

Hackney Homes – getting ready for change

Resident Liaison Group – 29th April 2010

What we already know



- ❑ From April 2010 must have agreed the extent of the **'local offer'** or have plan explaining how this will be achieved and by when (see pg 16-17)
- ❑ There is a requirement to produce a **Tenant annual report**
- ❑ There will be an inspection- HH needs to prepare for it –whether traditional or SNI
- ❑ April 2010 six **TSA national standards** will apply
- ❑ **Co-regulation** will be the tool of choice for monitoring performance of providers
- ❑ **ALMOs are included** in new regulatory framework

Local Offer

- ❑ To be agreed between provider and their tenants
- ❑ To include opportunities for tenants to agree local offers to take into account:
 - Standards of performance offered to tenants
 - How performance will be monitored, report to and scrutinised by tenants
 - What happens if 'local offer', is not met
 - Arrangements for reviewing local offers on a periodic a basis
 - Provision of support to build tenant capacity so that they are effectively engaged and involved.
- ❑ Local – defined as local area co-operation or subset of it such as a neighbourhood or estate.

Tenant Annual Report

- ❑ **Content**
 - To be produced annually – available to tenants (& TSA) 1st October each year
 - First one due, Oct 2010, covering year ending 31st March
 - Providers shall **set out their service offer** in relation to national standards (agreed with tenants)
 - Will **assess** how the provider is currently **meeting the standard**
 - Include how compliance is **measured**
 - Note any **gaps** and associated improvement plans
 - Include providers offer to tenants against the standards over the next yr
 - Reference to tenant scrutiny -how tenants will be involved in performance monitoring & service improvements
 - Where appropriate use of external validation, peer review and benchmarking
- ❑ **TSA – do not want to be prescription ,and concentrate on outcomes rather than process**

"we expect providers to use information that is already collated and therefore 'used and useful'"

TSA approach to regulation

"Co-regulation we expect robust self-regulation by the boards and councillors who govern the delivery of housing services , incorporating effective tenant involvement subject to a backbone of regulation by the TSA" (pg 9)

Providers must:

1. Meet obligations contained within TSA six standards. Emphasis on outcomes for tenants not detailed processes
2. Engage meaningfully with tenants, involve tenants in shaping local delivery of local priorities
3. Involved tenants scrutinising performance
4. Discuss service improvements and delivery with tenants in first instance
5. Undertake robust, honest self assessment which is evidence based
6. Use external validation
7. Provide annual reports to tenants about performance against **local offer**
8. Build capacity among tenants so they can be genuinely involved engaged
9. Have a clear, accessible complaints policy

Who will be regulated? (pg 8)

- Only providers who are registered with the TSA will be regulated
- All providers on the TSA register as at 31st March were automatically transferred to register of provider which came into effect from 1st April 2010
- All local authority providers were automatically placed on register
- ALMOs that **do not** own stock will be registered under the 2008 Act and hence **will not** be the legal entity responsible for meeting the standards (it will apply to the sponsoring LA) (Page 8)
- Same principle applies for TMOs.

Six National Standards for Social Housing – providers must meet the six standards, outcomes not process (pg 11)

Standard	Requirements	Service Area
1. Tenant Involvement and Empowerment	<ul style="list-style-type: none"> • Customer service, choice and complaints • Involvement and empowerment • Understanding and responding to diverse needs of tenants 	<ul style="list-style-type: none"> • ALL
2. Home	<ul style="list-style-type: none"> • Repairs and maintenance • Quality of accommodation 	<ul style="list-style-type: none"> • Housing Needs • Tenancy Management • Repairs & Maintenance
3. Tenancy	<ul style="list-style-type: none"> • Allocations • Rent • Tenure 	<ul style="list-style-type: none"> • Tenancy Management • Housing Needs • Income Management
4. Neighbourhood and Community	<ul style="list-style-type: none"> • Neighbourhood management • Local area co-operation • Anti-social behaviour 	<ul style="list-style-type: none"> • Asset Management • Tenancy Management • Estate Environment Services
5. Value for Money	<ul style="list-style-type: none"> • Value for money 	<ul style="list-style-type: none"> • ALL
6. Governance and Financial Viability*	<ul style="list-style-type: none"> • Governance • Financial viability 	<ul style="list-style-type: none"> • ALL

