

Title: Chief Executive Officer's Report 16 th May 2016	Meeting: Board	
Report authorised by: Susmita Sen, Chief Executive	Date of the meeting: 19 th September 2016	Item No. 9
Report authors: Alex Franklin Business Improvement Programme Manager Lesley Owen, Business Improvement Manager	Classification Confidential	Report type: Discussion/ Information
Summary: This report provides an update for the Board on the delivery of the new Business Plan. This edition focusses on our work to implement the new People Strategy and its impact on our workforce diversity strands. Performance of the organisation against business critical indicators for 2015-16 is also reported.		
Recommendation: That the Board: <ul style="list-style-type: none"> (i) Note the CEO's report and performance of THH. (ii) Note the performance of THH on its 2015-16 business critical indicators. 		

Chief Executive Officer's Report to Board 19.09.16

1. Introduction

- 1.1. The Chief Executive Officers Report is intended to provide the Board with an overview of performance on strategic and operational matters that are key to achieving the new Business Plan.
- 1.2. Working Together, the Tower Hamlets Business Plan 2016/17 to 2018/19, was approved by London Borough of Tower Hamlets in April 2016.

2. Service Improvement Plan 2016/17

- 2.1. The Service Improvement Plan for 2016/17 is ongoing, with progress being tracked through our project management delivery framework. The service improvement plan tracker [Appendix 1] provides an at-a-glance summary of progress to date with commentary, including a number of completed Q1 and Q2 milestones in the various projects.
- 2.2. Stream Boards and the Programme Board actively manage issues and risks to ensure appropriate mitigating action is being taken.
- 2.3. The tracker will continue to be supplemented by more comprehensive progress reporting for larger scale, change-oriented projects such as Customer Access and the Future Operating Model.

3. National Policy Developments

- 3.1. Sale of Higher Value Voids
The Housing Act introduced the sale of higher value voids as a means of funding the extension of the Right to Buy to housing association tenants. Early indications suggest that demand for the Right to Buy from housing association tenants will be lower than anticipated.
- 3.2. Five housing associations are currently undertaking pilots to establish demand. As of the end of August 2016, only 790 applications have been made through the five pilots. This rate of applications pro-rated nationally represents roughly 8% of the National Housing Federation's estimated rate of sales.
- 3.3. With the precise definition of 'higher value' yet to be determined, it is possible that the lower-than-anticipated demand for Right to Buy purchases among housing association tenants will decrease the receipts expected from local governments by the Treasury. THH will continue to keep the Board informed as policy in this area develops.

4. People Strategy Update

- 4.1. Following the cultural audit of August 2015, the People Strategy was devised to address the corporate issues identified in addition to the

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service level action plans. This strategy is in its sixth month of implementation. The strategy is composed of 6 strands:

- Raising Standards
- Removing Obstacles
- Leadership Excellence
- Engaging and Managing a diverse Talent Pool
- Stability and well-being
- Creating a customer-centric learning organisation

4.2. The first year of implementation is focussed on:

- Setting behavioural expectations with managers and staff and then integrating those expectations into workforce practices.
- Managing the entry point (recruitment) to the organisation so we employ capable staff with appropriate attitude and skillset.
- Removing obstacles to delivery by addressing how staff are inducted, how their performance is assessed and how they work together across the organisation.
- Improving the capability and engagement of our leadership team with the rest of the organisation
- Reducing sickness and improving the stability of the workforce through reduction of agency staff.

4.3. Competency Model

To-date we have composed an organisation-wide competency model which sets out the behaviours we expect of all our staff. The model is tiered into three levels: staff; team leaders/managers; and senior managers. The model has been communicated widely to the organisation through roadshows, articles in newsletters, team meetings and Competency in Action Guides (shortly to be distributed).

4.4. Appraisal Process

The appraisal process has been reviewed and following feedback has been simplified. In addition it now includes the behavioural elements of the competency model which are being linked to the training and development plan.

4.5. Induction

A new induction programme has been designed to ensure new starters are fully informed and engaged with the organisation. This addresses the "inconsistent start" mentioned by many staff members in the audit. We are also in the process of producing a "People Pack" which covers much of our employee offering and sets expectations out to new staff and existing staff.

