

HACKNEY HOMES Ltd

Resident Liaison Group Meeting

Thursday 24 April 2008 at 6:00pm to 8:00pm,

**The Chief Executive's Conference Room, 1st Floor,
Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ**

Agenda

Distributed to:

Resident Liaison Group Members:

Alice Burke, Rupert Tyson (Chair), Audrey Villas, David Larkin, Brian Marsh, Feryat Demirci.

Stakeholder Representative is Jamie Carswell

Officers:

Charlotte Graves, Nilavra Mukerji, Clive Taber, Alex Jarosy, Tom Hunt, Sally Raphael, Malcolm Brewer, Martin Weaver, Neil Isaac, Jean Philadelphia, Gary Penticost, Peter O'Kane.

Resident Representatives:

Walter Hare, Muriel Gordon, Ron Devoti, Terry Edwards, John Broomfield, Greg Hartwell, Rhonda Desnap, Peter Kinsey, Danny Neeson, Sid Curtis, Joyce Brown, Pat Woods, Bob Philips, Jerry Austin, Tony Goodchild, Vince Murrain, Erdal Doganduzel, Jean – Paul Lawrence Tampu-eya, Michelle Gregory.

Item	Presenter	Subject	Status	Duration
1.	Chair	Welcome and Introduction	Information	5 mins
2.	Chair	Apologies	Information	5 mins
3a.	Chair	Minutes of 21 February 2008	Decision	5 mins
3b.		Matters arising		
4.	Charlotte Graves	Introduction of Charlotte Graves, new Chief Executive	Information (Verbal Report)	5 mins

5.	Charlotte Graves	What's happening at Hackney Homes	Information (Verbal Report)	10 mins
6.	Alex Jarosy	Complaints	Information (Verbal Report)	15 mins
7.	Tom Hunt	Enhanced TRA	Information (Presentation/Report)	15 mins
8.	Tom Hunt	EIB	Information (Presentation/report)	15 mins
9.	Peter O'Kane	Business Plan	Decision	10 mins
10.	Peter O'Kane	Delivery Plan	Information (Verbal Report)	5 mins
11.	Clive Taber	Community Halls Consultation Update	Information (Report)	10 mins
12.	Chair	Any other Business		5 mins
13.	Chair	Date of next meeting: 26 th June 2008 at 6.00pm (Christopher Addison House)	Information	

Hackney Homes Ltd

Item 3a

Part A Minutes of Resident Liaison Group Meeting, held at Christopher Addison house, 72 Wilton Way Hackney E8 1BJ

On 21 February 2008 at 6.00PM

Present	Board Members Rupert Tyson Alice Burke David Larkin Brian Marsh	Stakeholder Representative Cllr Alan Laing (Chair of the meeting)	Officers Nilavra Mukerji Clive Taber Tom Hogan Tom Hunt Sally Raphael Susmita Noonan Gary Penticost Neil Isaac Pat Woods	Resident Representative Walter Hare Muriel Gordon Ron Devoti Joyce Brown Peter Kinsey Sid Curtis Tony Goodchild Jean – Paul Lawrence Tampu - Eya

Item	Decisions	Action	Date
1. Apologies	Apologies were received from the following: <ul style="list-style-type: none"> Erdal Doganguzel Terry Edwards. 		
2. Minutes of 4 December 2007 and Matters Arising	The Resident Liaison Group agreed the minutes of the 4 th December 2007		

	<p><u>Matters arising from the minutes of 4th December 2007</u></p> <ul style="list-style-type: none"> • Clive Taber informed the meeting that funds have been allocated as set out in the last report on panel funding. • Submissions will be taken subject to conditions. • Panel grants will increase effective 1 April. • Meeting informed that an update must be provided at each meeting indicating funds remaining. • Correction in minutes Item 6 EIB 2007/08: £406 000 not £46 000 should show in minutes. 	CT	Every meeting
3. Satellite Dishes	<p>The Resident Liaison Group noted the following:</p> <ul style="list-style-type: none"> • Virgin Mobile only one concentrating on broadband. • Planning has no resources to remove dishes. • ALMO Board will be required to approve 10-12 million needed to cover area. • Residents must be consulted. • Enforcement arrangements were discussed. 	Board	TBC
4. Digital Upgrades to communal aerials	<p>The Resident Liaison noted the report.</p> <ul style="list-style-type: none"> • Programme of works will be added to the Hackney Homes website 	GP	TBC
5. Service Standards	The Resident Liaison Group noted the report		
6. Resident Liaison Group Meeting – Terms of Reference Document	The Resident Liaison Group noted the report and approved it subject to a change allowing 2 representatives from the Clapton and Stamford Hill Sub Committee's and TMO Representation.		TBC
7. Update on Panel Grants	<p>The Resident Liaison Group noted the report.</p> <ul style="list-style-type: none"> • Grant to be increased by inflation effective 1 April 2008 		
8. Hackney Homes' Business Plan	The Resident Liaison Group was noted the presentation on Business Plan and invited comments to be submitted to Nilavra Mukerji.	NM	
9. Hackney Homes Consultation Strategy Plan 2008/09	<p>The Resident Liaison Group Meeting was informed that the Board had approved the attached Consultation and Strategy Plan 2008/09.</p> <p>The meeting was advised that:</p> <ul style="list-style-type: none"> • Croydon Council would be coming to Hackney Homes to show ideas • 300 – 400 people have signed up since the launch of 'Have Your Say' 		
10. Enhanced TRA – Update	<p>The Resident Liaison Group was informed about progress of the enhanced TRA meetings. Residents commented that:</p> <ul style="list-style-type: none"> • There is lack of interest TRA meetings • Different approach and attention is given by different Estate Managers with some managers not giving enough attention to the matter. 		

