

**HACKNEY HOMES Ltd**  
**Resident Liaison Group Meeting**  
Thursday, 29th July 2010 at 6.00pm to 8.00pm  
The Chief Executive's Conference Room, 1<sup>st</sup> 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)

Andrea Rawlings

Arthur Goodwin

Cynthia Diminieux

Danny Neeson

Denise Bingham

Ehsan Uddin

Erdal Doganduzel

George McGee

Ida Scoullos

Jean-Paul Lawrence Tampu-eya

Lionel Fairweather

Louisa Zaky

Mavis McGee

Muriel Gordon

Nicholas Corbett

Sean St Louis

Shanaz Ali

Terry J. Edwards

Tony Goodchild

Tony Osborne

Irene Lewington

Doug Mitchell

**Officers:**

Charlotte Graves

Neil Isaac

Neehara Wijeyesekera

Judith Morrison

Jim Paterson

Jonathan Oxlade

Clive Taber

Alex Jarosy

Chris Tabi

Malcolm Brewer

Trish Hail

**Housing Partner Representatives:**

Mouchel: David Saxon

Pinnacle: Elliot Brooks

Pathmeads: John Ferman

**Contact:**

**Governance Team**

**020 8356 3432/2264/4225.**

**[Governance.team@Hackneyhomes.org.uk](mailto: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"> <li>• Apologies</li> <li>• Declarations of Interest including HH Board Members declaring they are Board Members</li> </ul>		Information Information	2 mins	6:05-6:07
3.	Chair	a) Minutes of 3 <sup>rd</sup> June 2010 and Matters arising b) Rolling Register	1-12 13-14	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		Verbal Update	15 mins	6:32-6:47
6.	T. Hail	ICT Strategy	15-21	Consultation and discussion	10 mins	6:47-6:57
7.	C. Taber	Enhanced Tenant and Resident Association Meetings	22-28	Information	15 mins	6:57-7:12

8.	M. Brewer	Housing management-the focus for improvement.		Discussion	30 mins	7:12-7:42
9.	Chair	Any Other Business <ul style="list-style-type: none"> <li>Estate Service Level Agreement –C. Tabi</li> </ul>		Information and discussion	10 mins	7:42-7:52

**Future RLG meetings.**

- Thursday, 30th September 2010
- Thursday, 2<sup>nd</sup> December 2010
- Thursday, 13<sup>th</sup> January 2011

Present	<p>Rupert Tyson (Joint Chair) Muriel Gordon Terry Edwards Tony Osborne Danny Neeson Tony Goodchild Wally Hare Ida Scoullis Louisa Zaky Denise Bingham</p> <p><b>Housing Partner Representatives</b> David Saxon John Ferman Adis Pajic</p>	<p><b>Officers</b> Charlotte Graves Clive Taber Judith Morrison Jim Paterson Neehara Wijeyesekera Sharan Sewa Christophe Tabi</p> <p><b>In attendance</b>  Peter Naughton (Part)</p>
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Item	Open to the Public	Action	Date
<b>1. Welcome &amp; Introduction</b>	Rupert Tyson welcomed everyone to the meeting and everyone introduced themselves. Rupert Tyson said that there was an additional agenda item which was an update on Woodberry Down from Peter Naughton.		
<b>2.</b>	Apologies were received from: <ul style="list-style-type: none"> <li>• Mavis McGee</li> <li>• George McGee</li> </ul> <p>Rupert Tyson declared he was a Board Member of Hackney Homes.</p>		
<ul style="list-style-type: none"> <li>• <b>Apologies</b></li> <li>• <b>Declarations of interest</b></li> </ul>			

Item	Open to the Public	Action	Date
<p><b>3(a) Minutes of 29 April 2010</b></p> <p><b>3 (a) Matters arising</b></p>	<p><u>Corrections</u> Item 3(a) Matters arising (6 EIB/Planned Maintenance) – this should read, “The Group queried how the works had been allocated to the available £100k which had been identified as at the previous RLG meeting, Officers had said that Panels would be asked how they wanted this money allocated. Jim Paterson said that the money had been allocated to works which the Panels had previously identified and he would circulate a list of works area by area.”</p> <p>Item 6 <u>What’s happening in the Neighbourhoods</u> – Stamford Hill, the final bullet point should read “Communication/planned maintenance was still an issue and she asked that dates were provided for when the work would be carried out”</p> <p>Central Panel – First bullet point should read Regent Estate Pensioners’ Hall not the Rose Lipman Community Centre.</p> <p>With the above corrections, the minutes were agreed as a true record and signed accordingly.</p> <p><u>3 (b) Rolling Register</u> Members said they had not received the Tenants’ Levy Paper. Clive Taber said he would recirculate.</p> <p><u>Item 4 What’s Happening at Hackney Homes</u> Letters had not yet been sent to TRAs and Panels about the staff changes at Hackney Homes.</p> <p><u>Item 10 – Review of Communal Heating</u> Complaints had been received throughout the borough about the heating being turned off on 1 May when the weather had still been cold. Jim Patterson said he would pick this up as part of the general review of the out of hours service.</p>	<p><b>J. Paterson</b></p>	

Item	Open to the Public	Action	Date
<b>3(b) Rolling Register</b>	The Rolling Register was noted.		

