


<b>Board of Directors</b>  26 <sup>th</sup> February 2018	
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<b>Title:</b> CEO Report	

## 1. Introduction

This report provides the quarterly performance report up to the end of December 2017 along with updates on the People Strategy, a proposed review of resident engagement structures, fire safety and our accommodation strategy.

## 2. Recommendation

2.1 That Board Directors note the contents of this report.

## 3. People Strategy

3.1 Work is continuing on the delivery of our People Strategy. As a reminder, the six strands of the People Strategy are:

- Raising Standards
- Removing Obstacles
- Leadership Excellence
- Engaging and Managing a Diverse Talent Pool
- Stability and Well-being
- Customer-Centric Learning Organisation

Key highlights over the last three months have been:

3.2 New HR policies on probation and capability have been drafted and opened to Union consultation (Raising Standards). Policies on Sickness Absence and the use of Agency Workers are also now drafted, and are with SMT for discussion (Stability and Well-being).

3.3 Our new nurse-led sickness absence reporting service, FirstCare, is now being configured ahead of launch on 1st April. Trade Union colleagues have been made

aware of the service, and have been invited to a 'meet the supplier' event to allow them to ask questions.

- 3.4 The annual appraisal (MAP) process is now underway, with a number of workshops being planned for managers to support them in delivering a high quality conversation with staff, with good feedback given on an individual's work performance and behaviour against the Excellence Competency model, the setting of SMART performance objectives for 2018-19 which link to our new Business Plan, and the identification of individual development needs.
- 3.5 Our first behavioural intervention in Leasehold Services (Raising Standards, Removing Obstacles) has now concluded, with positive initial feedback; teams within the service gained a better appreciation of their role and how they can work together more effectively, and 360-degree appraisals were conducted for managers and team leaders. We are now examining the short-to-medium term impact, to help us frame further interventions in Rents and the HSC.
- 3.6 Our SMT development programme (Leadership Excellence) has commenced, with a 360-degree appraisal exercise conducted for all Heads of Service. Directors are supporting their Heads of Service with their individual development, whilst the aggregated outcomes were discussed by SMT alongside discussion of leadership behaviour. A brief for further development activity is being shaped with the 360 exercise acting as a useful diagnostic. A new Management Development Programme is also being developed.
- 3.7 Our new recruitment system is now procured and being built ahead of implementation on 1st April. The system automates a high degree of clerical and administrative activity, and provides a better experience for candidates and new starters through better correspondence and an online "On-boarding" portal, as well as supporting workforce diversity efforts through robust online shortlisting and "name blind" applications (Engaging Talent, Removing Obstacles, Raising Standards).
- 3.8 Our Apprenticeship programme has successfully launched (Engaging Talent), with five new apprentices in Caretaking and one in Communications. We remain on track to deliver against our target of 33 apprentices by 2020. Our Graduate Programme is also ongoing, with planning now underway for the 2018 intake and succession planning for the 2017 graduates.
- 3.9 We are developing proposals for an Employee Engagement Portal, which will meet our goals of recognising excellence (Raising Standards) and supporting employee wellbeing (Stability and Wellbeing) as well as giving us a platform for a wider review of our employee offer (Raising Standards, Engaging Talent). The portal is on track to launch in April.

#### **4. Customer Access and Experience Programme**

- 4.1 As was flagged up at the recent Board away day we have now commenced the Customer Access and Experience Programme which is the next significant stage of the Transformation Programme. The objectives are to:
  - Deliver services right first time in order to improve customer satisfaction and make the best use of resources;

- Use digital technology to improve the efficiency, convenience and accessibility of services for customers; and
  - Improve performance across a range of business critical indicators.
- 4.2 This cross references to the six strands of the People Strategy that are set out in 3.1 above.
- 4.2 This programme is being linked together and driven at Head of Service level and will involve significant joint working within a tightly managed governance framework.
- 4.3 As you know there is a significant reliance on digital elements in all the projects in this programme. There has been some worrying failure to meet agreed deadlines by the Council's ICT partner Agilysis which could have an impact on our planned timetable. This has been raised at the most senior levels in both LBTH and Agilysis with a view to early resolution. I will keep you informed of progress with this issue.
- 4.4 The Programme Definition Document that sets out the objectives and governance framework for this programme is on the agenda for approval by Board

