

**Hackney Homes Ltd Resident Liaison Group  
Part A meeting (held in public)**

**Wednesday, 2nd December, 2015 from 6.30 pm to 8.30 pm**

**Chief Executive's Conference Room - First Floor,  
Christopher Addison House, 72 Wilton Way, London E8 1BJ**

**Distributed to:**

**Group Members**

Doreen Bullock, Alison Evelyn, Sandra Foot, Rebecca Freeman, Councillor Philip Glanville, Muriel Gordon MBE, David Larkin, Irene Lewington, George McGee, May McGee, Cara Phillips, Sue Rolle, Gerry Saunders, Jean-Paul Lawrence Tampu-eya and Laurence Windle

**Hackney Homes Officers**

Charlotte Graves, Neil Isaac, Judith Morrison and Neehara Wijeyesekera

**Hackney Council Officers**

Carol Hinvest

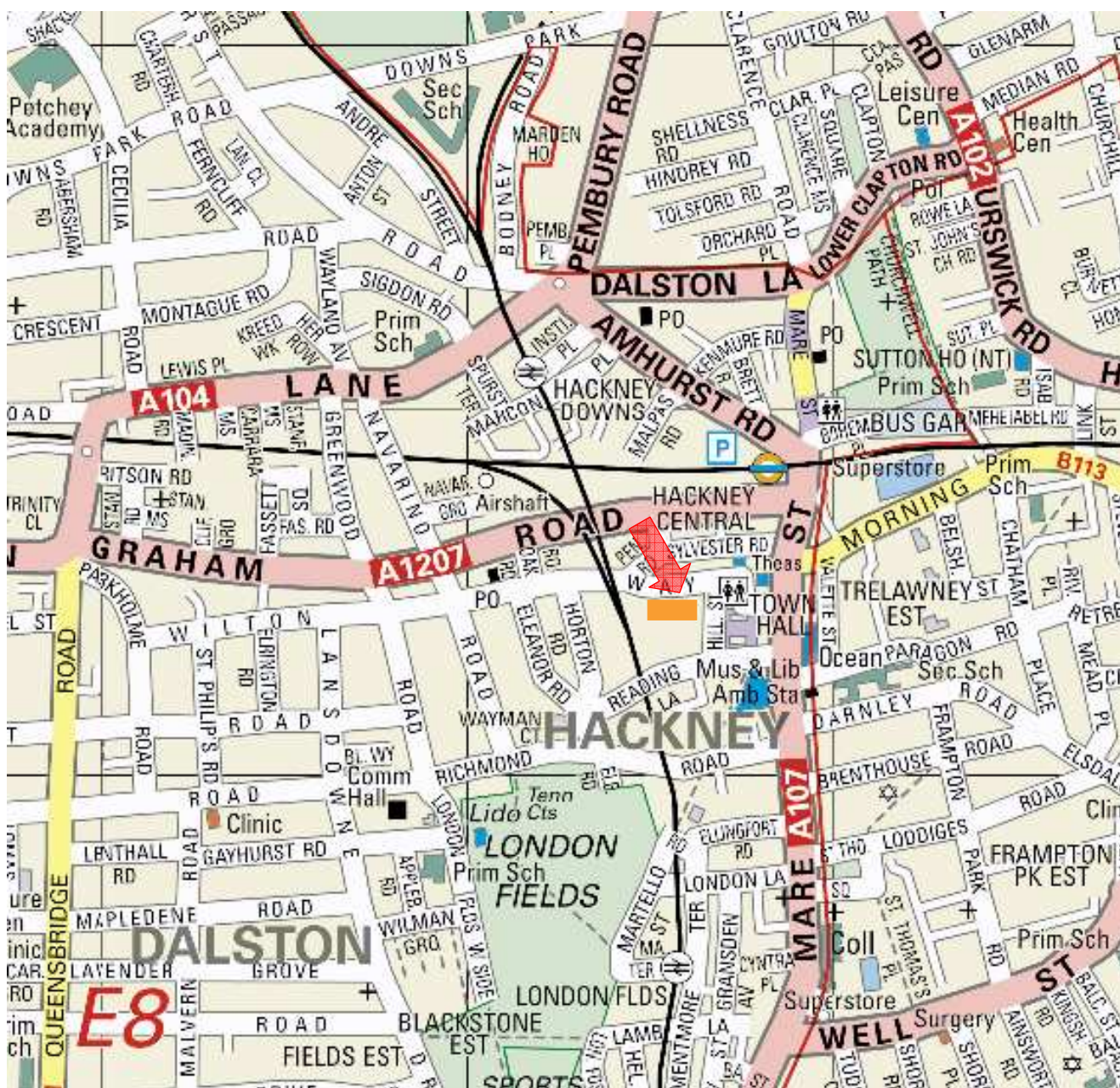
**Contact:**

**Governance Team**

**020 8356 3432 / 4225**

**[governance.team@hackneyhomes.org.uk](mailto:governance.team@hackneyhomes.org.uk)**

## Christopher Addison House, 72 Wilton Way, Hackney, E8 1BJ



The above map shows the location of Christopher Addison House.

Please note that car parking facilities outside the building are limited.

Below are the closest public transport links to the venue.

**Bus:** 30, 48, 55, 106, 236, 253, 254, 276, 394, D6, W15

**Overground:** Hackney Central (6 mins)

**Rail:** London Fields (8 mins)

**Underground:** Bethnal Green (Central Line, 24 mins)

<b>Item</b>	<b>Title</b>	<b>Page(s)</b>
<b>1</b>	<b>Welcome and Introduction</b> 2 mins	
<b>2</b>	<b>a Apologies</b>	
<b>2</b>	<b>b Declarations of Interests - including HH Board Members declaring they are Board Members</b> Information – 3 mins	
<b>3</b>	<b>Outcome of Communal Repairs Review</b> Information – 30 mins	<b>1 - 2</b>
<b>4</b>	<b>Transformation Project Update</b> Information – 30 mins	<b>3 - 9</b>
<b>5</b>	<b>Budget Update</b> Information – 20 mins	<b>10 - 16</b>
<b>6</b>	<b>Update from the Panels / Forums</b> Information – 20 mins	
<b>7</b>	<b>Hackney Homes Update</b> Information – 10 mins	<b>17 - 25</b>
<b>8</b>	<b>Minutes of 14 May and 10 September Meetings and Matters Arising</b> Decision – 5 mins	<b>26 - 35</b>

The next meeting is scheduled for **Wednesday, 27 January 2016**.

## **Report to Residents Liaison Group December 2015**

### **Review of Communal Repairs and outcomes**

#### **Background**

A review of communal repairs has taken place as part of the wider review of the repairs system as this was an area identified as being of key concern to residents and their representatives. The review took the approach of starting with the front line staff as they are closest to the experience of residents and understand the way that the system works. As the Project Manager I had also spent a lot of time at Panel meetings leading the Consultation Project so had heard the views of residents on the matter. Further research was done on particular aspects through Panel minutes.

The review also gave an opportunity to look back to the Living in Hackney Scrutiny Commission review on Estate Maintenance and Improvement, which was compiled after extensive contact with residents, and ensure that any recommendations took account of their findings. The three main themes that were identified by the scrutiny review were accountability and ownership of issues, transparency and communication. The recommendations on communal repairs seek to increase levels of accountability, transparency and communication.

#### **Recommendations that have been implemented**

1. Streamlining repairs ordering processes. Estate Inspectors have been trained to raise repairs requests in Universal Housing and to attach photos to them to enable quicker raising of repairs by the Communal Works Team. The previous system involved lots of emailing between teams which made it harder to locate requests and to identify progress.
2. Clearer diagnosis. One of the key themes that has come out of discussions across the repairs system but most acutely in communal is the issue of accurate diagnosis and reporting of issues. Therefore a session on diagnostics has taken place involving all of the Estate Inspectors and the Communal Repairs Officers to agree common standards for diagnosis to speed up the process of turning repairs requests into orders.
3. Better reporting (1). A report has been developed by ICT that will enable Estate Managers to update ETRA meetings on the communal repairs that have been requested, ordered and the status of the orders. This report is being tested at the moment and will be rolled out to officers to use as soon as possible.

#### **Recommendations that have been agreed and will be implemented**

1. **Better reporting (2). Neighbourhood Housing Offices take responsibility for reporting and recording all non-emergency communal repairs.**
  - Residents will be able to report routine non-urgent communal repairs to the Neighbourhood Contact Centre (0208 356 3330/4440), Customer Services at the

Neighbourhood offices as well as still being able to report items to the Repairs Call Centre

- Once reported the job requests will then be raised by Neighbourhood staff to the Communal Works team to issue job tickets
- Should the communal repair reported require inspecting before the repair request can be raised this will be done by Neighbourhood estate staff
- Once the jobs are raised and completed the estate staff will inspect a high proportion to confirm that they have been completed satisfactorily

Work is ongoing to ensure that when this is introduced all the back office processes are in place to ensure that reports are dealt with effectively and efficiently.

