


<b>Board of Directors</b>  18 <sup>th</sup> December 2017	
<b>Report authorised by:</b> Susmita Sen - CEO  <b>Report Author:</b> Paul Davey – Director of Business Transformation	<b>Report type:</b>  For information and decision
<b>Title:</b> CEO Report	

## 1. Introduction

This report provides the Board with a performance report up to the end of October 2017 along with updates on Neighbourhood Services and the Accommodation Strategy. This report also asks Board Directors to approve the appointment of Will Manning as the new Director of Asset Management following a recent recruitment process.

## 2. Recommendation

2.1 That Board Directors note the contents of this report

2.2 That Board Directors approve the appointment of Will Manning as Director of Asset Management

## 3. Performance Summary October 2017

3.1 Performance to the end of October shows year-to-date targets being achieved for four of the nine monthly BCIs, and overall of the sixteen additional indicators selected by Board, ten are at or very close to target with six missing target at this stage. Two thirds of the indicators have improved since September.

3.2 Strong performance is being achieved on:

- Repairs completed right first time
- Unauthorised occupancy: homes recovered
- Long term void relets
- Service charge collection
- Major works charge collection

3.3 Performance is holding steady on:

- Emergency and non-emergency repairs completed in target
- Satisfaction with the repairs service
- Short term void relets

3.4 Performance is below target on:

- Calls answered
- Complaints in target, and complaints escalating
- Gas safety
- Major works invoices issued
- Rent collection and rent arrears

3.5 The percentage of calls answered by the housing advisors in the Housing Service Centre fell from 84.7% in September to 76.1% in October, although the YTD figure improved to 65.4%. Further recruitment has been carried out and training is underway which should improve performance from the second half of November onwards.

3.6 Gas servicing fell to 99.99% in October with one property being non-compliant. This was rectified on 10<sup>th</sup> November restoring our customary 100% compliance.

3.7 Although significantly below target for year to date, October saw major works invoices being issued for the first month since June, and a further 25 blocks were invoiced in November. The service is optimistic it can make up lost ground in the next few months.

3.8 The two rents measures are below target. The service is facing the twin challenges of legal advice restricting full recovery action on arrears cases impacted by the Water Rates issue, and the continued roll-out of Universal Credit with its built-in delays and the inefficient manual transfer of DWP payments. A range of remedial actions is currently being taken and the service is looking at all possible additional interventions to slow the rate of increase in the arrears.

3.9 Full details are attached as appendix 1 to this report

## **4. Neighbourhood Services Update**

### **4.1 ASB and Environmental Services**

#### **4.1.1 ASB**

Good progress is being made with the ASB service transformation.

The restructured team have now moved back into the refurbished office at Three Colt Street alongside the environmental services management team. Board Directors will recall that the specialist ASB team was moved under the management of the Head of Environmental Services to strengthen the relationship between the ASB officers and our on-site caretakers who are our eyes and ears and who have a wealth of intelligence regarding ASB in shared areas on our estates. This arrangement is proving to be effective with evidence gathered by caretakers being used for follow up enforcement action.

The new ASB liaison officers began taking all initial reports of ASB from 1 December 2017. This is a key part of our work to improve the customer experience in this area and to further strengthen our intelligence gathering. Work is underway as part of our digital strategy to improve the online offer for those wishing to report ASB via this channel.

We have had Parkguard contracted since September 2017 with the second team due in January 2018. The funded Police team of one sergeant six 6 constables started on 2<sup>nd</sup> October 2017 with a second team due to start in the first week of January. These resources are tasked weekly by our ASB manager using hotspot intelligence. To date the teams have:

- 295 ASB Warnings issued
- 170 stops and searches
- 33 arrests
- 44 referrals to Streets of Growth for outreach intervention.

Board members will recall that we have served notice on two SLAs that we have with LBTH for services in this area:

- The Tower Hamlets Enforcement Officer (THEO) SLA and the
- Mobile Emergency Team (MET) SLA ( service to remove large and hazardous fly tipped items)

We are proposing to reinvest some of the funds released from the THEO SLA into funding a Drug Intervention THEO from LBTH to support our work dealing with drug issues on our estates.