<p><b>4. Peter Naughton, Update on Woodberry Down</b></p>	<p>Peter Naughton gave an update on what was happening at Woodberry Down. Interim works had now started and he thanked everyone involved for making this happen. Hackney Homes needed to undertake more work with leaseholders as the interim works had a high impact on them. The Chief Executive had suggested that a Housing Management Service could be provided at Woodberry Down itself now that the Regeneration Team and Communications Team had moved into central Hackney and Peter Naughton thanked her for the suggestion as he considered it would be a well used resource particularly by the elderly residents. Peter Naughton said that the new homes were expected to be handed over in the first quarter of the new year.</p> <p>The Group was concerned for the leaseholders at Woodberry Down as the interim repair works had not originally been planned or expected. The properties could not be sold and it was suggested that Hackney Council bought these properties back. The Chief Executive said that Officers were aware of how difficult the situation was and Judith Morrison and her team were doing everything they could to help. Judith Morrison said that she and her team were making themselves available to leaseholders to go through options and that further work on communication of information was being undertaken. There was an over 55s session for leaseholders being held at the Town Hall and Officers could hold a session at Woodberry Down itself.</p> <p>Whilst providing a housing management service at Woodberry Down itself was good news for the residents there, there was concern about what impact this would have on services provided out of Clockhouse as effectively, there would</p>		
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**5. Tenant Satisfaction Survey**

be two neighbourhood offices in operation. The Chief Executive said that this was a low key local arrangement that Officers had been asked to look at by WoodCo and it would be monitored to see how or if it affected current levels of service.

The Group thanked Peter Naughton for his update.

Sharan Sewa gave a presentation on the Tenant Satisfaction Survey for 2009/10 and highlighted the process for the 2010/2011 Survey. The Group queried why the result for the Neighbourhood as a place to live had only scored 24%. Sharan Sewa explained that the question asked the Tenants to list their top three service priorities and Repairs & Maintenance, Overall Quality of your Home and Dealing with Anti-Social Behaviour had scored more highly. The Group congratulated the Resident Participation Team for achieving a 9% increase in the satisfaction rate for participation.

The Group asked how the questions were arrived at. Sharan Sewa said that the questionnaire had been devised by the National Housing Federation and had been approved by the CLG. The Group asked if there were any Leaseholder Survey Results. Sharan Sewa said that Leaseholders had been surveyed separately and a presentation would be brought to a future meeting. The Group queried whether the Tenants surveyed would understand the Tenant Participation Compact. Sharan Sewa said that there was a preceding question on the survey that asked whether tenants had heard of or were aware of the Tenant Participation Compact and if they answered yes, then they moved on to the satisfaction question.

The Group noted that several results remained static and suggested that the reasons behind this needed to be explored.

**6. What's happening at Hackney Homes**

The Group thanked Sharan Sewa for her presentation.

Charlotte Graves said that

- Particular attention was being paid to Grounds Maintenance matters such as grass this summer and that Officers were also now planning for the winter and starting to stock pile plenty of supplies of grit and salt.
- There had been a big recruitment drive in Estate Management which had resulted in an increase in permanent staff and a decrease in temporary staff.
- Digital Aerials were generating some queries
- Hackney Homes was about to implement a new computer system.
- Officers were monitoring carefully what, if any impact, the new Central Administration would have on housing.
- The Group was aware of the significant savings which needed to be made and difficult choices may need to be made next year.

John Ferman from Pathmeads said that

- Staff were being trained extensively on the repairs module in the new computer system
- ASB roadshows were about to commence
- Officers were working on the Exit Strategy and discussing the transition period to ensure that service was maintained.

Adis Pajic from Pinnacle said

- The Central ASB Team was set up in May and already, Officers were receiving letters of thanks for dealing with matters so the Team looked set to be a success
- Extensive Repairs training was being undertaken
- The satellite office at Woodberry Down would be monitored for any impact on services delivered from Clockhouse.

David Saxon from Mouchel said

- There had been some high profile ASB cases in the neighbourhood, most notably with the London Fields Gang and a meeting with LBH was being held next week on how to tackle these problems.
- There had been ASB activity on the Trowbridge Estate in respect of dangerous dogs which had resulted in the removal of one such dog.
- A tenancy audit project was underway
- A member of staff had been employed to ensure that vulnerable tenants were visited to minimise such things as lonely deaths. The target was 40 visits per month

The Group asked if any decision had been taken by the Council on the future of Hackney Homes. Charlotte Graves said no and there had not as yet been any formal discussions. However, she had been invited to a meeting with the Council next week. The Group said that whatever the decision, residents needed to be consulted. Charlotte Graves said she would communicate this back to the Council .