4.6. Recruitment

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We have reviewed the recruitment process to address concerns of nepotism, unfair recruitment practices and poor recruitment decisions. We have provided more challenge to managers in recruitment and put in place more capability-driven recruitment activities such as assessment exercises to ensure we recruit suitably skilled staff with the right attitude.

4.7. Assessing Outputs

As part of the appraisal review and to support managers in setting expectations we have conducted a series of workshops to assist managers in developing robust and SMART objectives for their teams. We will be conducting a grandparent review of objectives and measurements against them in October.

4.8. Back-to-the-Floor Exercises

We are in the second round of these exercises whereby senior managers work half/full day shift with front-line services to re-appreciate the work they carry out, understand the issues they face and help them when it comes to making informed strategic decisions.

4.9. Roadshows

Roadshows are in place whereby senior managers conduct 2 hour briefings/workshops with staff across the business and provide opportunity to share messages, hear feedback and answer key questions.

4.10. Diversity

The areas specifically targeted in this report are Women and BME staff members in the organisation and in management positions. In addition we are monitoring and encouraging applicants from the lowest working age group (16 – 24). Our statistics are presented in tables 1 and 2 of Appendix 2.

Table 1 shows our gender profile against management population. It shows that while the proportion of women employed within THH has remained the same from Q1 2015 to Q1 2016, the proportion of women in PO4+ posts has increased and in senior management posts has doubled. We have recently implemented a "Women in Leadership" programme aimed at emerging and first-tier women managers.

Table 2 shows our BME profile against management population. The number of BMEs employed as a proportion of the workforce has increased to 52% and is getting closer to our customer profile base of 60%.

The number of BME managers in PO4 and above has remained steady however we have increased the number in senior management to 32% of the total senior management population. We won the Housing Diversity Network Excellence in Equality and Diversity award for 2016.

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We continue to encourage applicants specifically from BME backgrounds in our recruitment campaigns and we also develop staff from a BME background using our HDN mentoring programme.

4.11. Talent Management

THH participate in the national mentoring scheme with the Housing Diversity Network, which enables 6 delegates to be assigned an external mentor from the housing sector and attend master classes during a 12 month programme. Delegates are selected through nomination and recommendation from managers via their 121 and MAP's and interviewed for final selection.

This forms part of the raising standards strand of the People Strategy, in terms of raising performance, improving the THH brand in the wider sector, and nurturing future talent amongst the workforce.

From 2015/16 pool one delegate has secured a senior ASB role and has directly attributed this success to the programme. THH also sit on the London and South East Region Steering group and help design the programme and its activities. In 2016, the CEO was invited to be the key note speaker at the conference.

4.12. Health and Well-being

Through providing closer support, challenge and coaching to managers we have been able to somewhat address our absence figures and can report a downward trend in year to date figures (August 2016 reporting 10.3 on average per employee compared to 10.47 on average per employee in the same period 2015). We have seen a reduction in our "spike months" in 2016 with total lost days significantly lower than in previous years (289.9 in 2016 compared to 417 in 2015).

We are currently putting together a health and well-being activity plan to target the causes of long-term sickness and would be looking to implement this in October.

4.13. Transient Staffing

Through active recruitment and challenge our agency figures (12.5%) are below our target of 15%. We will continue to work closely with managers to ensure we are providing stability to the workforce and retaining knowledge through employing permanent staff.

We have also implemented a new "Authority to Recruit" process to restrict the free movement of agency and fixed term contractors. This process is designed to ensure that budgets, rationale and robust planning is in place for transient staff.

4.14. Learning & Development

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Our Learning and Development programme is in design stage following the Training Needs Analysis conducted in May 2016. We are looking to implement bite-sized training modules (90 minutes of specific targeted workshops) for some areas of competency development; we are also focusing our efforts on developing an ILM programme for team leaders to provide them with the necessary skills to manage performance more effectively.