Whilst we have served notice on LBTH in respect of the MET SLA, we do remain in discussion with them to see if they are able to provide the service at a lower cost. We are currently seeking quotes externally for a replacement service should this not prove possible.

#### **4.1.2 Environmental Services**

We take delivery of 100 trees on 20<sup>th</sup> December for planting by the end of February. Planting of the trees (25 each of Flowering Cherry, Field Maple, Silver Birch and Common Line) will take place in six areas to create areas of increased colour as well as complimenting bulb planting.

We have extended two existing wildflower areas and created a further eight areas meaning we now have 56 wildflower areas. These bloom from May to August each year providing added colour and biodiversity, as well as reducing maintenance costs.

#### **4.2 Caretaking Apprentices**

A Traineeship for six potential caretaking apprentices ends on 19<sup>th</sup> December where they have received Key Skills training ending in a qualification in Customer Service. This included two classroom days each week and two days with our caretaking teams. One candidate has been released due to poor timekeeping with the remaining five starting full time apprenticeships with THH on 20<sup>th</sup> December.

#### **4.3 Tower Project Placements**

Following a successful pilot where we worked with Tower Project to place two candidates with disabilities with our caretaking and gardening teams for them to gain work experience and increased confidence, we will be extending this offer and will be working with a further four volunteers in January.

#### **4.5 Leaseholder Billing**

Leasehold services recently recommenced major works billing for decent homes works. Thirty three schemes have been billed since October, which equates to just over £2 million in value.

Ward councillors are being notified as bills are sent out. (See Appendix 3)

#### **4.5 Neighbourhoods Service Review**

Phase one of the NHD review was delivered in May 2017: moving the service from a three area structure to two and reducing the number of managers from ten to six. As part of phase one, we also recruited to the new role of voids team leader in preparation for the establishment of the voids team in phase two.

Phase two of the review focussed on the role of the NHO and the work of the performance team.

Board Directors will recall that due to workloads associated with Grenfell and our own fire at Turin Street we had an extended consultation period with the staff over the summer. Following consultation formally closing, the affected staff lodged an appeal against the proposals. This was heard on 22 September 2017. The outcome of the appeal resulted in an additional post being added to the voids team and a decision to extend the temporary team to focus on fire safety housing management tasks in shared areas from 6 to 12 months. Following the appeal the unions wrote to the CE advising that members remained concerned with the proposals and that they would consider industrial action as a result. Whilst the appeal hearing was the final stage in our processes we did meet representatives from Unison and GMB on a further occasion to seek to resolve concerns.

In addition the CE and relevant members from the management team met with affected staff on 16/11/17 to talk through any remaining concerns and to provide clarity on the overall expectations of all teams in THH as part of the transformation project. Staff in attendance raised a broad range of points, most of which had been discussed previously. In essence the staff' view was that the proposals would result in increased workloads for NHOs and that they were not convinced that colleagues in other areas of the business would support the vision of the new NHO role sufficiently. All these points were addressed head on in the meeting and a follow up letter was sent to the staff outlining our responses and commitments that had been discussed. The letter reiterated that we have:

- Increased the size of the Voids Team by a further officer.
- Put in place the development of necessary new policies and procedures and the updating of current ones to coincide with a programme of training for NHOs to facilitate the implementation of the new service by April 2018.

- Agreed the NHO request to allow internal recruitment to a temporary Specialist Fire Response team who will continue the good work of NHOs in visits to residents and other aspects of our response to the Grenfell Tower fire. We have also extended the funding for this team from 6 months to twelve months, until December 2018.

The letter outlined our intention to move forward with the planned changes with the new service being implemented from April 2018.

The implementation is supported by a detailed plan which has a strong focus on staff engagement with new processes and procedures and training workshops with NHO and staff from other teams to support the new approach. This work is currently underway.

