Hackney Homes ASB Policy (2008)
Hackney Homes Domestic Violence Procedures (2009)
Hackney Homes Hate Crime Policy (2009)
Hackney Homes Service Standards
Hackney Homes Supporting People Protocol (Family Mosaic / SHP)
Hackney Homes Vulnerable Tenants Repairs Policy (2007)
Hackney Homes Domestic Violence & Hate Crime Service Level Agreement (DVHCT - 2009 / 2010)

12 Legislation

Domestic Violence, Crime and Victims Act 2004
Anti-Social Behaviour Act 2003
Children Act 1989
Housing Acts 1985 and 1996
Homelessness Act 2002
Local Government Act 2000
Crime and Disorder Act 1998



ITEM 6 –Appendix B

Please note the appendix is paged separately

Appendix B Hate Crime Policy (Draft)

Category	Policy
Issue Date	October 2009
Version Number	
Owner	Tom Hogan
Directorate	Finance and Resources
Equality Impact Assessment Date	15 October 2009
Approved By	
Approved Date	

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13 Scope

This policy covers all those living in homes managed by Hackney Homes including tenants and leaseholders (and their sub tenants) and those who live with them, although the help available and legal remedies will depend on the specific circumstances of each case.

Hackney Homes, its Housing Management Partners and, where appropriate, the Domestic Violence and Hate Crime Team will adopt this policy document when dealing with hate crime.

14 Definition

Hackney Homes and Hackney Council define hate crime as:

“any incident which is perceived by the victim or any other person to be motivated by prejudice against a person’s race, colour, ethnic origin, nationality, asylum seeker status, religion, sexual orientation, gender identity or disability”⁴.

A victim of hate crime does not have to be a member of a minority group or someone who is generally considered to be a vulnerable person. The victim could be victim by association, i.e. a friend of someone who is perceived to be belonging to a particular group or minority. Anyone can be a victim of hate crime.

Forms of Hate Crime

Hate crime incidents can take many forms. It can be physical, verbal or non-verbal. Hate crime can be in the form of harassment, physical or sexual abuse, assaults, verbal, written or printed abuse, graffiti or damage to home or property. Hate crime incidents may include but are not limited to:

- Physical assault
- Threats of violence or assault
- Harassment
- Stalking
- Damage to property or possessions
- Racist, hate motivated or offensive graffiti
- Written or verbal abuse or threats
- Offensive leaflets or posters
- Abusive or obscene phone calls
- Malicious complaints
- Neighbour disputes
- Intimidation and intimidating groups hanging around
- Arson or attempted arson
- Rubbish dumping outside of your home or letterbox
- Bullying at school or in the workplace
- Practical jokes
- Making fun of a disability
- Gestures
- Spitting

⁴ Hackney Hate Crime Reduction Strategy 2008-2011

Domestic violence is also considered a hate crime (against gender). Hackney Homes has a specific Domestic Violence Policy.

15 Policy

When Hate Crime is reported Hackney Homes will:

- Treat the report seriously and investigate the situation.
- Interview in a private room with an officer who is sensitive to the needs of the person reporting.
- Treat the situation with strict confidentiality.
- Always offer the opportunity to meet with a male or female officer if they prefer. However, this could mean that the interview is moved to another time or day.
- Arrange an interpreter or signer if needed
- Make an action plan together with the person reporting. In this plan Hackney Homes shall decide together with the person reporting what actions will be taken to improve the situation and how contact will be maintained.
- In partnership with the Domestic Violence and Hate Crime Team (DVHCT), run surgeries in the Neighbourhood Offices every two weeks. In these surgeries a specialised case worker will give free advice on legal and welfare rights, housing options and other services that DVHCT offers.
- Offer all clients the opportunity to be referred to the DVHCT

To tackle the problems created by hate crime, Hackney Homes and its Housing Management Partners will take reasonable enforcement action against council tenants, partners of council tenants and members of their household who are perpetrators of hate crime. This could include a range of legal action such as injunctions, demotion of tenancy and possession action which could ultimately lead to perpetrators losing their homes.

General Approach

There is no excuse for hate crime. Hate crime constitutes a criminal offence and the perpetrator can be arrested, charged and if convicted appropriately sentenced including imprisonment. Hackney Homes will therefore:

- take all reasonable steps to promote and defend the rights of women, men and children who live in its managed properties to live free from violence, intimidation and abuse.
- work with other agencies and in partnership with the police and specialist refuge groups to make sure that a range of services and support are available to people suffering from hate crime.

- protect the interests of vulnerable adults and children by reporting abuse and sharing allegations and observations with the Council and police service.
- ensure that services are responsive to the diverse needs of Hackney's communities including black and minority people; lesbian, gay, bisexual and gender reassigned people; people with mental health issues; people with disabilities; people with learning difficulties; people with substance misuse issues; older people; refugees; asylum seekers; and those with no recourse to public funds.

Child Abuse and Vulnerable Adults

This policy recognises that staff dealing with domestic violence, hate crime or other forms of anti social behaviour may encounter associated child abuse or exploitation, sexual or financial.

Hackney Homes is determined to see that it will play a full role in doing whatever it can to protect children (up to 18 years) living in the property it manages. Child abuse may be a concern when there is hate crime. Staff dealing with such cases will consider this possibility and make referrals to the Children and Young Peoples Services (Social Services) when there is evidence of abuse. Child abuse may include physical abuse, emotional abuse, sexual abuse (including sexual exploitation of children younger than 18 year olds) and neglect.

Hackney Homes also recognises that amongst those living in Hackney there are many who may be particularly vulnerable to abuse or victimisation and need additional help in dealing with it. Supporting People, tenancy support and social services are therefore seen as important partners in providing an appropriate response in working along side Hackney Homes' staff.

16 Service Commitment

Hackney Homes will:

- respond quickly (in accordance with agreed service standards) to all contact about nuisance, anti-social behaviour, hate crime and domestic violence whether reported by phone, email, in person or through a third party;
- treat all reports in confidence and only share information with written consent or where there is a legal duty to do so;
- carry out interviews promptly and agree a written action plan. Where appropriate will carry out a risk assessment;
- ensure all contact and agreements made with complainants, witnesses and perpetrators is recorded and confirmed in writing;
- fund a specialist advice, advocacy, counselling and support service for Hackney Homes' residents who are experiencing hate crime or domestic violence (as described in a service level agreement). This services is

provided by Hackney Council's Domestic Violence and Hate Crime Team and can be accessed by a free phone number 0800 056 0905. (This number is free from a landline, but not from a mobile phone. Mobile users may want to use the DVHCT advice line number 020 8356 4459)

- provide information about services available for victims of nuisance, anti-social behaviour, hate crime and domestic violence in all Neighbourhood Housing Offices, in the Tenants' Handbook, on the website www.hackneyhomes.org.uk and, in the newsletter Hackney Homes News

17 Service Standards⁵

Hackney Homes will:

- Arrange emergency accommodation for a tenant who is a victim of domestic violence or hate crime, and is assessed as being in immediate danger, if this will reduce the risk. For leaseholders, we will assist him/her with making a homelessness application to Housing Needs;
- respond to neighbour disputes, reports of nuisance and incidents of anti-social behaviour and hate crime within 3 days;
- respond to serious incidents of Anti-Social Behaviour, Hate Crime, Nuisance and Domestic Violence by offering an interview or personal visit within 24 hours;
- arrange an interview will take place within 5 working days of receiving the initial complaint, and an action plan will be agreed;
- contact complainants to review cases at an agreed frequency (at least monthly);
- complainants, witnesses and perpetrators will be informed in writing, within 5 days of a case being closed, giving the reasons for doing so;
- remove offensive or hate crime graffiti within 3 hours of this being reported to us. Other graffiti will be removed within four working days;
- provide extra help and support to service users who are vulnerable as a result of: ill health (mental or physical); age (very young or old people); disability; mental capacity; domestic violence or hate crime; or other special circumstances.

