

<p>Board of Directors</p> <p>18th December 2017</p>	
<p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Sarah Pace , Head of Business Development</p>	<p>Report type:</p> <p>For decision</p>
<p>2018/19 Business Plan – Outline Draft and Timetable</p>	

1. Introduction

- 1.1. This paper presents an Outline Draft 2018/19 Business Plan [Appendix 1] for approval prior to submission to the Client by 31st December, as required by the Management Agreement.
- 1.2. The Business Plan for next year is to be used as an opportunity to clearly convey to the Council the value of THH, demonstrate our improving trend in performance and value for money driven by our transformation programme. The full Business Plan will also show how we have, and will continue to respond to the changing context in which we work. Most significantly, the Plan will provide narrative and action that positions THH post Grenfell; explicitly extending our commitment to create safe neighbourhoods to beyond tackling ASB to the homes in which residents live.
- 1.3. The paper also presents a schedule for the remainder of the 2018/19 Business Planning process [Appendix 2] for information.

2. Recommendations

That Board approve the Outline Draft 2018/19 Business Plan for submission to the Client by 31st December 2017.

That Board note the timetable for the delivery of the full 2018/19 Business Plan by the end of this financial year.

3. Background

- 3.1. Under the terms of the Management Agreement between London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit a draft Business Plan to the Client for comment by 31st December each year. A full and final version of the Business Plan must then be submitted for agreement on or before the following 31st March.
- 3.2. In April 2016 THH launched a new three year Business Plan setting out the organisation's goals to the year 2018/19 underpinned by new Vision and Mission

statements. This was supported by a one year service improvement programme, financial and performance information, and an overview of the Capital Programme.

- 3.3. On 15th November 2017 it was agreed by SMT that the 2018/19 Business Plan would adopt a 'light touch' approach, maintaining the existing Vision and Mission and rolling over any incomplete service improvement objectives. The outline draft and timetable presented in this paper reflect this approach.

4. Outline Business Plan

4.1. Contents

In brief, the outline draft includes:

- A recommitment to our existing Vision and Mission and goals
- High level resident satisfaction information for 2017/18
- A summary of Business Transformation activity for next year.
- Service improvement plan projects that are likely to carry forward into 2018/19 plan

- 4.2 The outline draft has been informed by the views of residents, as expressed at the resident roadshows conducted by the Executive Management Team in October / November, and the recent Board Away Day. In broad terms, both residents and the Board support the continuation of transformation as set out previously. There is also consensus that our plan for next year should highlight:

- Safety (including the responsibilities of leaseholders)
- Improved communal repairs
- Support to those affected by welfare reform

- 4.3 Beyond this, the Board also see the opportunity of using the Business Plan to assure the Council of the benefits of preserving the ALMO for the longer term.

4.4 Future Additions

The full business plan, to be submitted to the Client on or before 31st March 2017, will include more detail in the above sections and the following additional sections:

- Statement from the CEO and Chair of the Board – this will be key to positioning THH in the run up to the review of the Management Agreement
- National and local policy context
- Medium term financial outlook
- 2018/19 and five year Capital Programmes
- 2018/19 BCI targets, to be agreed with the council
- 2017/18 yearend review
- 2018/19 Service Improvement Plan

These additional sections will be completed by the Business Development Team in liaison with relevant officers, to the timetable set out in Appendix 2.

5. Timetable

5.1. The attached timetable (Appendix 2) sets out the Business Planning Process in five stages:

- Stakeholder Engagement
- Outline Draft
- Business Critical Indicators
- Full Draft
- Approval

5.2. Work on the first two stages has already begun.

5.3. The timetable assumes a hard 31st March deadline for publishing the final Business Plan, though in reality LBTH has given dispensation to publish at a later date in previous years. Timings for each stage are based on precedent from previous business planning cycles and are set to accommodate existing EMT, Board, BiOp, and Client Performance Sub Group meeting dates where these are known.

5.4. The Board Away Day on January 2018 will provide a further opportunity for the Board to shape the full Business Plan before it comes to the Board for approval in March 2018. As has been the case in previous years, approval at this time will be sought from the Board to delegate authority to the Chair and CEO to make any final amendments to the Plan which may be required.

Our Vision and Mission

In April 2016 we published our three year Business Plan; in which we set out our Vision and Mission.

Whilst the national policy context has shifted and the London Borough of Tower Hamlets set savings requirements for us to deliver, we remain committed to our vision for 2019.

Thriving, safe, and sustainable neighbourhoods where residents can be proud of their homes, respect one another, and realise their potential.