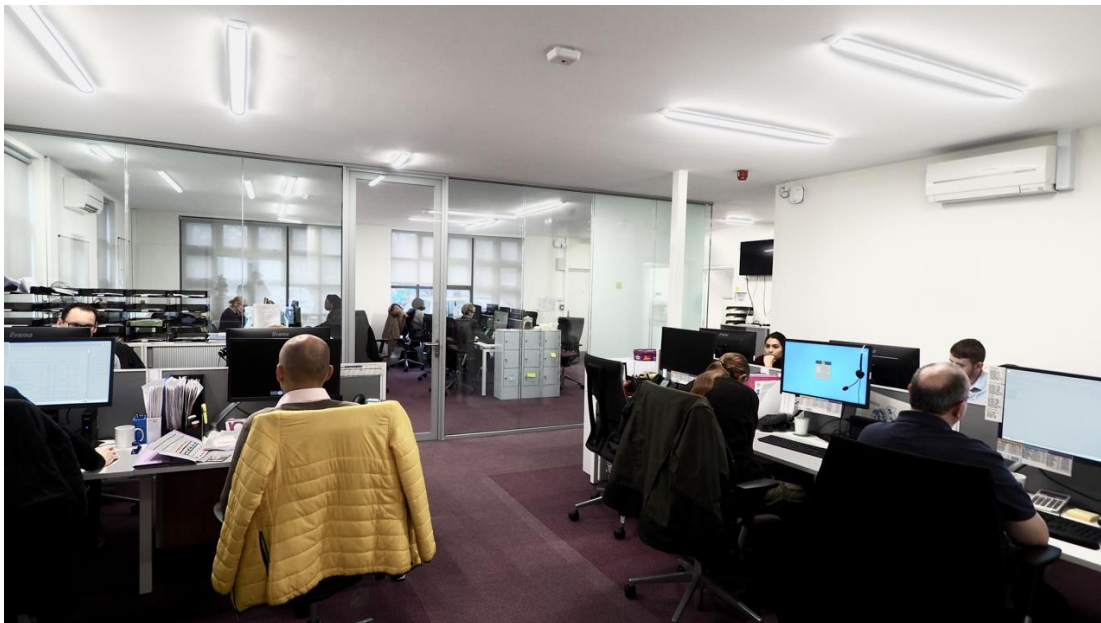
## **5. Accommodation strategy**

The lease has been agreed by THH/LBTH and is with the building landlord for final signoff.

We have now appointed Office Profile as our contractor to carry out the remedial works. The strip out works are scheduled in for the 18<sup>th</sup> December once the licence for alterations has been granted.

The works are being completed in phases handing us back a floor at a time which will give us flexibility in vacating Jack Dash House and Rushmead.

The work to Three Colt Street has now been completed and ASB and Caretaking Management teams are now settled in their new office. This really did provide poor office conditions until this refurbishment so I was delighted with the result and my thanks go to Fiona Walsh and Paul Smith who oversaw the project.



Tenders have also now gone out for the refurbishment works at Raynham House where our Grounds Maintenance team will be residing.

We have had initial discussions with companies about reconfiguring Harford Street and a brief is being drawn up. This will be planned carefully as teams are still located there until March.

Moving all staff to new or improved offices will, I believe, feed into the momentum of change that we are providing in a very positive way.

## **6. Director of Asset Management**

As you know, due to John Tunney's planned retirement in January we have been in a recruitment process to find a replacement Director of Asset Management. After an extensive search, five potential candidates were identified employing a 'headhunter' approach with myself, John Tunney and Ann Lucas, and four were invited to apply. Two declined and thus two applicants went through a rigorous assessment and interview process on 22<sup>nd</sup> November.

The final panel comprised of Ann Lucas, Claire Tuffin and myself.

Both candidates were appointable but Will Manning was by far the strongest candidate and a much better fit for the organisation and what we are trying to achieve.

Will Manning's appointment is therefore recommended to Board, as per the Scheme of Delegation, the Board is required to formally approve the appointment of Directors.