

Tower Hamlets Homes Business Plan 2013-14

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The context

The environment we operate in has fundamentally changed - the way public housing is funded, reductions in funding and the welfare reform changes. We are working to understand these changes and to analyse the impact on our business and on residents, finding ways to adapt and take sensible business decisions which build a more resilient and flexible organisation. These will prepare us and our staff for the further changes which will undoubtedly come.

The main contextual drivers are:

- **Welfare reform** – these changes are having an unprecedented impact on many residents, and a corresponding impact on the social housing sector. We are working hard to communicate the changes, and we are holding face to face conversations with those affected to understand their individual situation, to explore their options and to support as many residents as we can through the changes.
- **Austerity** – most of the evidence points to one of two scenarios: in the first, budgetary cuts drive innovation and efficiency in public service delivery coinciding with economic recovery, whilst, the second scenario suggests we are in the opening phase of a long term depression lasting perhaps 10 years or more during which public finances will be under sustained pressure.
- **Tower Hamlets** – The borough continues to suffer housing shortages and pressures on homes whilst many households continue to suffer the effects of overcrowding. The Mayor of Tower Hamlets has high aspirations to address these issues as well as creating significant opportunities for local employment and safe and cohesive communities.
- **National political** – we are experiencing large scale changes in the welfare agenda reflected in government policies but also reflected in the language used to describe welfare and support. There are also drivers towards increasing personal responsibility and an increased expectation on the existence of local responses as an alternative to that which was previously provided centrally. The continued availability and affordability factors of both rental and purchase – especially in London – are likely to lead to further pressures in the housing market, perhaps resulting in the further residualisation of social housing those least able to access other forms of housing.
- **Ageing population and demographic changes** - The population of Tower Hamlets is likely to change significantly over the next 7-10

years, with both an ageing existing population alongside a new younger population (caused by both births and migration). The demographics of residents housed in the homes managed by THH are also different to the Borough's overall demographic, resulting in the need for housing stock to adjust to the twin needs of older and younger people and the possibility of a different emphasis within service offerings. The needs of older people in the future may need a different focus, particularly a potentially larger proportion of people with dementia (relating to the demographic changes) as well as the likelihood of a group of very vulnerable people who will require broad-ranging support. Meanwhile Tower Hamlets itself is undergoing the largest population increase of any local authority with predictions of 27% increase over a decade. The numbers of young people staying in parental households is increasing, responding to unemployment and exclusion of access to the private rented sector.

- **Savings requirements** – in 2012/13 THH was asked by the Council to identify and make £2m of savings. We have achieved a significant component of this savings requirement through reducing back-office costs and by restructuring middle management in some parts of the business. Front line staff and service were not affected.
- **Business related changes** – A number of trends are visible in the ways our business operates and customer groups. A continued increase in leasehold ownership will bring different customer relationships and result in fewer social homes in the stock portfolio. Meanwhile technological changes can be anticipated in the provision of customer services as well as communications and the ways which internal knowledge is shared and workflows managed. Decentralised (more local) energy provision is likely to be a major opportunity in the future, requiring new assumptions about investment planning.

But in spite of cuts and challenges from the external environment, we remain firmly committed to becoming the best provider of housing services in Tower Hamlets. That vision has not changed. Like many public sector organisations, we will need to find ways to operate more commercially and more efficiently. We will need to better match what we do to what residents want and need. We will need a more entrepreneurial culture, to take advantage of funding opportunities and now more than ever we must seek out new partnerships and networks to help us deliver our vision. We will need to work with our staff to improve skills and to work in new ways to provide services in ways which are efficient but well delivered.

Only through these ways can our ambition be realised and our offer to residents and neighbourhoods be delivered.

Vision for 2012-14

Vision for 2012-14

By 2014 we will provide the best housing services in Tower Hamlets.

We will:

- achieve the highest rate of resident satisfaction
- have the highest performance for the money we spend
- ease overcrowding through reducing under-occupation and illegal sub-letting by a third
- have a workforce that reflects the community we serve through creating opportunities for BME staff and Women staff to progress into more senior positions.