2. 184 Programme- – **it is recommended that the 184 budget be used only for improvements which would include a review of priorities identified in Estate Plans** .The 184 scheme was never intended to replace the work of Hackney Homes in carrying out non-urgent repairs but this practice has arisen over the years. On this basis it is further proposed that an allowance for future maintenance be made from the 184 programme and the budget for each area be reduced by that amount accordingly. This would all be clear to the Panel when making their decisions.
3. Better communication – **it is recommended that the reporting of resident satisfaction with communal repairs be improved**. A key difference between responsive repairs and communal repairs is in the reporting of resident satisfaction with the results. For the majority of responsive repairs residents are sent a text message when the job is finished asking their opinion on the quality of the job. Residents who raise communal repairs do not receive text messages or any communication about the status of the repair. Investigation is ongoing to improve the measurement of resident satisfaction with communal repairs either through text messages or other satisfaction measures.

## **Conclusion**

We are confident that these changes will improve the service by making it far easier for residents to raise communal repairs, it will speed up the time taken to get repairs carried out and raise the quality of those works.

# Repairs Service Improvements

Resident Liaison Group

2 December 2015

Carol Hinvest



## Background

- Repairs review working to understand the way that the whole system around repairs works
- Escalating concerns about the performance of the Repairs Contact Centre
- Underlying issues with the performance of core IT systems
- Issues with some of the repairs contractors



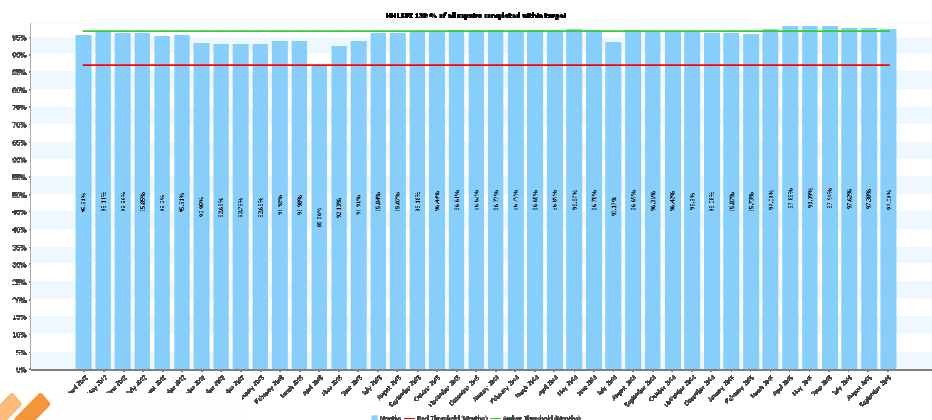


# Context

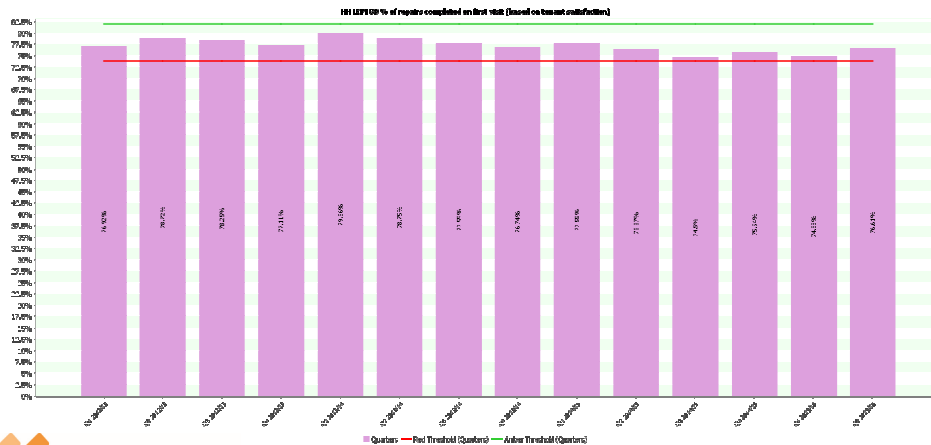
- Repairs overall has generally good performance
- RCC performance has been declining steadily over at least a year from a good position two years ago
- The performance of the core IT systems that support the repairs service has been an issue over the past year



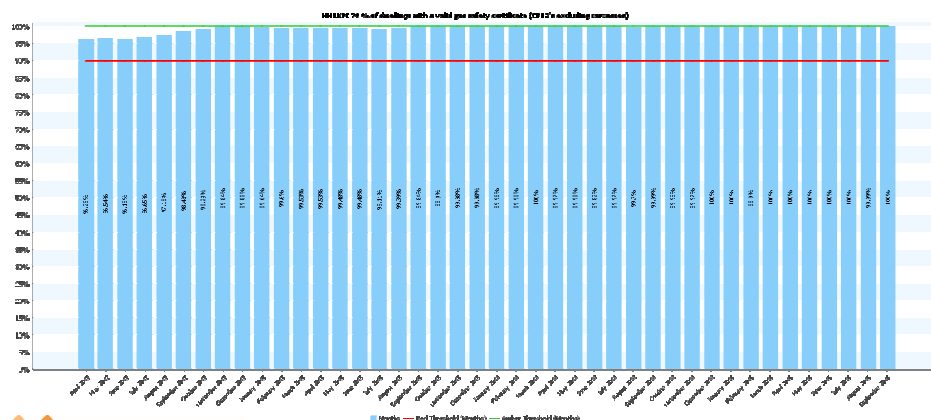
## LKPI 139: % of all repairs completed within target (YTD data)



