MEETING OF THE BOARD
11 December 2018 6.10 – 8.10pm
Harford Centre, First Floor, 115 Harford Street, E1 4FG

AGENDA

		Type	Lead
Open session			
Introductory items			
1.	Apologies for Absence	For Information	Chair
2.	Declarations of Interest	For Information	Chair
3.	Questions from Members of the Public	For Discussion	Chair
4.	Open Minutes of the meeting of the Board on 26 September 2018	For Decision	Chair
Items for decision and discussion			
5.	Scrutiny Review Report	For Discussion	Gulam Hussain
6.	Joint Working Group on Fire Safety	For Decision	Paul Davey/Will Manning
7.	Outline Business Plan 2019/20	For Decision	Paul Davey
8.	Risk Register	For Decision	Chris Smith
9.	CEO Report	For Discussion	Susmita Sen

Closed session

Items for decision and information

10.	Confidential minutes of the meeting of the Board on 26 September 2018	For Decision	Chair
11.	Minutes of the Finance & Audit Committee meeting held on 18 October 2018	For Decision	Chair
12.	Draft Final Account 2017-18	For Decision	Neil Isaac
13.	Accommodation Update	For Decision	Neil Isaac
14.	Maltings & Brewster Update	For Information	Will Manning
15.	LBTH Review	For Discussion	Paul Davey
16.	Forward Plan	For Discussion	Chair

Items for information and limited discussion

17.	Any Other Business	For Discussion	Chair

TOWER HAMLETS HOMES

NOTE BY CHIEF EXECUTIVE

DECLARATIONS OF INTEREST

Where Members of the Board have an interest in any business of the Board, then she/he must disclose this interest.

Members must disclose the existence and the nature of the interest at the start of the meeting and certainly no later than the commencement of the item when the interest becomes apparent.

Personal Interests

A Board Member must regard themselves as having a personal interest in any matter if the matter relates to an interest in respect of which notification must be given, or if a decision upon the matter might reasonably be regarded as affecting, to a greater extent than other tenants or inhabitants of the Tower Hamlets Homes area, the wellbeing or financial position of themselves, a relative or a friend, OR

a) Any employment or business carried out by such persons;

b) Any person who employs or appointed such persons, any firm in which they are a partner, or any company of which they are a director;

c) Any corporate body in which such persons have a beneficial interest in a class of securities exceeding a nominal value of more than 2% of the issued share capital in a company;

d) Anybody listed in sub-paragraphs (a) to (e) of paragraph 14 of the Resource Pack in which such persons hold a position of general control or management.

Prejudicial Interests

1. Subject to the provisions of paragraph 2 below, a Board member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a tenant of Tower Hamlets Council as covered by the Management Agreement or a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Board member's judgement of the public interest.

2. A Board member may regard themselves as not having a prejudicial interest in a matter if that matter relates to –

a) Another relevant organisation of which they are a member;

b) Another public organisation in which they hold a position of general control or management;

c) A body to which they have been appointed or nominated by Tower Hamlets Homes as its representative;

d) Where a Board member holds a tenancy or lease with a relevant organisation, provided that they do not have arrears of rent with that relevant organisation of more than two months, and provided that those functions do not relate particularly to the Board member's tenancy or lease.

Participation in Relation to the Disclosure of Interests

A Board member with a prejudicial interest in any matter must –

a) Withdraw from the room where a meeting is being held whenever it becomes apparent the matter is being considered at that meeting, unless she/he has obtained a dispensation from the Board's Chairman or Company Secretary; and

b) Not seek improperly to influence a decision about that matter.

Should you require any further information, please contact Paul Davey, Director of Business Transformation, telephone: 020 7364 7328, paul.davey@thh.org.uk

Open minutes of Tower Hamlets Homes Board Meeting
Wednesday 26 September 2018 **6:05 to 8:15pm**
Room Spices, Harford Street, E1 4FG

Board Members Present:

Ann Lucas (AL)	-	Chair, Independent Board Member
Claire Tuffin (CT)	-	Resident Board Member
Safia Jama (SJam)	-	Independent Board Member
Cllr Sabina Akhtar (SA)	-	Council Board Member
Caroline Compton-James (CCJ)	-	Independent Board Member
Cllr Helal Uddin (HU)	-	Council Board Member
Cllr John Pierce (JP)	-	Council Board Member

Co – Optee Board Members Present:

Pam Haluwa (PH)	-	Co-Optee to Gov. & Remuneration Committee
Iain Lawson (IL)	-	Co-Optee to Finance & Audit Committee

Officers Present:

Susmita Sen (SS)	-	Chief Executive
Paul Davey (PD)	-	Director of Business Transformation
Neil Isaac (NI)	-	Interim Director of Finance
Will Manning (WM)	-	Director of Asset Management

In Attendance:

Simon Hart (SH)	-	Member of the Residents Panel
Sameena Raouf (SR)	-	Governance Officer
Stephen Phillpott (SPh)	-	Head of Peoples Services
Gulam Hussain (GH)	-	Scrutiny & Resident Feedback Business Development Manager

Apologies:

Helen Charles (HC)	-	Resident Board Member
Andrew Bond (AB)	-	Independent Board Member
Julie Fagan (JF)	-	Resident Board Member
Cllr Marc Francis (MF)	-	Council Board Member
Mahbub Anam (MA)	-	Co-Optee to Finance & Audit Committee
Ann Otesanya (AO)	-	Director of Neighbourhoods
Mark Baigent (MB)	-	LBTH Interim Divisional Director of Strategy, Regeneration & Sustainability

1	**Welcome**	
1.1 1.2	AL welcomed all to the meeting. Apologies for absence were noted for the above. AL introduced SH to the Committee as a member of the Residents Panel and who would be presenting item 5 – Residents' Scrutiny Review (Energy Efficiency in New Builds).	
2	**Declaration of Interest**	
2.1	CT, IL, and PH declared their interest as leaseholders of Tower Hamlets Homes.	
3.	**Question from Members of the Public**	
3.1	None received	
4.	**Open Minutes of the meeting of the Board on 25 July 2018**	
4.1	With reference to the action on 5.3 of the minutes, PD reported that HQN had been appointed to facilitate the Leasehold Services Steering Group and that HC would Chair. It was noted that a discussion will take place at the initial meeting scheduled for 2 October on sharing Chairing responsibilities with Members IL and PH. It was noted that the initial meeting would be to agree the governance. It was noted a first	

	draft report is anticipated to be ready by December 2018 or early January 2019.	
4.2	It was noted, the Task and Finish Group will comprise of leaseholders who are willing to engage and that Councillor involvement will be dependent on who can be involved.	
4.3	With reference to the action on item 7 of the minutes on the Two Stage Complaint Process, PD reported that the Council have agreed it in principle. It was noted, stage 1 complaints will have 20 days to respond as opposed to 10 days and that the focus will be on having a resolution to avoid escalation to stage 2.	
4.4	SS commented that the approach THH are taking is more in line with the approach in the Social Housing Green Paper.	
4.5	GH reported that staff are encouraged to call complainants before they write to them within the 20 days.	
4.6	JP suggested that unless residents are asking for a substantial amount of compensation, THH should seek to agree, acknowledge and resolve the issues at Stage 1. AL agreed that emphasis will be to resolve issues at Stage 1 within 20 days.	
4.7	With regard to approving the Final Accounts, it was noted all Board Members have access to the Finance & Audit Committee papers and that this item would be delegated to the Committee prior to the Accounts being recommended to the Council at the AGM meeting in December.	
4.8	With reference to the action on point 10.3 of the minutes, it was noted Cllr Sirajul and a representative from the London Fire Brigade did attend the meeting with the residents of the Barley Mow estate to discuss the non-removal of the cladding to these blocks.	
4.9	With reference to 10.5 of the minutes, SS reported the delay in procurement had been resolved.	
4.10	*The THH Board **AGREED** the minutes of the meeting held 25 July 2018 as accurate.*	
5.	**Residents' Scrutiny Review (Energy Efficiency in New Builds)**	
5.1	SH presented this item to the Board. The report was a review focusing on the integration of design, construction, handover; residency and long term maintenance to ensure that new social property in Tower Hamlets provide warm, comfortable and efficient homes for generations to come.	
5.2	It was noted that there were 8 recommendations concluded over three panel sessions involving residents and Officers.	
5.3	Reference was made to page 7 of the report – The Energy Efficiency Hierarchy.	
5.4	With reference to recommendation 8, it was noted that during the course of the review, this was the first time Council representatives and members of the Residents Panel were present.	
5.5	AL thanked and commended SH, GH and the Residents Panel on the quality of the booklet and on the practical recommendations.	
5.6	It was noted monitoring will be conducted by the Residents Panel, worked closely with Council colleagues and the Council Housing Scrutiny Panel.	
5.7	With reference to point 7.6 of the report, it was noted a progress update would be offered to the Residents panel in 12 months. It would be formally presented to the Corporate Leadership Team at the Council and the Tower Hamlets Homes Board before being formally adopted.	
5.8	**ACTION**: WM expressed the view that a member of his Investment Planning team would benefit from meeting SH outside of the meeting to discuss further.	**WM**
5.9	*The THH Board **NOTED** the Residents Scrutiny Review report.*	
6.	**Value for Money**	