Making it happen

Working for THH

We employ about 500 people. It is important for us that staff feel valued and motivated and how we deliver services is as important to us as what we do. We want staff to have a clear purpose, autonomy, to feel supported and confident in the leadership we provide to realise their full potential.

Our Staff Forum, drawn from staff across all areas of the organisation, has an active role in helping to shape our organisational culture. Through staff surveys and annually hosted Staff Feedback Lunches the Forum make sure that staff have opportunities to say how it feels to work here and give their ideas about how things can be improved.

How We Behave

How we do things is conveyed and reinforced through a set of values and expected behaviours. Our values help define relationships with residents, partner organisations and between staff. All THH staff understand what the values mean for the job they do.

Our values are:

Dedication: Going the extra mile. No excuses. Finishing what we start.

Courage: Being courageous about change – admitting when we are wrong.

Knowledge: Asking people what they want – not assuming we know.

Integrity: Doing what we say and getting back to people. Being judged by our actions.

Action: Getting the basics right. Tackling problems head on together.

Fairness: Being fair and ethical – in everything we do.

Attentiveness: Listening to people to make sure we are doing the right thing.

Our Business Model

Our Business Model establishes the principles that we use in designing and delivering our services.

The three principles of our Business Model

Lo-cost	Ensuring that the operation is ' lean ' – using a 'systems thinking' approach to getting better value.
	efficient –driving down cost through the way we work and supporting residents to work together to tackle the issues they face in their neighbourhoods.
	Taking a commercial view of the business to ensure we maximise income.
Local	knowing our customers - getting things right first time, anticipating needs and delivering the value residents are looking for.
	Personalised – service that feel individual and can address vulnerability and offer choice.
	Close to customer – we are a local service and we should 'feel' local, be visible, know our customers and make them feel valued.

	Devolved – ensuring that decisions get taken at the right level and as close to the frontline as possible to drive out bureaucracy and needless checking.
Creative	Radical when required – having the courage to do things in a different way
	Innovative – creative in our solutions to some of the challenges facing residents and neighbourhoods; we need to unleash the creativity of our staff and residents to help meet these challenges.
	Entrepreneurial – being business-like in the way we think about risk, cost and benefit.

Our Board

THH is governed by a board of directors. The Board oversees the delivery of our vision and objectives. We also work closely with the Mayor and the Lead Member for Housing in order to ensure the delivery of Mayoral priorities through our work with residents and partners.

A new Chair, Barry Simons, has been recruited. Barry Simons is an experienced housing professional who has worked as Director of Housing in three London boroughs, and as Interim Chief Executive of an ALMO.

How we work

The Neighbourhood: each neighbourhood has about 800 homes. Working with local people we are able to better support vibrant and cohesive communities and fostering a sense of “neighbourliness” amongst residents.

Neighbourhood Teams: each neighbourhood has a set of dedicated staff who focus on the needs of that neighbourhood, ensuring that residents get the help they need.

Neighbourhood Plans (NPs): are our tool for ensuring that local needs are met - annual programmes of improvement in each neighbourhood are agreed with and delivered by staff, residents and other local partners. These allow us to focus on local priorities and tailor our services to the needs of each neighbourhood.

Review of Progress

Where were we at the start of 2012/13 and where are we at the end – highlights

And reference appendix at end of the document for more detail

Include: what didn't we achieve and what did we learn?

Our planning framework

This business plan expresses our ambition and the priorities we will address and focus on during the year. As well as setting out how and why we will do this, it sets how we will be judged on delivery against these priorities.

Within our organisational planning, there are a number of strategies which inform our overall approach:

Core Strategies and Plans

Strategy	Aim	Status
Diversity Strategy	Services that are inclusive, accessible and fair	Refreshed in 2012 – for Board approval February 2013
Community Regeneration Plan	Increasing social capital – increasing opportunities	Agreed 2012
Resident Engagement	Involving residents in all aspects of the management and development of the services we deliver	To be refreshed 2013/14
People	Skilled, analytical and accountable workforce that better reflects the community	Strategy to be updated to reflect current priority
Asset Management	Creating places to be proud of – making the best use of assets	Refreshed – for Board approval 2013 -

This business plan can be read in the context of these strategies since they support what we set out to do by:

- ensuring we are fair, accessible and inclusive
- ensuring that we engage with residents to understand how we are doing and where we should improve
- and that we have a motivated, skilled workforce that is reflective of the Tower Hamlets community to deliver our priorities

What We Will Do This Year

Although the environment in which we operate has changed we remain firmly fixed on achieving our Vision to be the best Housing provider in Tower Hamlets by 2014.