5. Neighbourhoods

5.1. Housing Service Centre Update

You are already aware of the plans now well underway to end the SLA with the council for repairs call handling and for us to take responsibility for this work within our own housing service centre from the beginning of Oct. We have completed a successful round of recruitment to the additional roles and new staff are started with us on Monday 5 September and will go through a 4 week intensive training programme ready for go live on 3 October 2016.

Colleagues from the Repairs Service are delivering key parts of the training and the new staff will be visiting sites with colleagues from Mears as part of their induction.

We are also planning some changes to the repairs call handling and ordering process to further improve the service to residents.

5.2. Reorganisation of LBTH Housing Management & Procurement and Housing Options and Assessments and implications for THH

As Board members are aware the Council is proposing to transfer the management and procurement of temporary accommodation to THH. The current proposals, if agreed, would result in approximately 30 posts transferring to THH with responsibility for the management of the borough's temporary accommodation portfolio, the bookings service and a small temporary accommodation procurement team. At the last board meeting we advised members that the proposed timeline for transfer was October 2016.

We have subsequently had further discussions with LBTH and the proposed date for transfer is now Jan/Feb 2017

These temporary accommodation teams are part of the LBTH Housing Options Service that deal with housing applications from households who are homeless or at risk of homelessness. The Council is restructuring these services with the aim of achieving a full integration of back office functions across all service areas and with the potential to deliver in-year savings through the deletion of vacant posts in the interim. The transfer of temporary accommodation is part of these restructure proposals. At the last board meeting more detailed information was provided regarding the objectives of the restructure and impact for THH. Formal consultation

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on the LBTH restructure has now closed and LBTH management are considering comments and feedback from staff. LBTH and THH have agreed that more time is needed for LBTH to implement the overall restructure proposals prior to considering the transfer of the service to THH.

We support this approach and are meeting monthly with LBTH managers to work on a detailed implementation plan to support the transfer proposal once formally agreed.

5.3. Review of Management of ASB

Board members are aware that we have been undertaking a review of our work to tackle ASB. This is an area of service that we believe we need to strengthen. From 5/9 the ASB specialist team will report to the head of environmental services. We believe this will strengthen the overall management resource and will allow for greater synergies between estate based staff and the specialist ASB officers and in time will improve our overall response to ASB occurring in shared areas.

We are also piloting a new ASB senior officer within the team dealing with more complex cases and taking a lead role in proactive communication with resident groups and other stakeholders. We have also been piloting use of additional security patrols in one area of the borough and are going to be resourcing additional patrols on key estates using the Councils THEOs.

The review will report to EMT in September and will propose some changes to the structure within the team which we are confident will impact positively on the service. Alongside this we are currently redrafting the council's landlord ASB policy and procedure and are going to be undertaking consultation on proposed changes to the policy with residents in coming weeks

6. Asset Management

6.1. Contract Procurement

Work continues on procuring new Capital, Revenue, and Health & Safety contracts, with all contracts to be procured by Summer 2017:

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Contract	Status	Expected Go Live Date
Major Works	Desired framework currently being finalised.	Summer 2017
Mechanical Works	First section 20 consultation issued.	Jan. 2017
Electrical Works	First section 20 consultation to be issued by the end of September.	Jan. – Mar. 2017
Gas Audit	Tender complete.	Oct. 2016
Lift Repair	Contract to be extended pending results of review on 16.09.2016	n/a
FRA Surveys	Competition tender to complete by the end of September	Oct. 2016

6.2. Five Year Capital Investment Programme

Verification surveys for blocks have now largely been completed and Keystone will be updated with the results once fully validated. Condition surveys of street properties (external elements) are currently being undertaken by Ridge Partners. This will provide a much needed pre works picture for those properties largely missed off the DH programme.

These two collections of surveys are on track for completion by the end of September. During October we will begin to compile the plan into a publishable format and begin discussions with the Council on funding over the five years.

7. Business Transformation

7.1. Extensive work is ongoing around THH's change programme. This is being extensively reported on to the Board through separate briefings at this meeting.

8. Finance

8.1. Internal Audit

The following internal audits have been finalised recently and will be reported to the October 2016, Finance & Audit Committee. The 2016-17 internal audit plan is progressing. The timing of some internal audit reviews has had to be re-arranged around officer availability and service needs.