## **LKPI 89: % of Repairs Completed On First Visit** (based on tenant satisfaction - KWEST)

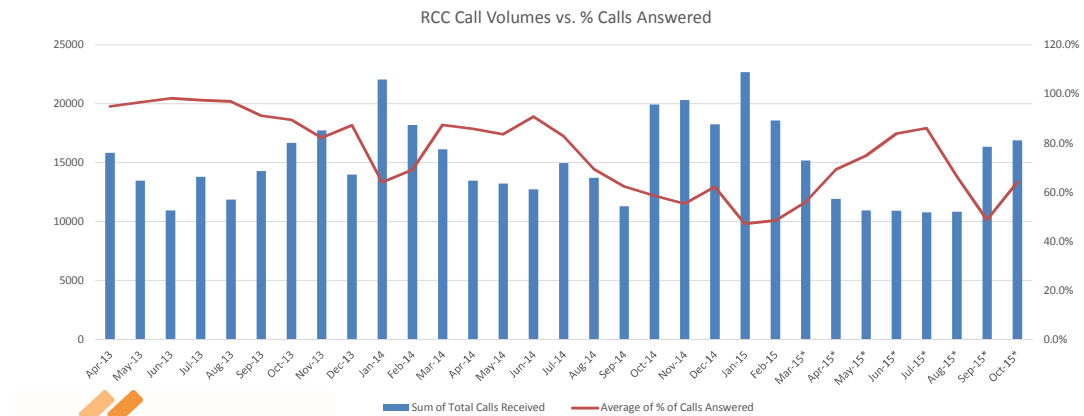


## **LKPI 79: % of Dwellings with a valid Gas Safety Certificate** (YTD data)





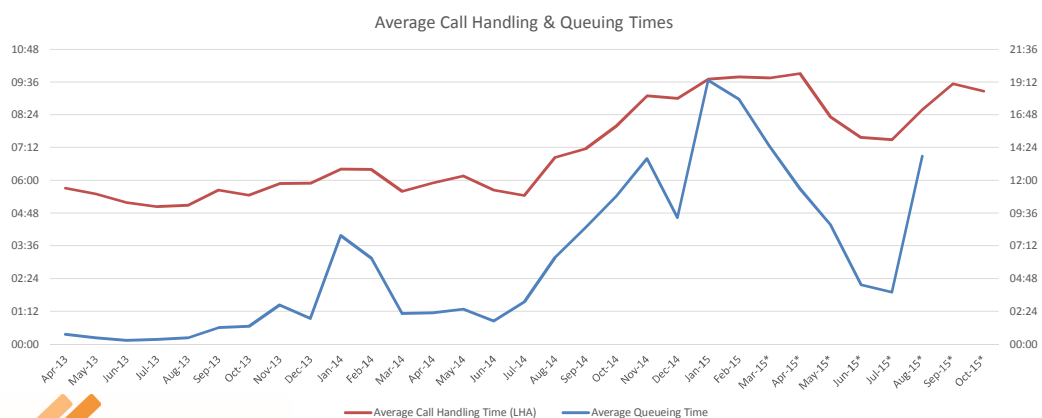
## RCC performance over two years



**HackneyHomes**  
In partnership with **Hackney Council**

**Hackney**

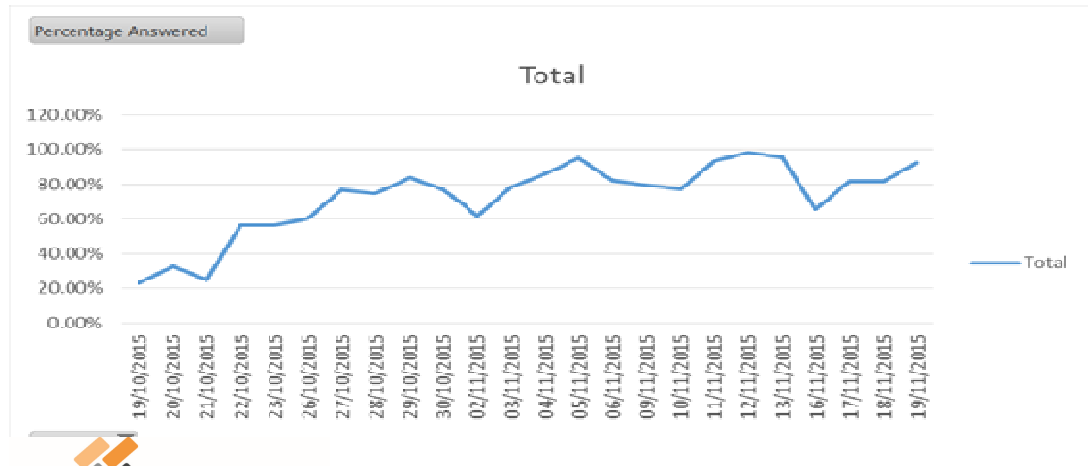
## RCC performance over two years



**HackneyHomes**  
In partnership with **Hackney Council**

**Hackney**

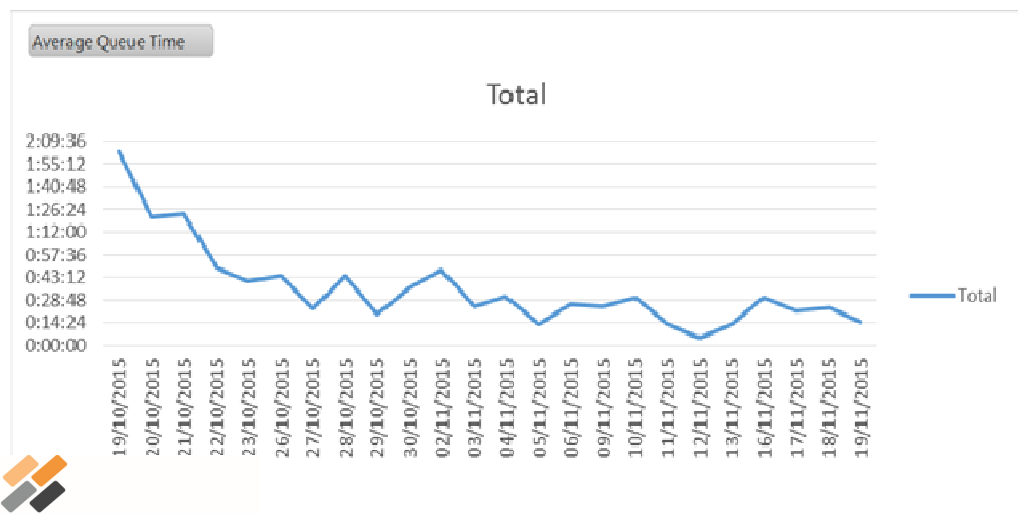
## Since the Universal Housing upgrade



**HackneyHomes**  
In partnership with **Hackney Council**

**Hackney**

## Since the Universal Housing upgrade



**HackneyHomes**  
In partnership with **Hackney Council**

**Hackney**

## Repairs Contact Centre reducing the time it takes to get through

- We are undertaking a winter recruitment campaign to double the number of staff answering calls to get the right numbers on the phone
- We are changing the shift patterns to make the centre run more effectively
- This recruitment will be focused on getting staff with the right aptitudes and skills
- Increasing the proportion of repairs done right first time so residents don't have to call back
- Reducing the questions asked on the phone with more diagnosis done by the operative in the property
- IT systems have been upgraded and are stable



## Repairs Contact Centre –reducing the need for residents to phone

- A new process is in place to complete follow on works promptly
- We have enabled the RCC managers to put a message on to alert residents where we know there is an issue and it has been reported
- We are working with the providers of the out of hours service to enable them to raise follow on repairs meaning residents don't need to call the following morning
- We are investigating why so many people call to confirm appointments when all should receive a text message confirmation and changing the process for text messages and text reminders



## Repairs Contact Centre – Future improvements to the customer experience

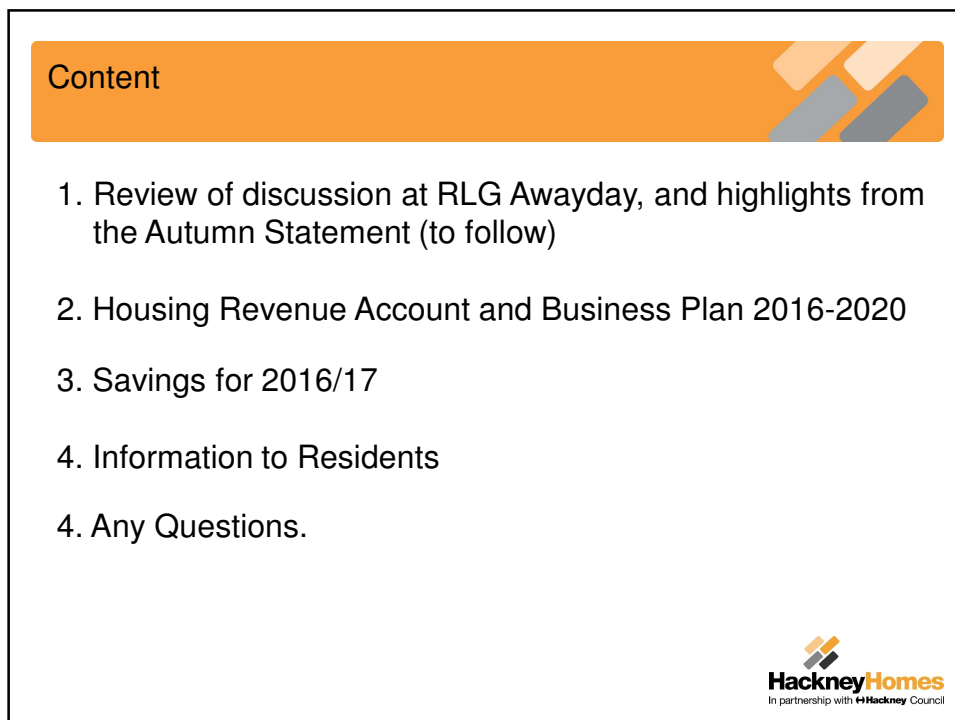
- We will be introducing on hook waiting – residents can choose a call back when they reach the front of the queue rather than having to wait on the phone
- Email integration – e-forms from the website will be routed through the phone system and dealt with in turn so that the response would be as quick as if the resident had phoned
- We will be more proactive in managing complex repairs leading to less waiting time for customers and no need for them to chase us
- We will be increasing the proportion of repairs that are completed right first time



## Contract Management

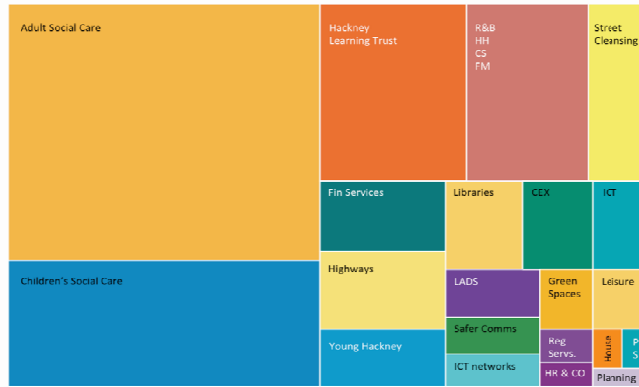
- Nine new contracts have been let to replace the 3 framework contracts
- Clarity on which contractor is responsible for which repairs
- Thorough the mobilisation process for each contract there has been an emphasis on Key Performance Indicators and complaints handling
- Identified contract managers with responsibility for each contract





## Council's Finances

### Council Net Expenditure



Total = £258,462m

Chief Exec's Roadshow 2015



## Council Savings

### From Council Net Expenditure



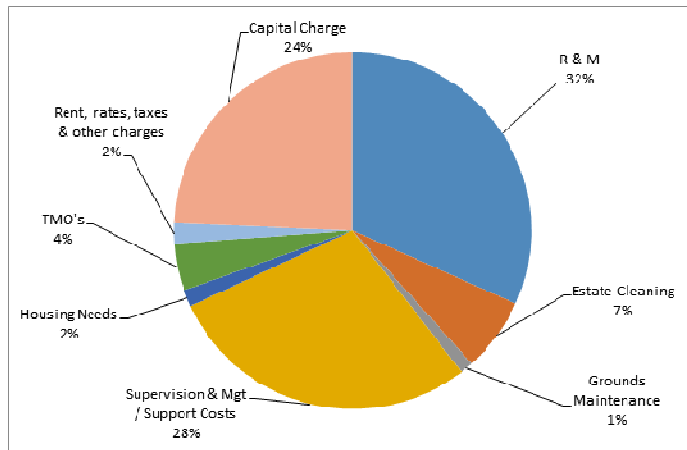
£60m of savings to find over three years