This year we have six overarching priorities that will guide the work of the whole organisation. These priorities reflect our continued focus on creating places to be proud of, improving the customer experience and investing in staff that deliver services for residents. In addition, and to adapt to change, we have developed three new priorities that respond to the need to reduce cost and target resources more effectively, as well as strengthening our approach to neighbourhood service delivery.

Create places to be proud of: Deliver the Decent Homes Programme

What We'll Do This Year	Performance Measures
Deliver the Decent Homes pledge and complete programme on time and within budget by March 2014	1,774. homes made decent 45.37% homes made decent
Deliver the investment in the local economy from the DH programme by March 2014	93.5 % of repairs completed right 1 st time 100% of homes with a valid gas cert
Prepare to deliver new homes	80% of resident rate improvement & investment as good or excellent 100% of programme spend V budget profile

Create places to be proud of: Strengthen neighbourhood planning and delivery

What We'll Do This Year	Performance Measures
Re-launch our network of neighbourhood champions by May 2013	84% of tenants rate repairs service as good or excellent X% of residents rate the outcome of ASB as good or excellent
Develop more comprehensive neighbourhood plans for 2014 through stronger local engagement by December 2014	70% of residents rate caretaking service as good or excellent

Improve the quality of customer experience

What We'll Do This Year	Performance Measures
<p>Better understand less satisfied groups – targeted geographic and demographic engagement informing improvement activity by September 2013</p> <p>Improve ease of contact and first time resolution across the business in neighbourhoods, Property Services and Leaseholder enquiries by streamlining processes and enabling improved performance management by June 2013</p>	<p>70% issues resolved at first point of contact</p> <p>X % of residents rate satisfaction with outcome of complaint as excellent or good</p> <p>45% of leaseholders satisfied with the service overall (STAR)</p> <p>80% of tenants satisfied with the service overall (STAR)</p> <p>46% of leaseholders satisfied with the service overall (tracker)</p> <p>62% of tenants satisfied with the service overall (tracker)</p> <p>75% of resident agree that 'THH does what it says it will'</p>

Target our offer towards older residents and those who need our help the most

What We'll Do This Year	Performance Measures
<p>Embed and performance manage the Personal Offer by June 2013</p> <p>Agree, resource and implement findings of the Inquiry into Aging by March 2014</p>	<p>60 under occupying households re-housed</p> <p>Average time to re-let empty homes equals 24 days</p> <p>50 illegally occupied homes recovered</p>

Reduce the cost of service delivery

What We'll Do This Year	Performance Measures
<p>Review caretaking services by October 2013</p> <p>Migrate customer contact to cheaper access channels that meet customers' needs by March 2014</p>	<p>Average cost per transaction equals X</p> <p>Average cost of management reduced to £25.99</p> <p>115% of billed service charges collected</p> <p>98% of rent collected as % of rent due</p> <p>75% of rent arrears owed is 7 weeks old or more</p> <p>£x in year improvement work charge collected</p> <p>£x historic improvement work charge collected</p>

Invest in staff

What We'll Do This Year	Performance Measures
<p>Invest in the leadership team – personal development plan for every leader by May 2013</p> <p>Implement a talent management programme to support a workforce that more reflects the community by June 2013</p> <p>Continue to strengthen performance management of staff throughout the year</p>	<p>X % of staff say they are 'proud to work for THH'</p> <p>X% of staff say 'poor performance is tackled'</p> <p>100% MAP and development plan completed</p>

Tower Hamlets Council

The Council is our key partner and client. We are commissioned by them to provide housing management services for council-owned stock. Strategically, the Council is committed to working with us to deliver excellent housing services, to deliver Decent Homes and to tackle issues such as overcrowding and we work in partnership with a range of Council functions under service level agreements.

