Hackney Community Halls Project Update

Sara Kulay, Project Manager, Housing Transformation Philippa Newis, Senior Delivery Manager, ICT

Living in Hackney Scrutiny Committee - 16th December 2019

- 1. Who are we?
- 2. What are we doing?
- 3. Overview of location, stock and use
- 4. Proposals for improvement
- 5. What next?



What are we doing?



Housing Services has 87 community hall assets spread across Hackney

There are heavier concentrations in Hoxton, central Hackney and Upper Clapton...

...but most households are within 10 minutes walk of a hall (800m)



Multi functional halls







Larger halls



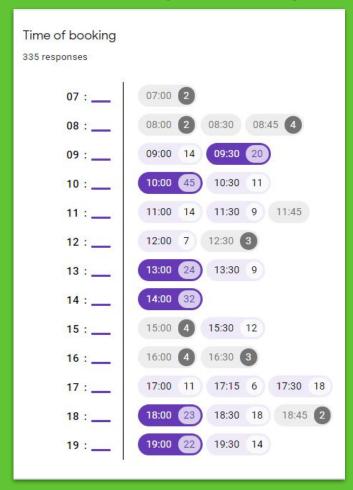


Smaller, local halls





Hackney Managed Halls - bookings by time of day



Start times

Morning: 123 bookings

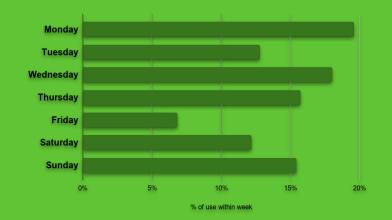
35.8%

Afternoon: 98 bookings

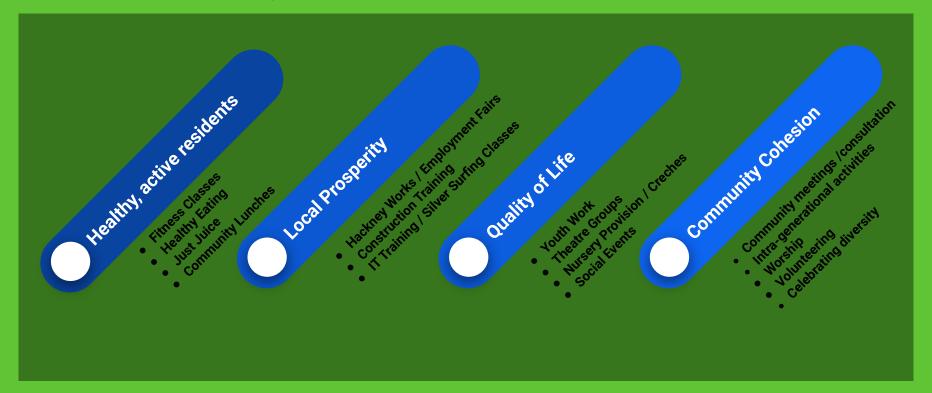
28.5%

Evening: 114 bookings

33.1%



Halls delivery supports corporate priorities...



...but a number of factors reduce use of the halls

- Lack of inclusivity through signage, membership requirements or other 'local' restrictions on use
- Noise complaints and parking issues
- Poor state of repair, with decoration and facilities that do not match modern expectations e.g lack of wifi, audio equipment
- Location / proximity and transport to halls
- Poor booking and hiring experiences.....

Our findings: Visibility

- Hard to find information about community halls both online and offline
- Inaccurate information
- Not the right kind of information
- Over 14,000 unique views online, but 132 online enquiries



Our findings: Getting access

- Pricing is opaque
- Day rate can be a perverse incentive
- Frustration with the time and effort it takes to get answers to enquiries and to make a booking
- Mismatch between the information on disabled access vs reality*
- Difficult to arrange access for viewing and on day of hire