Chief Exec's Roadshow 2015





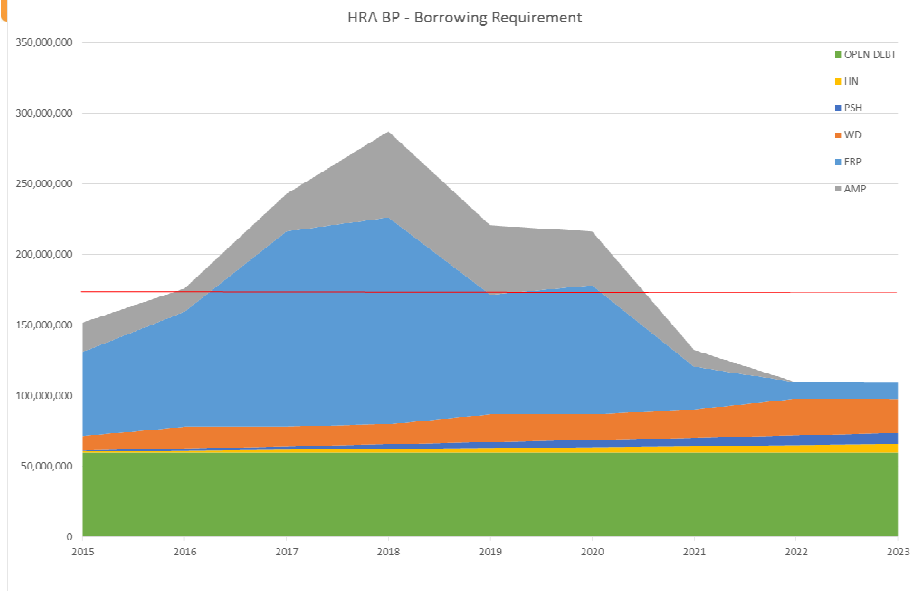
## Where money is spent



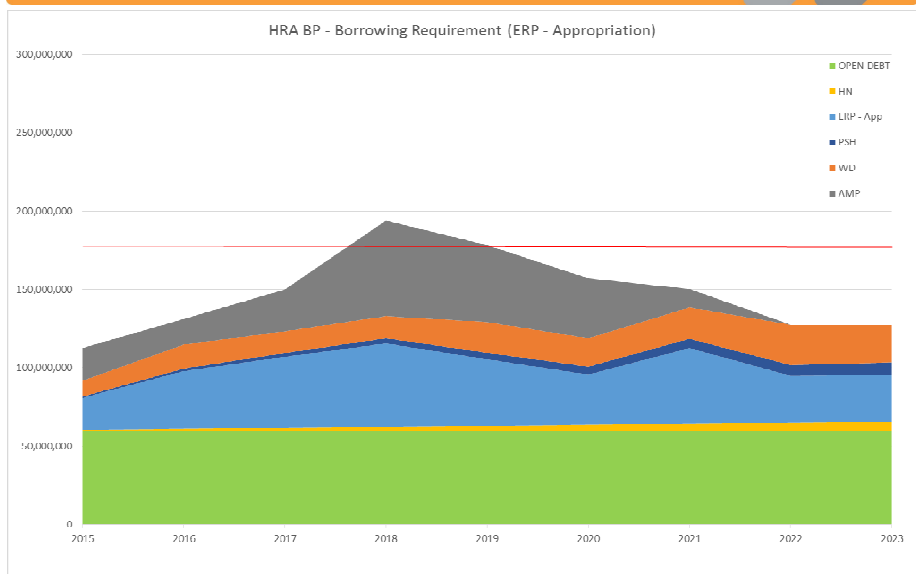
## Draft Capital Programme

DRAFT										
HRA BUSINESS PLAN - CAPITAL										
Capital Programmes	2016/17	2017/18	2018/19	2019/20	2020/21	2021-2025	2026-2030	2031-2035	2036-2040	2041-2045
Estate Regeneration	110,035	107,274	102,473	98,005	61,839	54,668	-	-	-	-
Woodberry Down	5,168	14,752	3,515	10,894	16,784	25,340	30,628	23,589	-	-
Asset Management Plan	37,174	59,188	91,086	44,272	48,682	189,391	216,271	202,512	335,358	316,667
Housing Stock Other	12,138	8,323	6,898	6,170	5,852	31,061	34,294	37,863	41,804	46,155
Housing Needs	612	624	637	649	662	3,516	3,882	4,286	4,733	5,225
Private Sector Housing	1,326	1,353	1,380	1,407	1,435	7,619	8,412	9,287	10,254	11,321
<b>Total</b>	<b>166,453</b>	<b>191,515</b>	<b>205,988</b>	<b>161,398</b>	<b>135,254</b>	<b>311,595</b>	<b>293,487</b>	<b>277,538</b>	<b>392,149</b>	<b>379,368</b>

## HRA Debt Graph based on current spending



## HRA Debt Graph if savings are delivered



## HRA Business Plan

- Continued delivery of planned £8.955m savings to 2018
- Plus additional £10.1m savings to mitigate rent reduction
- £1.3bn investment in Housing stock
- Delivery of Estate Regeneration and Woodberry Down Programmes

HRA Savings Profile as Result of 1% Rent Reduction Announcement							
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current HRA Business Plan Savings	3,185,000	2,985,000	2,785,000				
Additional Savings Required	1,400,000	1,700,000	2,000,000	5,000,000	500,000	500,000	500,000
Total HRA Savings from 1% Rent Reduction	4,585,000	4,685,000	4,785,000	5,000,000	500,000	500,000	500,000

## 2016/17 Savings

HRA SAVINGS 2016/17	£000's
Employees: inflation limited to 1% per annum in line with the council's Medium term Planning Forecast (MTPF) for housing management staff, repairs and management staff and estate based staff.	635
Other Budgets: inflation limited to 1% per annum on all other expenditure budgets. Council's MTPF does not automatically uplift for inflation.	450
LBH Recharges, as the Council delivers its cost reductions there will be a reduction in the recharge to the HRA.	200
Repairs & Maintenance Voids, this reflects the trend of a lower a number of void properties year on year.	175
Procurement 2014, it is expected that there will be savings from the re-tendering exercise - both revenue & Capital.	500
Concierge Service, review of the service and charges. This is part of the three year plan to review the Concierge Service. Work has already commenced on testing and piloting service models which will bring about savings from the start of April 2016.	200
Review the management of Contact Centres, a review is planned to be undertaken of the Neighbourhood and Repairs contact centers in order to assess more efficient use of them	30
Review the management of complaints, the process for responding and monitoring complaints has been changed and it is expected that a vacant complaint officer post can be deleted for 2016/17.	50
Other savings in Tenancy & Leasehold Services, the other staffing savings amount to 2 or 3 posts with oncosts as we move into the Council. HR advice is being provided.	125
Review of vacant posts, a number of posts that have been vacant will be considered for deletion. This is not expected to have an impact on service delivery.	200
HH Contingency and alignment of budgets, release the contingency as the majority of HH Management fee is employee based.	150
Restructure of Payments Team, a restructure of the team has already been undertaken and the saving will accrue for 2016/17.	99
Right sizing of Training budget, the central HH training budgets has been underspent for the past few years. It is currently £334k and it is felt that this is more than adequate and therefore this saving is viable.	20
Review of Corporate Expenses, (central recruitment costs / conference expenses / food & drink / subscriptions and recruitment costs): The majority of this saving - £25k will be from the deletion of central recruitment budget which has not been utilized as service areas fund their own recruitment costs.	33
Review of management of Performance & Strategy and CE support services, these staffing savings amount to 2 or 3 posts with oncosts as we move into the Council. HR advice is being provided.	90
Review of costs for servicing lifts, installation of new lifts and monitoring equipment is expected to reduce the cost of servicing lifts.	250
<b>TOTAL</b>	<b>3,207</b>

## Additional 2016/17 savings under discussion

HRA SAVINGS 2016/17	£000's
Further staffing reductions	220
Acceleration of reduction of concierge service subsidy	100
Restructure of the Asset Management and Planned Maintenance divisions	400
Reduction in Bad Debt Provision	300
Additional leasehold service charge income	100
Creation of Housing Hubs.	150
Use of mobile mast money reserve to fund the capital programme	150
<b>TOTAL</b>	<b>1,420</b>

## Next Steps

- HRA Budget Report to Cabinet in January
- Article in HH news:
  - Setting out the government 1% rent reduction; and
  - Anticipating an inflation based service charge increase (e.g. due to the employers National Insurance increase)
- Use VR scheme to consider whether further efficiencies can be made to help tackle the savings requirements in future years.



ANY  
QUESTIONS ?

Title of Report: <b>Chief Executive's Report – Strategic Overview</b>	
Decision Making Body: <b>Hackney Homes Board</b>	Date: <b>30<sup>th</sup> November 2015</b>
Classification: <b>FOR INFORMATION</b>	Report of: <b>Chief Executive - Charlotte Graves</b>
Item Previously considered at:	On Which Date: <b>N/A</b>
Report Author: - <b>Charlotte Graves, Chief Executive</b>	Appendices:

If you have any questions about this report, please contact Charlotte Graves on 0208 356 3671 or email [charlotte.graves@hackneyhomes.org.uk](mailto:charlotte.graves@hackneyhomes.org.uk)

## 1.0 SUMMARY OF REPORT

- 1.1 The purpose of this report is to ensure that the Board has an overview of activity, performance and strategic issues at Hackney Homes.

## 2.0 RECOMMENDATION

- 2.1 The Board is asked to note the contents of this report.