<p><b>7.184/EIB and Estate Walkabouts</b></p>	<p>Jim Paterson gave a presentation on 184/EIB and Estate Walkabouts. The Group congratulated officers for providing an improved service although there was still scope for further improvements. The Group considered the catalogue of what was available under the EIB budget a good idea but had some concerns about the expense of items. The Group also asked if the production of a catalogue could be considered for 184.</p> <p>The Group considered that the terminology needed to be looked at as there was still confusion between 184/EIB and Estate Walkabouts. Furthermore S20s and Planning Permissions needed to be considered early on with any submission as these matters took time. There was also concern that the budgets could again be frozen in September. Charlotte Graves said that all Officers were committed to ensuring that the budget was not frozen this year.</p> <p>The recent walkabout on the Central Panel had not been satisfactory. Jim Paterson said he would look into this.</p> <p>The Group thanked Jim Paterson for his presentation.</p>	<p><b>J. Paterson</b></p>	
<p><b>8. What's Happening in the Neighbourhoods</b></p>	<p><u>Central Panel</u> Danny Neeson said</p> <ul style="list-style-type: none"> <li>• At the recent AGM all Officers had been voted back in and thanked Malcolm Brewer for Chairing the meeting</li> <li>• The Law Centre was coming to the Pensioners' Hall and everyone was welcome to attend.</li> </ul> <p><u>Stamford Hill Panel</u> Muriel Gordon said</p> <ul style="list-style-type: none"> <li>• The Panel had received presentations from both the Fire Service and the Police</li> <li>• The Panel had good relationships with the Police Service and this had</li> </ul>		

- helped resolve a tragic incident recently.
- The Panel was working hard on resident participation to try and get more residents involved and were asking why people didn't want to get involved.
  - Work was continuing on maintaining good service delivery.

MESH Terry Edwards said

- Tony Osborne was now the Secretary of Mesh as Joyce Brown was not in good health
- ASB on the estate was a problem and that a patrol of some sort would help
- Decent Homes was an issue as some blocks had been left out of the programme and it was unclear why
- Decent Homes team did not attend meetings
- The Community Hall at Frampton Park could not be used as it was not DDA compliant

Rupert Tyson said that further surveys on blocks not originally included in the Decent Homes programme were planned. Charlotte Graves confirmed this but said it was important not to raise expectations. If blocks were not in the current programme that would continue to be the case. The new surveys would provide additional information for the future.

In respect of Decent Homes officers not attending meetings, Charlotte Graves said that it was unacceptable and asked that members informed her when this happened.

Clive Taber said he would pick up the issues with the Community Hall outside the meeting.

**C. Taber**

	<p>Adis Pajic would pick up the ASB problem on the Harman Estate outside the meeting</p> <p>Rupert Tyson asked that the Group's best wishes were sent to Joyce Brown for a speedy recovery.</p> <p><u>Stoke Newington Panel</u> David Larkin said</p> <ul style="list-style-type: none"> <li>• Officers were voted back in at the recent AGM</li> <li>• The matter of some blocks being left out of the Decent Homes programme had caused divisions within the neighbourhood</li> <li>• The Panel was monitoring the provision of services in the light of the contracts coming back in-house</li> <li>• Howard Road Resource Centre had recruited Ian Richardson as the new manager and he was looking at re-vitalising the local community centres</li> <li>• A quarterly update was now being produced on what was happening at Howard Road</li> <li>• DDA works had been delayed at the Community Halls which were causing problems</li> <li>• Stoke Newington had not benefited from youth initiatives such as Kickz</li> <li>• The Panel had themed meetings at which Hackney Homes Officers attended and these had been very successful.</li> </ul> <p><u>Shoreditch Panel</u> Tony Goodchild Said</p> <ul style="list-style-type: none"> <li>• Doreen Bullock was the new Chair</li> <li>• There were many new people now attending the panel.</li> </ul>	<p><b>A. Pajic</b></p>	
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<p><b>9. Role of Councillors at TRA &amp; ETRA Meetings</b></p>	<p>Clive Taber introduced the report and said that Councillors were important stakeholders in the Community and therefore should be involved. However, Councillors should not hold office within the TRA e.g. Chair or Secretary and if this was the case, Hackney Homes would facilitate a further election. The Group made the following observations.</p> <ul style="list-style-type: none"> <li>• Councillors should not canvass for positions at TRAs.</li> <li>• ETRAs were foisted upon residents</li> <li>• TRAs should be independent</li> <li>• Councillors do nothing and they should not be let in to a TA Meeting</li> <li>• Only invited guests should attend</li> <li>• Councillors should not demand attendance</li> </ul> <p>In the model constitution the Group queried paragraph 8 which stated that no two or more officers should be elected from the same household. Clive Taber said that this was a model constitution and therefore could be amended.</p> <p>The Group noted the report.</p>		
<p><b>10. Fire Safety</b></p>	<p>Charlotte Graves set out the legal requirements in respect of fire safety. Fire Risk Assessments (FRAs) were carried out on all multiple occupancy dwellings by an independent company and any issues found were prioritised into 3 categories with 1 being urgent priority. The oldest FRA was 2 years old so Hackney Homes was up to date and status positions on all of these were examined every two weeks by the Executive.</p> <p>The only priority 1s which had not been fully completed concerned items stored on some rear balconies. Risk assessments were being carried out on all items and where necessary officers were going through the access procedures.</p>		