⁵ These are the service standards as in use in 2009. At the time of writing these are being reviewed. The new service standards are expected from April 2010

18 Quality Control, Monitoring and Complaints

Monitoring, evaluation and review are essential to develop and improve services. Hackney Homes regularly reviews the performance of Housing Management Partners and the Domestic Violence and Hate Crime Team by monitoring trends in:

- the number and progress of all cases,
- the time-scales as given in the Service Standards
- the referrals of cases to partner organisations
- satisfaction of clients

Customer satisfaction will be monitored by the Domestic Violence and Hate Crime Team through:

- Customer Satisfaction Surveys,
- post case evaluations,
- collection of customer feedback four weeks after the case has closed and
- Evaluation / consultation by a variety of means, i.e. focus groups, questionnaires / surveys etc. three times a year

Hackney Homes will review all feedback received from victims and other service users and use this feedback to improve our response to dealing with hate crimes.

Complaints

Customers can get in touch with Hackney Homes to make a complaint:

- phone us on 020 8356 5022
- fax us on 020 8356 5091
- email to housing.complaints@hackneyhomes.org.uk
- use our [online form](#)
- speak to one of the teams in the local [Neighbourhood Offices](#)

Customers can send us a letter in the post
Complaints Team
Hackney Homes,
136-142 Lower Clapton Road
London, E5 0QD

Customers that are hard of hearing, can phone the minicom number on 020 8356 2813 or 18001 02083 565022 to use the Tynetalk service.

The complaint will be investigated as quickly as possible and in a transparent manner. A full response will be provided within 15 working days. If there are any reasons why this will not be possible complainants will be contacted and given a new date.

19 Training

Hackney Homes and its partners will ensure that all staff who work with people experiencing hate crime will receive suitable training, literature and briefings to keep them up to date about developments in the law, policy and procedures.

The DVHCT offers 4 training sessions per year for staff. Housing Managers and Neighbourhood Relations Managers (NRMs) can get training on how to assess hate crime, good practice in response to hate crime, myths and stereo types, relevant legislation and referral pathways. Housing Managers and NRMs can get training from basic to intermediate level.

The Domestic Violence and Hate Crime Team undertake surgeries at each of the neighbourhood offices fortnightly. Officers can get case specific or general advice on hate crime and are kept up to date about services of the Domestic Violence and Hate Crime Team. Officers can also call the Domestic Violence and Hate Crime Team for information and advice.

20 Equality and Diversity

Hate crime can occur irrespective of gender, race, sexual orientation, faith, disability or age. An equality impact assessment has been conducted with the review of the policy.

Interpreting and translation services will be made available; Language Line for telephone interpreting and 'face – to face' interpretation services via LBH Interpretation and Translation Unit; and staff are aware of these services. On request, policy leaflets will be made available in community languages and other formats such as large print, Braille and audio tape. The website has a 'browse aloud' facility and large print features.

Residents will be offered the opportunity to talk to a female or male member of staff. If residents have a preference to talk to a female or male member of staff this will be arranged if feasible.

Training will be used to ensure that Hackney Homes' staff, including NHO staff, have an understanding and awareness of cultural and religious practices.

Public buildings will be accessible to people with disabilities. To any resident that is unable to make use of an offices due to disability, home visits are offered. Induction loops and access to Minicom and BT 'Typetalk' service are available to those with hearing loss.

21 Publicity

Hackney Homes will display information leaflets about the hate crime policy in reception areas of the Neighbourhood Housing Offices and will display hate crime posters and leaflets in partnership with the Domestic Violence and Hate Crime Team. The policy will be advertised in Hackney Homes News and on the website. Hackney Homes and its Housing Management Partners will publicise campaigns and activities related to tackling hate crime in Hackney Homes News and on the website.

For staff, the policy will be publicised on the Intranet. All staff will be notified via the Staff Bulletin and relevant staff will be notified directly via email.

22 Glossary

DVHCT: Domestic Violence and Hate Crime Team

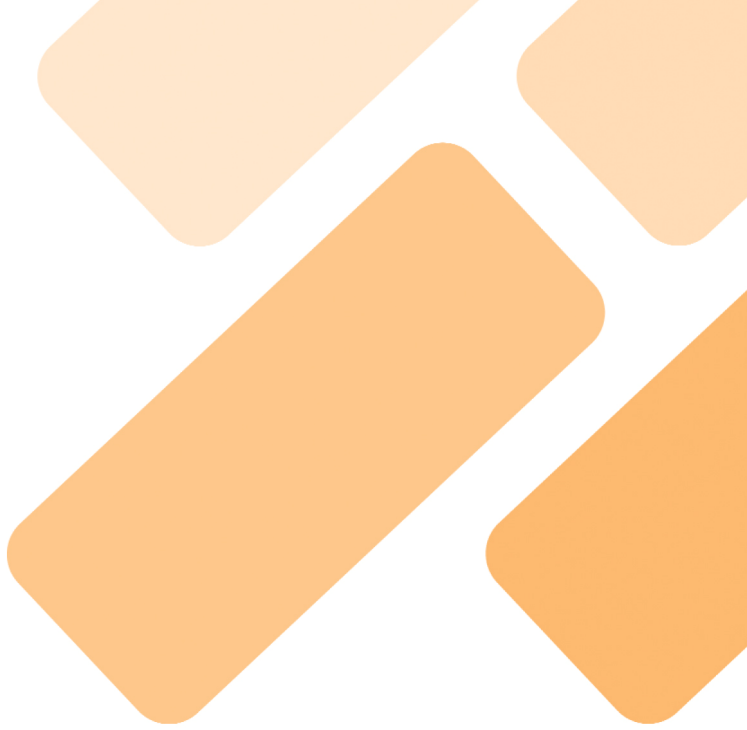
NHOs: Neighbourhood Housing Offices
Housing Management Partners: Mouchel Parkman, Pathmeads and Pinnacle; the organisations that manage the Neighbourhood Housing Offices
NRMs: Neighbourhood Relations Managers

23 Related Documents

Hackney Homes ASB Policy (2008)
Hackney Homes Domestic Violence Procedures (2009)
Hackney Homes Hate Crime Policy (2009)
Hackney Homes Service Standards
Hackney Homes Supporting People Protocol (Family Mosaic / SHP)
Hackney Homes Vulnerable Tenants Repairs Policy (2007)
Hackney Homes Domestic Violence & Hate Crime Service Level Agreement (DVHCT - 2009 / 2010)

24 Legislation

Anti Social Behaviour Act 2003
Criminal Justice Act 2003
Homelessness Act 2002
Local Government Act 2000
Race Relations Amendment Act 2000
Crime and Disorder Act 1998
Data Protection Act 1998
Human Rights Act 1998
Protection from Harassment Act 1997
Housing Acts 1985 & 1996
Disability Discrimination Act 1995
Public Order Act 1986
Race Relations Act 1976
Football Offences Act 1991
Racial and Religious Hatred Act 2006
Criminal Justice and Immigration Act 2008



Title of Report: Delivery Plan 2010/11 - Consultation	
Decision Making Body: Resident Liaison Group	Date: 3rd February 2010
Classification: For information and discussion	Report of: Director of Finance & Resources
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Chrys Edwards ext: 2752	Appendices: 1. Draft Service Improvement Priorities 2. Feedback/ Consultation Form

Report outline

- **Paragraph: 1.0 - Summary of Report;**
- **Paragraph: 2.0 - Recommendation(s)**
- **Paragraph: 3.0 – Background**
- **Paragraph: 4.0 - Consultation**
- **Paragraph: 5.0 – Impact upon The Hackney Homes Strategic Plan**
- **Paragraph: 6.0 - Impact upon the Hackney Risk Register**
- **Paragraph: 7.0 – Equalities and Diversity Implications**
- **Paragraph: 8.0 – Other related decisions**

1. Summary of Report

- 1.1 This report provides an update regarding the development of the 2010/11 Delivery Plan and serves as a basis for consulting with members of the Resident Liaison Group regarding proposed service improvement priorities.