To achieve this vision we will continue to work with residents, partners, and the Council to:

- Deliver Organisational Excellence
- Maintain homes and neighbourhoods to be proud of
- Provide excellent customer services

Our goals, established in year one of our Business Plan, remain relevant and hold firm. However, it is proposed to include an additional goal concerning safety this year to highlight our focus on this important area of service. This amendment is shown in italic text below.

Deliver Organisational Excellence

- Create a more efficient and accountable operating model – avoid duplication, clarify staff responsibilities and make processes simpler
- Provide right first time services – work across teams to provide responsive services that meet residents' needs and are easy to use
- Know our customers better – collect and use information about tenants, leaseholders and their subtenants to provide better services and communication
- Maximise efficiency through better use IT – staff making better use of systems and increased digital access for customers
- Maximise income streams – increase rent and service charge collection, re-let homes more quickly, and explore opportunities for new business
- Increase staff ability to get things consistently right – clear guidance in place for everything we do and responsibilities understood

- Develop our workforce – drive improvement through our People Strategy
- Drive up and recognise staff performance – manage performance better through our appraisal system

Maintain Homes and Neighbourhoods to be Proud of

- ***Keep residents safe -maintain up to date fire risk assessments and deliver planned programme of fire safety and other safety works***
- Maintain cleaner and greener neighbourhoods – work with residents and partners to improve the look and feel of the public realm
- Make neighbourhoods feel safer – work with partners to tackle ASB
- Build resilient communities – work with partners to help residents into work and manage the impact of welfare reform
- Increase customer satisfaction in repairs and major works – work with contractors so repairs and planned works are right first time and faults are rectified quickly
- Invest strategically in the assets we manage – take a planned approach to longer term investment programmes that give good value for money
- Work with the council on regeneration – assist with the design and handover of new builds
- Manage contractors more effectively – work with contractors to reduce complaints and hold them to account

Provide Excellent Customer Service

- Place customers at the centre of what we do – staff focused on delivering excellence for residents
- Make our customer offer clearer – help customers know what they can expect from us
- Clarify and enforce rights and responsibilities – ensure tenants and leaseholders fulfil their obligations
- Provide a new deal for leaseholders – let leaseholders know what we can do for them and expand our offer
- Offer help to customers who need it most – work with partners to assist vulnerable residents so they remain supported in their homes
- Treat customers with respect – keep customers up to date with what's going on and treat them fairly

Performance

Since we set out to deliver our new vision and embarked on our Transformation Programme, resident satisfaction, measured monthly by our independent market research partner, has increased across a number of areas.

Satisfaction	15/16	Q2 17/18	Trend
Repairs	90%	92%	▲
Overall Satisfaction	79%	82%	▲
Tenant Satisfaction	85%	87%	▲
Leaseholder Satisfaction	67%	71%	▲
Keeping residents informed	84%	87%	▲
Taking residents' views into account	68%	72%	▲
Caretaking	83%	86%	▲
Major Works	74%	96%	▲
Residents agree THH does what it says	74%	78%	▲

Annual sample size:

Repairs - 5,000

Major works – scaled to programme

Other – 2,000

Business Transformation – Next Steps

Much has been achieved this year and our improving trend in performance and increasing resident satisfaction together indicate we are addressing the right things.

This year we have completed the bulk of structural changes we need to make and we have put in place essential elements of the digital and people strategies that underpin improvement.

Technology; organisational culture; performance management; a knowledgeable and trained workforce, and informed and engaged residents all play a major role in the continuation of our transformation journey. Joining together these essential elements for improvement will be a major focus for the year ahead. .

The next stage of the Transformational Change Programme includes the further development of the online offer. Through a programme of bringing services and transactions online we will address the MyThh elements, the process design and the automation of each of these processes, where relevant, through workflow. This will build a solid, consistent and effective set of services that can be employed by customers from their homes relieving other access points such as the HSC and face to face meetings.

Customer Access and Experience Programme

The Customer Access and Experience Programme will bring together the components for sustainable improvement, ensuring each step is planned, complementary to each other and reflective of agreed priorities.