In respect of priority 2 matters, these related to works to be done and Hackney Homes had a budget of £5m this year to spend on these works. Once these had been done, priority 3 matters would be attended to.

Metal gates outside homes was an issue as were items outside front doors but it was important to maintain a balance between keeping everyone safe but not denying residents such things as doormats.

A problem was identified at Hawksley Court and Jim Paterson said he would pick this up outside the meeting.

An issue was raised about residents holding BBQs on their balconies and asked that letters be sent to residents about this. Charlotte Graves said that something could be included in the residents' newsletter.

There was concern about what advice was being given regarding evacuating premises in the case of a fire and that Hackney Homes had not published anything. Charlotte Graves said that Officers had not published anything in respect of evacuation procedures as this clashed with the CLG advice which was to remain inside in the case of a fire. Officers were therefore directing residents to the advice given by the CLG which was to remain inside in the case of a fire. However, it was acknowledged that whether to remain inside a block or evacuate depended on the build of the block.

There was a concern that the procedures to enforce removal of items took too long. Adis Pajic said that if the procedures said items had to be removed within a certain number of days, officers enforced this. John Ferman added that individual assessments were carried out on all items and if a danger to life were removed immediately.

**J.  
Paterson**

**Coms  
Team**

	<p>Charlotte Graves said that if the RLG wanted to endorse a policy of removing all items from property then that was a discussion which could be had at a future meeting.</p> <p>The Group asked whether the FRAs could be published. Charlotte Graves said that this could be considered.</p>		
<b>11. Year End Performance.</b>	<p>Charlotte Graves introduced the report. The Council monitored our performance on a quarterly basis. Hackney Homes had been shortlisted for the most accountable organisation of the year award.</p> <p>The Group noted the report.</p>		
<b>12. Board renewal 2010</b>	<p>The Group asked whether the position of panel chairs also being board members was being reviewed. Tess Merrett said that it was not.</p> <p>Rupert Tyson said that this matter would be brought back to a future Board Meeting.</p>	<b>T. Merrett</b>	<b>TBC</b>
<b>13. AOB</b>	<p>David Larkin asked that Engagement with Vulnerable Tenants be a future agenda item for RLG.</p>		
	Date of Next meeting Thursday, 29 July 2010 at 6.00 pm		

Signed as a true record of this meeting \_\_\_\_\_Chair      Dated \_\_\_\_\_



Item 3b)

## Rolling Register Resident Liaison Group

<b>1. Resident Liaison Group</b>	Final meeting setting out possible options on ways to take this group forward	<b>N. Wijeyesekera /C Taber</b>	<b>2 September 2010</b>
<b>2. Tenant Compact</b>	Review	<b>C. Taber</b>	<b>2 September 2010</b>
<b>3. Estate Inspection Walkabouts</b>	J. Paterson to look into the concerns about the walkabout.	<b>J. Paterson</b>	<b>TBC</b>
<b>4. Review of Communal Heating</b>	Jim to pick up as part of the general review of the out hours service	<b>J. Paterson</b>	<b>TBC</b>
<b>5. Community Hall</b>	Issues with the Frampton Park Community Hall RE DDA compliance.	<b>C. Taber</b>	<b>Outside meeting</b>



Item 3b)

## Rolling Register Resident Liaison Group

6. ASB problem on Harman Estate	Follow up on issue.	A. Pajic	Outside meeting
7. Engagement with vulnerable tenants		N. Wijeyesekera	TBC

Title of Report: <b>ICT Strategy</b>	
Decision Making Body: <b>Resident Liaison Group</b>	Date: <b>29<sup>th</sup> July 2010</b>
Classification: <b>FOR INFORMATION</b>	Report of: Director of Finance and Resources
Item Previously considered at: <b>Hackney Homes Board</b>	On Which Date: <b>June 14<sup>th</sup> 2010</b>
Report Author: - Trish Haill	Appendices: <b>ICT Strategy – Executive Summary</b>

### Report Outline:

- Paragraph: 1.0 - Summary of Report
- Paragraph: 2.0 - Recommendation(s) to Resident Liaison Group
- Paragraph: 3.0 – Background
- Paragraph: 4.0 - Strategic Objectives of the ICT Strategy
- Paragraph: 5.0 - Overall aims of the ICT Strategy

If you have any questions about this report, please contact Trish Haill on 0208 356 2107 or email [trish.haill@hackneyhomes.org.uk](mailto:trish.haill@hackneyhomes.org.uk)

## 1.0 SUMMARY OF REPORT

1.1 This report introduces the Hackney Homes ICT Strategy for 2010/11- 2012/13. The strategy is reviewed on an annual basis as ICT is a fast changing environment.