2.0 Recommendation

- 2.1 That the Resident Liaison Group note the progress made so far in the development of the delivery plan
- 2.2 Endorse the proposed list of service improvement priorities and the actions necessary if Hackney Homes is to address them. (See Appendix 1)
- 2.3 Identify any other service improvements to be considered which does not appear on the current list of service improvements for 2012/13. These should relate to the 13 delivery plan priority headings (See Appendices 1 & 2).

3.0 Background

- 3.1 The delivery plan is Hackney Homes' commitment to support Hackney Council's service improvement priorities for the coming year. The service improvement priorities have been developed from the Council's Housing Strategy and Hackney's sustainable community strategy 2008-18, as well as activities that Hackney Homes needs to undertake to continue improving and delivering quality services to residents.
- 3.2 As early as May 2009, HH began the process of producing a 2010/11 delivery plan. This involved meeting with members of the Council's client liaison team to identify how Hackney Homes could improve its performance in this area.
- 3.3 It was acknowledged by the Council (client liaison team) that HH has improved its delivery plan efforts each year since 2006 however there still is room for improvement. Specifically, HH needed to:
- Deliver the plan on time (October each year)
 - Ensure that the related action plan has SMART objectives (**S**pecific, **M**easurable, **A**chievable, **R**ealistic & **T**ime bound)
 - Deliverables, actions and related deadlines need to be realistic
 - PI's need to measure what is important to residents
- 3.4 An initial draft of the full delivery plan was submitted on the 31st October however, the client liaison team felt it required a some revisions before the draft would be ready for the purposes of consultation.
- 3.5 The revised draft was accepted on the 12th November and made available for consultation.
- 3.6 There were two omissions. The first related to a confirmation of savings to be achieved in 2010/11. This is due to be agreed by the end of December 2009. The second is the confirmation of 2012/13 key performance targets. In previous plans, HH have provided 3 years worth of targets. Current draft has 2010/11 and 2011/12 targets.
- 3.7 Work is currently being done to confirm 2012/13 performance indicators – and this is due to be completed also by the end of December.

4 Consultation

4.1 Key to developing a delivery plan fit for purpose is to consult with stakeholders.

4.2 The following table depicts the consultation which will take place over the consultation period :

	Stakeholder Group	Method	Who By	When
1.	Staff	<ul style="list-style-type: none">• DP briefing notes and feedback form presented at team meetings	HH Managers/ Supervisors	Nov – 8 th Jan 2010
2.	Residents	<ul style="list-style-type: none">• Focus Groups x 3• Neighbourhood Panel Questionnaire• Leaseholder Advisory Group• Resident Liaison Group	TP C. Edwards	Dec 2009 Jan 2010
3.	Council Members	<ul style="list-style-type: none">• Meetings	Hackney Council	Nov – 8 th Jan 2010
4.	Senior Officers LBH	<ul style="list-style-type: none">• Meetings	Hackney Council	Nov – 8 th Jan 2010

4.3 The consultation period ends on the 8th January 2010.

4.4 Feedback from consultation will be analysed and where appropriate, the delivery plan and its service improvements amended.

4.5 Where suggestions for amending or adding to the delivery plan is not taken on board, the group or individual who made the suggestion will be informed as to why. Similarly if a suggestion is taken on board.

5.0 Impact on Hackney Homes Strategic Plan

5.1 The thirteen service improvement priorities are categorised using the four overarching business objectives contained within Hackney Homes' strategic plan.

5.2 The service improvement activities described in the draft plan will support the realisation of these business objectives.

6.0 Impact on the Hackney Risk Register

6.1 Once the final draft and related deliverables have been agreed, any related risks will be identified and actions agreed to prevent or reduce impact of risk identified.

7.0 Equalities and Diversity Implications

7.1 As part of the resident focus group sessions, an equality impact assessment will be undertaken.

7.2 This will identify whether the proposed delivery plan has any adverse effects on Hackney Homes' residents and the services they receive.

8.0 What Next

8.1 Below is the time table for delivery of the 2010/11 Delivery Plan. This has been agreed at HH Executive Team and the Council.

Activity	Date
Consultation draft circulated	12 November 09
Consultation period (40 days) ends on	8 January 2010
Joint chief officer meeting (30 day meeting)	15th December 09
Delivery Plan final version	22 January 10
Cabinet Approval	(tbc) March 10

Service Improvement priorities for 2010/11 (DRAFT)

1. Hackney Homes and Hackney Council have developed 13 service improvement priorities for 2010/11. These priorities are based on activities that support Hackney's Sustainable Community strategy the Council's 5 year Housing Strategy and key service improvement initiatives which will provide Hackney Homes with the basis for continued service improvement.
2. These improvements have been grouped under Hackney Homes four strategic objectives:
 - a. Providing excellent and accessible services
 - b. Delivering modern homes
 - c. Running Hackney Homes well
 - d. Improving neighbourhoods
3. The actions identified within this plan will be supported by Hackney Homes' Service Plans which describes in greater detail how these service priorities will be delivered.

Providing excellent and accessible services

Service Improvement Priority 1: Improving our services in response to anti-social behaviour

4. ASB is a priority area, which appeared in the previous year's delivery plan and will be carried forward into this year's plan. ASB and general safety on estates are important to our residents as demonstrated in the 2008 STATUS survey. Hackney residents views are echoed in the results of the TSA national consultation exercise, where tenants across the country gave security, and safety on estates to be top of there list of things they wanted their landlords to address. In 2010/ 11 Hackney Homes will:-
5. **Improve satisfaction with ASB** – by
 - a. Training staff and providing them with the tools and skills needed to deal sensitively with issues arising out of ASB
 - b. HH has set a target to monitor satisfaction with outcomes of an ASB issues/ complaints.
 - c. Continue to involve residents in finding local solutions to local ASB concerns.
6. HH believes there are a number of things which can help improve satisfaction with ASB services – mainly around enforcement of tenancy requirements
7. In this delivery plan – a number of projects around the issue of enforcement and tackling ASB on estates will be evident
8. **Abandoned/ neglected gardens** – across the borough on Hackney estates are gardens which for one reason or another have become over grown and un-kept causing the estate overall to look un-cared for. Tenancy and leasehold agreements require residents to maintain private gardens (within their tenancy or lease). Enforcement of this requirement is part of the housing management partner's contracts as part of the tenancy management function. In 2010/11 Hackney Homes will:
 - a. Through its Housing management partners (HMP) lead on a more rigorous enforcement programme to enforce obligations under the tenancy or lease agreement to maintain their gardens.
 - b. HMP will identify those residents that need assistance and through joint working with other agencies including volunteer programmes to maintain their private garden areas.
9. **Metal Grills & Gates** – many residents have installed metal grills/ gates over their front entrance doors or on communal landings and balconies to increase their "private" space and sense of security. However in so doing, they may be creating an barrier to quick access to their homes in the event of a fire. To address this issue, Hackney Homes will in 2010/11