11. Hackney Homes' Tenants Compact (panel responses)	The Resident Liaison Group commended and approved the document and recommended that Hackney homes Board approve it.		
12. Youth Co-ordinator Report Successes	The Resident Liaison Group noted the report and felt the post had been successful and recommended Hackney Homes make the position permanent.		
13. New Parking Arrangements	The Resident Liaison Group noted the new parking arrangements.		
14. Any other business: <ul style="list-style-type: none"> • Rents Inequality (M Gordon); • Leasehold service charges (accuracy of documents & compensation – M Gordon) • Communications – responsiveness Clapton Representative); • Garages (lettings and rents) (Clapton Representative); • RLG Meetings – Chair (W Hare); • Any other Tenant Representative Issues (each area). 	<p>The Resident liaison Group was informed:</p> <ul style="list-style-type: none"> • By Cllr Laing that it was a legal requirement that rents were the same throughout • Suggestion was made to discuss with the Council and feedback will be provided. <p>Susmita advised the Resident Liaison Group that feedback will be provided after consultation with pat Ronayne.</p> <p>In response to this Hackney Homes will endeavour to enhance communication arrangements.</p> <p>Rent levels and vacancy levels will be looked at.</p> <p>The Resident Liaison Group was informed the alternate chairing of Hackney Homes meetings would continue.</p>	<p>Cllr Laing</p> <p>SN</p>	<p>TBC</p> <p>TBC</p>
15. Date of Next Meeting	24th April 2008 at 6:00p.m.		

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

Report To: Resident Liaison Group - 24th April 2008

Report Title: Business Plan Update

Author: Peter O’Kane, Interim Director of Quality and Strategy

1. Introduction

1.1 This report updates the Residents Liaison Group on progress on the production of the Business Plan for the five years to 2012/13.

2. Recommendations

2.1 The Residents Liaison Group notes the Business Plan draft and the process for producing the final version.

3. Background

3.1 At its meeting in February after a presentation the Residents Liaison Group discussed the Business Plan for 2008-2013.

3.2 Following that meeting and a special Board meeting, a draft outline Business Plan has been produced and is attached.

4. The Business Plan

4.1 The Plan starts from the vision “*To deliver excellent, accessible services and quality homes that people want to live in*” and builds in the values of Service, Honesty, Achievement , Respect and Pride.

4.2 These are translated into the four key business objectives :

- Excellent, accessible services
- Modern homes
- Running Hackney Homes well
- Successful, vibrant communities

4.3 The work to achieve them has been grouped under three main headings:

- Change and consolidation
- Growth and viability
- Collaboration and partnerships

4.4 The Business Plan covers a five year period. So for each of the three groupings above it sets out the short-term, medium-term and long-term key tasks.

5. Next Steps

5.1 The Draft will be discussed with the Neighbourhood Panels and with Hackney Homes ‘ partners including the Council over the coming month.

5.2 The Business Plan revised as appropriate will then come back with the feed back from residents and partners to the Board for their final sign off in will come back to

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**Hackney Homes Business Plan
2008 – 2013**

Context

Who we are and what we do

Hackney Homes is an *arms-length management organisation*. It was set up in 2006, to deliver improved services to council tenants and leaseholders, and deliver Decent Homes. It is a major partner for the Council, working to help meet the needs and aspirations of Hackney residents and deliver the Council's Community Strategy.

Local context

Hackney's population of over 210,000 is one of the most ethnically diverse and socially deprived in the United Kingdom. We are the second most deprived Borough in London, with every ward amongst the 10% most deprived in the country. Over 50% of Hackney residents live in social housing, with around two-thirds of these homes being below the decent homes standard.

Homelessness continues to be a significant challenge, placing sustained pressure on scarce affordable housing resources. The majority of our family accommodation is allocated to homeless families placing strain on current tenants. Overcrowding and lack of space continues to be an issue for our tenants. According to our STATUS survey in 2007, 36% of our BME residents responding stated that they needed more space and 40% amongst all 16-34 year olds stated the same. Across the broader population, the Census 2001 revealed that Hackney remains the sixth most overcrowded community in Britain. 3,000 tenants live in homes with over one person per room and 1,400 are in accommodation with over 1.5 people per room. This level of overcrowding contributes to dissatisfaction, particularly among tenants needing to transfer, and resultant high child densities have an adverse impact on educational outcomes, anti social behaviour and health inequalities.