1.2 The strategy addresses areas where ICT can improve the efficiency of Hackney Homes, helping the organisation to reduce costs at the same time as improving services to the customer.

## 2.0 RECOMMENDATION

2.1 The RLG is asked to note the ICT Strategy for Hackney Homes and provide any comments.

## 3.0 BACKGROUND

3.1 Hackney Homes recognises that Information and Communications Technology (ICT) is a key resource for the delivery of quality services to customers. As such it produces an ICT Strategy which aligns the technology it uses with the objectives of

the organisation. The ICT Strategy must take into account the need to deliver quality services at the lowest cost whilst offering the widest possible choice to customers.

- 3.2 The ICT Strategy covers the years 2010 – 2013. Due to the rapid advancements in technology the strategy is reviewed on an annual basis to ensure it remains aligned to the delivery plan.
- 3.3 ICT for Hackney Homes is delivered by a range of partnerships. Partners essential for the smooth delivery and support of ICT are the London Borough of Hackney, the council's third party suppliers and suppliers of Housing systems, e.g. Civica.
- 3.4 The ICT Strategy supports the key objectives of Hackney Homes, maximising the investment in technology and enabling the delivery of front line customer services. by optimising the use of, and investment in, technology. The strategy describes the three main aspects of efficient and effective ICT support:
- Systems and applications which are fully integrated, delivering functionality and information to all parts of the business (and where appropriate directly to customers).
  - An ICT Infrastructure (servers, network , communications, desktop and mobile computing equipment) which facilitates the delivery of the systems
  - A reliable ICT Support service with the necessary organisation and skills to produce, source, directly support or client the support for the services required to deliver the infrastructure, systems and applications and appropriate interfaces.
- 3.5 The strategy provides for ICT Services to be delivered following the best practice principles of the Information Technology Infrastructure Library (ITIL), and that projects will be managed using Prince 2.

#### **4. Strategic Objectives of the ICT Strategy**

- 4.1 The ICT Strategy has 6 Strategic Objectives, namely:

##### **1. ICT Driving Business Efficiency and Savings**

Hackney Homes is implementing new systems through Project Excellence to replace the out of date Saffron Housing Management system. The new technology provides the ability to store and retrieve documents electronically, to record contacts with customers, and to automate workflow processes. The new technology will enable Hackney Homes to cut out duplication of work and tailor its services to suit customers' needs. For example, analysing contacts with customers will enable us to predict customer needs, and having documents stored electronically will enable customers' enquiries to be answered however and wherever they contact us. Automation of processes wherever possible will enable us to achieve savings as well as providing a more consistent service.

##### **2. Business Analysis and Continuous Improvement**

The Project Excellence systems are highly configurable, and can be changed to suit new business processes in house without reliance on suppliers. By having an internal team of business analysts ICT will focus on working with the business to continually review business processes, adopt best practice and be responsive to needs of customers. This work will enable continuous improvement to the services delivered by Hackney Homes, and will help us be responsive to the stringent requirements of shrinking budgets without affecting front line services.

### 3. Enabling remote and mobile access to ICT

Having access to up to date ICT systems is the key to providing responsive services. By enabling external contractors and TMOs to access and update information held in our systems

### 4. Keeping information secure

Hackney Homes takes Data Protection very seriously, recognising that our customers and staff entrust us with their personal information, and expect it only to be used for purposes which have been specified and registered with the Information Commissioner. From the 1<sup>st</sup> April 2010 the Information Commissioner can impose penalties of up to £500,000 for any significant loss of data.

We will explore and use all appropriate methods of physical protection of data, i.e. encryption to prevent data on lost devices being accessed, and also concentrate on educating staff on the best ways of protecting and keeping secure sensitive data.

### 5. Supporting Hackney Homes Effectively

As Hackney Homes increases its reliance on technology to achieve efficiency in the way it works, the necessity to have robust and reliable ICT systems becomes essential. Hackney Homes ICT Service Support is closely aligned to the business priorities and the unique links between support and service delivery will be continually improved. We have adopted the principles of ITIL (Information Technology Infrastructure Library) which sets the best practice quality standards for ICT support. A review of the structure of ICT will be undertaken to ensure the right organisation with the right skills is in place to support Hackney Homes whilst reducing the cost of the service.

The strategy looks at ways of enabling customers to have greater flexibility in their dealings with Hackney Homes by increasing the services offered via the internet, for example, the ability to raise a repair and book an appointment.