* This standard does not apply to local authorities



1. Tenant Involvement and Empowerment

- ❑ **Customer service, choice and complaints –**
 - Provide choices, information and communication that is appropriate to the diverse needs of tenants
 - Approach to complaints that is clear, simple and accessible to ensure complaints are resolved promptly, politely and fairly
- ❑ **Involvement and empowerment-**
 - Opportunity to influence policy, service delivery as well as scrutinise performance against agreed local standards. Build capacity of tenant to be more effectively involved.
- ❑ **Understanding and responding to diverse needs of tenants**
 - Treat all tenants with fairness and respect
 - Demonstrate that consideration has been given to all seven equality strands in the delivery of services



2. Home Standard pg 23

- ❑ **Quality of accommodation - meet the Decent Homes Standard**
 - Registered providers must ensure that all homes are warm, weatherproof and have modern facilities. Meet the standards of design and quality that applied when the home was first built
 - Local offer not less than DH standards
 - That tenant's home meet standard by 31 Dec 2010.

- ❑ **Repairs and maintenance**
 - Registered providers must provide a cost effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants.
 - They must meet all applicable statutory requirements that provide for the health and safety of tenants in their homes.

3. Tenancy

- ❑ **Allocations**
 - Let homes in a fair, transparent and efficient way.
 - Take into account the housing needs and aspirations of tenants
 - Make the best use of available housing; and
 - Contribute to local authorities' strategic housing function and sustainable communities. (pg26)
- ❑ **Rents – see framework – rents charged in accordance with Government Direction to the TSA of Nov. 09 (pg27)**
- ❑ **Tenure (pg 28)**
 - Providers shall offer tenure compatible with the purpose of housing and sustainability
 - Meet applicable statutory and legal requirements in relation to tenancy agreements
 - Set out in annual report for tenants how they are meeting these obligations, now and in the future.

4. Neighbourhood and Community – pg 29- 30

- ❑ **Neighbourhood management**
 - *The common areas associated with the homes that they own clean and safe.*
- ❑ **Local Area Cooperation**
 - *Cooperate with relevant partners to help promote social, environmental and economic well being in areas where they own properties*
- ❑ **ASB**
 - *Registered providers must work in partnership with other public agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.*
 - *Annual report for tenants to illustrate how these obligations are being met and how they intend to do so in the future.*

5. Value for Money

- ❑ **Value for money**
 - *Registered providers have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants' needs*
 - *Annual report to identify how this obligation is being met now and in the future.*

6. Governance and Financial Viability – not applicable to local authorities

Governance

- Effective governance arrangements that ensure they have structures, systems and processes to deliver their aims, objectives and intended outcomes for tenants and potential tenants in an effective, transparent and accountable manner.
- Adherence to all relevant legislation;
- Comply with their governing documents and all regulatory requirements;
- Are accountable to tenants, the TSA and relevant stakeholders; and;
- Safeguard tax payers' interests and the reputation of the sector.

Financial viability

- Registered providers must manage their resources effectively to ensure their viability is maintained.

What Is Hackney Homes doing to get ready?

- Guest Speakers – from TSA
- HQN Workshop – awareness around short notice inspections
- Service Area Workshops – gap/ checklist
- Performance management and reporting – aligning TSA standards
- Customer profiling – understanding needs
- Standards – consultation re: current standards
- Preliminary discussions with Council re: approach
- Reviewing what tenants have told us they want to see in terms of quality of services

Hackney Homes to do list?

- Work with LBH – joint action plan
- Gap Analysis
- Local offer to be defined
- Reporting
- Project Excellence
- Using complaints and other forms of feedback
- “Flesh out” – proposals for involving and consulting tenants
- Contribute to production of tenants annual report
- Establish mechanism to ensure process is reviewed annually

Any Questions?