- a. Continue to inform residents about the safety issues relating to metal gates over front entrance doors. HH works closely with the Fire Brigade and will produce information as to fire-safety and the potential risk these represent This can be achieved through a publicity campaign
 - b. On all void properties, metal gates over doors and windows, will be removed, prior to letting.
 - c. New tenants will be refused permission to erect metal gates over their front doors.
 - d. Residents, who have erected metal gates or similar structures over communal areas, are required, to take them down to ensure that Residents would be able to leave their homes quickly in the event of a fire and this would significantly reduce the loss of life and limb
10. Dangerous dogs – dog related ASB is a growing problem in Hackney. HH aims, in partnership with the Council, aim to develop a multi agency approach to tackling this issue borough wide. Hackney Homes will in 2010/11:
- a. Work with LBH to develop a multi-agency strategic group to tackle this issue the group should include: LBH, Hackney Homes, Hackney Safer Neighbourhoods Team, RSPCA and the National Animal Welfare Trust
 - b. Educate and advise Hackney communities on animal welfare and responsibilities of dog ownership
 - c. Protect and reassure Hackney Homes' residents by enforcing tenancy conditions and legislation involving dogs.
 - d. A new performance indicator relating to this project is a 15% reduction in the number of dangerous dogs' complaints. HH is currently working on establishing a baseline from which to track this performance.
11. Review of ASB OOH service (pilot) - in September 2009, an out hours pilot for reporting ASB was launched. In 2010/11 Hackney Homes will:
- a. Produce a report which indicates the level of take up this service, nature of calls received, this number of instances where Hackney Homes partners (Carlyle security) had to act as professional witnesses.
 - b. Based on the findings of the report, identify key actions and next steps in the provision of this service.
12. Providing a consistent ASB service. - Hackney Homes will in 2010/11:
- a. Create a resident and officer forum to look at and analyse ASB complaints and identify whether anything can be learnt and improved. This group will meet on a quarterly basis
 - b. Hold an ASB conference, the purpose of which is to provide residents with information about what HH and its partners are doing in regard to ASB, with particular reference to information about other support agencies, how to report ASB, what residents responsibilities are to help tackle ASB.
 - c. Apply for House Mark accreditation – a recognised standard in case management good practice. All neighbourhood offices will be part of this process
13. Work with partners to promote community safety- Designing out crime – HH has worked closely with its partners (LBH, Police, Estates' Safety, residents) to identify ways in which residents on estates can feel safe. An innovative initiative is being investigated by Hackney Homes by its crime prevention officer called the Secure Building Design standard. This multi-agency approach to crime prevention has had positive effects in other parts of the country by significantly reducing levels of burglary and associated crimes. The Police, maintenance contractors, estate managers, suppliers all work together to identify solutions. In 2010/11 Hackney Homes will:
- a. Will undertake a feasibility study into whether it should adopt the secure building design standard
 - b. Run a pilot of the scheme –Several blocks within the Jack Watts estate has been chosen for the pilot
 - c. Provide staff within HH with awareness training about the standard

Service Improvement Priority 2: Improving Services for leaseholders and improving leaseholder satisfaction

14. HH continues to work with leaseholders to improve levels of satisfaction. Feedback from our leaseholders suggest that their main concerns are with the accuracy with billing, support available to pay service charges and opportunities to be involved in improving the service they receive. Hackney Homes will in 2010/11:
 - a. Continue to improve the quality of information provided to residents
 - b. Using the newly formed Leaseholder Advisory Group identify further service improvements
 - c. Deliver leaseholder events around subjects requested for example: 'credit crunch', major works charging, financial support
 - d. In conjunction with Property Services identify introduce a bespoke repairs service and gas safety checks for leaseholders
 - e. Implement the recommendations coming out of the Consultation Plus Strategy review

Service Improvement Priority 3: Providing a better standard of service for TMO residents

15. Over the past year we have worked with our TMOs and supported them so that they could deliver a good standard of services to their residents. This work will continue in 2010/11 by:
 - a. Improving the quality of performance information obtained from TMOs
 - b. In partnership, improve service provision, including the use of complaints, surveys and other forms of feedback to improve services
 - c. Move all TMO's onto new management agreements to facilitate the standardisation of provision

Service Improvement Priority 4: Improving Customer Care

16. Complaints Handling - this is ongoing and important performance area. HH will continue to:
 - a. Work to improve the timeliness of complaints responses
 - b. Continue to deliver training and coaching that will help improve the quality of response to complaints
 - c. Using the newly introduced service improvement cards on Respond – ensure themes drawn from complaints can be used to improve services
 - d. Continue to work with service areas to improve complaints performance
 - e. Continue to provide analysis of complaints with a view to supporting HH aspiration to be a learning organisation
 - f. Ensure that once the replacement for RESPOND has been introduced that staff are fully conversant as to their responsibility in maintaining the new system
17. Telephone handling – answering telephones quickly, taking ownership of the call and being customer focussed when dealing with calls is the sign of a professional organisation. Callers to HH expect their call to be answered and that the individual answering it will be as helpful as possible. Over the past year, our performance in this area has dipped. Hackney Homes will do the following in 2010/ 11 to get back on track:
 - a. Finalise the customer services strategy – a key element of which is how we interact with our residents
 - b. Ensure telephone performance is on all team agendas
 - c. Through the customer service champion, identify those areas which are under performing with a view to providing solutions
 - d. Run an internal campaign reminding staff of telephone answering protocol and the importance of owning a call

Service Improvement Priority 5: Providing a modern repairs service that delivers good value for money

18. The repairs service has introduced a series of initiatives which have contributed to delivering a customer focussed service which also represents value for money. This includes, our

repairs first time strategy, reviewing the bonus scheme to ensure operative are meeting service delivery requirements, imprest stores on operative vans, opti-time and mobile working which means that our operatives can plan their time better, thus providing a more responsive repairs service. For 2010/11 HH will:

19. Being more user focused –
 - a. Repairs module of the project excellence will facilitate an improved '1st contact' with residents as well as the introduction of customer relationship management.
 - b. Customer profiling – using information to implement service improvements which meet the needs of residents
 - c. Using the information coming from satisfaction surveys undertaken by the independent company KWEST to develop services, by targeting areas of concern on a quarterly basis.
20. Improving VFM
 - a. Procurement 2010 – identify whether this approach will garner savings and apply to other procurement activities
 - b. Continue to benchmark services (price, performance etc) using House Mark, HQN and inner London peer group to identify good practice
 - c. Tender where appropriate, services where value for money cannot be proved or achieved
21. Understanding Costs
 - a. Understand surplus targets for DLO trading operations by working with HH and LBH finance to understand how costs are allocated. Once achieved this can then be reflected in job prices being charged to the HRA
 - b. Benchmark unit rates of best performing ALMOs and LA's in peer group with a view to reflecting same levels where appropriate

Service Improvement Priority 6: Improving resident engagement

22. Hackney homes has over the last few years, increased the number of methods by which hackneys residents can get involved with the business and service improvement processes.
23. We intend to continue with finding different ways of gaining invaluable feedback from residents by:
 - a. Developing and expanding residents steering group along the planned maintenance example
 - b. Establishing a forum for residents under 40 yrs of age including the young tenants and young families
 - c. Setting up the '100' club – a sounding board of tenants on service changes and improvements
 - d. Surveys – 4 service specific each year
 - e. Consult residents on a quarterly basis re: major works/ decisions
 - f. Provide training for residents to enable them to apply for relevant grants
 - g. Establish a mentoring programme for residents groups through ELBA with provision being supplied through volunteering by city organisations
 - h. Implement recommendations coming from ETRA review

Service Improvement Priority 7: Engaging with young people on estates

24. HH is aware that young people traditionally are difficult to engage when trying to get their views on issues concerning their estates and where they live. To address this Hackney will, in 2010/11;
 - a. Continue to provide activities on estates – such as nemesis dance or kickz for young people

- b. Increase level of youth committees in existence and consult with these committees on a minimum of two important service issues per year.
- c. Work in partnership with Youth Hub to raise awareness at grass roots level
- d. Engage with and particularly target 25 – 40years age group

Delivering Modern Homes

Service Improvement Priority 8: Improving the quality of housing stock

25. Hackney Homes has managed the delivery of Decent Homes. This has meant the provision of kitchen and bathrooms, new roofs, new windows to homes across the borough of Hackney. Making a real difference to the estate environment. In 2010/11 Hackney Homes will:
- a. Deliver the agreed programme of works through its Decent Homes Contractors
 - b. Continue to involve residents in the sign off works process
 - c. Meet identified target for percentage of homes that are non-decent
 - d. Through Procurement 2010, identify the next group of contractors who will deliver decent homes works in the final stage of the programme.
- Woodberry Down - continue to deliver the interim repairs programme.