Packages will also be available to Tenant Management Organisations to enable them to take advantage of our systems and support arrangements

### 6. Sharing Best Practice

ICT staff will attend industry events and share experiences both with the council and other organisations to identify, promote and adopt best practice. Hackney Homes plays a lead role in the London and Southern ALMOs ICT Group.

## 5. Overall Aims of ICT Strategy

The Hackney Homes ICT Strategy seeks to exploit existing technology to enable the organisation to maximise efficiencies and savings and achieve return in investment.

A full version of the draft ICT Strategy is available upon request.

**Trish Hail**  
**Head of ICT Services**

# Hackney Homes ICT Strategy Executive Summary

## Strategic Objectives

1. ICT driving business efficiency and savings
2. Business Analysis and Continuous Improvement
3. Enabling remote and mobile access to ICT
4. Keeping information secure
5. Supporting Hackney Homes effectively
6. Sharing Best Practice

### 1. ICT Driving Business Efficiency and Savings

Hackney Homes recognises the importance of the role of ICT resources in delivering service improvements for all its customers. ICT will deliver improvements to back office functions which will improve the effectiveness and efficiency of all staff, and thereby services provided to the customers, by joining up systems and information to enable all enquiries to be addressed at first point of contact. Other developments will be focussed on areas which have a direct impact on services, such as an interactive and easy to use website.

From 2008 to 2010 the main focus of the ICT Strategy was, and will be, the delivery of Project Excellence, the name given to the project to replace the Integrated Housing Management System together with the implementation of associated systems provided under the contract with Civica plc.

Hackney Homes is facing a challenging future –the current financial climate will put ever increasing pressures on the organisation. We will be expected to deliver quality services to a much reduced budget. Project Excellence will be the key tool which will be used to automate simple processes and enable a reduced workforce to deliver high standard services tailored to the individual needs of customers. Once the main project is delivered in November 2010 the systems provided, i.e. Document Management and Workflow will be applied throughout Hackney Homes leading to the streamlining of all areas, and increases in efficiency.

### 2. Business Analysis and Continuous Improvement

Hackney Homes ICT is departing from the traditional IT model whereby its functions would be to implement a system and maintain it, by focussing on the new skills of business analysis. Business Analysis is the discipline of identifying business needs and

determining solutions to business problems. Some of these solutions may involve changes to business processes, so it is important that ICT staff work in partnership with their colleagues in the business areas. Other solutions will involve introducing new and refining existing workflows using the Civica software. Almost one third of ICT staff are engaged in Business Analysis, and skills are being obtained by skills transfer from working with consultants alongside formal training.

Project Excellence provides flexible tools that facilitate further developments and refinements by allowing work processes to be easily reconfigured. Business analysis is the key to making use of that flexibility by continually analysing the flow of work and information around the organisation, removing duplications and streamlining processes resulting in front line staff being able to give a better service to customers whilst minimising inefficient processes in the back office. ICT staff will work closely with the business to make sure all opportunities are maximised.

### **3. Enabling remote and mobile access to ICT**

External contractors working on behalf of Hackney homes including those providing repairs services, decent homes and TMOs need to have remote access to our systems. Staff also need to be able to access information from locations other than their place of work – out on the estates and potentially from home. Reliable and efficient 24/7, 365 days access securely from any computer will enable Hackney Homes to have maximum flexibility in how services are provided, and support new ways of working.

The initiatives exploring the way ICT systems are supplied to the desktop (Anytime Anywhere IT) which will enable flexible and remote working together with the opportunities offered by Project Excellence will facilitate a review of the accommodation strategy which with the review of localised printing should enable significant savings to be realised for Hackney Homes.

### **4. Keeping Information Secure**

Data security and information management will be a key activity for ICT in progressing this strategy, making sure we can make the most effective use of the information that we have in the organisation, along with making sure that access to that information is restricted to those who need to access it, and taking measures to prevent data being misused.

Hackney Homes is registered as a Data Controller in its own right. All personal information that is used within Hackney Homes (paper and computer records) is covered by this registration.

Penalties of up to £500,000 are now possible for any significant loss of data. ICT will not only focus on rolling out physical protection (i.e. encryption to prevent data on lost devices being lost) but will embark

on a communication campaign and training courses to ensure all staff are aware of their responsibilities with regard to Data Protection.

## **5. Supporting Hackney Homes Effectively**

Recognising that the new technology will result in Hackney Homes being increasingly reliant on ICT support, ICT will be taking steps to continually improve its service provision to the organisation. An improvement programme based on the best practice standard ITIL (Information Technology Infrastructure Library) will not only improve first and second line support, but will also introduce controls into how changes to systems are managed and released to users. Continuing availability of ICT systems in the event of any emergency and measures that can be put in place to maximise this also form part of the strategy.

The new technologies available requires skilled resource to deliver new projects and support them going forward. A review of the structure of ICT will be undertaken to ensure the right training has been provided to staff, and that the ICT service can fully support the organisation going forward at reduced cost.