We are members of the Tower Hamlets Housing Forum, the partnership of housing providers set up by the Council to drive improvement across the social housing sector and deliver the strategic aims of the Council. Through this forum we benchmark performance and share best practice.

External Partnerships

We have developed a strong network of partnerships with a range of statutory, private, public and voluntary sector organisations. These partnerships enable us to deliver better services for residents and complement the services we provide. Partners help us understand customers' needs, provide specialist advice and support, and help us improve services delivery.

Financial Resources

Company Budget and delegated budget

FIGURES BELOW TO BE REVIEWED/UPDATED IN MARCH 2013

The Council pays THH a management fee that is set each year to deliver the services defined in the Management Agreement. This is shown below under 'Company Budget'.

In addition, the Council delegates responsibility for collecting rent and service charge income and for managing expenditure on repairs, maintenance and additional services. This is shown below under 'Delegated Budget'.

THH is responsible for managing these budgets to ensure that all revenue services are delivered to the standards set out in the Business Plan, and that the financial stability of the Company is maintained.

Company Budget

	2012-13	2013-14
	£ 000's	£ 000's
<u>Core Budget</u>		
Income		
Management Fee	- 32,215	
Total Income	-32,215	
Expenditure		
Salaries & Agency Costs	20,498	
Non Salary Costs	4,928	
Service Level Agreements with LBTH	6,789	
Total Expenditure	32,215	-
Surplus/(deficit) for Year	-	-

NOTE: The 2012/13 budget includes £X of savings agreed for 2013-14.

Delegated Budget

	2012-13	2013-14
	£ 000's	£ 000's
<u>Delegated Budget</u>		
Income		
Tenant dwelling rents	- 63,200	
Tenant service charges	- 10,670	
Tenant non-dwelling rents	- 996	
Leaseholder service charges	- 10,100	
Recharges and sundry income	- 540	
Water rates commission	- 610	
Mortgage interest	- 10	
Total Income	-86,126	-
Expenditure		
Repairs and maintenance	15,145	

Supervision and management	765	
Special services	1,105	
Energy costs	5,898	
Estate parking enforcement	350	
Grounds maintenance	807	
Rents, rates, taxes and other charges	5,966	
Total Expenditure	30,036	-
Net Contribution to the HRA	-56,090	-