Running Hackney Homes Well

Service Improvement Priority 9: Enhancing value for money of services

26. Understanding unit costs – to further understand our unit costs HH will, in 2010/11:
- a. Use benchmarking data produced from Housemark to identify areas where costs appear disproportionately high or low
 - b. Using Housemark data as a base, undertake more detailed analysis to ascertain whether any additional expenditure is justified in terms of better outcomes as well as reviewing inputs into that service
 - c. Using the review of Housing Management Contracts, HH will re-visit the VFM of such arrangements with a view to evaluating whether and how VFM can be improved and then making the appropriate recommendations to the Council
 - d. The capital unit costs are benchmarked using the current decent homes arrangements; these have shown significant cost advantages over traditional means of procurement. We are currently undertaking the “procurement 2010” exercise this competitive dialogue process will identify and benchmark unit cost data from 2010. With the expectation that transparency through the supply chain will allow benchmarking and unit cost data to be evaluated on an ongoing basis as phases are completed.
27. Reduce HH management costs through best value reviews of:
- a. Services Charges (both Leasehold and Tenant);
 - b. Housing Management Contracts;
 - c. Resident Services;
 - d. Finance & Resources and
 - e. Service Level Agreements
28. Housing Management Contracts – the housing management contracts are up for renewal at various points in time, the earliest being 2011. HH has to decide how this function can be delivered whilst addressing the need to achieve 3* by the next inspection, which is affordable to HH and LBH, will be an effective vehicle to deliver professional and customer focussed Housing service, demonstrates a capacity for continuous improvement and meets stake holder and resident needs. In 2010 HH will:
- a. Implement the decision deriving from the options appraisal process

- b. The option chosen will dictate the course of action taken to implement it.
- 29. Accommodation – HH needs to identify the most efficient way to use accommodation available to it, to house its staff. In 2010/11 Hackney Homes will:
 - a. Work closely with Council to identify available accommodation
 - b. Establish timescales for relinquishing sites/ accommodation
 - c. Identify accommodation requirements and related costs
- 30. Shared Services – HH in conjunction with the Council will investigate possible opportunities for shared services
 - a. Work closely with the Council in identifying services which could be shared, minimise duplication, reduce bureaucracy and in so doing make savings
- 31. Deliver and fully implement Project Excellence – realisation of £100k savings post implementation

Service Improvement Priority 10: Maximising Income

- 32. Review garages – this work has already started. A budget of £250K was released to fund a pilot which would identify the number of garages repossessed, demolished or refurbished. In 2010/11 Hackney Homes will :
 - a. Develop a financial model that aims to self fund repairs to all 4,300 garages across LBH.
- 33. De-pool service charges – the Council has asked HH to consider whether income could be increased by the further de-pooling of service charges. In 2010/11, HH will:
 - a. Work with council staff through 2010 with a view to analysing the options across all service areas and making proposals to the council in time for any approved changes to be implemented for the 2011/12 financial year. In this context it should be noted that overall charges to tenants will increase.
- 34. Review commercial rents - HH will work with N & R to review commercial rents

Improving Neighbourhoods

Service Improvement Priority 11: Improving the Life chances of our residents

- 132. Worklessness – getting people into employment and or training is a growing challenge for many inner London boroughs. In partnership with Hackney Council, Hackney Homes will be leading the ‘Ways into Work’ scheme for all Hackney Homes residents. This is a borough wide initiative set up by the Council as part of the East London City Strategy Pathfinder to test an integrated approach to helping residents of social housing to enter employment. Hackney Homes will ensure:
 - a. Engagement with 3000 residents on HH estates to encourage them to take up employment, training and other support on offer such as job brokering, or language support through ESOL
 - b. From the 3000 we will be looking to provide 1500 residents with either job related outcomes or referral for training or support (750 residents entering employment and 750 residents who are not ‘job ready’ to be provided with further training and experience to help them into jobs
 - c. Continue to provide training through the provision of craft/ trade and administrative training/ apprenticeship placements
- 133. Health – Home Check Scheme - there are tenants who are at risk from harm or losing their homes . HH propose to have such tenants visited by a housing officer to provide additional support and intervention where needed. As part of the Home Check Scheme for vulnerable residents, HH will in 2010/11:
 - a. Register approx 500 individual (100 per neighbourhood) on the scheme
 - b. Will ensure a housing officer visits tenant every six months to identify any additional support or intervention needed

- c. Housing officers will be trained to identify problems with rent payments and eligibility to housing benefits; eligible repairs; seeing that the home is physically safe and checking for issues such as excessive hoarding, and infestations; exploitation issues; identifying where other services might be appropriate (home helps, meals on wheels, community alarm/telecare, supporting people, luncheon clubs, gardening schemes), putting them in touch with voluntary clubs and associations including TRAs.
134. Deprivation – this is a wide agenda and HH contribution to it is to provide information and support in regard to tenants entitlements concerning housing and related benefits. In 2010/11, Hackney Homes will:
- a. Continue to provide debt advice to tenants who are in arrears
 - b. Provide drop in benefits surgeries which will be well publicised
 - c. Ensure that staff through training are made aware of current debt advice good practice as well as up to the minute knowledge about what is available to tenants.
135. Reduce overcrowding - Subletting – there is an overall commitment to reduce the level of subletting – however the first step is to understand the extent and level of subletting. Hackney Homes will:
- a. Examine the sub-let cases discovered to date and compile the required AF70 forms for each case;
 - b. Prepare a “position statement” on the current cases and indicate the resources required to complete investigation of these cases;
 - c. Summarise the lessons learnt to date, including any patterns of fraudulent behaviour;
 - d. Identify the current potential sub-letting cases by reference to internal and external information including:
 - e. Conduct an investigation, in accordance with tenancy audit guidelines developed by the HH Estate Safety Officer, designed to ascertain the potential loss due to sub-letting fraud;
 - f. Prepare reports for the Council, HH Audit and Finance Committee and the Board as appropriate;
 - g. Disseminate the results of the investigation and good practice;
 - h. Publicise the outcomes internally and externally; and
 - i. Contribute to the Audit Commission’s National Fraud Initiative project
136. Victim and Witnesses Support – witnesses are crucial to tackling anti social behaviour. We need witnesses to report incidences, to provide evidence and to help police enforce action against perpetrators. Gaining the trust and confidence of witnesses is key, to keeping witnesses on board.
137. Witnesses need to be supported the whole length of the witness pathway. Hackney Homes in conjunction with its partners will:
- a. Tackle under reporting of ASB and racial harassment
 - b. Provide reassurance to victims and witness through enhancing home personal security
 - c. Will identify key support required by victims and witnesses in regard to the court process and after
 - d. Through partnership working, investigate incidents
 - e. Provide support packs and literature for residents (victims and witnesses)

Service Improvement Priority 12: Improving quality of life in neighbourhoods

138. Estate plans are a vehicle for prioritising improvements on estates which involves residents’ making decisions about the types of repairs/ improvements they want and when they should take place. In 2009/10 14 estates were part of a pilot. In 2010/11, Hackney Homes will:
- a. Apply the learning from the pilot scheme to 40 other estates
 - b. Consult with a further 40 estates to develop local estate plan

- c. Identify where identified repairs, maintenance and improvements can be funded from
139. Planned Maintenance Programmes – these programmes are crucial to the upkeep of the estate environment. In 2010 HH homes will deliver programmes relating to:
- a. More door entry, lift renewals/upgrades, lighting improvements, roads and footpath improvements etc
 - b. More fire risk assessments (FRAs) and fire risk reduction works from the ongoing FRAs.
 - c. The Digital TV aerial programme will be in full swing next year to meet 2012 switchover giving full access possibility to digital and satellite channels.
140. Delivering an improved environment/ public realm (cleaning and waste management) – HH know that cleaning and grounds maintenance are a priority with residents. In 2010/11 HH will:
- a. In conjunction with waste management to adopt common standards to be applied to the environment and public realm.
 - b. Work to support the Ward Improvement programme to raise the capital standards score which will benefit the estate environment and the areas immediately outside it.
141. Improving recycling on estates – HH has supported waste management in the provision of recycling facilities on estates, and in 2010/11 this support will:
- a. be extended to the provision of food waste collections and green collections
 - b. supporting waste management in strategies relating to waste management
142. Improving car parking on estates – This issue is very important to residents on our estates, in 2010/11 HH homes will:
- a. Develop a programme of consultation on estates wishing to consider the introduction of parking enforcement
 - b. Where there is a 'yes' vote – implement enforcement
 - c. Undertake satisfaction survey to gauge satisfaction with parking enforcement services
 - d. Bring the Wings contract into main contract provided by LBH parking services
 - e. Within financial constraints, increase out of hours enforcement.
143. Delivering the sustainability - HH has contributed to this agenda through its DH programme and other schemes. HH will in 2010/11:
- a. Start a programme of providing insulation to hard to treat cavity walls. HH has won a bid for £2.9m from SHESP. 942 blocks with cavity walls will benefit
 - b. Continue with the combined heating and power scheme which garnered positive results in 2009/10. The current SAP rating on a council property is 74 (09/10) target for 10/11 is 75.
 - c. Deliver a programme of roof and loft insulation covering 104 properties at Sherry's Wharf Estate and approximately 80 properties at Whiston and Goldsmith.