This programme will involve the prioritised and phased review of services to make sure the following components are in place across all services we provide:

- Easy and convenient access for customers to the services we provide
- Streamlined processes that focus on what's important to our customers and deliver services in as few steps as possible
- Clear roles and responsibilities for staff – the right person, doing the right job, in the right way
- Knowledgeable staff who are supported with appropriate training and, access to policy/procedures
- Knowledgeable customers who know and understand the right access channel to use
- Staff who demonstrate behaviours in line with our competency framework
- Good technology that is easy to use by customers and staff
- A performance management framework that measures the right things and gives visibility of performance to managers to manage

The continued delivery of the ***Digital Strategy*** and ***People Strategy*** will run in tandem with this programme. The first phase planned to complete in 2018/19 includes:

- Communal Repairs
- Responsive Repairs
- Parking
- ASB

This phase will include:

- Improving the online service experience with a fully integrated repairs ordering and appointment booking solution
- Increasing customer assurance through the use of proactive electronic confirmations and reminders e.g. of repair appointments
- Enabling mobile working for THH staff to provide more service delivery in residents' homes and ensure real time access to and update of systems and data.
- Core system enhancements to improve and consolidate the view of the customer so that all customer interactions are accessible to all staff, wherever they are, to ensure continuity and consistency of service.

Continued Service Improvement

While we are hard at work transforming THH to improve our performance and achieve greater efficiency, in 2018/19 we will direct resources to deliver three new projects, as part of our Service Improvement Plan that have been prioritised through stakeholder consultation.

Safe Homes

In conjunction with our Better Neighbourhoods Programme and specific fire safety budget, which subject to Council approval will increase from £12.5M over life of programme to £33m, we will respond to the recommendations arising from fire risk assessments. Additionally we will target the provision of new door entry systems for blocks experiencing high levels of anti-social behaviour.

Neighbourhood Improvement

We will deliver a programme of small scale estate curtilage works that will improve look and feel of neighbourhoods. This will be delivered through an estate by estate planned maintenance programme of £800k per year covering fencing, bollards, painting and refuse bin corrals.

Welfare Reform

We will continue to identify those residents impacted by welfare reform and target either direct or referred support to those residents who are or risk being adversely affected.

Some projects started in the 2017/18 will continue into 2018/17. These are:

- Implementation of Traffic Management Orders
- Communal repairs
- On-going campaign to reinforce residents knowledge of their rights and responsibilities including the Leaseholder New Deal.

Other projects from the 2017/18 plan will move into business as usual going forward, these include:

- Delivery of the Better Neighbourhoods Programme
- Rechargeable repairs
- Apprenticeship levy
- Delivery of ASB diversionary and employability projects

**Appendix 2:
2017/18 Business Plan
Draft Timetable**

Project Plan			
Ref:	Task Name	Start	Finish
1	Stakeholder Engagement	19/10/17	Jan 18 tbc
1.1	TRA (South) Roadshow	19/10/17	19/10/17
1.2	Resident Panel and SDG Roadshow	26/10/17	26/10/17
1.3	Board Away Day	31/10/17	31/10/17
1.4	TRA (North) Roadshow	09/11/17	09/11/17
1.5	Board Away Day	Jan 18 (date tbc)	Jan 18 (date tbc)
1	Outline Business Plan Draft	10/11/17	26/01/18
1.1	Draft Business Plan	10/11/17	24/11/17
1.2	Outline Business Plan considered by EMT	29/11/17	29/11/17
1.3	Outline Business Plan considered by Board	11/12/17	11/12/17
1.4	Outline Business Plan submitted to Client for comment	22/12/16	22/12/17
1.5	Comments received from Client	03/01/17	26/01/18
3	Business Critical Indicators	15/11/17	28/02/18
3.1	Draft suite of indicators developed by HoS/BDT and agreed by EMT	15/11/17	23/12/17
3.2	Client Performance Sub-Group discussion on measures	Jan 18 (date tbc)	Jan 18 (date tbc)
3.3	Draft targets developed by HoS/BDT and agreed by EMT	02/01/18	31/01/18
3.4	Draft indicators and targets discussed with Client (BiOp)	Feb 18 (date tbc)	Feb 18 (date tbc)
3.5	BCI suite (indicators and targets) included in Final Business Plan draft	28/02/18	28/02/18
4	Full Business Plan Draft	02/01/18	12/02/18
4.1	First full draft (opening statement, policy context, transformation, IT roadmap, service improvement, 17/18 review)	02/01/18	01/02/18
4.2	Draft agreed by EMT	07/02/18	07/02/18
4.3	Resources section drafted (financial outlook, capital programme)	02/01/18/	07/02/18
4.4	Draft full document including BCI targets to Client for comment (possible discussion Bi-Op in Feb)	12/02/18	12/02/18
5	Approval	27/02/18	31/03/18
5.1	Full draft Business Plan to Board	Early March 18	Early March 18
5.2	Revisions to final draft	tbc	16/03/18
5.3	Final draft submitted to Client	19/03/18	19/03/18
5.4	Final Business Plan published	29/03/18	29/03/18