In the 2001 Census, 57% of the borough's population was from black and minority ethnic communities (BME), mainly Black African, Black Caribbean and Turkish. We recognise that the significant levels of migration taking place, will shape this profile further over the coming years, and inform the needs, priorities and demand on our services in the future. Our own resident profile fits with this broader picture, with around 60% of our residents being from BME backgrounds. We are prepared for this challenge, and have established contacts and networks with the communities we serve.

We know that we have significant numbers of single parent households – last year the single to two parent ratio for homelessness acceptances was 6:1 compared to 3:1 elsewhere in inner London. We will work closely with the Council and our partners to understand and mitigate negative effects on worklessness, ambition, safety and health.

The focus of much of our work is to understand the diverse nature of our service users and tailor services to their needs.

Whilst we continue to improve, our own satisfaction surveys tell us that we must up the pace of change and go much further. In line with national research and

trends, satisfaction is highest amongst our older residents with longer tenure, and significantly lower amongst 16-54 year olds¹. Clearly, a challenge for us in the next 18 months will be to engage more with our younger population, drawing on their needs and priorities to shape and inform our services, and linking to the priorities identified in the Story of Place, a vision for Hackney developed around the current Community Strategy themes and Local Area Agreement.

National context

We recognise the major role that housing can play as a lever for social and economic change. We welcome the approach taken in the sustainable community strategy, and will fully contribute to the development of the Council's new Housing Strategy.

As the second most deprived borough in London, with overcrowding as a major issue for many Hackney residents, we share the aspiration of building more homes and providing more social housing in Hackney. We will look at affordable rented and low cost home ownership options under the Housing and Regeneration Bill.

We welcome the approach being taken to bring Decent Homes delivery and new build programmes under one body from 2009. We look forward to working with the new Homes and Communities Agency to provide better housing for all in Hackney.

We have a track record of delivering through partnerships, and are working with our partners through our LAA to help deliver the place shaping agenda and single performance framework in the Strong and Prosperous Communities white paper.

A partnership approach

We will work with all our partners in Hackney to deliver for our residents. We recognise that if our vision and mission are to be achieved, we must deliver effective working solutions and achieve sustained change over the long term. We are taking a 'citizen' approach, co-ordinating our services with others to achieve maximum benefits for service users.

In practice, what this will mean for residents is improved services aligned to their needs and priorities, and Hackney Homes acting as a gateway for residents, delivering but also involving and engaging with other agencies where we need to.

Our residents should recognise us, as a key provider of local services, and a positive factor in helping to improve Hackney as a place to live.

Team Hackney and the Story of Place

We fully subscribe to the priorities in the Community Strategy:

1. Tackling worklessness, creating pathways to work, promoting employment opportunities

¹ MORI Research

2. Improving educational outcomes, raising aspirations
3. Providing mixed, affordable, high quality, attractive housing
4. Building safe and cohesive communities
5. Promoting health and well-being, supporting independent living and reducing health
6. Building a sense of citizenship and pride in Hackney and its environment, working towards a carbon neutral borough

We will work with our Team Hackney partners to up the pace in the 4 key areas identified, to help deliver the Hackney 2018 vision:

- Tackling worklessness
- Addressing the housing gap
- Enhancing the educational trajectory
- Environmental sustainability

We will do this through:

- Engaging with partners
- Building the image and reputation of ourselves and of Hackney as a place to live and work
- Better, more joined up local services

The Mayor's priorities

The work we do over the next 5 years will help deliver the Mayor's priorities of:

- Improving services and increasing opportunities for all, raising the life chances of the most disadvantaged
- Making sure the Council is high performing and efficient
- Providing effective community leadership and involving the whole borough in what we do.

This will ensure that Hackney Homes delivers on the issues that matter most to local people and to fulfil our vision and mission.

The Hackney Homes Board

Hackney Homes is governed by:

- A Board of Management with overall responsibility for the management of the company

- Specialised Committees to support the Board of Management in its workload and responsibility.

The day-to-day management of Company operations is delegated to the Chief Executive.

The Board comprises:

- Five tenant Board Members
- One leaseholder Board Member
- Five independent Board Members
- Five council Board Members

Resident Board Members were selected through an open ballot in September 2005.

Independent Board Members bring in additional professional skills and at times, a different perspective.

Council Board Members are nominated by the Council annually.

Our vision, mission and values

As part of developing our new business plan, we have re-visited our vision and values. We have drawn upon a range of feedback as part of this process including resident satisfaction surveys, as well as feedback from residents and staff through focus groups. We have also consulted with the Resident Liaison Group as part of developing our new vision. This has all been used to shape and inform the business planning process undertaken by the Board.

Vision

“To deliver excellent, accessible services, and quality homes that people want to live in”

Mission

“Hackney Homes is committed to improving its service through sound investment and effective management of resources, keeping our residents, staff and partners at the heart of what we do”

We will:

- Become the landlord of choice for local residents
- Be the best housing provider in London, achieving top quartile performance and satisfaction
- Build on our strong relationships with partners and local communities to help deliver the Team Hackney vision
- Build more social housing, looking at opportunities to deliver more rented and low cost home ownership for local residents
- Maximise opportunities to draw in resources to help communities grow stronger and prosper
- Develop our commercial awareness, maximising the benefits from opportunities and challenges ahead, such as the Olympics
- Be an excellent service, achieving 3 Stars

Values

Two years on from our launch, we have taken the opportunity to reflect and learn from our first experiences as a new organisation. We are proud of our successes but recognise that there is still some way to go if we are to meet the aspirations of residents. Our refreshed values re-affirm our commitment as an organisation to Hackney as a place to live and work, to our customers, partners and staff.