6.1	NI presented the report to the Board. The report presented the draft Value for Money strategy.	
6.2	It was noted the next steps are to draw up an action plan and put it through to the Finance and Audit Committee.	
6.3	AL commented that the LBTH review will be looking at Value for Money closely.	
6.4	JP queried how it is measured, AL responded that HouseMark usually measure at a basic level and that the Finance & Audit Committee historically looked at it in detail, however it is not helpful when looking at cost per unit.	
6.5	It was noted that since THH are undergoing a review, in early October THH will be benchmarked. It was noted that it depends on the quality of the stock and where it is located.	
6.6	AL reported that HouseMark measure the financial aspect and that HACT have been commissioned to carry out some work with THH.	
6.7	NI commented that every Organisation has different costs and that the more detailed, the more challenging it is.	
6.8	CCJ commented that there has been some criticism towards HACT recently.	
6.9	IL queried whether there is something tangible that can come out of the review; SS commented that the door entry systems installed on the Henley, Welton and Delafield estates could be used as a model.	
6.10	**ACTION:** Pick up with Sarah/Fokrul regarding HACT.	**SP/FH**
6.11	*The THH Board **APPROVED** the Value for Money report.*	
7.	**Satisfaction Survey Procurement**	
7.1	PD presented this item to the Board. The paper outlines the details for commissioning a satisfaction service for a four year programme which has a contract value of £400,000. Since 2009 KWEST Research Ltd has been delivering customer satisfaction surveys on behalf of THH. This primarily includes a range of telephone surveys with options for SMS, online, focus group engagement and postal surveys.	
7.2	It was noted the current contract with KWEST is due to expire in May 2019 and that THH are now in a position to re-procure.	
7.3	GH added that the data provided by KWEST is invaluable particularly in line with the review. It was noted that the proposal is to award the contract for an initial period of 2 years, with the possibility to extend for two further one year terms but that the contract can be terminated at any stage. It was noted funding is from other budgets working closely with Heads of Services.	
7.4	With reference to item 7 of the report, it was noted the evaluation process is expected to involve a mixture of Officers and residents and that three members of the Residents Panel were approached regarding their involvement in this.	
7.5	AL reported that this item will be reported to Board again in February 2019 for approval.	
7.6	SJ commented that certain members of the community cannot be accessed, such as the Somali community. GH responded that the main tracker survey will be telephone based and that they are looking to explore other services such as sending SMS messages.	
7.7	*The THH Board **APPROVED** the Satisfaction Survey Procurement report.*	
8.	**Diversity – Approach 20/09**	
8.1	PD presented this item to the Board. The report outlines the rationale and approach to refresh the THH Diversity Strategy in the year ahead.	
8.2	Reference was made to point 3.11 of the report on the proposed timetable for the strategy refresh.	

8.3	SJ queried how THH is ensuring staff reflects the community they serve and how it has progressed since the last update. PD reported that the 'Diversity Scorecard' report is presented to EMT meetings regularly.	
8.4	SJ made reference to the success of the THH Volunteer Placement Programme carried out last year. The Rents Team hosted work experience for 2 Somali residents who benefitted hugely with the experience they gained. One has very recently secured full-time employment working with the residents of Grenfell Tower.	
8.5	PD reported that the work was sporadic and that the report is asking for change of direction.	
8.6	JP commented that THH need to look at dealing with residents who have multiple complex needs. As a borough and in terms of the services offered, we are not good at dealing with people who suffer from trauma.	
8.7	PD reported that the Neighbourhoods team are leading on a project dealing with victims of Domestic Violence. CT added that there is an entire sector dealing with these types of people in the supported housing sector and that THH should seek to partner up with them. For example 'Look Ahead'.	
8.8	IL queried how the data is collated, whether the head of the household is giving the information.	
8.9	AL commented that the principle of taking this forward is because THH need to make sure services are accessible to all.	
8.10	**ACTION:** Full profile to be sent to SJ, particularly on the Somali community. SJ to support the Strategy.	**PD**
8.11	*The THH Board **NOTED** the Approach to Diversity report.*	
	GH left the meeting at 7:35pm	
9.	**CEO Report**	
9.1	SS presented this item to the Board. The report provided briefings from the Neighbourhood Services and Asset Management Directorates as well as updates on business planning for 2019-20. Institute of Customer Service accreditation and events week, performance and the recent Green Paper on Social Housing.	
9.2	It was noted THH will put forward their formal response in relation to the Social Housing green paper. It was noted the Residents Panel have been asked for their feedback which would be incorporated in the response.	
9.3	**ACTION**: Members to be circulated the formal regulation/enforcement on Airbnb's.	**SS**
9.4	JP reported that there is not a clear picture on antisocial behaviour and who is causing it.	
9.5	**ACTION:** Further detail on who is causing ASB to be taken to the Customer Experience Taskforce meeting in the first instance.	**PD**
9.6	SS reported that there is a full complement of Police and Park Guard team which went live in January 2018 and that its progress has been evaluated informally.	
9.7	It was noted a lot of money has been invested into this and THH need to show what a success the project has been given the Police force are depleted in way of resources. It was noted drug related crimes have increased whilst other forms of ASB, such as loitering, have decreased.	
9.8	*The THH Board **NOTED** the CEO report.*	
10.	**Capital Programme/Procurement Update**	
10.1	WM presented this item to the Board. The report set out the current progress of the	