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Internal audit review	Assurance rating
Rents	Substantial assurance
Corporate Health and Safety	Limited assurance
Specialist Repairs Contract	Substantial assurance
Major Works	Limited assurance
Programme and Project Management	Substantial assurance
Right to Buy (Follow-up)	Substantial assurance
Major works consultation (Follow-up)	Substantial assurance

9. Performance Summary 2016-17

9.1. THHs performance management framework's top level reporting is its business critical indicators [BCIs], agreed annually with the Council. These are supplemented here by an almost equal number of key performance indicators [KPIs] selected by the Board. The full 2016-17 suite therefore consists of 23 monthly indicators, a further 13 each quarter, and a full set of 38 at year end. Over a third of the 2016-17 BCIs and almost a quarter of the full indicator suite are based on direct feedback from residents: satisfaction reported reflects the views of residents who rate our services as excellent, good or fair.

9.2. Performance reported here is to the end of July for the monthly indicators and to the end of June for those reported quarterly. Performance is colour-coded as 'red' where target is not being met, 'amber' for performance close to target, or 'green' where target is being met or exceeded. The tolerance for amber is generally 5% but significantly lower for financial measures.

9.3. The overall performance picture for 2016-17 is mixed. Year-to-date targets are being achieved for 9 of the 18 BCIs [50%], and for 16 of the 35 total set of indicators [46%]. The detail by individual indicator together with remedial action comments from the Heads of Service are shown in Appendices 3 and 4.

9.4. Monthly Performance

9.4.1. **Table 1** below summarises performance to July 2016 compared to target for the monthly indicators.

Table 1: July 2016 status [Monthly]

Status	Green	Amber	Red	N/A	All
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BCIs	7	2	3	0	12
	58%	17%	25%		100%
All indicators	11	4	7	1	23
	48%	17%	30%	4%	100%

9.4.2. **Table 2** below summarises the 'direction of travel' to July 2016 compared to the previous month on the monthly indicators.

Table 2: July 2016: status [Monthly]

Direction of travel	Improved	Stayed the same	Weakened	NEW	All
BCIs	4	2	6	0	12
	33%	17%	50%		100%
All indicators	6	2	14	1	23
	26%	9%	61%	4%	100%

9.5. Quarterly Performance

9.5.1. **Table 3** below summarises performance in Quarter 1, [2016-17] compared to target on the quarterly indicators.

Table 3: June 2016 status [Quarterly]

Status	Green	Amber	Red	N/A	All
BCIs	2	2	1	1	6
	33%	33%	17%	17%	100%
All indicators	5	3	3	2	13
	38%	23%	23%	15%	100%

9.6. Overall, a higher proportion of monthly BCIs are meeting target than all the monthly indicators, and performance on monthly indicators is stronger than on those reported quarterly.

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- 9.7. In addition to the remedial action being undertaken by service areas as detailed against individual indicators, the Business Development Team is identifying areas where its support/challenge may be valuable in driving service and performance improvements.

- 9.8. A mid-year review of BCI targets will take place with the Client at the Bi – monthly Operational meeting scheduled for 12th October. Initial analysis suggests two targets amendments may be requested – on long term void re-lets and satisfaction with caretaking – with the reporting against the Social Deliverables measure postponed until 2017-18.