Capital programme – overview

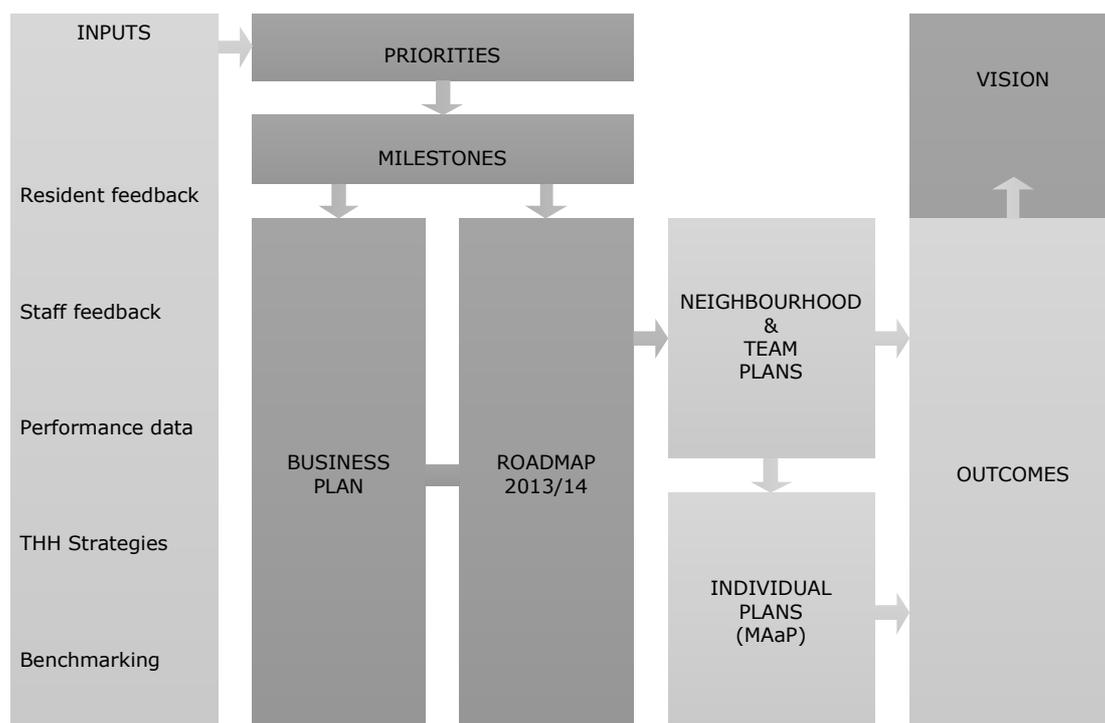
Capital Programme in numbers

Sarah/Peter Nourse

How We Judge Ourselves

We have in place a business planning and performance management framework that is designed to ensure we are clear about what we are doing and know how well we are doing against the things we say we will do.

Business Planning and Performance Management Framework



Two years ago we introduced a way of visually representing our Business Plan – we call this our **Roadmap**. Our Roadmap for 2013/14 is made up of the milestones and measure contained within this Plan.

Team Plans and **Neighbourhood Plans** complement our Roadmap. Delivering these plans is performance managed through setting individual objectives for every member of staff through a six monthly rated **Appraisal and Action Plan**, which also identifies staff development needs.

We have a systematic approach to **risk management**. All Board papers are required to show how strategic risk is being managed and internal governance structures are responsible for identifying, reporting and managing risk associated with the delivery of organisational priorities.

Measuring Success

Keeping constant track of how well we are doing is essential for us to gauge the effectiveness of our plans and their impact on residents. We do this in a range of way including regular satisfaction surveys, resident inspection and mystery shopping, complaints analysis and measuring performance against Roadmap and Business Critical Performance Indicators, agreed annually as part of the Business Plan.

We use benchmarking to understand how we are performing relative to other housing organisations and we will continue track and publish our performance against the other leading housing providers in Tower Hamlets.

Resident Scrutiny

Our Resident Panel is increasingly instrumental in helping to drive improvement and the Panel concluded their first full scrutiny review in 2012. This review, which looked at how we respond to anti-social behaviour services, was selected by the Panel in response to resident feedback provided to them.

The Panel are currently carrying out an in depth a review of resident involvement and plan to also fully scrutinise the estate cleaning service in 2013/14. In addition to these in depth review the Panel are aiming to take a light touch approach to reviewing:

- Leaseholder Accounting
- Resident profiling
- Complaints
- THH web site
- Repairs contact centre

Appendix 1:

Business Critical Performance Indicators 2013-2014 –
proposed targets:

No.	Business Critical Indicator	2012/13 Estimate	2013/14 Target	Target rationale / comment	Frequency
1	Number of homes made decent	686	1,774	Estimate and target agreed with the GLA and submitted as part of the ELASH for 2011-12	Monthly
2	Percentage of homes non-decent	59.33%	45.37%	Estimate and target agreed with the GLA and submitted as part of the ELASH for 2011-12	Annually
3	Percentage of tenants rating the repairs service as excellent/good	83%	84%	Stretch target	Monthly
4	Percentage repairs completed right first time	93%	93.5%	Stand-still target recommended as this is already very stretching	Monthly
5	Percentage of properties with a valid gas safety certificate	100%	100%	Statutory	Monthly
6	Percentage residents satisfied with improvement & investment works – Excellent & Good	76%	80%	Essential that lessons learnt from the Years 1 & 2 programme are incorporated into Year 3.	Quarterly
7	Decent Homes programme spend to date v budget profile to date	100%	100%	In- depth analysis to be carried out at CP Sub Group	Monthly
8	Rent collected as % rent of due	99%	98%	Impact of Welfare Reforms & Universal Credit direct payment	Monthly
9	% of rent arrears owed that is 7 weeks old or more	70%	75%	Impact of Welfare Reforms	Monthly