Community halls booking service blueprint - Current state/First time booker

	STAGES	Pre-booking						Booking						During room hire			Post Booking		
	Customer journey	T need to amonge a birtholity porty for my son"	Where can I host this event's pace. Where can I host this event?* where of the hall by; odd of mouth holp to wobste oxion!	"Twood fike to ask about halls "I would fike to ask about halls "Twood fike to ask about himmy a community half" Calls the main number to find out more	*Could you tell me more	Co-ordinates a site visit 7 need to take time to a amongs and visit the site* Ananges and visit the site* Ananges and visit the site*	Goes to the sile on day of appointment. "Does this space assisty my reads?" Valids sile to see if it suits been needs.	File out and submits network forms Name in MAMP Then Throw's alengtly process to cooling note: File out tooking form and is seen through the risk subcoompany.		Pays EXO depost "If like to know upford the things that might may appear to be a fail." Cash the community bast bear to arrange payment. They might pay all in one go	Tired to inow what is in the appropriate in the spiriture of the spiriture	2 weeks before the event pays the booking tee in Market pays the booking tee in Market pays the pays that there is a range payment.		Shows up for event 7 need to act or for my event Amesa at the appointed free to open the half	Rurs event 7 logget how to burn on see hearing: Cals the community halfs team out of hours	Gaes up and co- ordinates with security 7 need to claim up and pare enrything as of of Societas with security to dose up nom		Gets deposit back within 14 days 14 days T am happy live gotton my deposit back. Deposit is instrumed to mile card.	
	Channel	Pri	ebsite krt person	Phone	Phone Email in person??	Phone in person	In person	in person		Over phone In person	Email In person	Over phone in person		In person	Phone	In person		Email	
Front stage	Touchpoints			Neighbourhood Contact Gentre	Community halfs assistant	Community halfs assistant	Facilities assistant	Facilities assistant		Community halfs assistant	Community halfs assistant	Community halfs assistant		Security staff/ Community halbs team	Community halfs team member	Security staff/ Community halfs team		Community halfs bearn	
	Community Malls Booking team			NCD is the first point of contact for halfs "We need to help the booking volume of the point of	Community halfs beam taken cell. **Let Community halfs again to of time ammenting FACs** Community halfs assisted ensurers assisted ensurers assisted travers assisted ensurers assisted travers assisted ensurers assisted process of booking a fact.	Books a lime in the recibles assistants day. "We need to help proper may be a second or help proper may rept and to the recibility of the	Thous them the site The have standing standing and the standing s	Given then the forms and risk assessment. The Assessment of the A	Files documentation and updates the calendar updates and times.	"We can only accept dear "We can only accept dear "Allo can only accept dea	Physics out agreement "We need to orasive the benefit or exceeding the second and the second an	Takes booking fee payment. "We are only accept due on the payment of the community halls base to the payment over the paymen	Amongo excursivy a seeind potential for event of the control of th	Security goest to spening to have been been been been been been been be	The event square security tays for the event The event square security to be present security to be present security to the present security to the present security of the first beautings of their first beautings of the first beautings of the security of	Security should be sale of the state of the state and state of the	Coloren color the had colored to the second	Arranges for deposit to be returned. TOO "Everything checked and face" "Commonly hald assessed in invasily assessed in invasily assessed in the control of the control o	Review pdides in response to incidents "We need to charge the price of the price o
	Systems used			NCC CRM	Cheat sheet	Outlook		Paper forms	Outlook, Excel	Outlook, Excel, Paris	Outlook, World	Outlook, Excel, Paris	Outlook, Excel, Paris					Outlook, Excel, Parts	
	Policy																		
	Pain points			Pesidents prefer calling over other forms of consect like filling out booking better of remain consect like filling out booking better of remain available to leave should be subject to the enough information available to leave without commonly filling like filling the state of the filling like filling l	There's no easily accessible place where residents can find the information hilly read to information hilly read to information hilly read to indication in the read to include the read to	Residents need to take time out of their schedule can be incorrected in the schedule can be incorrected if they have to make several days. Can be difficult to enable several days. Can be difficult to enable several caps. Each to difficult to enable several caps. The schedule several caps to the schedule several caps. Can be difficult to enable to the schedule several caps. The schedule schedule several caps are schedule several caps.	If too much time has passed they will target with target with the control of the	Sometimes the forms they to it is a information that the control of the control o	Paper forms are very standard to they have to making places more than once.	Not knowing what their depots can be withheld for upon the property of the special control part of the special con	Sometimes there is a lot of back and forth if the control of the c	Team spends a lot of time chasing payments to contract the contract to contract the contract to contract the community has been to pay. They don't be continued to contract the companisations don't have an expense account. There is no direct debit to chase payment exicut, and chase to chase payment exicut. There is no direct debit to chase payment exict, month from long term interes.	times a week in advance so changes at short notice will nesult in a lot of admin botwern security and there.	Sometimes security and available during times available during times and available during times and available during times and are popular, not enough profest to go around had a sent accessible and a place to inconcessible. There is no enough accessible in formation for tooks and the pine to these is misseating. The half is misseating.	Sometimes people forget and at they took during the temperature of temperature of the temperature of the temperature of the temperature of the temperature of temperature of the temperature of temperatu	Sometimes pages forget whether they told during the risk assistance. I. is will consider the control of the con	Sometimes there not enough that between the enough that between the event for orderings to clean.	Occasionally deposts are not with add when they should be a final of the should be a fitted by the	It's time consuming to investigate congruence, investigate congruence, corresponding to congruence. The booking seam that so does with district residents. Sometimen they got a lost of complaints from there sometimes they got a lost of complaints from these sometimes got a lost of complaints from these sometimes are refurnished.
	Opportunities	beco	Whelp residents ome aware about Lis at their disposal	HMW help residents get the information they need themselves?	HMW help residents help themselves to make decisions?	HMW make it more convenient for residents and the booking team to arrange site viewings?	HMAY we ensure that expectations are managed and bookers inner what is expected of them?	HMAV make it easier for hirers to do less admin?	HMMV make it easier to keep track of booking information and also do less admin?		HIVW make it easier for hires to review and sign the agreement.	HMW we make it easier for hiers to pay?	HMM reduce the amount of admin for amanging opening and closing.	HMM we make it easier for people we trust to access the falls. HMM make sure everyone knows the level of accessibility. HMM make sure the hall is always ready for the hirer when they arrive?	HMW we make it easier for people we trust to access the halts. HMW make sure everyone knows the level of accessibility.	HMW help hiers understand the reasons behind the rules. HMW induce the number of incidents where hiers create problems for the booking tream?	HMMV make sure the half is clean for the next booker?	HMW make sure that money is returned in a breely manner? HMW make it easier for the team to return a depose and have less admin?	HMW reduce the number of complaints between the residents and hiters?

Proposals For Improvement

Space Bank - Direction of Travel

Ten proposals ranging from 'tweaks' to significant investment, including:

- Improving on-line / off line promotion
- Online booking and payments
- Adding basic availability information to the website
- Increasing pricing transparency
- Online video guide for bookers
- Trialling remote access
- Improving support for long-term hirers

What works - prioritising, developing, trialling and testing with the community halls team and service users

Community Halls Project - Direction of Travel

Proposals to improve use / accessibility through:

- Improved maintenance, linked to the seven year investment strategy
 - Working with London School of Architects on student design project
- Roll out of free fibre wifi connections to community halls
- Better regulation of local management arrangements creating a framework of rights / responsibilities
- Improving support for 'local managers' e.g. linking to community networks, funding opportunities, more shared learning events
- Strengthening performance management arrangements