Appendix 1: Service Improvement Programme Tracker 09.09.16

Stream	Project	Strategic Aims	Lead	Project Objectives	Success Measures	Milestones	Status (B)RAG	Mid-Year Comment	
Organisation	Future Operating Model	<ul style="list-style-type: none"> •Provide right first time services •Create a more efficient organisation •Maximise efficiency through better use of IT •Increase staff ability to get things consistently right 	Paul Davey	1.1	Design an operating model to provide better services for residents from initial point of contact to fulfilment	Deliver savings on total operating cost in line with the Council's MTFS, to be cleared by Cabinet in July	Existing operating model reviewed and proposed new models reviewed by Board by Q2	The new operating model is being introduced through a phased change programme detailed extensively in other papers for this Board meeting. Some organisational change will continue past Q4.	
						Expand the service offer of THH	Staff, resident, and stakeholder consultation complete by Q3		
							New model live by Q4		
	People Strategy	<ul style="list-style-type: none"> •Place customers at the centre of what we do •Develop our workforce •Drive up and recognise staff performance 	Lara Ashley	2.1	Develop competency model and recognition programme to develop and reward service excellence	Behavioural complaints reduced	Design and launch competency model in Q1	On target	The competency model was launched on target
						Staff motivation increased	Training, induction, recruitment, and appraisal materials to reflect competency model in Q2	On target	On target to deliver
						Customer satisfaction increased	Design and launch reward and recognition programme by Q3	On target	On target to deliver
				2.2	Enable staff to work together across service areas	Interteam obstacles impacting teams removed	Decision-making charts in place by Q3	On target	On target to deliver
						Staff reporting that it is easy to get things done increased in next staff survey	Team building sessions complete by Q4	On target	On target to deliver
							Inter-team building sessions complete by Q4	On target	On target to deliver
				2.3	Increase visibility of and trust in senior leadership	Improved staff survey measures for visibility and trust in senior leadership	Back-to-floor exercise launched in Q1	On target	Back-to-the floor exercises have launched, with senior leadership spending days working with frontline staff. The exercises have been well received and continue to run.
							Quarterly roadshows launched in Q1	On target	Quarterly roadshows have launched and are ongoing. These sessions serve as an opportunity for EMT to share strategic news with staff and for staff to pose their questions directly to management.
				2.4	Raise the profile of THH as an organisation to work for	Increase in quality and number of candidates applying to THH vacancies	Review employee value proposition by Q4	On target	On target to deliver

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Organisation	New Business Opportunities	•Maximise Income Streams	Sarah Pace	3.1	Assess the feasibility of establishing a private lettings agency	Decision made on establishing an agency	Feasibility report complete in Q1	Blue	Feasibility study has been completed. Recommendation not to proceed will go to the council in October, with alternative measures for tackling rogue landlords suggested.
				3.2	Implement management of temporary accommodation on behalf of LBTH	Management transferred to THH	Decision on timing of transfer achieved with Council in Q1	Red	LBTH and THH have agreed that more time is needed for LBTH to implement the overall restructure proposals to their Housing Options Service prior to considering the transfer of the service to THH.
				3.3	Assess the potential to market and deliver services to other local RPs and LBTH	Decision made on marketing of services	Feasibility report complete in Q4	Yellow	Due to the volume of change scheduled for the organisation in Q3 and Q4, the capacity of the business development team to deliver this milestone is at risk. It may be pushed to the 2017/18 service improvement plan.
	Customer Access	<ul style="list-style-type: none"> •Provide right first time services •Increase customer satisfaction •Know our customers better •Maximise efficiency through better use of IT 	Ann Otesanya	4.1	Explore integrating the council Repairs Call Centre into the Housing Service Centre and define the role of the combined call centre	Decrease combined call volume by 25% from Apr-17	Decision on whether or not to integrate made in Q1	Blue	It was agreed that the HSC should take on repairs call handling from the RCC.
							Pending decision, Repairs and Housing Management processes re-engineered by Q2	Blue	Processes reengineered.
							RCC integrated with HCC in Q3	Green	Recruitment activities are complete and training of new employees has begun. Go-live date for repairs call handling is 3rd October.
				4.2	Compose digital and channel shift strategies	Decrease combined call volume by 25% from Apr-17 Decrease front office visits by 50% from Apr-17 Migrate low effort interactions online	Draft strategy complete in Q1	Red	Writing of the draft channel shift strategy was delayed. It will be submitted to EMT before the end of Q2.
				4.3	Collect and use information about tenants and leaseholders more effectively	Processes implemented to update customer contact details when customers access our services	Revised customer contact details update process in place in Q3	Green	On target to deliver
							Leasehold subletting audit feasibility study complete by Q3	Green	On target to deliver
							Welfare reform data process collection in place by end of Q4	Green	On target to deliver