**Housing Management Services
The Future**

by
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Resident Services

Resident Liaison Group

29th April 2010

Introduction

From 1st April 2011 all Neighbourhood Services will be managed directly by Hackney Homes

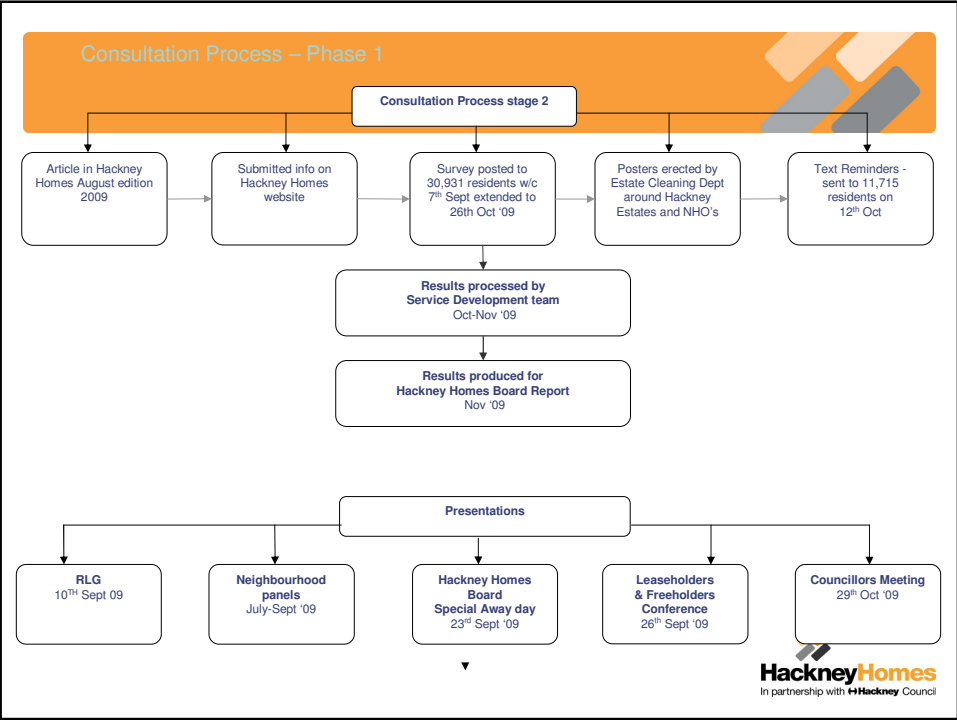
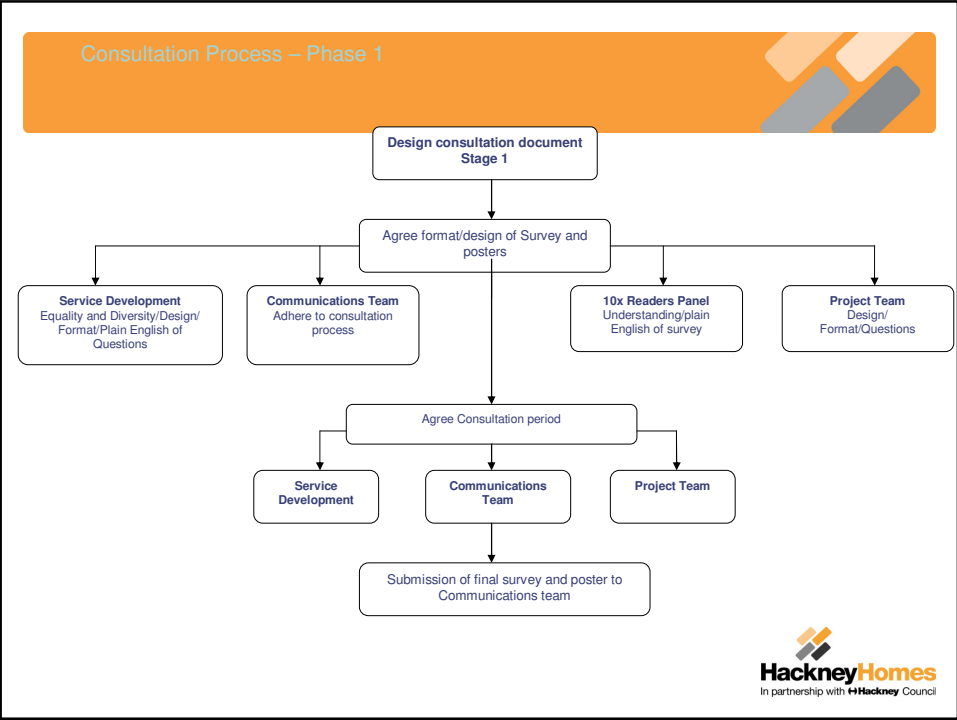
Contract Area	Partner Organisation	Year Contract Commenced
North West	Pathmeads	2004
De Beauvoir & Queensbridge	Mouchel	2004
Homerton	Mouchel	2004
North East	Pinnacle	2007
Shoreditch	Pinnacle	2007