Appendix 1

No.	Business Critical Indicator	2012/13 Estimate	2013/14 Target	Target rationale / comment	Frequency
				& Universal Credit direct payment	
10	Service charge collected (£m)	£13m	115% of amount billed	This target maintains progress in reduction of outstanding arrears, whilst recognising impact on leaseholders in 2013/14 of DH works.	Monthly
11	Improvement works charges collected (£k) a) In year b) Historic	£350k £2,300	£m £m	<i>Proposed targets to follow</i>	Monthly
12	Percentage of issues resolved at first point of contact	66%	70%		Quarterly
13	Percentage satisfied with outcome of complaint	57%	Outturn	Difficult to predict impact of revised complaints process	Monthly
14	Customer contact: average transaction cost	£8.40	Outturn	Average costs increased as result of LEAP project and reduced transaction volumes	Quarterly
15	Average cost of management – reported 1 quarter in arrears	£26.79	£25.99	Measure of THH's effectiveness and how this would compare with similar social providers/ALMOs	Quarterly
16	Percentage tenant satisfaction as excellent/good	60%	62%	Continued emphasis on increasing year on year satisfaction	Quarterly
17	Percentage of leaseholders rating the overall service as excellent/good	46%	46%	<i>Target increased in response to feedback from Chair</i>	Quarterly

Appendix 1

No.	Business Critical Indicator	2012/13 Estimate	2013/14 Target	Target rationale / comment	Frequency
18	Number of under occupying households rehoused	50	60	<i>Target increased in response to feedback from Chair</i>	<i>Monthly</i>
19	Average time to re-let empty homes	24 days		<i>Chairs proposal 20 days Directors recommendation 22 days</i>	<i>Monthly</i>
20	No. of illegally occupied homes recovered	40	50	<i>Target increased in response to feedback from Chair</i>	<i>Monthly</i>
21	Percentage residents satisfied with the outcome of ASB	55%		<i>Chairs proposal 60% Requires further discussion</i>	<i>Monthly</i>
22	Percentage of residents agreeing with the statement 'THH does what it says it will do'	73%	75%	LEAP improvements	<i>Quarterly</i>
23	<i>NEW</i> Percentage of tenants satisfied with overall service from THH (STAR)	<i>77%</i>	<i>79 /80%</i>	<i>Response to Chair's comments</i>	<i>Annual</i>
24	<i>NEW</i> Percentage of leaseholders satisfied with overall service from THH (STAR)	<i>44%</i>	<i>45%</i>	<i>Response to Chair's comments</i>	<i>Annual</i>
25	<i>NEW</i> Percentage of residents rating the caretaking service as excellent/good	<i>67%</i>	<i>70%</i>	<i>Response to Chair's comments</i>	<i>Quarterly?</i>
	<i>NEW</i> Current arrears as percentage of rental debit			<i>Chairs proposal Directors recommendation to track below BCI level</i>	
	<i>NEW</i> Debt write off or collection of FTAs			<i>Chairs proposal Directors recommendation to track below BCI level</i>	

Appendix 2:. Our achievements

Last year we developed seven high level priorities to bring a focus to our work in becoming the best housing provider in Tower Hamlets by 2014. This section summarises our progress in achieving the milestones we committed to for 2012/13.

Enhance the Quality of the resident experience

Milestone	Achievement/Update
Better support for residents who need our help – Personal Offer launched	We have been working to develop the best way of providing a Personal Offer to our residents. The official launch is planned for April 2013.
15 families assisted to move to homes suitable for their needs	TBC
LEAP 2012 - First Tower Hamlets housing provider gain CSE for the whole organisation	Tower Hamlets Homes was awarded the Customer Service Excellence Standard in December 2012.
Repeat calls to the HUB reduced by 3200 – a saving of £20k	We have been recording significant improvements in this area. First time resolution increased from 54% in quarter 1 to 64% in quarter 3 of 2012/13. This increase will lead to the target saving be achieved by March 2013.
We are rated in the top third for tenants who are satisfied with our repairs service	The recent resident survey results show that 69% of our residents were satisfied with the repairs service we provided. The HouseMark average figure for London is 71%.
We are the first Tower Hamlets housing provider to be assessed for level III Equalities Framework for Social Housing	A self-assessment is planned for the end of this financial year. It will be followed by a peer-review by March 2014.