Service Improvement Priority 13: Maximising the opportunities of 2012 for residents on our estates

144. Hackney Homes will support where appropriate, initiatives that provide opportunities for residents linked to 2012 and the Olympic and Para-Olympic games. For 2010/11 this will include:
- a. Neighbourhood Panels and Fun days – with key themes relating to the opportunities available through 2012
 - b. Maintaining our links with the KICZ project and working with partner agencies to expand activities for young people beyond football
 - c. Encourage HH estate residents to take part in the Hackney One Carnival – encouraging participation of tenant and resident associations
 - d. In conjunction with our council partners – publicise employment opportunities linked to the 2012 games in HH newsletters and other publicity materials

Delivery Plan Service Improvement Priorities Feedback Sheet

Name of Resident Liaison Group Member: _____

Date: _____

Below is a summary of the service improvement priorities and related actions and initiatives. Please refer to the excerpt from the main delivery plan which describes what HH will be doing to address these.

No.	<i>Service Improvement Priority</i>	<i>Related Actions/ initiatives</i>	<i>Comments</i> <i>A - Yes-</i> relevant, will make a difference <i>B - No-</i> not relevant <i>C - HH should consider this service improvement (pleased describe)</i>
1.	<i>Improving our service in response to Anti Social Behaviour (ASB)</i>	<ul style="list-style-type: none"> ▪ Further ASB staff training ▪ Monitor satisfaction with outcome to ASB ▪ Survey residents about solutions to local ASB issues ▪ Abandoned/ neglected gardens ▪ Metal grilles & gates ▪ Dangerous Dogs ▪ Review Out of Hours ASB service pilot ▪ Create resident and officer forum to jointly identify ASB solutions ▪ Apply for House Mark accreditation for case 	

		<p>management</p> <ul style="list-style-type: none"> ▪ Hold ASB conference to inform residents about what HH and the Council are doing to address the issue of ASB on estates and surrounding areas ▪ Pilot secure building design standard 	
2.	<i>Improving service for leaseholders and improving leaseholder satisfaction</i>	<ul style="list-style-type: none"> ▪ Continue to work with leaseholders to improve quality billing and cost information ▪ Use Leaseholder Advisory Group to identify further service improvements ▪ Deliver leaseholder events on subjects requested by them, e.g. major works charging, financial support etc ▪ Introduce bespoke repairs service and gas checks service for leaseholders ▪ Implement recommendations coming from review of Consultation Plus Strategy (leaseholder consultation relating to major works and planned maintenance programmes). 	
3.	<i>Providing a better standard of services to Tenant Management Organisation (TMO) residents</i>	<ul style="list-style-type: none"> ▪ Improve quality of information obtained from TMOs ▪ Improve service provision ▪ Move TMO's to new management agreements 	
4.	<i>Improving customer care</i>	<ul style="list-style-type: none"> ▪ Complaints handling – further work on improving the timeliness and quality of responses ▪ Telephone Handling – finalise customer services strategy, run internal phones campaign, where there is poor performance this is to be addressed training and other solutions 	

5.	<i>Providing a modern repairs service that delivers good value for money</i>	<ul style="list-style-type: none"> ▪ Introduction of customer relationship management and repairs module will facilitate repair first time ▪ Use customer profiling information to improve and tailor services to residents needs ▪ Consistently use information gained from independent satisfaction surveys to improve service ▪ Improve the value for money of the repairs service by: <ul style="list-style-type: none"> ○ Applying the learning from Procurement 2010 ○ Continued benchmarking ○ Where services are not value for money – tender them ▪ Understand further costs related to delivery of repairs service with view to ensuring they compare with best performing ALMOs. 	
6.	<i>Improving resident engagement</i>	<ul style="list-style-type: none"> ▪ Use planned maintenance residents steering group format to consult with residents ▪ Set up the ‘100’ club of tenants as sounding board for service improvements ▪ Provide resident training ▪ Establish mentoring programme for residents ▪ Implement recommendations of Enhance TRA review 	
7.	<i>Engaging with young people on estates</i>	<ul style="list-style-type: none"> ▪ Continue to provide youth activities on estates ▪ Increase number of youth committees ▪ Work with Council’s Youth Hub to raise awareness at grass roots level <p>Establish forum for residents group 25-40 who historically aren’t involved in TP activities</p>	

8.	<i>Improving quality of housing stock</i>	<ul style="list-style-type: none"> ▪ Continue delivery of Decent Homes (DH) programme ▪ Increase involvement of residents in sign off of completed works ▪ Meet target for %age of homes which are non decent ▪ Select next group of contractors to deliver final stage of DH programme. ▪ Continue to deliver interim repairs programme to Woodberry Downs ▪ 	
9.	<i>Enhancing value for money of services</i>	<ul style="list-style-type: none"> ▪ Understanding unit costs – through benchmarking, ensuring service delivery arrangements represent value for money ▪ Reduce management costs through reviews of service charges (both leasehold and tenant), housing management contracts, resident services, finance & resources and service level agreements ▪ Accommodation – identify most cost efficient way to use accommodation available ▪ Shared services – identify support services which has the potential to help reduce duplication and bureaucracy ▪ Deliver project excellence 	
10.	<i>Maximising income</i>	<ul style="list-style-type: none"> ▪ Review garage ▪ Review service charges ▪ Review commercial rents 	
11.	<i>Improving life chances of our residents</i>	<ul style="list-style-type: none"> ▪ Worklessness – continue to contribute to this agenda through – provision of job and training information, continued provision of apprenticeships 	

		<p>and work experience</p> <ul style="list-style-type: none"> ▪ Home check scheme – for vulnerable tenants and those at risk – aim to register 500 (100 per neighbourhood) to scheme ▪ Deprivation – continued information regarding debt advice ▪ Reduce overcrowding – subletting start in earnest to tackle subletting through a series of actions in 2010/11 ▪ Victim and witness support – increase confidence in ASB process by addressing under reporting, enhancing home security, surveying victims and witness as to what support they would like, provide information to residents 	
12.	<i>Improving quality of life in Neighbourhoods</i>	<ul style="list-style-type: none"> ▪ Roll out a further 40 estate plans ▪ Continue to deliver planned maintenance programmes as well as continue programme of fire risk assessments ▪ Deliver TV digital programme in time for 2012 switch over ▪ In conjunction with Council’s waste management department, estate cleaning to develop joint standards ▪ HH to support Ward Improvement Programme ▪ In conjunction with council improve recycling on estates ▪ Improve car parking on estates ▪ Contribute to the sustainability agenda by providing insulation to hard to treat cavity walls ▪ Continue the combined heating and power scheme 	

		<ul style="list-style-type: none"> ▪ Deliver programme of roof and loft insulation – Sherry Wharf and Whiston & Goldsmith 	
13.	<i>Maximising the opportunities of 2012 for residents on our estates</i>	<ul style="list-style-type: none"> ▪ Provide NP with information re: opportunities available for Hackney residents ▪ Expand activities for young people on estates ▪ Help encourage residents to take part in Hackney one day carnival ▪ Publicise employment opportunities linked to 2012 games in resident news letters etc. 	

Any other comments – you may have questions regarding these priorities or have a need for more clarification on the service improvements and related actions identified. Please record what these are in the box below. A response will be provided to your queries 10 working days after receipt.

Thank you all for your time and invaluable feedback.