## **5. Review of Resident Engagement structures**

- 5.1 The Housing and Regeneration Act 2008 requires all registered providers and local authorities to adhere to the Empowerment and Involvement standard, enabling residents to exercise choice, influence the setting of standards and policies, and scrutinise performance. This is further reinforced through the Localism Act 2011 which requires landlords to support tenant panels with the power to examine the services being offered.
- 5.2 Since 2010, Tower Hamlets Homes has operated a Residents' Panel which serves as a forum for independent resident led scrutiny of the way in which we deliver services to residents. This has been supported by a range of other engagement structures such as the Service Development Groups (SDGs) which were designed to facilitate partnership working between services and residents in identifying and shaping improvements.
- 5.3 As part of the Business Transformation Programme, a new Scrutiny and Resident Feedback section was established in 2017 in order to consolidate and strengthen all related activities concerned with what residents think of, and want from our services and modernise the opportunities offered to residents to influence and scrutinise.
- 5.4 In line with these principles underpinning the new section, a review of all existing engagement activity is currently underway with a view to ensuring that existing mechanisms are transparent, have clear outcomes, deliver value for money and are more reflective of our residents. This aligns with a renewed focus on the housing sector in light of the tragic events at Grenfell reinforcing the need for landlords to be able to demonstrate clear outcomes from engagement and ensure appropriate steps are being taken to involve 'hard to reach' groups.
- 5.5 To support the review process, the Tenant Participation Advisory Service (TPAS) will be leading on workshops with both residents and SMT members in March 2018 to help shape a common vision of the purpose and the value of engagement in the decision making process. The outcome of this process will help to influence the

design of a new engagement approach which will seek to incorporate best practice, utilise innovative engagement approaches and increase the use of digital solutions to widen our reach and improve accessibility.

- 5.6 The principles of this new approach have been partially implemented in work of the Communal Repairs Project which has adopted a task and finish approach to engagement and has offered a clarity and definition over the remit and the role of participants. This model reflects the desired approach for future engagement activity.

### **The Residents' Panel**

- 5.7 As part of the review of our engagement structures a number of changes have also been introduced to the Residents' Panel to simplify the recruitment process and offer greater transparency by enabling observers to attend meetings. These changes have already resulted in greater interest from prospective members and are supporting the drive to improve representation from groups currently under-represented.
- 5.8 The panel has recently agreed two scrutiny reviews for its work programme in 2018/19. These will include a review of the management of Health and Safety during Major Works programmes and the standards for Energy Efficiency in new builds being managed by THH. These reviews will be structured to facilitate meaningful input from our involved residents and ensure they are concluded within an appropriate timeframe to ensure the recommendations remain relevant.

## **6. Fire Safety Update**

This section updates Board on progress made against our programme of fire safety work and the draft of our Fire Safety Strategy which is a Part II agenda item.

### **6.1 Substantial Risk Blocks progress**

#### **Cranbrook Estate**

Work is progressing as planned with 42 leasehold and 179 tenant front doors replaced so far with 46 front door refusals of which two have been referred for legal action

#### **Malting and Brewster**

Internal works are now complete to approximately half of each of these two blocks. Cladding works are being set up on site with mast climbers expected to be erected by end of February for removal of cladding.

#### **Avebury Estate**

Board members will recall that the fire at Dickinson House last June resulted in sixteen residents being displaced from their homes. Short term rehousing was provided in hotel accommodation for both tenants and leaseholders. Given that residents would not be able to return to their homes for over a year we identified alternative temporary homes within the stock in the weeks following the fire for tenants. As these properties were unfurnished and many residents were unable to reclaim much from their homes following the fire we also provided a basic furniture pack.

Whilst all tenants had a right to return to Dickinson House on completion of the works the majority have decided to stay in their alternative homes, with only three opting to

wait and return to Dickinson later this year. Four of the properties have been sold on long leases and the reinstatement process is being handled by the leaseholder's buildings insurance. It is anticipated that works to Dickinson House will be completed by October 2018.

Fire safety works are progressing on Cadogan House and Stuart House following completion of works to the pilot block, McKinninwood House. As outlined previously we are planning to seek a dispensation from the First Tier Tribunal enabling recovery of costs for these urgent works from leaseholders. This action has been agreed by LBTH.

## **6.2 LFB Deficiency Notices**

LFB have visited 17 blocks since June 2017 with three blocks (Oswell, Doughty and Emmot Close) not receiving a deficiency notice and not requiring action to be taken. Of the remaining 14 blocks receiving a deficiency notice, works to nine blocks have been completed. Works are in progress on the remaining five blocks (Dickinson House, Dunmore Point, Brewster House, Malting House and Robin Hood Gardens) and updates have been provided to LFB.