## 3.0 BACKGROUND

- 3.1 This is my regular report providing an update on key issues affecting Hackney Homes.

## 4.0 FINANCE & RESOURCES

### 4.1 HH Budgets 2015/16

The overall HRA position for October shows a break-even position, after allowing for a transfer of £2.3m to reserves to reflect the repairs & maintenance underspend. The table below provides a summary:

	<b>October Forecast Variance</b>
	£000's
Delegated	(2,801)
Council	2,801
<b>Net HRA over / (under) spend</b>	<b>0</b>
Memorandum	
• HH Management Fee	(165)



## **4.2 Autumn Budget Announcements 2015**

It should be noted that the Chancellor is due to make his autumn budget statement on Wednesday 25th November 2015. In his last budget statement he announced a number of policies which are going to impact upon the delivery of housing services. One of the key announcements in the summer budget was that rents in social housing would be reduced by 1% for each of the next four years. This will benefit residents in Hackney as they will see a real reduction in their rents of 1%. The aim of this Government policy is to save Housing Benefit costs and help in the government's deficit reduction programme.

However, there is some concern that there may be additional announcements in the autumn statement which may cause additional difficulties.

## **5.0 ASSET MANAGEMENT**

Since the last report the ECO/LEEF funded heating and hot water installation programme has almost completed four blocks and we have a total of 330 completions. Residents have reported a significant reduction in the cost of heating. Installations are taking place far later than we would have wished which is mainly a function of issues with the three blocks at Lincoln Court and the quantity of asbestos removed at Scotney and Exbury Houses, and the decision taken to install new kitchens and bathrooms concurrently.

The contracts delivering our major capital programmes have been delayed both in placement and in mobilisation longer than we would have wished. We are now in a position where we will be commencing work in the new year on all capital programme workstreams under contract 1 including the painting programme.

## **6.0 BUILDING MAINTENANCE AND ESTATE ENVIRONMENT**

### **6.1 Building Maintenance DLO**

#### Reactive Repairs

These are currently being delivered in a timely manner across all 13 trades categories within the KPI response target.

#### Gas

Gas performance continues to be strong across all areas with 99.99% CP12 compliance; there are currently two properties with an out of date CP12 and measures are in place to capture the problematic addresses.

Gas breakdowns are currently being attended within the 1 day winter criteria meeting our key performance indicator and the government right to repair targets.

The in-house gas team have installed 265 new boilers for tenants since April 2015 and early indications predict they will exceed all their targets in 2015/16. £489K income has been generated YTD.

#### Planned

The DLO planned section is currently busy delivering the 2015/16 programmes work streams such as planned drainage which are ahead of schedule.

#### Painting Section

The painting section TUPE consultations are underway however the timetable has slipped; we have gathered employee data which we have shared with the new constructor. A number of painters and officers have secured new posts elsewhere within the DLO, resulting in 8 members of staff transferring to the new contractor on 18th January 2016.

## Voids

Normal re-let void turnaround times have improved over the past month to 14.92 working days against our target of 15 working days. Currently gearing ourselves up to the handovers prior to Xmas by working closely with the Housing voids team to ensure our promises of delivery of re-serviced properties is materialised to allow tenants to move in prior to Xmas

## Sickness & Absenteeism

Very close monitoring of sickness and absenteeism is progressing very well with the DLO under Hackney Homes' corporate target for absenteeism and sickness.

## Finances

DLO generally on target to achieve required surplus.

## **6.2 Estate Environment**

### Safeguarding Children

All Estate Environment staff undertook training during October, the training was tailored for front line staff and included:

- Describing the meaning of safeguarding
- Explaining the different types of abuse and how to recognise the signs that a child may be being abused
- Abuse statistics
- Explaining individuals roles in safeguarding
- Case studies
- Information required to make a referral
- Procedure for making a referral
- Key contacts in Estate Environment to make a referral
- Feedback process once a referral is made.

The training was delivered in partnership with the Safeguarding Board and was well received by operatives and officers.

### Health and Well Being

We will be holding a Wellness Day for all our operatives in late January 2016 at Frampton Park Community Hall. They will attend a discussion on health and wellbeing and be able to undertake a series of health checks, i.e. blood pressure, cholesterol, etc.

### Recycling Update

Progress is being made on Phase 1 of the project which includes rebalancing the ratio of waste: recycling bins, providing single-use sacks for recycling, introduction of recycle on the go and litter separation and bespoke, targeted communications. Phase 2 of the pilot consists of closing waste chutes and building bin stores close to entrances of blocks on 3 estates: Milton Gardens, Geffrye and Broadway House. Infrastructure works are scheduled for Q4 2015/16 allowing Q1 2016/17 for review.

Estate-based inventories are being analysed and will be used to inform decisions of what pilot might work on which estate. A red / amber / green (RAG) status being developed to be implemented in Q4.

### A Royal Visit

Members of the Central Team have received a special mention. The Central Team were 'flagged down' by the CEO of Pocket Homes who was hosting a Royal visit but discovered that the estate (not one of Hackney Homes!) was littered with rubbish and untidy. The team joined in the clean up efforts on the estate to ensure it was presentable. The main issue being that

this was a Housing Association with bins overflowing and Hackney Homes came to the rescue by clearing away the waste and preventing this from appearing on TV. The team went beyond the call of duty and it was really appreciated by the stakeholders involved.

### Survey

The Estate Environment Survey results have been analysed and will be presented to the next meeting of the Estate Cleaning Improvement Board. Six blocks were asked to complete a questionnaire and these results have been scrutinised per block.

## **6.3 Grounds Maintenance**

Garden Assistance Scheme (previously Garden Swap Scheme) Agreement has been made to rebrand the project following discussions with Health and Safety. The scheme has evolved since its inception and due to lack of resident participation Grounds Maintenance have been using volunteers to assist. Although this has proved successful there are a whole range of liabilities and risks to manage in terms of Safety Checks. An update and new publicity will be produced next month.

### Hackney in Bloom

Estate Environment worked in partnership with LB Hackney and held the annual Hackney in Bloom competition where residents, schools and local businesses were recognised for their efforts and displays throughout the borough.

## **6.4 Contact Centre (RCC)**

A considerable amount of work is ongoing to improve performance across the call centre. Whilst we still currently suffer from resourcing issues during the early part of the week particularly on Mondays, we are exceeding performance targets for call answering during the latter part of the week where over 90% of calls are being answered. We are now moving towards a winter mode of operation whereby additional staff are being recruited on a shift system to address the periods where we forecast high call volumes.

Progress is also being made towards enabling comprehensive on line repair ordering in the coming months.

## **6.5 Customer Support**

Building Maintenance has retained its BSi accreditation with only three minor non-conformities being identified. Overall, this was a good audit in advance of the three year Strategic Review in March 2016.

## **7.0 TENANCY AND LEASEHOLD SERVICES**

This update advises the Board on the achievements to date; highlighting improved satisfaction in many areas, increased and sustainable performance with 23% fewer resources than 3 years ago. Further change is necessary to keep up with future savings requirements.

### **Resident Participation Update (as part of TLS update)**

#### **RP Satisfaction Survey Results 2015**

The Board should note involvement with residents and our impact on local groups. Previous surveys were carried out by Hackney Homes in 2009, 2012 and the latest survey from results from 2015. Highlights include:

- 90% of respondents felt being involved had made a positive difference (in 2012 only 46% of residents felt their involvement had made a difference)

- 75% of respondents felt empowered due to help and support from the RP team (in 2012 when 55% felt empowered by the support they received)
- 86% of respondents stated that the RP team were helpful, polite and knowledgeable when contacted; (in 2012 68% of respondents said that RP officers were helpful, polite and knowledgeable)
- 87% of residents who undertook RP training when asked felt, empowered to make a difference to their TRA, work and personal life, as a result of the training they had received.

A full report will be circulated to Neighbourhood Panels, TRAs, TMOs and other resident groups.

### **Groundworks Project funding (£150k funding for residents)**

RP jointly secured a funding project for over 55 Groups, working closely with Groundworks. The next stage is to identify 3 groups who will be promoted as local hubs for the project activities. The activities will include projects to promote health, wellbeing and to decrease social isolation in this age group.

### **Kings Crescent Regeneration and RP**

Working in partnership with Contractors, Hackney Council and Young Hackney to develop and promote social activities on the estate, in preparation for the next stage of the development. A Partner's day was held in September 2015 to consult residents and to engage local stakeholders.

### **MyHackney Website Event**

Commissioned and led by RP team the new "*MyHackney*" website project has successfully helped 10 resident groups set up their website to enhance their communication with local residents. To promote digital hubs, communications, and encourage networking an event and award ceremony for Best Website and good practice sharing will take place on 1<sup>st</sup> December at Haggerston Community centre.

### **NEW TRAs supported**

Jack Dunning and Gascoyne 2 estates have successfully formed new groups, who are now constituted and registered. Fellows Court residents have voted to form a new Supported Group with a view to developing into a TRA in 12 months' time.

### **Hackney @50 Celebrations – 50 years of social housing**

The Resident Participation Team has commissioned a short documentary to celebrate 50 years of social housing in Hackney. Residents, Staff and Councillors across Hackney have taken part in the film, which will be screened at a local cinema in the coming months.