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Stream	Project	Strategic Aims	Lead	Project Objectives	Success Measures	Milestones	Status (B)RAG	Mid-Year Comment	
Homes & Neighbourhoods	Major Works	<ul style="list-style-type: none"> •Invest strategically in the assets we manage •Increase customer satisfaction with major works •Maintain homes that customers can be proud of •Manage contractors more effectively 	Will Manning	5.1	Improve performance and value for money of contractors	Improved customer satisfaction with major works	New suite of KPIs to measure contractor performance in place in Q1	Blue	New measures are in place on KWEST and contractor KPIs are regularly validated by the Property Services Business Information team.
				5.2	Develop a short-to-medium term asset management strategy	Strategy approved by LBTH	Draft Strategy submitted to Cabinet in Q3	Green	On target to deliver
				5.3	Design and verify a 5 year major works plan for 2017/18 to 2021/22	Plan approved by LBTH	Keystone information produced in Q1	Blue	Keystone information for the 5 year major works plan was produced on target.
							Verification surveys complete in Q2	Blue	Verification surveys for the 5 year major works plan were produced on target.
							Plan submitted to Cabinet in Q3	Green	On target to deliver
				5.4	Carry out enhanced consultation with leaseholders and stakeholders for 2017/18 major works	Improved customer satisfaction with major works	Consultation to begin by Q4	Green	Ahead of schedule, with consultation on in key blocks to begin in Q3.
							Consultation complete by end of Q4	Green	On target to deliver
				5.5	Ensure all properties meet Health and Safety requirements	Health and safety work plans created for all properties	H&S plans in place by end of Q4	Green	On target to deliver
							High risk FRA works completed	Yellow	Top priority high risk works will be completed by Mears by the end of Q4. The remainder of the high risk FRA programme will be completed by Savills by the end of Q2 2017.
				5.6	Develop a coherent procurement strategy	Strategy approved with LBTH	Strategy in place in Q1	Red	Long term procurement strategy is currently being developed. The mega-contract proposed by Echelon consultancy was rejected by management.
Future major works contracts procured	Yellow	Contracts continue to be procured while the new strategy is developed to ensure continuity of service. FRA and Gas Audit procurement will complete early in Q3. Mechanical and Electrical procurement will complete in Q4. A new long term major works contract will be procured in Q2-Q3 2017.							

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Stream	Project	Strategic Aims	Lead	Project Objectives	Success Measures	Milestones	Status (B)RAG	Mid-Year Comment
Customer	ASB	<ul style="list-style-type: none"> •Make neighbourhoods feel safer •Offer help to customers who need it most 	Simon James	6.1	Rationalising use and allocation of existing ASB budgets to deliver coordinated estate improvements aimed at tackling ASB	<ul style="list-style-type: none"> Delivery of schemes Achievement of full spend 	Schemes complete in Q4	ASB budgets have been rationalised and schemes are on track to deliver.
				6.2	Expansion of partnership work with key agencies	Improved liaison/intelligence with Police so as to increase number of tenancy actions	Secure access to Police data on prolific offenders in Q2	Information sharing takes place through meetings with the Council's Community Safety Unit. Preliminary discussions for greater access to police data to facilitate the youth ASB project will begin in early Q3.
						Develop youth and employment initiatives to be delivered through local providers	Youth project delivery to begin in Q3	Partnership for the delivery of this project will begin in early Q3.
				6.3	Contract and deliver improved provision of security on high profile estates	THEO contract renewed with add-ons Additional security on designated estates procured	THEO SLA renewed in Q1	Renewal of the THEO SLA has been delayed
							Additional security pilot implemented in Q1	A pilot of additional security at Whatney Market was carried out to great success.
							Pending results of pilot, contracts for wider rollout procured by Q3	The results and cost-efficiency of the pilot are currently being analysed with a view to whether additional security at ASB hotspots will be desirable and represent value for money.
	6.4	Re-establish ownership and responsibility for ASB across THH	<ul style="list-style-type: none"> New staff procedures written Staff briefings carried out 	ASB relaunch event in Q3	On target to deliver.			
	Vulnerability	<ul style="list-style-type: none"> •Offer help to customers who need it most 	Beverley Greenidge	7.1	Reassessing vulnerable tenants to ensure our information is up to date	Getting to Know You visits carried out for all 5000+ residents with vulnerability flags	Visits complete by end of Q4	On target to deliver.
						Schedule for future rolling review of vulnerability flags	Schedule for future review set by end of Q4	On target to deliver.
				7.2	Working with partners to better understand the outcomes of our vulnerability referrals	Quarterly meeting schedule agreed with Look Ahead and Social Services	Quarterly meetings agreed in Q1	Meetings schedules with Look Ahead and Social Services have been agreed.
Referral outcome information received from Look Ahead and Social Services						Referral outcomes received by Q2	Referral outcomes are being received on a rolling basis.	