S - Service:	A service culture committed to excellent customer service and continuous improvement
H - Honesty:	Open and honest with our staff, residents and stakeholders
A - Achievement:	Delivering on our promises, committed to being the best
R - Respect:	Improving our services through sharing ideas and valuing each other's contributions, engaging with our partners
P - Pride:	Pride in Hackney Homes and in Hackney as a place to live and work

Business objectives

We will achieve our vision and mission by delivering against our business objectives:

- Excellent, accessible services
- Modern Homes
- Running Hackney Homes well
- Successful, vibrant communities

These objectives lie at the heart of the new 5 year business plan and everything that we do as an organisation must help to deliver these objectives.

Excellent, accessible services

Our aim is to deliver excellent services that meet the needs of all our residents, and are accessible to all. We share, with our partners, the vision of:

- Putting customers first - at the centre of how we deliver services
- Modernising our service delivery
- Developing a shared view of customers with a more targeted and proactive service

Modern homes

We will provide modern homes and modern estates where people want to live. We will do this by:

- Achieving Decent Homes by 2012
- Working to achieve the Hackney Standard for all our homes
- Investing in our estates and neighbourhoods
- Working with residents and partners to deliver local priorities
- Building new homes and looking for new opportunities

Running Hackney Homes Well

We will deliver high quality, efficient services, aligned to our resident's needs and priorities. We will do this by:

- Managing resources effectively
- Achieving efficiencies over time
- Keeping our promises
- Investing in our staff
- Maximising opportunities for additional investment

Successful, vibrant neighbourhoods

We recognise that as the largest provider of affordable housing in Hackney, we have a significant role to play to help deliver the physical, social and economic regeneration of our neighbourhoods.

We will deliver for our residents by:

- Engaging and working with local communities
- Playing our part as a BHP partner
- Maximising opportunities for regeneration and community investment
- Championing the needs and priorities of the communities we serve

Two years on, the Board wanted to take some time to reflect on what has been achieved to date, the lessons learnt, and re-cast our plan in light of emerging priorities. We recognise as an organisation that our ability to deliver Decent Homes by 2012 requires us to achieve 2 stars promising in Year 1 of our new plan. Whilst this remains an important milestone for us, we recognise that the role we can play, and the challenges that lie ahead, extend far beyond improving the fabric of our stock.

We have drawn together all the work we have done into 3 themes. These provide us with a link between what has been achieved, what we must do, and the opportunity to review the lessons learnt. We have developed our short, medium and longer term priorities for the future:

- *Short term priorities* - 2008/9
- *Medium term priorities* - 2 to 3 years (2009-2011)
- *Longer term priorities* - 4 years and beyond (2011 onwards)

The three themes for our business plan for the next 5 years are:

- Change and consolidation
- Growth and viability
- Collaboration and partnerships

Change and Consolidation

Hackney Homes aims to be the best housing provider in London and the landlord of choice for Hackney residents, but our vision extends far beyond just the 'bricks and mortar' aspects of our service.

We recognise that we must change and continue to modernise, but we must also ensure that our improvements are embedded, building the foundations for sustained and continuous improvement to all our services. We have an ambitious service improvement programme which we have started to deliver. We will continue this approach, delivering change, building on success and listening to our residents as we move forward.

Key successes

Since we went live in 2006, we have achieved some major successes in delivering our change programme. Highlights include:

- ***Resident involvement*** – our new enhanced TRA model has delivered wider consultation with our residents, a more inclusive approach and greater accountability
- ***ASB*** – we have signed up to the Respect Standard and developed a Respect Action Plan. We will undertake further work this year to identify how best to deliver a victim centred support service going forward.
- ***Modernising the repairs service*** – we have embarked upon a bold transformation programme for our repairs service. Our early achievements are promising. We have revised our repairs policy to include more repairs, introduced a Fair Pay scheme for our operatives, reviewed our cost and performance information, harnessed new technology to improve productivity
- ***Estate services*** – our partners played a Major role in helping Hackney Housing improve cleaning and ground maintenance services on estates. Having delivered this vital first stage, we took the decision that the next steps would be best delivered by bringing these services back in house. We have successfully managed this process, with significant numbers of staff transfer from one service to another without a dip in service delivery
- ***Asset Management*** – we have a robust, planned and costed programme to deliver Decent Homes. Our innovative approach to procuring decent homes work has generated further efficiencies of £4m which will be re-invested into delivering further improvements
- ***Income management*** – we have managed to reduce current rent arrears debt by 45% in 3 years. Our service charge collection performance continues to be strong. We have developed a robust and supportive approach to service charge collection, which will enable us to maximise our collection once our Decent Homes programme begins in earnest

- **Empty homes** – our re-letting time for empty properties continues to be upper quartile in London. We will continue to improve our voids service over the coming year
- **Service planning** – we have introduced an annual service planning framework. Our service plans tell the story for each of our services. They set out what each service aims to achieve, how it compares to others, and how it will deliver our business plan and the targets set out in our Delivery Plan on the ground
- **Service Improvement Programme** – we have developed a robust approach to managing and delivering continuous improvement through our service improvement programme, supported by our Service Improvement Group
- **Project Excellence** – This Project is about transformational change. We recognise that in order to modernise and deliver the improvements and efficiencies to our services, we must support our staff with modern systems. We have started this process and over the next 2 years, we will work with our selected partner to introduce a fully integrated housing management system supported by a business process review.