Consultation – Phase 1

- Hackney Homes consulted with ten residents from the reader's panel prior to the "Have Your Say on Services" survey being sent out so that understanding and clarity as well as willingness to complete could be tested.
- A full residential consultation took place which included a Postal survey to over 30,000 residents (including Leaseholders and freeholders).
- Information regarding the Have Your Say Consultation was published in the Hackney Homes newsletter and website.
- Posters were displayed in the Neighbourhood offices and on residential estates along with reminder text messages sent to over 11,000 residents of these 9,283 were successfully delivered.
- In total a 10% (3,173) response rate to the survey was achieved.

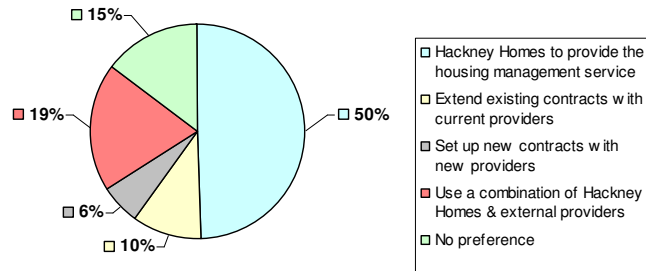
Presentations – Phase 1

- Presentations of the housing management options have been given to all the representative tenant bodies across Hackney and were asked to give their views either collectively or individually.
- Feedback reports have been provided by some of the panels and Council Members to reflect their views of the service provided by the partners.
- Further consultation took place at the Leaseholders and Freeholders conference where a presentation was made and an information point was displayed about the "Have Your Say on Services" survey attended by Resident Services staff. The conference held on 26th September '09 was an opportunity for residents to receive information and ask questions.



Consultation Results

Total percentage of residents feedback on preferred options to delivery Housing Management Services in the future.

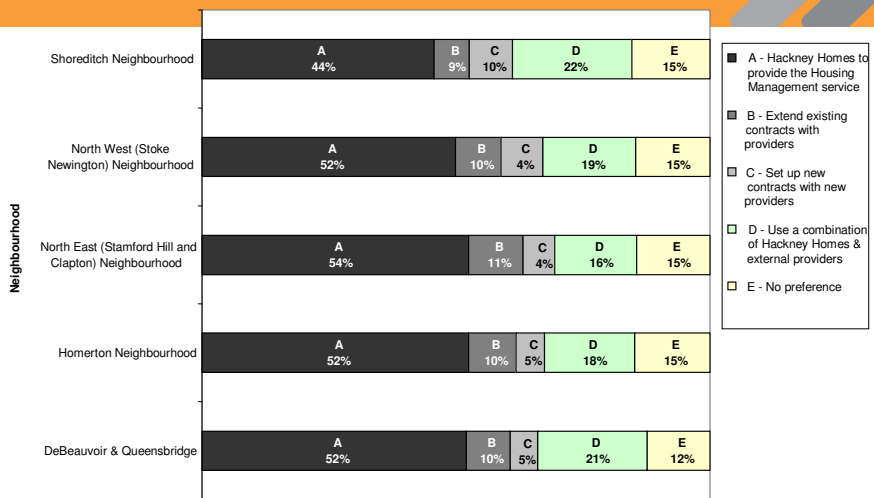


Breakdown of total responses by Neighbourhood & Tenant Management Organisations

Neighbourhood & TMO	Number	Percentage
De Beauvoir & Queensbridge	478	16.15%
Homerton	528	17.84%
North East (Stamford Hill and Clapton)	636	21.49%
North West (Stoke Newington)	436	14.73%
Shoreditch	454	15.34%
All TMO's	428	14.46%
Base	*2960	100.00%

* Survey results based on 3,173 responses

Total percentage of resident's preferred options to delivery Housing Management Services in the future by Neighbourhood and Tenant Management Organisations.