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Customer	Vulnerability	•Offer help to customers who need it most	Beverley Greenidge	7.3 Writing and implementing new Safeguarding and Domestic Violence policy	Safeguarding lead appointed to ensure compliance with the Care Act Recommendations of Safeguarding Health Check implemented Domestic Violence policy reviewed and redrafted	Decision on Safeguarding lead in Q1	Blue	The Director of Neighbourhoods has been appointed safeguarding lead.
						Safeguarding Health Check recommendations implemented by Q3	Green	On target to deliver.
						Domestic Violence policy reviewed in Q1	Blue	The review has taken place.
						New Domestic Violence policy in place by Q3	Green	The policy has been written and will be in place early in Q3 subject to the approval of the Head of Neighbourhoods.
				7.4 Reviewing and relaunching the Personal Offer so residents know what we can do for them	Personal Offer revision complete Personal Offer communications plan carried out	Personal offer revised in Q1 Communication plan launched in Q1	Blue Red	The revised personal offer is in place and has been communicated to staff. Public communication of the personal offer was delayed. It will be advertised on line and through Open Door in Q3.
	Community Investment and Partnerships	•Invest in communities •Build financially strong communities	Sarah Pace / Fokrul Hoque	8.1 Harness private sector resources, through corporate social responsibility commitments, to improve the look and feel of neighbourhoods	Increased neighbourhood satisfaction ratings Minimum of four partnerships established	Minimum of two partnerships established by Q2	Blue	Partnerships have been established between BP and Rockwell. Both companies are fulfilling their CSR requirements to the benefit of our residents. BP have carried out a neighbourhood decoration project and will continue with further projects. Rockwell have funded community fun days and will continue to fund activities near their developments, including possible mentoring support.
						Minimum of four partnerships established by Q4	Green	On target to deliver. We are in talks with the Dutch Stock Exchange on environmental and employment projects.
				8.2 Maximise contractor performance to meet local deliverable targets for local employment initiatives and other agreed CSR/social deliverables	BCI target for local deliverables performance is met or exceeded	To be reported on monthly	Red	BCIs for local deliverables performance have not been hit while our major works contract winds down. We are placing a greater emphasis on CSR deliverables in our current round of contract procurement, with dedicated support from a Business Development officer to ensure the contracts meet our needs going forward.
				8.3 Contribute to the delivery of a new ASB strategy, through establishing a partnership framework for delivery	Partnership(s) established Measures of effectiveness to be confirmed following procurement	Partnerships established by Q3	Green	A project specification has been publicised and a partnership will be in place early in Q3.

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Customer	Community Investment and Partnerships	<ul style="list-style-type: none"> Invest in communities Build financially strong communities 	Sarah Pace / Fokrul Hoque	8.4	Devise an employment programme that complements the work of THH's welfare reform team, the Council, and other community partners, to support those residents furthest away from employment	Partnership(s) and / or delivery model established	Partnerships established by Q3	A project specification has been publicised and a partnership will be in place early in Q3.
				8.5	Implement the delivery of targeted support to help alleviate social isolation	Partnership(s) and / or delivery model established	Partnerships established by Q2	The social isolation project has been postponed to prioritise ASB and employment schemes in line with Council priorities, taking account of very recently completed research carried out by LBTH. We aim to have a partnership in place by the end of Q4.
	New Deal for Leaseholders	<ul style="list-style-type: none"> Provide a new deal for leaseholders 	Richard Hards	9.1	Adopt a new approach to major works	New major works process operational Income collection targets achieved	New processes in place in Q2	New major works processes have been agreed between leasehold services and property services.
				9.2	Introduce new payment options	New options introduced Income collection targets achieved	Payment options introduced in Q1	Revised payment options have been introduced and advertised to leaseholders.
				9.3	Clarify leaseholder rights and responsibilities and expand our offer to leaseholders	Recommendations made to Client on lease extensions, alterations, and miscellaneous sales	Recommendation made to Client on lease extensions in Q1	Recommendation made.
							Recommendation made to Client on alterations and miscellaneous sales in Q2	Recommendation made.
	9.4	Assess the potential for leaseholders to purchase services from THH	Consultation with leaseholders complete	Consultation to test market potential undertaken in Q1	Direct consultation with leaseholders has taken place through a debut leasehold workshop. Further workshops are planned to continue to consult with leaseholders on what they want from the service and what changes we have made in light of their feedback.			