Key outcomes for the next 5 years

The Board has set out some markers for the organisation. These outcomes will ensure that our change and improvement programme is on the right track.

Short term priorities

- **Develop a shared expectation of standards** – new SMART service standards to be introduced from April 2008. Performance against standards must be achieved
- **Modernising the repairs service** - Ensuring the DLO sees their pivotal role in helping to deliver 2 stars at inspection – working with staff and managers in the DLO to support expectations. Ensuring sub contractor arrangements are robust and add value to our quality as well as competitive costs
- **Develop a service review programme to complement the new service planning framework** – ensure that each service is reviewed over the life of this business plan. Developing a programme which aligns with and compliments the annual service planning process
- **Achieving reductions in the average cost of a relet void** – ensuring that the new voids management arrangements deliver demonstrable savings in voids costs

Medium term priorities

- **Develop an approach to market test the repairs service** – ensure that our in house service provides the best service in relation to cost and quality, compared to any external provider

- ***Implement Project Excellence*** - ensure Project Excellence is implemented with minimum disruption to existing services and delivers demonstrable gains in productivity and service quality
- ***Develop the brand and identity of Hackney Homes*** – Hackney Homes will be recognised by residents as a key player in delivering social and economic change, and a leading partner in the community
- ***Investing in systems, processes and infrastructure*** – ensuring our HR and central services are able to effectively support frontline services and frontline managers
- ***Developing our strategic capacity*** – ensuring Board, Managers and staff are more aware of the environment and strategic / policy context.

Longer term priorities

- ***Re-visit our approach to customer service provision*** – take account of changes in our demography, user needs and access preferences
- ***Achieve top quartile performance and satisfaction*** – ensure that Hackney Homes is the best housing provider in London and the landlord of choice

Growth and Viability

As a relatively new organisation in the second year of its life, our primary focus has been to establish ourselves, develop and embed our new management arrangements through our Board, and start delivering the necessary improvements to our services. We recognise that whilst we can continue to improve in the medium term, we must look at our viability in the long term if we are to continue to deliver. We have started to look at these issues as part of developing our new business plan.

The HRA and Medium Term Planning Framework (MTPF) will require total HRA savings of £29m by 2012, resulting from the loss of housing subsidy. We will continue to see reductions to our stock through RTB and whilst we recognise the significant opportunities for tenants on the Woodberry Down Estate if they choose to accept the regeneration and transfer proposals in 2009, this large reduction in our stock clearly presents challenges for us. The impact on our Management Fee of all these changes will be an estimated loss of £xxm by 2012 (xx% of our 2008/9 fee as a baseline)

We are making Gershon efficiencies of 3% year on year in line with our Management Agreement with the Council. We understand that the Council may need further savings over and above our Gershon target, to achieve the MTPF over the next 5 years, which they will need to be negotiate with us.

We are able to achieve the Decent Homes standard for all our residents in 2012 subject to receiving Decent Homes credits of £220m, but without additional resources being identified, sustaining this position remains unviable. Furthermore, our shared aspirations with residents extend beyond Decent Homes. We have developed a 'Hackney Homes Standard' which includes environmental improvements and estate safety programmes. Without additional resources, we will be unable to deliver this aspiration.

Key successes

- **Service and financial planning for 2008/9** - As part of the business planning process, we have worked with the Council, balancing the need to keep any rent rises affordable for tenants whilst ensuring sufficient funds to continue to deliver and improve services. The shared process between us has been much improved this year, and a strong example of effective partnership working
- **Delivering Value for Money savings** – we are very proud of our VFM programme. It has acted as a internal driver, forcing us to challenge our services, their effectiveness and their costs, and make some tough decisions. Our Year 1 programme has delivered total savings of £XXm in 2007/8. Our Year 2 programme will be no less challenging.
- **Asset Management and Decent Homes** – our innovative partnering contracts have generated an additional £4m in the first 2 years, will is being

ploughed back into improving homes. It is an initiative that others have learnt from and will be adopting as part of their approach.

Key outcomes for the next 5 years

The Board recognised that for this vital area of work, many of the initiatives to be explored involve some initial steps in the short term, to enable medium and longer term actions to be carried out.