### **Tenant Levy grants Round 2 - 2015/2016**

51 registered groups made an application to the Tenant Levy Fund in Round 2. 43 were successful with the remainder being referred back to the groups for minor amendments. Groups will receive funds in the first week of December 2015 in time for their seasonal events.

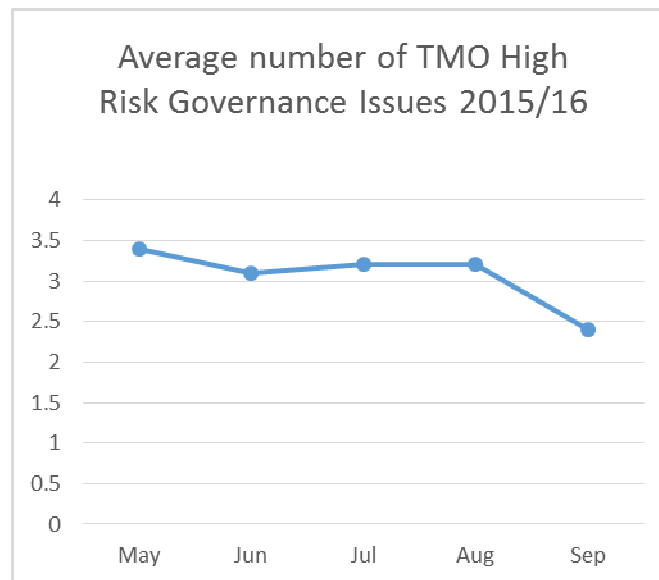
### **Community Halls Management Training**

The RP team has completed a renewed training programme for 'TRA excellence' with 10 halls already completed. This will cover all Management groups who run halls currently bringing standards and good practice up to modern requirements. A generic course is being structured for regular training during the year for TRAs to access twice a year.

### **Hackney Homes TMO Services (as part of TLS)**

Engagement in these areas has continued a pace with Faisal Pirbhai working closely with Pamela Obodo and Eoin Queiry on new Initiatives:

- New TMO strategy and action plan being developed in response to “HATMOS” paper.
- TMO estates to be surveyed for resident satisfaction.
- TMO “taster sessions” to be carried out on ‘priority’ estates to increase resident involvement and encourage recruitment of new board members.



### **TMO Trends:**

- Big reduction in number of high risks as audit findings are implemented across TMOs by the team.
- Wick Village and Wyke TMOs responded well to recent annual reviews. Gas responsibility at Wick has now returned to council reducing risk.
- Majority of TMOs have procurement, Health and Safety and business continuity risks ongoing. New guidance issued in all these areas to TMO managers.
- Compliance to be re-evaluated through annual reviews, more risks expected to be identified.

TMO Performance overall remains positive and engaged to deal with rent collection and voids management. Their contribution is notable when compared to previous years, and overall practice has improved significantly.

### **Neighbourhoods Call Centre (as part of TLS)**

As with the previous two years, since its inception, NCC performance remains high, taking all calls for tenancy, income, leasehold, ASB, customer services, general enquiries. Over 220,000 calls per year are received with a 97% call answer rate. These are answered within 22 seconds wait. This does not include repairs.

The developments of quality systems remains high on the agenda, with resolution remaining the key objective. Centralised Housing Services have been shifted within TLS by Neehara, to allow David Saxon to add management capacity into the Repairs Call Centre while continuing to maintain excellent services for customers.

## **Leasehold Services Update (as part of TLS)**

### **Right to Buy Sales**

A total of 156 Right to Buy (RTB) sales have taken place over the course of the financial year up to 17 November. 123 further cases are undergoing conveyancing and it is anticipated that over 200 sales will have completed by 31 March 2016. During 2014/15, 180 sales completed.

The eligibility criteria (3 years minimum tenancy from 5 years) has not resulted in a surge of applications. Of the 314 applications received since May 2015, 49 were from tenants with less than 5 years secure tenancy.

Another DCLG promotion began in October and there are some indications that this is stimulating application levels in some parts of the borough.

### **Leaseholder & Freeholder Open Day**

The 2015/16 Leaseholder & Freeholder Open Day took place on Saturday 17 October at Urswick School. This year we also invited RTB applicants on the implications for purchasers.

The event was well attended with 220 residents showing particular interest on ways in which residents can minimise risks associated with gas and carbon monoxide and make improvements to the energy efficiency of their homes.

## **Rent Income Collection (as part of TLS)**

Ongoing strong performance this financial year. The week 33 (week ending 20 Nov 2015) position showed an ongoing reduction in arrears to £4.2m. The collection rate is currently 99.64% and % of gross annual debit is 3.2%.

Garage arrears continue to reduce and have reduced significantly with 101.4% collection rate since the start of the year.

### **On line portals in New Year (rent)**

With channel shift and self-service, we anticipate further developments for customers paying rent and maintaining tenancies into spring next year.

## **Voids Performance (TLS)**

The contributions from DLO and Contractors have helped to sustain a positive position, resulting in YTD 23.2 days. We have to resolve the handover of 50 plus major works voids which arose from the new contractors coming into service. Voids is currently being reported through Paul Hayward (while RCC improvement project is underway).

## **Neighbourhood Services updates (as part of TLS)**

As usual, thousands of visits are completed to personally review cases, and proactively manage needs of our tenants. The teams have been progressing and visiting properties in line with our agreed standards:

Initial tenancy visits – completed within 92% on target (293 new tenants)  
Tenancy audit programme – 1217 visits completed – likely to exceed target  
Over 576 home check visits – our vulnerable visiting programme .

### **Hoarding and Self Neglect Protocol**

We have been working closely with LBH Adult Safeguarding to produce a protocol on dealing with hoarding. A multi-agency case panel (to be called Community MARAC) with



representatives from Adult Services, Health, Hackney Homes, the police and others is being set up to review high level cases and decide on how to take each one forward.

This is a real step forward, as we have been struggling for some time on how to resolve these very difficult cases, which can pose a high level fire risk as well as causing nuisance to neighbours and suffering to the person concerned. Our safeguarding lead Sarah Chapman is leading on this.

### **ASB Recognition**

This year Rupert Tyson and Alice Burke attended a National Awards ceremony held by Resolve ASB. Several hundred attendees were present and Hackney Homes were successfully recognised in the following areas:

Practitioner of the Year – Winner, Miriam Placide, Hackney Homes  
ASB Team of the Year – Runner Up, Hackney Homes ASB team

This complements the Accreditation received during 2015, and the steady increase in ASB satisfaction from customers. While the RCC improvement project is underway, ASB services will be overseen by Sarah Chapman, with Wayne Hylton and the team reporting directly.

### **Reviews of ASB across Services/Council**

Discussions are underway to consider cross cutting enforcement review with several Council services integrating during 2016/17. Living in Hackney scrutiny commission have also commissioned a review with HH officers and Board Champion taking part.

### **TLS Improvement Projects – 2 year cycle**

Over the last two years, managers and heads of service have spent considerable time adding value into the service resulting in better outcomes for residents, stronger management of change and sustainable performance. Our focus has been customer experience. This programme covers all areas across Tenancy and Leasehold Services: Income, Neighbourhoods, Centralised Housing, Leasehold Services and RPTMOs.

### **Attracting Graduates**

The graduate attraction campaign successfully launched earlier this year, added 9 new recruits into TLS alongside 3 trainees. A further selection programme for 8 new graduates is underway which allows for fixed term assignments into posts. The graduate programme is managed by Faisal Pirbhai on behalf of TLS, who is now working closely with Astrid Keogh, LBH.

National award recognition – Hackney Homes will be up for a 3<sup>rd</sup> award in national HR awards areas for innovative recruitment and attraction campaigns, among private and public sectors. Our scheme has been well received by LBH Human Resources department. Mentors have been lined up with senior managers across LBH and also shadowing with Cabinet Member, Councillor Glanville.

### **Staff engagement in TLS**

Induction programme since 2014 – as part of staff engagement programme, over 100 staff who joined Hackney Homes permanently into TLS vacancies from income, regeneration, finance, asb, neighbourhoods to leasehold. This programme will be mirrored across LBH, as part of a good practice example by HR & OD receiving corporate support.

### **Mentoring programme**

Staff in Centralised Housing – under David Saxon – have completed shadowing days, and mentoring with other managers. This has been well received by staff in the front line,

especially those on call centre who have been able to showcase their talents and feel valued. Vice chair of the Board, Alice Burke, is now our accreditation champion, which is being led by one of the junior staff.

### **Leadership and Development**

The final cohort of 30 managers to receive ILM Level 5 Accreditation is being completed this year. This includes an 8 day programme over 6 months, to ensure managers are ready for the challenges ahead in the public sector. This has been a 2 year programme, and colleagues in LBH are tailoring their management programmes, learning from our outcomes and using managers in TLS. Faisal Pirbhai who recently completed his MBA now leads this programme.

## **8.0 UPDATE ON HOUSING TRANSFORMATION**

I know that Board members are concerned about the problems in the Repairs Contact Centre which we have discussed here a number of times. I'm aware that many tenants are frustrated by long call waiting times, and ongoing difficulties in resolving repairs problems. Hackney Homes has been working closely with colleagues from the Council to sort this out.