Deadline for your feedback is 8th January 2009

*Responses to chrys.edwards@hackneyhomes.org.uk or send to: Chrys Edwards
Christopher Addison House, 72 Wilton Way, E8 1BJ*

Title of Report: Estate Cleaning and Grounds Maintenance – Methods of Cleaning	
Decision Making Body: Resident Liaison Group	Date: 13 January 2010
Classification: For Information	Report of: Estate Cleaning and Grounds Maintenance
Item Previously considered at: N/A	On Which Date: N/A
Report Author: - Christophe Tabi	Appendices: N/A

Report Outline:

- | |
|---|
| <ul style="list-style-type: none"> • Paragraph: 1.0 - Summary of Report • Paragraph: 2.0 - Recommendation • Paragraph: 3.0 - Background • Paragraph : 4.0 - Continuous Development • Paragraph : 5.0 - Performance Monitoring |
|---|

If you have any questions about this report, please contact Chris Tabi on 0208 356 1918 or email Chris.Tabi@hackneyhomes.org.uk

1.0 Summary

For ease of reading the actions are categorised under the headings of Background, Continuous Development and Performance Monitoring.

2.0 RECOMMENDATION

That the Resident Liaison Group note the contents of this Report

3.0 Background

3.1 Estate Cleaning

- 3.2 Historically our estate cleaning operations have had 12 Supervisors who each manage a team of 15 to keep housing estates at an acceptable clean standard. This has been on a daily, weekly and programmed basis.
- 3.3 On a daily basis each operative's remit has been to address health and safety hazards immediately, check chutes, hoppers, light bulbs, rotating waste containers, sweep, litter pick, spot mopping or fully mopping communal areas and lifts etc.
- 3.4 On a weekly basis each operative will remove graffiti from those areas where it is possible to do so, washing out refuse chambers and spot mopping or fully mopping the stairs and landings.
- 3.5 From Tuesday afternoon to Thursday afternoon each week, as a team, cleaners regroup to clean each block in their allocated area to a published, pre-planned schedule.
- 3.6 The Estate Cleaning also have a Central Team to support estate based cleaners with mechanical sweeping, pre-planned bulk refuse service, deep cleaning power jet, removal of graffiti where it cannot be removed by hand, provide weeding, leaf clearance and "blitz" teams where necessary etc.

3.7 Grounds Maintenance

- 3.71 Our Grounds Maintenance operatives also have been working in teams of approximately 12, divided into teams of 4.
- 3.72 Grounds maintenance teams cut the grass approximately sixteen times a year between March and November and four times between December and February.
- 3.73 Between November and March, the teams are pruning shrub and flower beds and maintaining trees on communal land to comply with Health & Safety Standards.

4.0 Continuous Development

4.1 Estate Cleaning

4.1.2 A comprehensive Patch Review has now been completed to deliver the same level of service across the Borough. Each cleaner will have a permanent patch of 150 properties approximately and programmed work will no longer be necessary.

4.1.3 Appraisal and Training will be tailored to individual needs to enhance individual performance.

4.1.4 Through the patch review, savings have been made which will enable a peripatetic team to be created in January 2010. This team will be vital to keep high standards by providing cover for annual leave and sickness.

4.1.5 The Weekend Service is to expand to two gangs of ten staff to cover the whole of Hackney including hot spot areas which currently only receive service on Saturday mornings. The expansion of the Weekend Service was a recommendation of the Best Value Review. Consistent methods of working across the Borough will develop a social network with our residents, and increase operatives' visibility which will further improve customer satisfaction in dealing with hot spot areas.

4.2 Grounds Maintenance

4.2.1 New Equipment has been purchased for the operatives to include Quad Bikes for spraying of hard surfaces, ride on mowers with grass collecting capacity and push along mowers which also have grass collecting capacity. Full training is being undertaken in the use of new machinery. It is envisaged this will lead to faster and more effective ways of working.

4.2.2 The tree programme is up and running and being carried out on an estate by estate basis; this includes carrying out tree surveys. To date, 55 estates have been completed in the last three months.

4.2.3 Grounds Maintenance continues to address tree works required in the Asset Management Programme for communal areas and for vulnerable residents. To date 19 vulnerable tenants' works have been completed

4.2.4 We are currently in the process of undertaking a patch review; this will involve exploring our methods of working, how much downtime is used in travelling, waste disposal operations and looking at our programmed works. It is anticipated that this will result in savings to be made and increased resources.

4.3 Joined Up Working

- 4.3.1 Estate Environment are working together with the Council to develop and promote recycling, this will lead to the reduction of waste collection and associated costs.
- 4.3.2 Estate Environment is working together with Housing Partners on mitigating Fire Risks and is developing a protocol for removal of refuse in communal areas.
- 4.3.3 Estate Environment is working jointly with the Council to link up on enforcement issues and provide a service to monitor residential estates to promote waste disposal and cleaning and grounds maintenance. This will comply with the Mayor's priority of safer, greener, cleaner estates.
- 4.3.4 Estate Environment and Property Services are developing a protocol for addressing estate lighting issues, this will include a flow chart which demonstrates the accountability of each section and highlights responsibilities. The development of this protocol will help reduce the level of complaints around lack of lighting on estates, alleviate risk of fire and the perception of deprivation particularly where there is a high level of anti-social behaviour.

5.0 PERFORMANCE MONITORING

- 5.1 Performance Indicators for Estate Cleaning and Grounds Maintenance are now based upon the percentage of A-D grades identified at the time of inspection. These represent a real assessment of quality standards and provide the ability to monitor incremental improvements in service delivery. In any given month 80% of our estates are inspected and 20,000.00 tasks on average are checked by independent inspectors. However, it should be noted that a review is planned on how we report and act upon our inspections.
- 5.2 A monthly satisfaction card survey is also used as a direct link with residents to identify specific areas of poor performance. This represents a valuable insight on how we can improve the way we work and our performance.
- 5.3 We are currently in the process of discussions with Service Development to procure a Customer Satisfaction Survey which will take place after the New Year.

Title of Report: Enhanced TRA Meetings Review	
Resident Liaison Group	Date: 13 January 2010
Classification: For Decisions/ Recommendations	Report of: Head of Resident Services
Item Previously considered at: Report to meeting of Resident Liaison Group	On which date: 30 October 2008, June 2009, 12 November 2009
Report Author: Clive Taber, Resident Services	Appendices: N/A

Report Outline:

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to Resident Liaison Group**
- **Paragraph: 3.0 – Background**
- **Paragraph: 4.0 - Findings and Recommendations of the Enhanced Tenants & Residents Association Meeting Review**

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

1.0 SUMMARY OF REPORT

1.1 The purpose of this report is to provide the RLG with the findings and proposed recommendations from the ETRA Review. These findings and recommendations need to be considered by the RLG and any recommendations the RLG makes will be referred to Hackney Homes Board when it considers the findings and proposal of the Review. The report summarises the feedback received from residents and other stakeholders.

2.0 RECOMMENDATION

2.1 That the Resident Liaison Group considers the main findings (in section 4.6) and the proposals and recommendations (in section 4.7) and makes any recommendations for consideration by the Hackney Homes Board along with other recommendations received.

3.0 BACKGROUND

3.1 In September 2007 the new ETRA meetings were established with the estate managers being the main liaison point on estate based issues. As part of the consultation process and the establishment of the ETRA system it was decided that after the system had been operating for over a year a review would be carried out to measure its effectiveness.

3.2 The change from Estate Committees freed up a large amount of resources that were tied up with the cumbersome administrative process of servicing some 78 committees. The resources freed up were used to provide greater support to TRA's and providing a far greater range of alternative ways for residents to engage with Hackney Homes. In addition the officer time freed up has helped service improvements to be made across Hackney Homes.

3.3 The review process was commenced in January 2009.

3.4 The RLG in November considered a draft report and made a number comments and it was agreed a revised version would be submitted to the January RLG meeting and the views of other stakeholders would be taken into account.