- A - Hackney Homes to provide the Housing Management service
- B - Extend existing contracts with providers
- C - Set up new contracts with new providers
- D - Use a combination of Hackney Homes & external providers
- E - No preference



Breakdown of the 5 Equality and Diversity Strands - Percentages and Numbers

AGE	%	RELIGION	No. responded	ETHNIC ORIGIN	No. responded	GENDER	No. responded	DISABILITY	No. responded
16 to 24	2%	No religion/ belief	13%	White	45%	Male	43%	Yes	44%
25 to 34	11%	Christian	55%	Mixed	4%	Female	57%	No	56%
35 to 44	19%	Buddhist	1%	Asian / Asian British	5%	Transgender	0%		
45 to 54	22%	Muslim	14%	Black/ Black British	30%				
55 to 59	9%	Hindu	1%	**Other	12%				
60 to 64	9%	Jewish	2%	Prefer not to say	4%				
65 to 74	15%	Sikh	0%						
75 to 84	10%	Other	7%						
85+	3%	Prefer not to say	7%	**Turkish = 175					
Total No. Responded	*3089		*3026		*3045		*2756		*2856

*Total results are based on 3,173 residents that responded to the 'About You' questions 8 – 14 within the 'Have Your Say on Services' Survey.



Decision Making Process - Phase 2

- Hackney Homes Board reached a decision on 26th November and made recommendations, to be put forward to LBH Council's Cabinet. The recommendation within the report, was approved by Cabinet on 1st March 2010, to enable all front line services to be directly managed by Hackney Homes from April 2011.
- Some residents petitioned against the decision reached by the Hackney Cabinet at the Overview & Scrutiny Committee meeting on 18th March. The Committee subsequently upheld the original decision made by Cabinet.

Project Set Up – Phase 3

Project Board

Tasks Objectives include:

- Oversee the project to ensure that it delivers on time.
- All objectives are reviewed and assessed
- Recommend to Hackney Homes Board any suggestions or significant changes to service delivery
- Ensures Resident Involvement is the key driver to Service Delivery

Project Operational Group

Task Areas are Leasehold Management, ICT, HR, Finance, Communications, Admin & Finance & Housing Management (Concierge, TMO and Housing Management Services)

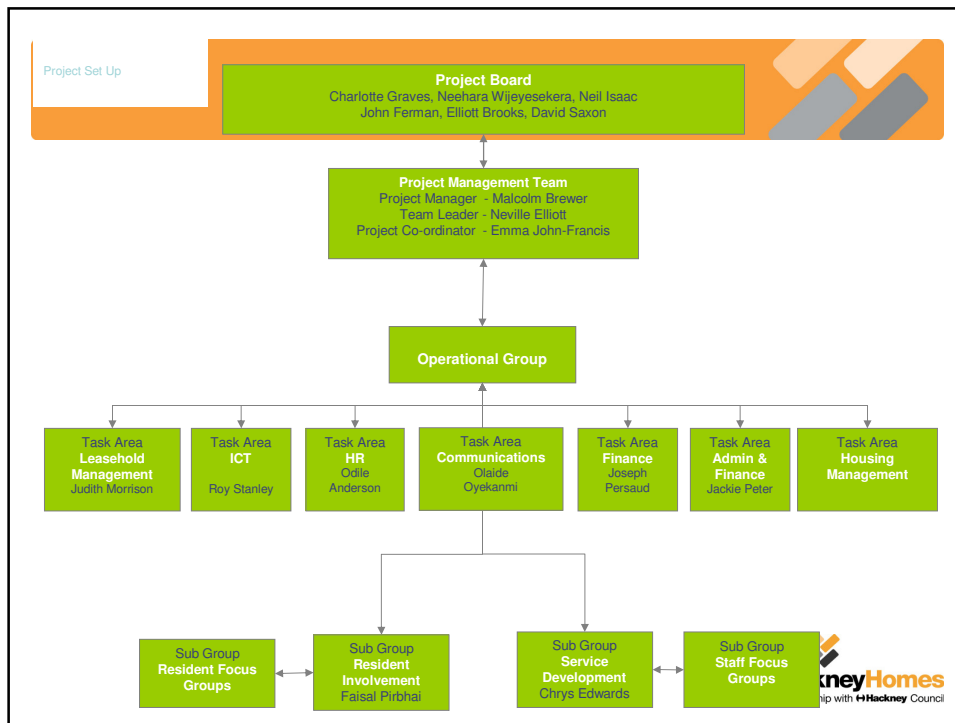
Tasks Objectives include:

- Implement TUPE Transfer undertaking
- Developing training and integration programmes for all Neighbourhood staffs
- Communicating with residents on progress and changes taking place.
- Communicating with staff – regular progress meetings with Neighbourhood office staff to be planned in the future.

Sub Groups – Resident Involvement and Service Development

Tasks Objectives include:

- Involve residents to help shape front line services
- Staff participation to help identify and overcome issues and enhance services.



Communication Strategy – Phase 3

Schedule		
Monthly	May '10 – Aug '10	Project Board Meetings – Will include regular highlight reports
Quarterly	Sep 10 – Apr '11	
Monthly	Mar – Apr '11 <small>some areas will run beyond April '11</small>	Project Operational Group meetings – Monitoring of Action plans and risks identified
Monthly & Fortnightly	Mar – Apr '11 <small>some areas will run beyond April '11</small>	Sub group meetings - Monitoring of Action plans and risks identified
Monthly	Apr – Jun 2010	Negotiations with Pinnacle partnering agreements for North East and Shoreditch areas.
		Resident Focus Groups
Bi-Monthly	Mar – Apr '11	Exit plan meetings with Mouchel and Pathmeads

Hackney Homes
In partnership with Hackney Council

What has taken place – Phase 3

Date	
Mar 2010	Completion of: Project Brief Business Case Project Initiation Document Project Team Structure
April 2010	Presentation to Hackney Homes Executive Team & approval of project
Mar 2010	Served Partner contract termination letters to Mouchel and Pathmeads
Mar - Apr '10	Project Operational Team and sub group meetings
Mar -Apr '10	Draft action plans provided by the Project Operational Team - ICT, HR, Finance, Communications, Admin & Finance, Resident Involvement, Service Development and TMO's
Mar '10	Completion of draft Exit Plan strategy for Mouchel and Pathmeads
Mar 2010	Initial Exit Plan meetings with Mouchel and Pathmeads

What happening now & next – Phase 3

Date	
April '10	Commence negotiations with Pinnacle over partnering agreements for North East and Shoreditch areas.
Apr - onwards	Monitor task action plans and key milestones including: Leasehold Management, HR and Communications
May '10	Start of Project Board Meetings
June '10	Hackney Homes News - June Issue: Enclose leaflet within HH newsletter regarding the survey results and outcome also how residents can get involved with how they can help shape Housing Management front line services (reply paid card attached).
June '10	Complete negotiations with Pinnacle
Sept '10	Agree and finalise Mouchel and Pathmeads exit plan strategy
Sept '10	Commence Implementation of TUPE undertakings by Human Resources
Sept '10	Serve Formal notice to Pinnacle
Oct '10	Initiate exit plan discussions with Pinnacle

Overall Benefits

- Reducing operational staffing costs
- Improved Value for Money
- Opportunity to review with residents how services are delivered – (consider a range of options e.g. centralise some services)
- Opportunity to invest in innovative best practices across the borough.
- Offers a greater opportunity to discuss and plan for shared services with Hackney Council.
- A potential reduction in management costs to leaseholders. A detailed review is been undertaken.
- Reduce overhead costs - ensuring more resources are put into front line services.

Summary

- Project Plans to be in place to ensure our target date of 1st April 2011 is achieved.
- Executive Project Board will meet monthly, to ensure progress is achieved
- Operations Group will meet monthly, to monitor the work of the task and sub-groups
- Communications plan for both resident and staff agreed and implemented
- **Feedback to Residents Liaison Group in Oct/Nov 2010**

We look forward to welcoming the Neighbourhood staff to Hackney Homes