Short term priorities

- **Develop a strategy for beyond Decent Homes** – review feasibility, identify potential shortfall in resources, develop possible options to bridge the gap
- **Building new homes** – beyond November 2008, work with the Council to identify potential sites, including current disposals. Begin dialogue and discussions with the Housing Corporation
- **Self financing HRA** – investigate the potential for Hackney as a means to provide certainty on long term resources. Commence discussions with the Council, develop a shared understanding of the regulations and requirements, scope a project to undertake a feasibility study. Work with the NFA to lobby behind the concept
- **Trading** – develop a risk assessment model that fully accounts for the risks, issues and challenges of providing services commercially to other partners and on the open market. Seek stakeholder views, and consult with trade unions. Undertake market research and carry out skills / gap analysis

Medium term priorities

- **Develop a strategy for beyond Decent Homes** – develop a fully costed programme with the resources to support delivery clearly identified. Explore partnering arrangements and or develop an OJEU compliant procurement process
- **Building new homes** – develop a standard approach / framework for scheme options evaluation, costs and financial modelling, identify a pilot scheme, achieve outline planning consent and seek Housing Corporation funding approval
- **Self financing HRA** – develop residents awareness and consult. Undertake a risk assessment supported by detailed financial modelling. Lobby the CLG to get on the programme
- **Trading** – Identify potential options for commercial trading eg, housing management services, repairs, IT / business consultancy support

Longer term priorities

- **Develop a strategy for beyond Decent Homes** – Monitor the effectiveness of contracts and evaluate projects, successes and learning points

- ***Building new homes*** – complete construction and evaluate pilot. Construct a ‘pipeline’ – forward programme
- ***Self financing HRA*** – Provided the medium term priorities have been achieved, implement the new financial regime
- ***Trading*** – ensure sufficient capacity within the organisation to develop bids and explore business opportunities. Identify potential contracts and bid

Collaboration and Partnerships

Hackney Housing, as a Council service had an enviable track record and national reputation for delivering community based regeneration. Through the Comprehensive Estates Initiative, the teams we have inherited helped to deliver sustainable, local regeneration, providing new and better homes. We are very proud of this legacy and will continue our work, supporting local communities to achieve their hopes and aspirations.

We work in one of the most diverse and rich cultures in London, drawing upon a wealth of experience and tradition. We recognise the role of our communities in contributing to our success and the success of our borough, and will continue to build stronger and deeper ties with them.

We work with all of our partners, drawing upon and sharing their wealth of experience and expertise. We will take a leading role within the Better Homes Partnership of Team Hackney and play our part in delivering this vision.

We have a strong track record in getting the best out of partnership opportunities. Our Decent Homes contractors are also involved in funding community development. Our housing management partners work and engage locally to deliver initiatives on the ground. Our in house repairs service and Decent Homes contractors provide local apprenticeships and support the use of local labour where practicable. We recognise the substantial spin off opportunities that the Decent Homes investment will bring to the borough. We will seek to maximise the benefits for local residents to achieve a sustained improvement to our homes and people's lives.

We look forward to the Olympics in 2012 and the range of opportunities, coupled with the significant investment in the transport infrastructure. We have also identified some of the key risks and challenges that this presents us, including the pressures on labour at a time when we are delivering our Decent Homes programme.

We know that the spotlight will be on our borough, and we stand ready for this challenge.

Key successes

- **Delivering new homes** – In addition to the new homes provided through the RSL partners, Hackney Homes will gain 50 new Council homes to manage on Holly Street from 2008.
- **Labour initiatives** – As part of the Nightingale CEI programme, our construction partners have used 30% local labour and set up 2 structured apprenticeships. We currently run an apprenticeship scheme within Hackney Building Maintenance. We have targets within our principal development agreements to increase the percentage of BME workers and part of the overall labour force, and promote women in construction
- **Community development funding** – We have been successful in leveraging in a range of funding. As part of the Nightingale Development Agreement we

have set up a Community Development Fund with our partners, which makes £150k available for health and well being projects on the estate and its proximity. We support local projects such as MDMD (Making Dance, Making Drama) by providing them with free use of our Community facilities.

- **Tackling ASB, working to improve community cohesion** – We have shut down over 40 ‘crack houses’ in the borough working with the police Safer Neighbourhoods Team through the Crackdown Project. We are engaged in ASB prevention and youth behaviour work with the Home Office. Our KICKZ project, working with young people to develop football and basketball skills attracts a range of funding including £475k from the government’s Football Foundation, the police, our partners, Neighbourhood Renewal Funding, and makes use of the facilities on our estates. Our potential work with Searchlight, will help to promote social cohesion through sport
- **Supporting learning** – Our programme with UXL supports local people to undertake ESOL classes, ICT training, and security training. The programme is supported by an LDA grant and utilises our facilities wherever possible
- **Managing estates awaiting regeneration** – Hackney Homes plays a pivotal role in managing and maintaining estate and environmental standards on estates being decanted, awaiting demolition. In addition to attending to day to day matters, our Estates Renewal Team work with residents, managing and arranging their re-location from start to finish.

Key outcomes for the next 5 years

Short term priorities

- **Develop a road map** – develop our understanding of our role in place shaping and the steps we will take over the next 5 years to deliver it eg, our role in delivering against the Story of Place
- **Developing our relationships with key partners** – agreeing a framework with shared goals and common purpose to draw upon and share good practice between each other
- **Identify our partnership priorities** – provide clear guidance on our priorities for the short and medium term to our housing and decent homes partners
- **Maximise opportunities for leveraging in investment** – identify further opportunities for supporting community initiatives.