## **6.3 Fire Safety Strategy**

A Fire Safety Strategy has been developed for discussion with Board and the Council and is the subject of a separate report to this Board meeting.

## **6.4 Fire Safety Stakeholder Engagement Plan**

Stakeholder engagement continues with:

- Regular liaison meetings with LFB Borough Commander for Tower Hamlets
- Tenants and Resident Associations information bulletins and Chairs Fire Safety Meeting on 22<sup>nd</sup> February 2018
- Fire Safety Communications Plan being delivered through Open Door Magazine (including interview with LFB Borough Commander), e-magazine briefings, regular communications with residents and enhanced communications around works.
- During January and February, the Council have held five Fire Safety Scrutiny Committee evidence gathering sessions covering:  
Roles and responsibilities following Dame Judith Hackitt's interim report, key regulations, roles and responsibilities of key stakeholders over the life cycle of buildings from design, construction, occupation and refurbishment, how key stakeholders work together / areas overlap, Council's enforcement powers and any gaps, response to emergencies and resident influence on fire related processes. The Directors of Asset Management and Neighbourhood Services have been in attendance at the sessions and have presented the THH approach to fire safety.
- Successful meeting with residents at a fire safety themed meeting of the TH Federation of TRAs on the 19<sup>th</sup> February. WM and I, supported by Cllr Islam and a representative of the LFB, set out what we had been achieved since June 2017 and what are strategy was going forward. It was notable in the room how well our communications strategy on fire response had been welcomed in contrast to that of other housing providers represented in the room. There was very little push-back on the time it would take to deliver the programme of works but clear that

we had to maintain our level of contact and transparency to maintain current levels of confidence.

## **6.5 Fire Safety Work in Neighbourhood Services**

The Neighbourhood Services Fire Safety Team has been operational since the 8th January 2018. Throughout January the team completed 246 visits across nine blocks (6-9 storeys). Access has been gained to 204 homes. The visits are being well received by residents and appointments are being offered between 8am-8pm weekdays and Saturdays where requested. Vulnerable residents and residents with hoarding tendencies are being identified and supported.

The team have also been identifying non registered sublet properties and are working with the LBTH Environmental Health Team where appropriate

Work is continuing on prioritising Leaseholder Front Door Set compliance so that we can achieve compartmentalisation within blocks to achieve the target risk rating of 'tolerable'.

We continue to enforce the provisions of leases:

The steps taken so far include:

- A sustained effort to raise this issue publically with the Council, LFB and with Councillors, particularly through the recent Fire Safety Scrutiny Committee evidence gathering sessions
- Gaining LFB support in the form of a joint letter to those leaseholders who do not replace their doors
- Offering schemes where leaseholders can purchase doors and frames from our contractors at cost and with charges and inspection fees waived
- Constructing a test case to enable THH to upgrade doors and frames and recharge leaseholders
- Taking legal action under the lease obligations

## **7. Accommodation strategy**

### **7.1 Boatman's House**

The fit out works are underway and progressing in line with the timetable programme of works. We are working with Office Profile to accelerate the programme following earlier delays.

The issue with the Superior Landlord granting the sublet has been resolved and works are due to complete by the end of April.

### **7.2 Harford Street and Rushmead**

A specification for the enhancement works for Harford Street is due w/c 12<sup>th</sup> February which incorporates requests for children friendly tenant sign-up rooms. The occupation of the second floor at Boatman's House will empty Harford Street so that works can commence.

Preparations continue at Jack Dash House, Harford Street and Rushmead by staff for the move. This has involved a staff communications strategy to prepare staff for a

paperless, clear desk and hot desking regime at the newly refurbished premises as part of the culture change and efficiencies strategy we are promoting as part of culture change.

## **8. Performance Summary end of Quarter 3**

8.1 Performance reported here is to the end of January for the monthly indicators and to the end of December for the quarterly measures.

8.2 Two indicators which have previously caused concern to the Board have shown significant improvement in January.

The first is the percentage of calls answered by the housing advisors in the Housing Service Centre. Performance in January was over 88% against a target of 85%. The year-to-date overall figure has improved to just short of 70% and repairs calls to 73%. Whilst still unsatisfactory the measures being put in place are improving our month on month performance and will ensure a stronger position at the start of 2018-19 than was the case this year.

8.3 Complaints responded to in target also improved to almost 96% for January improving the year-to-date performance to 85.2% against a target of 90%. This improvement in timeliness of response is also mirrored in performance on responding to Members Enquiries.

8.4 The YTD quarter 3 performance indicators (App 1) continue to triangulate a good performance picture in 2017/18.