Some of the problems with long waiting times for calls to be answered were caused by problems with the computer system that supports the repairs service. The Council's IT team have been working hard to improve the system and upgrade it. Over the past couple of weeks the system has been working much better, and we have already seen improvements in waiting times.

We have recruited 34 new people to work in the call centre, at least half of whom are local and have come through the Council's Ways into Work service. That means there will be more people available to answer the phones, and a new shift system will mean that the call centre is fully staffed from 8am-7pm Monday-Friday, with extra people on duty at very busy times.

There is still a long way to go to bring this service up to the standard that tenants and leaseholders deserve, and we have a whole team dedicated to this work along with making changes across the whole repairs service to make sure it works in the best way that it can.

We are also launching a campaign to help tenants tackle damp and mould in their homes, which should stop many repairs issues arising, and a series of videos showing tenants how to do some basic repairs in the home themselves, easily and safely. I hope that all these measures together will soon start to make a difference that you can notice.

**CHARLOTTE GRAVES**  
CHIEF EXECUTIVE  
HACKNEY HOMES

## Hackney Homes Ltd

### Part A Minutes of Resident Liaison Group Meeting

held at Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

on 14 May 2015 at 6.30 pm

Present	Cllr Philip Glanville (Co-Chair) David Larkin (Co-Chair) Doreen Bullock Sandra Foot Gerry Saunders Irene Lewington Muriel Gordon Sue Rolle Payne Mthimkhulu	<b>Officers</b> Neehara Wijeyesekera Charlotte Graves Jim Paterson  <b>Observers</b> Millie Steel  <b>Minutes</b> Tess Merrett
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Item	Held in Public	Action	Date
<b>1) Welcome and Introduction</b>	Cllr Glanville welcomed everyone to the meeting and everyone introduced themselves.		
<b>1a) Apologies</b>	George McGee, Cara Phillips		
<b>1b) Declarations of interest</b>	There were no declarations of interest.		
<b>2) Update from the Panels</b>	<p><u>MESH</u> The AGM had been held recently and the officers had been returned. Sheila Ruso Runge had been appointed as Treasurer. MESH met regularly with the NHO and councillors were being invited as well.</p> <p><u>Shoreditch</u> The AGM had been held recently and the officers had been returned. The date of next Panel meeting had to be moved. Both Sandra Foot and Doreen Bullock had attended the safeguarding conference which had been good although there seemed to be more statistics than action. A couple more TRAs had come on board.</p> <p><u>Stamford Hill</u> The AGM had been held recently and the officers had been returned. The AGM was always very well attended as residents were devoted. The Panel were not getting responses to queries, the ETRA procedure was not being followed, estate management were not visible and residents needed to be able to speak to the estate management officers. There needed to be more flexibility around this. Systems needed to be looked at as the Panel Chair knew more about what was happening on the estate than the estate manager. Muriel Gordon asked Jim Paterson if his investigation about an internal general logging system for queries had identified anything. Jim Paterson said it had not. The grounds maintenance however in Stamford Hill was very good.</p>		

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	<p>Neehara Wijeyesekera said he had attended the Panel meeting and had picked up the visibility issue. The TRAs present had said they were much happier with the arrangements and it was working well. The representative from High Hill had said that she didn't know who the estate manager was and didn't want to see her but said that the manager responds to everything. Neehara Wijeyesekera said that if there were issues on an estate then obviously these needed to be addressed. Muriel Gordon said that the system only needed tweaking and may be a more in depth discussion at an RLG would be helpful.</p> <p><u>Clapton Panel</u> The current officers had been returned at the AGM. At the ETRA the attendees were asked about their views on estate inspections and how they could be improved. All the TRAs present said they could not see the value in the inspectors as estate officers could carry out this function. There was also an issue about the new parking policy and Hackney Homes was like the KGB as no information was forthcoming.</p> <p><u>Street Property Forum</u> The forum was developing a website under the HH sponsored scheme. Maintenance of trees in vulnerable tenants' gardens was still a problem. There had been no update on whether it would be possible to have a list of all the street properties. Insulation was an on-going concern. Paul Hayward had attended a forum meeting and given an update on universal credit and the benefit cap. This had been very useful. A meeting with Cllr Glanville and Nick Walker would be helpful to discuss insulation issues. Jim Paterson would look into the tree issue.</p>		
<b>3. HH Update</b>	<p>Charlotte Graves highlighted the following</p> <ul style="list-style-type: none"> <li>• The HRA business plan was being refreshed and this would be brought to the RLG.</li> <li>• Gas performance achieved 100% at the end of the year and Jim Paterson's team had won a special award.</li> <li>• RCC there were on-going problems but these were being investigated at the highest level.</li> <li>• Rent arrears at the end of the year were £4.2m and the team had done a very good job.</li> <li>• RTI matching exercise with the benefits and tax office was going on and it was important that people engaged with this as benefits could be stopped.</li> <li>• The reduction in the benefit cap would have a big impact for everyone.</li> <li>• Voids turnaround was good.</li> <li>• ASB team had achieved the Housemark accreditation.</li> <li>• The target of 10% of stock owned receiving a tenancy audit had been met.</li> <li>• 180 properties had been sold under RTB.</li> </ul>		

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on 14 May 2015 at 6.30 pm

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	<p>The Group asked how the procurement exercise was progressing as there were concerns about monitoring the jobs by contractors and could this be built into the contracts. Charlotte Graves said that contract 1 had been awarded and was now undergoing leaseholder consultation. Contracts 2-9 were still going through the contract award process. The amount of physical inspection would be increased. The Group asked when the apprentices would be advertised. Jim Paterson said at the end of May/beginning of June. There were 10 opportunities, 2 for gardeners and 8 in the building trades. The Group asked if NHOs would be able to log repairs from residents visiting the offices. Charlotte Graves said that NHO staff would be able to view the repairs system to see when appointments had been made for example.</p> <p>The Group asked where the £3m savings were coming from. Charlotte Graves said that the approach in all the previous years had been not to affect front line services and this would be the approach again so efficiencies in back office services would be looked at. It was noted that £25k received from HH directly managed community halls was used to offset some of the savings requirement.</p> <p>Cllr Glanville asked if the DCLG leaflet drop regarding RTB had had any impact. Neehara Wijeyesekera said briefly but it had soon dropped off. The Group asked how long the RTB process took. Neehara Wijeyesekera said it was within the 84 day prescribed timescale. The Group noted that there did not seem to be many replacement homes being built. Cllr Glanville said that development was happening on 3 sites and re-generation provided more habitable bed rooms than the properties being replaced but it was difficult to replace 180 properties year on year as the funding was very difficult to match 1-1 replacement. Hackney had taken the decision to go down the regeneration route. It was likely that there would be a Housing Bill before the next RLG.</p>		
<b>4. Future RLG items</b>	<p>The Group said</p> <ul style="list-style-type: none"> <li>• There was not enough scrutiny of services</li> <li>• The Group was not involved enough</li> <li>• Wanted a strategic boroughwide body</li> <li>• The Group as it was, was not effective</li> <li>• The Group was not listened to e.g. bringing back direct dial.</li> </ul> <p>Cllr Glanville asked if the Group wanted to meet before the awayday in October. The Group asked</p> <ul style="list-style-type: none"> <li>• What the awayday would deliver</li> <li>• More co-ordination and direction was needed from the chairs</li> </ul>		

## Hackney Homes Ltd

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on 14 May 2015 at 6.30 pm

Item	Held in Public	Action	Date
	<p>The Group said that</p> <ul style="list-style-type: none"> <li>• Their discussions needed to be valued and a whole item on safeguarding at the last meeting had not been essential</li> <li>• Integration back into LBH was key and the RLG wanted to be involved in policies and plans</li> <li>• Communication needed to be improved</li> <li>• The RLG achieved nothing</li> <li>• Timescales needed to be put on matters</li> <li>• CEO's report answers most questions</li> </ul> <p>Cllr Glanville said</p> <ul style="list-style-type: none"> <li>• Do the Panels want to come to the meeting?</li> <li>• Did the themed agenda items work?</li> <li>• The relationships with the TRAs was not working well</li> <li>• The Street Property Forum worked well</li> </ul> <p>The Group said/asked</p> <ul style="list-style-type: none"> <li>• What would the governance format be when HH went back to the council and what scope was therefore getting involved in the structure?</li> <li>• The resident reps were isolated</li> <li>• Only managed to get answers from the top and it shouldn't be like that</li> <li>• The RLG was more important than ever as if it didn't exist how would residents get answers</li> <li>• Address issues at grass roots level</li> <li>• Estate management should be heavily involved in transition</li> <li>• Faisal Pirbhai was reviewing the Panels and the Panels should be involved</li> <li>• Topics to be discussed should be nearer to home as couldn't be strategic if the bottom not right</li> <li>• Active residents should be treated differently</li> <li>• Recognition that active residents were volunteers and had other lives</li> <li>• Volunteer/life balance</li> <li>• Helpful if attendees didn't cite anecdotes</li> </ul>		