Projects to provide a 'Cradle to Grave' view of staff and Training programmes will be undertaken to aid managers and individual staff, making access to and use of systems easier for all. Development of the intranet will be undertaken to ensure that it can be used progressively as a tool to help provide easy access to relevant information to staff.

Finally, and importantly, the strategy looks at ways of providing services directly to customers. Project Excellence will extend the self help services offered on line. Traditionally these services have been delivered via the internet. Apart from the benefits to customers of, for example, being able to book a repair and arrange an appointment time in the comfort of their own home and at a time to suit them, all transactions completed by customers leads to efficiency savings and improved quality of service as staff have more time to deal with customers who need extra help and advice.

As a result of Project Excellence and requests to ICT we will be developing various support packages to be made available to Tenant Management Organisations on request.

Although dependant on the budget available, Anytime Anywhere ICT could enable computers being put in to community halls and resource centres to provide online learning applications and help our residents groups develop community based projects.

Bi annual User Satisfaction surveys are undertaken to test the outcomes from the strategy and that it fully supports the business. The next survey will be run in 2010. The annual review of the strategy in

2011 will be adjusted where necessary on the results of that survey, and on the results of the STATUS surveys.

#### **6. Sharing Best Practice**

Covering the full raft of all services delivered, Hackney Homes ICT keeps abreast of new developments in ICT generally and within the Housing Sector by attending conferences and seminars, and taking a lead role in organisations such as the London and Southern ALMOs ICT Group. These activities enable staff to identify best practice and innovative practices and ICT will develop and apply these initiatives where appropriate. We will also take part in benchmarking activities to identify areas where we can become more cost productive and/or provide a higher quality service. Hackney Homes ICT has also had opportunities to share its own best practice having been asked to give presentations at national events.

#### **Monitoring the delivery of the ICT Strategy**

A quarterly report on the performance of ICT Services in delivering the ICT Strategy will be presented to the Executive Team.

Title of Report: <b>Enhanced TRA Meetings Review</b>	
<b>Resident Liaison Group</b>	Date: <b>29 July 2010</b>
Classification: <b>For Decisions/ Recommendations</b>	Report of: <b>Head of Resident Services</b>
Item Previously considered at: <b>Report to meeting of Resident Liaison Group Hackney Homes Board</b>	On which date: <b>30 October 2008, June 2009, 12 November 2009, 3 March 2010  26 April 2010</b>
Report Author: <b>Clive Taber, Resident Services</b>	Appendices: <b>Appendix 1 – Draft Action Plan</b>

**Report Outline:**

- Paragraph: 1.0 - Summary of Report
- Paragraph: 2.0 - Recommendation(s) to Resident Liaison Group
- Paragraph: 3.0 – Background
- Paragraph: 4.0 - Update & Discussion on Hackney Homes Board Views

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

**1.0 SUMMARY OF REPORT**

1.1 The purpose of this report is to provide the RLG with an update from the Hackney Homes Board Meeting of 26 April 2010 and seek views that the RLG may have on this update. The views of the RLG will be reported back to the Board.

**2.0 RECOMMENDATION**

2.1 That the Resident Liaison Group considers the update from the Hackney Homes Board and provides any further views for the Hackney Homes Board's to consider.

**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 March provided their final views and these were reported to the Board at its meeting of 26 April 2010.

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

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

#### 4.0 **UPDATE & DISCUSSION ON HACKNEY HOMES BOARD VIEWS**

4.1 At its meeting of 26 April 2010 the Hackney Homes Board agreed with most of the recommendations but felt more detail was required in certain areas for the Board to be able to make a final decision on matters. That a further report be submitted to the Board's September meeting.

4.2 The Board requested an action plan setting out how the recommendations, if approved, would be implemented. A draft action plan is attached as Appendix 1.

- 4.3 The Board requested inclusion of in the following areas action plan:
- Role of Estate Managers
  - Councillors' roles
  - Communications protocol on meeting arrangements.
- 4.4 The role of the Estate Managers is addressed in points 5, 6 and 3a in the action plan. This would include the estate manager's role in being the lead HH attendee at the ETRA meeting, their role on walkabouts and their wider role in managing the estate. It would also include the role that other HH services have in supporting the Estate Managers to undertake their role successfully.
- 4.5 We are, as suggested by the Board, in the process of looking at other models from other organisations regarding the delivery of cohesive services to estates that encourage a collective ownership and commitment to service provision by the different services involved. This will assist with points 3, 4, 5 and 6 in the action plan.
- 4.6 The Councillor role is addressed in point 7c in the action plan and would be to assist and support TRA's in getting issues resolved, particularly those relating to Council services and external agencies e.g. the Police. It would also involve assisting TRA's in identifying items TRA's wanted to spend their EIB allocation on.
- 4.7 The communication protocol is addressed in point 7 of the action plan. This would include the setting of dates, publicity, distribution of agendas and ETRA enquiry form responses.
- 4.8 The dates provided in the action plan may require amending due to the arrangements for the housing management function coming back in-house.
- 4.9 Any further views the RLG has will be forwarded on to the Hackney Homes Board for consideration when making the final decision on the ETRA Review.