Medium term priorities

- **Network with enabling organisations** – establish stronger links with London Councils, Communities England, partners through the NFA, the new Home and Communities Agency
- **Feasibility and delivery** – undertake a feasibility analysis to scope the role of HH in place shaping and delivering the LAA

- ***Reality checking impact*** – ensuring the work we do on estates and in tackling ASB are delivering the necessary improvements and contributing positively to the quality of life

Longer term priorities

- ***Deliver the vision*** – ensure that HH has delivered its vision and is playing its part to deliver the LAA
- ***Review our relationships*** – review arrangements with partners in light of the other changes and their potential impact eg beyond decent homes, self financing HRA

Report Title: Community Halls Management Procedure Consultation

Date of Meeting: 24 April 2008

1.0 Background

1.1 Hackney is well provided for in terms of Community Halls, there are some 80 Halls with a capacity of 75 or more. These halls have a considerable capacity to meet the wider needs of the local community. At present this capacity is underused and there is a need to make these available to all parts of our diverse community.

1.2 Management arrangements including the booking of halls, pricing and access vary from hall to hall. The draft management procedure is aimed at standardising the management arrangements and ensuring all sections of the local community have equal access to this valuable community resource.

2.0 Information

2.1 The purpose of this report is to provide the RLG with an information update of the consultation process on the new Community Halls Management Procedure

2.2 Hackney Homes has produced a draft management procedure that incorporating the points raised above. A copy of the new management procedure is attached as Appendix 1.

2.3 Hackney Homes is commencing the consultation process by sending out the procedure to all TRA's and associated groups that manage Community Halls requesting their comments and an offer of a meeting to discuss the procedure if TRA's want to. A copy of the letter is attached as Appendix 2. These comments will then be analysed and appropriate changes made to the procedure. Two general briefings will be held for TRA's to inform them of the outcome of the consultation procedure.

2.4 We aim to bring a full report on the outcome of the consultation process and final draft management procedure to the RLG in June 2008. The key milestones and dates are set out in Appendix 3.

APPENDIX 1

Dear Chair/ Committee Members

RE: Consultation on Draft Management Procedure for Community Halls

I would like to begin by introducing myself. My name is Derrick Harvey and I am undertaking a consultation on a draft Management Procedure for Community Halls.

The London Borough of Hackney has provided community facilities on many of its estates for the benefit of residents and the community as a whole. The arrangements for managing these facilities differ from one estate to the next.

These facilities need to be improved and we would welcome your comments on the draft agreement and, therefore, are carrying out this consultation. We would be grateful if you would read through the enclosed draft procedure and return your TRA's comments by the **12th May 2008** in the enclosed freepost envelope provided

If you would like to meet to discuss the draft procedure please contact me by **25th April 2008**. I can be contacted on 020 8 356 6465 or by email derrick.harvey@hackneyhomes.org.uk

Yours Faithfully,

Derrick Harvey
Project Officer
Hackney Homes Ltd
136-142 Lower Clapton Road
London E5

Community Halls Consultations on New Management Procedure
Project Time Frame

1. Current Situation

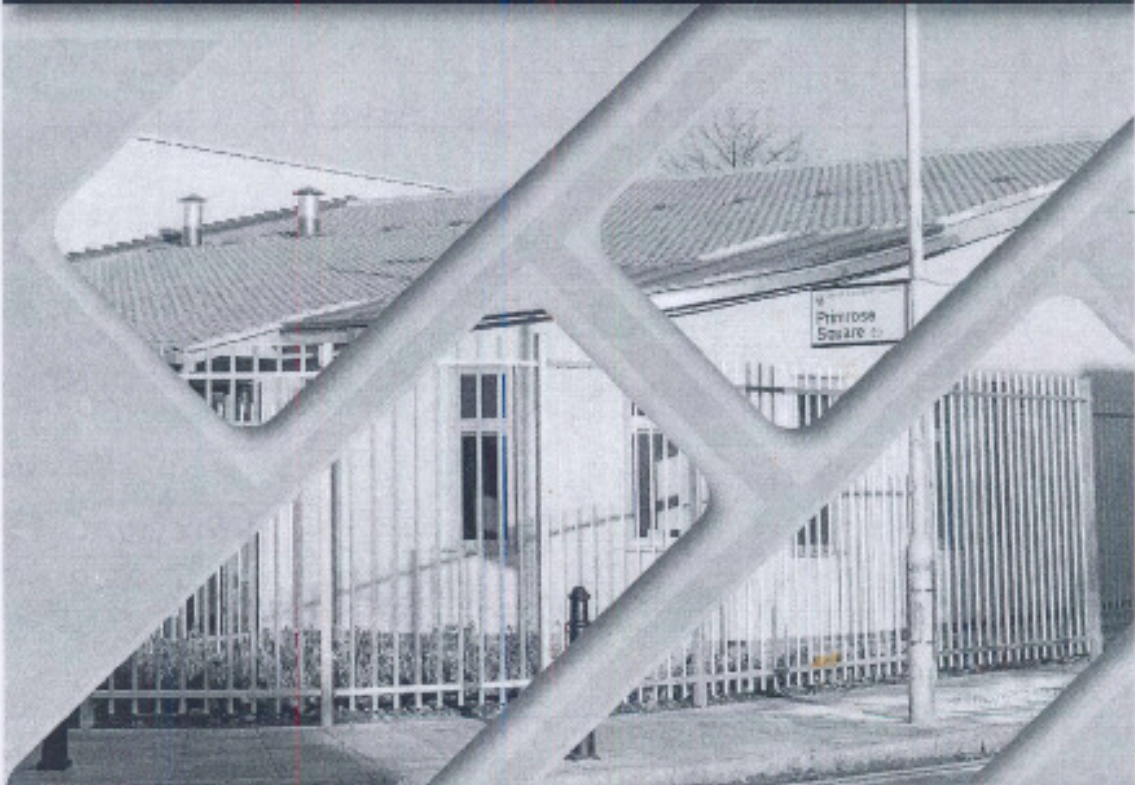
Drafting of consultation letter and organising the distribution of draft procedure to TRAs managing Community Halls. Meetings held with 14 TRAs to date and recorded comments.