Improvements for Leaseholders

Milestone	Achievement
Unit cost management reduced to £26.62	TBC
A new offer for non-resident landlords – Lettings Agency launched (subject to confirmation from LBTH)	In discussion with LBTH this proposal is no longer going ahead.
Delivery of Leaseholder Action Plan makes a positive difference – satisfaction increases	The monthly telephone satisfaction surveys showed a 7.4% increase in leaseholder satisfaction by November 2012, and the quarter three result (56.5%) was the highest ever satisfaction result.

Deliver Decent Homes Programme

Milestone	Achievement
Low refusals – rate of decent homes work refused down to less than 5%	As of February 2013, the overall refusal rate on the decent homes programme was 4.6%.
DH Contracts awarded – best in London for investment in local economy and value for money	During the procurement process for Decent Homes contractors for years 3-5, we agreed that for each £1m spend, our contractors will secure a place for one apprentice.
High satisfaction levels – Decent Homes Programme independently rated excellent or good at 85%	In Year 2 of the decent homes programme, 77% of residents rated the decent homes programme as good or excellent. This represents an improvement on the first year of the programme. By including those residents who rate the service as fair satisfaction reaches 94%.
One of the largest Decent Homes programmes (year on year) in UK delivered on time and on budget 2012/13	The programme is on track to meet its second GLA target of making 686 properties decent in Year 2 of the programme. It is projected, that over £18 million will spent in Year 2 of the decent homes programme.

Invest more effectively in the asset

Milestone	Achievement
Horticulture WOW – bringing colour back to neighbourhoods	TBC
Help to manage condensation – a new better offer	The range of measures that can be routinely offered to residents to manage condensation has been extended. A comprehensive staff toolkit and resident communication campaign is in development for launch later this year.
Better places for everyone – 5 year neighbourhood investment plan agreed	We integrated Neighbourhood Investment Plans into Neighbourhood Plans in order to achieve better value for money and better places to live for everyone.
Reintroduction of a planned maintenance programme makes a difference - satisfaction reaches 85%	Emphasis has been placed on tracking and improving satisfaction with the delivery of Decent Homes. Measuring satisfaction with the 13/14 programme is planned.

Investing in staff

Target	Achievement
Staff survey shows 2/3 poor performance is dealt with	The Staff survey shows that 41% of staff feel that poor performance is dealt with effectively. We are addressing this issue now to ensure no poor performance is left unnoticed.
Highest ever number of staff – 80% say they understand business objectives	At our annual Staff Conference 97% of staff said they felt that they understood the business objectives.
Only housing provider in Tower Hamlets with leadership team ILM coaching qualified	Each member of our leadership team completed the course and submitted their final assignments. We are currently awaiting final results from the provider.

Help regenerate Communities

Milestone	Achievement
Launch of Community Regeneration Action Plan	The Community Regeneration Action Plan was successfully launched in July 2012.
DH contractors recruit the 50 th local employee	At the end of 2012 our figures showed that our contractors were employing over 80 local employees.
27 Youth Ambassadors recruited	By early February 2013 we had recruited 24 Youth Ambassadors across THH neighbourhoods. Work continues to recruit the final 3 ambassadors.
40 th (with partners) apprentice recruited	TBC
40% of DH contractor supply chain sourced in Borough – highest of any Borough programme	Of the £8.5 million spent with suppliers since the decent homes programme commenced, £5.3 million (62%) has been spent with companies based within Borough.

Improvement through Resident scrutiny

Milestone	Achievement
Resident scrutiny makes a difference – changes made to the ASB service as a result of our first Resident Panel Scrutiny Review	Working with the Resident Panel has been extremely successful. The scrutiny review has been presented to the THH board and a delivery plan against the recommendations is in place. The majority of the recommendations have already been implemented.
Procurement for and with residents – 5 residents trained by accredited provider	Five residents received training from an accredited provider in the end of 2012.
Residents completely evaluate DH bid	Five trained residents participated in the Decent Homes bid evaluation. Residents were totally responsible for scoring the quality aspect of the tender submission.
Resident scrutiny is strengthened – repairs are inspected by residents for the first time	Two volunteer resident inspectors are working with us to assess the quality of work carried out before homes are re-let.