3.5 The details of actions undertaken and timings are set out in the table below:

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

Consideration of outcomes and proposals by Hackney Homes Board	January 2010	To be done
Implementation of changes	January 2010 onwards	To be done

4.0 THE ETRA REVIEW FINDINGS AND RECOMMENDATIONS

4.1.1 The RLG meeting of 12 November 2009 considered the report and made a number of comments concerning the findings and recommendations and a revised set of findings and recommendations have been produced and are set out below. Where appropriate these include the comments/suggestions for change made by RLG members and these have been highlighted in bold.

4.2 Summary of Findings

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

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

4.2.3 There is no identified person for estate managers to contact on communal repair issues to get feedback as to any delays or problems with jobs. There is a difficulty in getting details if jobs are placed in future planned programmes e.g. when will the work be done.

4.2.4 There are issues around the quality of communal repairs and how the quality is monitored.

4.2.5 That the ETRA process and the estate walkabouts duplicate each other and if Hackney Homes was more responsive to the issues raised on walkabouts the system would work much more effectively.

4.2.6 There is a lack of team working between HH services which does cause difficulties estate managers as the frontline staff for ETRA meetings as they are unable to respond effectively at meetings without the necessary information. Working arrangements are not geared and prioritised to the ETRA process and the need to get actions done and/or explain why they can not be done.

4.2.7 There is a lack of an effective escalation process to ensure those minority of actions that do not get done are dealt with.

4.2.8 The quality of estate managers varies considerably with some requiring improvement. There is, in some areas, a high turnover of estate managers that results in a lack of continuity and knowledge of estates and issues.

- 4.2.9 The estate management function is not formally defined and there is a lack of clarity of what is expected. The level of training for estate managers needs enhancing.
- 4.2.10 Councillors are unhappy with the level of administrative support provided to them by Hackney Homes in terms of dates of meetings agendas, etc.
- 4.2.11 That ETRA dates are sometimes clashing with key Council meetings and this prevents councillors from attending and providing help to TRA's.
- 4.2.12 ETAs feel the level of support from Hackney Homes is insufficient in administrative terms and it is difficult to get key officers to attend meetings.
- 4.2.13 There was a view expressed that we should re-establish estate committees. This was looked at and it was felt this was not a realistic option due the costs involved and given the need to make budgetary savings such a move would require substantial savings in other parts of the organisation that would adversely affect service provision. In addition it was not clear how such a move would remedy the issues currently causing dissatisfaction.
- 4.2.14 The new resident participation arrangements included expansion of alternative ways residents can engage with Hackney Homes. These have enabled Hackney Homes to reach out to residents who previously did not engage with Hackney Homes and enables their views to be heard.
- 4.3 Proposals/Recommendations**
- 4.3.1 That Hackney Homes Property Services put in place a clear process to respond effectively to communal repairs along with named managers who are accountable for communal repair performance including quality.
- 4.3.2 That the process and budgetary issues affecting communal repairs are communicated effectively both internally and externally. This needs to give clarity to residents about the communal repairs they can expect to be done and those that would need to be put in a long term programme along with an expected date (year).
- 4.3.3 A programme of training and development to be set up to improve team working between the various Hackney Homes departments involved in the delivery of services to estates.
- 4.3.4 There needs to be a clear escalation processes within each service so that actions not undertaken are dealt with and the causes for the delay identified and tackled.
- 4.3.5 The estate management function needs to be formally defined and all services need to buy into this. Services need to recognise the importance of the estate manager ETRA role and treat requests from ETAs/Estate Managers accordingly. There needs to be an empowerment of estate managers.

- 4.3.6 Estate Managers need to be given sufficient training and there is a need to ensure that all estate managers are capable of undertaking the role required.
- 4.3.7 **Greater continuity of estate management attendance to facilitate efficient and purposeful meetings,**
- 4.3.8 **The role of Councillors at ETRA meetings needs to be valued and enhanced.**
- 4.3.9 ETRAs to be offered more training and support in terms of publicising meetings and notification to councillors to be provided by Resident services. **Where ETRAs require greater support Hackney Homes will look to provide this.** Resident Services to coordinate the dates of ETRA meetings for next year.
- 4.3.10 Hackney Homes will look to establish a pool of local people willing and able to undertake the ETRA administration role e.g. producing agendas, notes of meetings etc paid for by TRA's out of the administration grant. This would be a great opportunity of giving local people valuable work experience as an added benefit.
- 4.3.11 Discussions to be held with TRAs about the more effective utilisation of available monies – EIB, 184 and aerial mast money.
- 4.3.12 That Hackney Homes and TRA's work together to set ETRA dates that avoid clashes key Council meetings and **receipt of small administrative grants to be subject to agreement on dates.**

Title of Report: Tenants Levy Review	
Decision Making Body: Resident Liaison Group	Date: 13 January 2009
Classification: FOR INFORMATION	Report of: Head of Resident Services
Item Previously considered at: Service Improvement Committee	On Which Date: 24/2/09
Report Author: - Clive Taber, Resident Services	Appendices: N/A

Report Outline:

- **Paragraph: 1.0 - Summary of Report**
- **Paragraph: 2.0 - Recommendation(s) to Resident Liaison Group**
- **Paragraph: 3.0 – Background**
- **Paragraph: 4.0 - Details of proposals for the Tenants Levy Review**

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

1.0 SUMMARY OF REPORT

1.1 The purpose of this report is to inform the RLG of the arrangements for undertaking the Review of the Tenants Levy and invite members of the group to forward on any suggestions they may have concerning the way the Review is carried out.

2.0 RECOMMENDATION

2.1 The Resident Liaison Group is asked to note the report.

3.0 BACKGROUND

3.1 The Tenants Levy has not been reviewed for a number of years and the Hackney Homes Board Service Improvement Committee identified this area as requiring a review.

3.2 The Tenants' Levy was introduced in 1991 and is a fairly unique approach by Hackney to the funding of resident organisations. The Levy is a charge of 10 pence per week added to the rent of all tenants. This creates a fund of

approximately £118,000 per year and is allocated to resident organisations via an application process. Grants are mainly awarded to registered Tenants and Residents Associations (TRAs). However, grants may also be given to other tenant organisations such as estate based pensioners' clubs and umbrella groups. TMOs can access grants through setting up separate Social Sub-Committees.

3.3 Allocation of Levy funds is made by a resident committee called The Tenants' Levy Steering group. This group comprises residents nominated by each neighbourhood panel who nominate two representatives of their choice with deputies should this be necessary.

3.3.1 Tenant Levy Grants can be used for the funding of a wide variety of items. There are two rounds of grants each financial year. Grant applications are sent out to registered organisations in March and August. This provides funding for the following:

- TRA equipment (such as photocopiers, computers or kitchen equipment for community halls and flats),
- Administration (such as postage, stationery, printing, telephone calls, newsletter production),
- Social activities (such as day trips and Christmas events, estate based barbecues / parties – designed to promote the tenant organisation within its own community),
- Insurance (for public liability, hirers liability and contents),
- One-off Security Works (such as door gates and window bars for community halls and flats),
- Start up costs (for groups who want to set up a new association), Training courses (on information technology, chairing meetings, book-keeping etc),
- Funds for committee members to improve the running of their TA/TRA

4.0 DETAILS OF PROPOSALS FOR UNDERTAKING THE TENANTS LEVY REVIEW

4.4 The purpose of the Review is to look at access arrangements to funding and make recommendations on:

- How greater access to funding for residents can be achieved
- Funding and expenditure issues relating to Tenants & Leaseholders
- Criteria for expenditure and decision making process

4.5 The review consultation process will include:

- Meeting with the Tenants Levy Steering Group
- Questionnaire to all TRAs and Neighbourhood Panels
- Consultation through our range of alternative forms of engagement
- Consultation through our website and Hackney Homes News
- A discussion topic on our 'facebook' group

- 4.3 Once consultations have been completed there will be a report to the RLG for the RLG to make final recommendations.
- 4.4 The Review will start in January and we expect to complete it by April 2010.
- 4.5 Any views or comments on how the Review is conducted should be sent to Faisal Pirbhai, Resident Participation Manager, at 136-142 Lower Clapton Road, E5 0QD or e-mail faisal.pirbhai@hackneyhomes.org.uk or telephone 0208 356 2126.