Appendix 1: Service Improvement Programme Tracker 09.09.16

Stream	Project	Strategic Aims	Lead	Project Objectives	Success Measures	Milestones	Status (B)RAG	Mid-Year Comment
	Customer Offer	<ul style="list-style-type: none"> •Make our services standards clearer •Clarify and enforce rights and responsibilities •Treat customers with respect 	Savio Fernandes	10.1	Identify persistent drivers of complaints and enquiries and revise/clarify related standards	Customer offer revised Reduction in volume of complaints	Drivers for high volume contacts and customer dissatisfaction identified in Q1	Drivers have been identified: leaks, Decent Homes and New Build defects, parking, sheds & garages, insurance claims, district heating failures.
							Revised standards / offers drafted in Q2	Processes for the above drivers of complaints are being revised. Service standards and customer offer materials will be updated to reflect the new processes in Q3.
				10.2	Clarify rights and responsibilities with enforcement actions to support customer offer	Enforcement action operational	Publicise revised key policies that relate to tenant responsibilities in Q2	As above, publicity around changed processes and/or policies will follow the completion of these changes.
				10.3	Research best practice in customer offers to inform Future Operating Model	Options appraisal for future customer offer models complete	Review of standards/rights and responsibilities of HouseMark peers complete in Q2	Review carried out.
					Options appraisal complete by Q4	Ahead of schedule: draft options for the future look and tone of THH's customer offer will be presented to the Board's Customer Experience Task Force by the end of Q2.		

Appendix 2: Diversity Strand Statistics

Table 1 – gender profile against management population:

	Q1 2015				Q1 2016			
	Proportion of workforce	Proportion of gender employed in grade PO4+	Proportion of gender employed at Senior Mgt	Proportion of total population posted at Snr Mgt	Proportion of workforce	Proportion in grade PO4+	Proportion of gender posted at Snr Mgt	Proportion of total population posted at Snr Mgt
Female	163 of 480	15 of 163	3 of 163	3 of 14	159 of 468	18 of 159	8 of 159	8 of 19
	34%	9%	2%	21%	34%	11%	5%	42%
Male	317 of 480	50 of 317	11 of 317	11 of 14	309 of 468	53 of 309	11 of 309	11 of 19
	66%	16%	3%	79%	66%	17%	4%	58%
Total	480	65	14	14	468	71	19	19

Appendix 2: Diversity Strand Statistics

Table 2 – BME profile against management population:

	Q1 2015				Q1 2016			
	Proportion of workforce	Proportion of Ethnic category employed in grade PO4+	Proportion of ethnic category employed at Senior Mgt	Proportion of total posted at Sen Mgt	Proportion of workforce	Proportion in grade PO4+	Proportion of ethnic category employed at Senior Mgt	Proportion of total posted at Sen Mgt
BME	247 of 480	23 of 247	4 of 247	4 of 14	243 of 468	27 of 243	6 of 243	6 of 19
	51%	9%	2%	29%	52%	11%	2%	32%
White	233 of 480	41 of 233	10 of 233	10 of 14	225 of 468	43 of 225	13 of 243	13 of 19
	49%	18%	4%	71%	48%	19%	5%	68%
Total	480	64	14	14	468	71	19	19