## Action Plan

Key Finding	Source / Outcome	Proposed Solution	Resource	Agreed by	Implementation Date	Responsibility	Expected Outcome
<b>1. Communal Repairs</b>	Cllr /Panels/ TRA surveys/ EM/PS Staff/ Cllrs	a) Procedure produced	Communal Repairs Team – Property Services	JP	March 2011	JP	Effective procedure in place
		b) Training on procedure	To be identified	JP	June 2011	JP	Staff able to operate procedure
		c) Inspection Record/process	Communal Repairs Team – Property Services	JP	March 2011	JP	Raise quality of Communal repairs improved
		d) Named Accountable Managers	Communal Repairs Manager	JP	September 2010	JP	Designated managers responsible for service
<b>2. Communal repair funding</b>	Panels, EMs, PS staff	a) Staff briefing on budget issues – team briefings, leadership briefing	Property Services/Finance/Resident Services	JP	October 2010	JP	Staff and residents aware of budgetary constraints
		b) Residents briefing on budget issues – RLG AFEs, Panels, HH News	Property Services/Finance/Resident Services	MW/CT	October 2010	MW/CT	Staff and residents aware of budgetary constraints
<b>3. Lack of Coordinated team approach from HH</b>	Panels, TRAs, EMs and PS Staff Cllrs	a) ET Statement empowering estate managers/team work commitment	Executive Team (ET)	ET	October 2010	ET	Role of estate manager properly recognised
		b) Team building events between HH services	To be identified	ET	December 2010	ET	HH wide team approach to ETRA issues

Key Finding	Source / Outcome	Proposed Solution	Resource	Agreed by	Implementation Date	Responsibility	Expected Outcome
		c) Key service managers to meet chaired by an ET rep to track progress	Resident Services	ET	December 2010	ET	Team working to be successfully established
		d) NHO EM Team leaders to be 'twinned' with relevant PS and EE managers for relevant services	Resident Services/Property Services	NW/JP	March 2011	ET	
<b>4. Need for effective escalation process</b>	Panels, TRA's, EMs, Cllrs	a) Resident Services to have a manager with a dedicated role to monitor and manage ETRA issues	Resident Services	NW	October 2010	ET	ETRA issues responded to effectively
		b) Quarterly report to HH Dept management teams on ETRA issues	Resident Services	CT	October 2010	NW	Management focus on service delivery
		c) Bi-annual report to ET on ETRA issues	Resident services	CT	March 2011	NW	Management focus on service delivery
<b>5. Definition of estate managememe</b>	Panels. EMs, Cllrs	a) Clear definition produced of the service that is	Resident Services	CT	May 2011	CT	There will be a clear definition of

Key Finding	Source / Outcome	Proposed Solution	Resource	Agreed by	Implementation Date	Responsibility	Expected Outcome
nt function		required					the EM functions
		b) Procedures to be produced for staff guidance/instruction	Resident Services	CT	August 2011	CT	Effective working Procedures in place
<b>6. Estate manager training</b>	Panels, TRA's, Cllrs	a) Training for EMs to be provided	Resident Services	CT	November 2011	HMP	Properly trained estate management staff
<b>7. More support for ETRAs and Cllrs</b>	Panels, TRA's, Cllrs	a) Pro-active assistance from HH with setting dates	Resident Services	CT	September 2010	CT	Dates set that minimise clashes with other meetings
		b) HH to assist with publicising meetings	Resident Services	CT	September 2010	CT	Meetings effectively publicised
		c) HH to ensure Cllrs are informed of dates of ETRA meetings and relevant information including their role on ETRAs. HH to send packs containing agendas, completed ETRA Enquiry forms to Councillors	Resident Services	CT	December 2010	CT	Improved service to key stakeholder and enhanced attendance by Cllrs
		d) HH to maintain register of persons	Resident Services	CT	March 2011	CT	TRA's to run meetings

Key Finding	Source / Outcome	Proposed Solution	Resource	Agreed by	Implementation Date	Responsibility	Expected Outcome
		available to assist ETRAs with administration					more effectively and more productively
<b>8. More effective use of EIB, 184 and Aerial Mast money</b>	PS staff	a) HH to define exactly the purpose and rules regarding these funding streams	Resident Services	CT	September 2010	CT	Clarity internally about purpose and scope of these funding streams
		b) Consultation with residents on how to best use these funds	Resident Services	CT	March 2011	CT	Better understanding and agreement by residents of the purpose of these budgets
		c) Changes implemented	Resident Services	CT/JP	April 2011 onwards	CT/JP	Agreed changes implemented