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	<p>It was agreed that a specific transition meeting would be held at the beginning of September. This would cover</p> <ul style="list-style-type: none"> <li>• Panel review</li> <li>• Constitutions</li> <li>• Terms of reference</li> <li>• RLG feel powerless</li> <li>• Need to define what happens at Panels</li> <li>• RP needs to have more involvement</li> <li>• Create something more productive</li> <li>• RLG more important now</li> </ul> <p>Cllr Glanville said that he was leading on a cleaning review and would be meeting with staff and residents about this. The Group asked for the terms of reference for the cleaning and public realm groups to be emailed round.</p>		
<b>4. Minutes from the meeting held on 23 March 2015</b>	The minutes were agreed.		
<b>AOB</b>	There would be no July meeting. A date for the RLG awayday would be circulated.	<b>T Merrett</b>	

Signed as a true record of this meeting \_\_\_\_\_ Chair      Date \_\_\_\_\_

## Hackney Homes Ltd

### Part A Minutes of Resident Liaison Group Meeting

held at Christopher Addison House, 72 Wilton Way, Hackney E8 1BJ

on 10 September 2015 at 6.30 pm

Present	<p>Cllr Philip Glanville (Co-Chair)</p> <p>Doreen Bullock</p> <p>Sandra Foot</p> <p>Gerry Saunders</p> <p>Irene Lewington</p> <p>Muriel Gordon</p> <p>Cara Phillips</p> <p>Alison Evelyn</p> <p>Laurence Windle</p> <p>May McGee</p>	<p><b>Officers</b></p> <p>Neehara Wijeyesekera</p> <p>Charlotte Graves</p> <p>Neil Isaac</p> <p><b>LBH</b></p> <p>Paul Horobin</p> <p><b>Observers</b></p> <p>Millie Steel</p> <p>Pat Turnbull</p> <p><b>Minutes</b></p> <p>Tess Merrett</p>
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Item	Held in Public	Action	Date
<b>1) Welcome and Introduction</b>	Cllr Glanville welcomed everyone to the meeting and everyone introduced themselves.		
<b>1a) Apologies</b>	George McGee, Sue Rolle, Ivan Jones, David Larkin, Rebecca Freeman, Jean-Paul Lawrence Tampu-eya		
<b>1b) Declarations of interest</b>	There were no declarations of interest.		
<b>2) Hackney Homes Transition Programme</b>	<p>Paul Horobin, the transition project manager, gave a presentation on the transition project for the housing management function going back to the council. He circulated some draft design proposals for the new housing livery. There was a borough wide design project underway but until that project had concluded some temporary sign designs had been drawn up although these would only be used where necessary i.e. if a sign was needed immediately. Whilst it was accepted that this was a sensible cost conscious approach, the Group thought it would affect the look of the borough.</p> <p>The Group asked if it was intended to replace the signs which had been bought using EIB/184 funding. Cllr Glanville said that residents would be consulted over what they needed. Paul Horobin said that the temporary signs had a very neutral design so would not out of keeping. The Group asked how the costs would be covered. Charlotte Graves said that if the changes were as a result of re-branding then it would not be</p>		

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	<p>appropriate to recharge.</p> <p>The Group was concerned that the signage would not be visible in the dark or to anyone suffering from colour blindness. Paul Horobin said that the designers had carefully checked this.</p> <p>Not all the signage would be changed at the same time and some of the blocks still had the original built in signs and signs would not be changed just for the sake of it. The Group said that clarity was the most important aspect.</p> <p>The Group asked what would happen to the old uniforms. Cllr Glanville said that the uniforms would be replaced gradually as the old ones wore out.</p> <p>The Group asked how residents would be kept informed of all the changes. Articles would be put in the newsletters and Hackney Today and advertising options such as fridge magnets were being explored. The Group asked at what point people would be told. Paul Horobin said as close to the transition as possible to ensure that it was at the forefront of people's minds.</p> <p>Cllr Glanville said that the RLG was the first set of residents to see the proposals. The Group asked if officers' telephone numbers could be put on the front of the identify cards. Paul Horobin said he would enquire about this.</p> <p>The Group asked if information could be given to the TRAs so that it could be put on to individual TRA websites. Paul Horobin said that this should be possible. Cllr Glanville suggested that this be revisited in January.</p> <p>The Group asked if the council would cover any debts in Hackney Homes such as pension deficits. Neil Isaac said that Hackney Homes was a member of the LBH pension scheme so had been making contributions throughout its life. LBH would pick up any profits or losses from Hackney Homes going back to the council.</p>	<b>P Horobin</b>	<b>27.1.16</b>
<b>4. Discussion on what has worked/improved/needs to be taken into</b>	<p>Cllr Glanville asked all the members of the Group in turn for their views.</p> <ul style="list-style-type: none"> <li>Information was key and it was important to take residents' feedback into account.</li> <li>Lots of things had improved, some information was better and some management was better</li> <li>Not everyone was on the internet so this needed to be taken into account as Hackney Homes had not.</li> </ul>		

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account.	<ul style="list-style-type: none"> <li>• RP needed to be reviewed</li> <li>• Information was better but it arrived too late e.g. Hackney Today never arrived on time</li> <li>• The officers in the jobs should be responsible for getting the information out</li> <li>• Communication was terrible</li> <li>• Repairs had deteriorated</li> <li>• Key reps were never informed when works on estates were going to take place</li> <li>• 50:50 improvement</li> <li>• Grounds maintenance was very good</li> <li>• Direct mail was the only way to get information out</li> <li>• Hadn't seen anything being put in place to put things right</li> <li>• Neighbourhood offices should communicate</li> <li>• Didn't know what the housing structure was going to be so difficult to comment</li> <li>• ETRA did not work as other services did not buy into it</li> <li>• Worried about going back to LBH as remembered what it was like.</li> <li>• The Group said that there was too much information on the notice boards and people didn't look at them.</li> <li>• The Group asked who inspected the works once they had been completed because the works generally were sub-standard.</li> <li>• The RCC was terrible</li> <li>• RP had gone wrong</li> <li>• Losing TRAs and not enough was being done to bring them back</li> <li>• Contractors were not very good</li> <li>• Use DLO</li> <li>• Co-ordinate works so that a whole estate had works done at the same time</li> <li>• Cleaning was better</li> <li>• More flexibility around appointments as people have jobs, children and lives</li> <li>• Better consultation with residents as residents did not know what was going on</li> <li>• Transparency around fun days and outings to ensure that the money was received into the TRA bank accounts in time</li> <li>• Different quorum rules for different TRAs were unfair and there needed to be consistency</li> <li>• What did RP do – used to work with residents but no longer do.</li> <li>• ICT was not fit for purpose</li> </ul>		

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	<ul style="list-style-type: none"> <li>• Too much work for a TRA to do now</li> <li>• 184 worked well</li> <li>• Thanks to Tony Stenning</li> <li>• Systems behind communal repairs did not work</li> <li>• Annual Survey to residents</li> <li>• Problems with vandalised entry doors. What were the CCTV cameras picking up not used to full potential</li> <li>• Introduce call backs after a repair for feedback rather than a text</li> </ul> <p>Cllr Glanville suggested a sub-group to look at communications at the beginning of the new year. Tenant engagement and RP could be part of the discussion at the away day.</p> <p>Cllr Glanville said that new contractors had been appointed and clear standards had been set at the outset with robust monitoring arrangements built in.</p> <p>There were cleaning and design reviews on-going and officers could write to all TRAs to see if anyone wanted to get involved.</p> <p>The Group suggested that other mechanisms such as emails could be used rather than setting up meetings.</p>		
<b>4. HRA Business Plan</b>	<p>Neil Isaac gave a presentation on the HRA business plan. He asked the Group how it would like to be involved in the savings proposals?</p> <p>Cllr Glanville said that he was proposing to set up a HIP/HRA all tenant meeting.</p> <p>The Group asked how the increase in Hackney's population over the last 15/20 years and the consequent increase in council tax receipts for example had affected the bottom line. Neil Isaac said that long term voids had reduced and were being turned around more quickly. This had been factored into the income projections. Conversely, the estate stock transfers which had taken place had reduced the number of properties Hackney Homes managed which in turn had reduced the income stream. There was increased pressure on resources</p>		

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Item	Held in Public	Action	Date
	<p>such as anti-fraud teams given the huge demand for housing and the recent increase in RTB but none of this had made a difference to the HRA.</p> <p>Cllr Glanville said that there were more commercial lets and void flats in Woodberry Down were being used for temporary accommodation which meant there was income coming in. This had a positive effect on the general fund.</p> <p>The Group asked where the discount for timely payment of major works bills was picked up. Neil Isaac said the real saving was in the management fee process but this was picked up in the HRA.</p> <p>The Group asked who decided what was decent and what was not. Cllr Glanville said that at the outset of the Decent Homes Programme which was coming to an end, a 10% stock sample had been taken. A further survey had been undertaken a couple of years ago for the Hackney Investment Programme (HIP) which was the successor investment programme to Decent Homes. Then a 20% sample had been taken. A programme of works had been established up until 2024 and a sub-group of the RLG had been involved in this. Now would be the right time to re-visit. A further sub group would be set up to look at this.</p>	J Oxlade/N Walker	<b>Nov</b>
	The meeting closed at 8.30 pm.		

Signed as a true record of this meeting \_\_\_\_\_ Chair      Date \_\_\_\_\_