

Title: Decent Homes December 2015 Progress Report	Meeting: Board	
Report authorised by: Molly Wallis, Interim Director of Investment Services	Date of the meeting: 15 December 2015	Item No. 7
Report author: Dominic Rebeiro, Decent Homes Programme Manager	Classification: Open – published	Report type: Discussion
Business Priorities This report wholly relates to the Business Plan priority building homes to be proud of.		
Impact for Customer By ensuring that stock meets Decency Standards, the quality of living for residents is improved; vulnerable residents are better catered to; and leaseholders' assets increase in value.		
Diversity Impact Through our work we aim to support residents who are vulnerable or at risk of becoming vulnerable. The internal component of the Decent Homes programme continues to include occupational therapy works for vulnerable residents with additional needs.		
Cost and Income Implications Work to progress the delivery of the Decent Homes programme is covered by existing budget authorization and partially funded by the GLA.		
Risk Management This paper sets out risk management procedures around Decent Homes under point 4.0.		
Summary This report presents the Board with an update on the progress of the Decent Homes programme. The report includes updates on yield, contractor progress and performance, financials, local deliverables, and risk management processes.		
Recommendations Board review the contents of the report.		

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1.0 Background:

This report provides an update on the Decent Homes framework contractors' position to date in delivering the THH and GLA target yield of 917 and the Borough wide target of 1,490. The framework contractors are working with 2887 Residents (1563 Tenants and 1324 Leaseholders).

1.1 Framework Contractors

The programme is currently being delivered under existing framework arrangements. The following contractors are on site delivering a predominately external programme:

- Breyer
- Keepmoat
- Axis
- Chigwell [delivering a small internal programme]

The programme is supported by a THH internal programme delivery team and external consultants engaged to manage the works.

The majority of the works being undertaken consist of external refurbishment / envelope works:

- Roof Renewals
- Concrete and Brickwork Repairs
- External wall insulation programme (partially funded by energy providers)
- Window and Door Renewals

Due to the nature of the works and THH's relatively high proportion of leaseholders, an agreed "enhanced" / statutory consultation process is in place. This enhanced process has led to a backended programme, accelerating in Q3 into Q4 when the majority of the target yields are programmed to be delivered.

1.2 Yield

The programme has been predicated on the yield to be delivered at the onset for each year which is supported by GLA funding. Aligned to the GLA yield is the borough wide target, which at the end of Year 5 takes the THH non-decency figure below 10%. The table below illustrates THH position in delivering the yield targets:

Table 1.1 - DH Backlog Yield Targets & Actuals													
	Q1	Jul	Aug	Sep	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Q4
GLA Target Yield	134	166	199	232	232	242	303	434	434	446	643	917	917
Total Target Yield	134	167	221	277	277	337	398	529	529	596	962	1490	1490
Actual Yield	134	166	180	232	232	243	277						

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As at the end of November against a target of 398 and a GLA target of 303 cumulative yield, a figure of 277 had been achieved. This represents 91% against the GLA target objective to-date.

1.3 What Drives Yield

The yield target / backlog position was arrived at by using Stock Condition Data to arrive at the non-decency position at the onset of the programme. This is further evidenced by onsite surveys carried out by the contractor and validated by the in house delivery team / consultants. Through this process it has been determined that some blocks originally included in yield require little or no works and do not need investment at this current time.

2.0 Contractors Progress

2.1 Axis

Axis are on target to deliver their GLA target by March 2016 with a carry over into Q1 of 2016-17 Capital Programme to achieve the borough wide projected target.

2.2 Breyer

Breyer are completing the remainder of the year 3 programme and are due to complete all works by March 2016. They are in the process of demobilising and outstanding liabilities are being managed to mitigate any potential risk to THH/ LBTH.

2.3 Keepmoat

Keepmoat are on target to deliver their GLA target by March 2016 with a carry over into Q1 of 2016-17 Capital Programme to achieve the borough wide projected target.

2.4 Chigwell

Chigwell are undertaking a small "mop up" programme of works. They are working closely with our in house team to achieve access which had been an issue. Where tenants have refused works, these are backloaded with additional properties to achieve the volume requirements in line with Chigwell's preliminary management costs. Chigwell have been given a tranche of OT works which had been previously managed by Breyer.

3.0 Financial

The total programme spend for Year 5 of the Decent Homes programme is £49m, out of which £13.2m is GLA grant funding. A spend of £3.5m against the GLA funding has been achieved up to the end of October 2015.

4.0 Risk Management and Mitigation:

THH manages strategic and operational risk through individual project logs. These are completed monthly by the Project Managers, Contractors and Consultants and reviewed at monthly project meetings. The risks are determined by likelihood, probability ragged accordingly through a red

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amber and green status system, and allocated to the appropriate resource for mitigation.

4.1 Scaffold on site

A closedown programme is in place and managed on a weekly basis. To ensure H&S compliance with regard to erection and striking of scaffold, this is under review with each contractor and their respective supply chains.

4.2 Communications

A revised communication plan tailored to each block will be in place by January 2016. In addition, Contractors' information boards will be made available on each site with all communications updated weekly.

4.3 Complaints

Contractors have been asked to produce an issues and enquiries log to be reviewed each week. Actions required are allocated to the resource responsible to close the inquiry within five working days. This should act as a preventative measure in the generation of complaints.

4.4 Blocks requiring additional support

THH have allocated resources to support our commitment to deliver a resident focused service. Estate walkabouts continue throughout the borough. Officers have met with Cllrs, leaseholders and tenants. Concerns are raised and action plans formulated for each estate / block. The actions plans are monitored to ensure that agreed outputs are met. Leasehold consultation continues in line with the enhanced consultation process along with evening meetings with respective TRAs and DH Steering Groups.

5.0 Contractors Performance

A workshop has been held with all contractors to adopt an enhanced suite of KPI's. Performance will be measured monthly as defined within the KPI specification document. Poor performance will be managed in real time at monthly project meetings, whereby an improvement plan is agreed and monitored until the agreed KPI's are met.

6.0 Local Deliverables

Local deliverable targets as set out under the framework arrangements are currently being reviewed. These will be discussed at Strategic Management Group and a strategic approach adopted in formulating an Employment and Skills Workplan.