2. Time Frame and Milestones

- Consultation Letter to be sent out by 16th April 2008
- Return of Comments by TRA by the 12th May 2008
- Those TRA wishing to meet should request a meeting by 24th April 2008
- Meetings requested by TRAs to held by 25th May 2008
- Analysis of comments and amendment of draft produced 2nd June 2008
- Report to RLG June 2008
- Two Briefing sessions for all TRAs to attend to be held in June 2008
- Final agreement produced early July 2008
- All TRAs signed up September 2008

Community hall management procedure

October 2007 - DRAFT




HackneyHomes
In partnership with Hackney Council

The aim of this procedure is to make the best use possible of community halls and to make sure that all parts of the community are given equal access to them. All tenants, residents and voluntary groups can use the community halls.

Tenants' and Residents' Associations (TRAs) must agree to the following conditions before using any particular hall.

Constitution

- 1** The management group must have a constitution (a formal set of rules), hold regular meetings and hold an annual general meeting (AGM).
- 2** All management groups must complete our registration procedure.
- 3** The management group must have a representative from Hackney Homes or the Council at the AGM and the AGM must follow the recognised format to provide openness and accountability.
- 4** The management group must have all necessary insurance policies.
- 5** All profits the management group receives from hiring the hall should be used for the benefit of the community (for example, projects, outings and social events). The management group must decide how to do this.
- 6** If there is no management group in place, we will take responsibility while we consult with residents to identify another group to manage the hall.

Maintenance

- 7** We will be responsible for maintaining and repairing the hall unless people using the hall have caused damage that is covered by insurances or deposits. Tenant Management Organisation (TMO) management groups will have arrangements in place written into their own management agreements.
- 8** We will take responsibility for any work needed to meet the Disability Discrimination Act (DDA).

Accounting

- 9** The management group will be responsible for lettings and bookings and must keep a diary of bookings for record-keeping purposes.
- 10** The management group must keep appropriate books and records which must be available for us to inspect.
- 11** The management group should report details of hall bookings and income at each management group committee meeting.
- 12** We will pay the utility bills (gas, water, electricity) on behalf of the council, and community groups must pay us back under the following conditions.
 - Groups that cannot let out their hall for valid reasons pay nothing.
 - Groups that do let out their hall but receive less than £1000 a year in rent pay nothing.
 - Groups that receive more than £1000 a year from hiring out a hall will be charged for the gas, electricity and water charges but may keep the first £1000 of their income.

Using the hall

- 13** Halls are available for hire between 9am to 11pm, depending on the management group's decision.
- 14** The management group should have a phone number available for the public for bookings and enquiries.
- 15** Alcohol must not be sold on the premises unless the user has an alcohol licence.
- 16** The premises must not be used for any public, political, or religious meeting, or in any way which could cause embarrassment to us or Hackney Council.
- 17** Music and visual entertainment must keep to environmental health and safety regulations.

- 18** Tenants and Residents Associations who do not have access to a community hall on their estate/s can use halls available in neighbouring estates free of charge as long as the meetings are connected with the affairs of the estate. Hackney Homes and Hackney Council can also use halls free of charge for meetings, ward councillors' surgeries and road-shows.
- 19** We will support and help the management groups, and will provide training if necessary.

Hiring a hall to other groups

- 20** The management group should have an approved hirer's agreement and make sure that the other group signs this.

Charges to other groups

- 21** Hourly charges must be in line with the agreed schedule of charges.
- 22** If the management group is letting the hall for a one-off event, it must charge a deposit (as set out in the schedule of charges). If there is no damage or noise nuisance and the hall is left in a clean condition, the management group will return the deposit seven days after the event.
- 23** The management group must arrange a weekly or monthly charge for regular user groups.

Useful contacts

If you have any questions about hiring community halls on the estates or to find out more, phone Jackie Loftus on 020 8356 7863.