	programme and the anticipated position for the second half of the year. A key element has been the progress of the procurement of the LCP contract which was intended to be the 'infill' procurement in advance of the new Framework. The contract awards have been delated due to the need for an extended due diligence process. As of 3rd September, the due diligence is complete and it is possible to move to contract award. A review is underway to ascertain if it is feasible and prudent to accelerate the programme as detailed in the report.	
10.2	With reference to Appendix B of the report, clarification was given between the difference 'better neighbourhoods' and 'decorations'.	
10.3	With reference to the good work carried out in Yates House, JP commented that there has not been good comms work around this. There has not been anything in or around the building to say that THH has invested a lot of work into making it better. This is a missed opportunity and could be used as an opportunity to engage with residents.	
10.4	WM commented that the focus has been very much on delivering, SS added that the Mayors' Office have expressed interest in ribbon cutting.	
10.5	**ACTION**: Report on comms to be provided on this – demonstrating what THH have carried out and what they intend of doing going forward.	**WM**
10.6	*The THH Board **NOTED** the Capital Programme/Procurement Update report.*	

Actions Log: Open minutes of THH board
26 September 2018 6:05 to 8:15pm

Item	Action	Who	Due	Status
5.8	WM expressed that a member of his Investment Planning team would benefit from meeting SH outside of the meeting to discuss further.	Simon Hart/Will Manning		Completed.
6.10	Value for Money Policy - Sarah/Forkul to pick up regarding HACT.	Sarah Pace/Fokrul Hoque		Complete. Board Brief 28/09/18.
8.10	Share with Safia/Board the full profile of residents – particularly around the Somali community. Safia Jama to support this Strategy – Diversity Approach 20/09.	Paul D		Completed. 24/10/18
9.3 9.5	CEO Report – Members to be sent the formal regulation/enforcement papers on Airbnb's. Report on ASB - who is causing it etc. to be presented to the Customer Experience TF in the first instance.	Sameena Nick Spenceley		Completed. 07/11/18 To be presented at CETF on 13/12
10.5	Report on comms to be provided on this – demonstrating what THH have carried out and what they intend of doing going forward.	Will Manning/Fokrul Hoque		A schedule of events has been agreed for late November. FH is leading on them.

Chair **Date**

Board of Directors 11th December 2018	Tower Hamlets Homes
Report authorised by: Sarah K Pace, Head of Business Development **Report Author:** Gulam Hussain, Resident Scrutiny and Feedback Officer	**Report type:** For decision
Title: Scrutiny Review Session: Health & Safety during Major Works	

1. INTRODUCTION/SUMMARY

1.1 This report provides recommendations from an action plan in response to the scrutiny review on Health & Safety during Major Works.

2. RECOMMENDATIONS

The Board is recommended to:

2.1 Note the draft scrutiny review report **(Appendix One)** and agree the draft action plan **(Appendix Two)**.

3. BACKGROUND

3.1 As part of its functions, THH is responsible for overseeing the planning and delivery of investment across its portfolio in line with the requirements set out in the Housing Act 2004 and the Homes and Neighbourhood and Community Standards 2012 issued by Homes England

3.2 Between 2011 and 2016 THH invested £181 million through the Decent Homes programme to improve standards across 8,500 properties. As of 2017 this has been superceded by the Better Neighbourhoods Investment Programme (BNiP) which plans to deliver further improvements over a period of five years. This includes external Major Works, communal decorations, mechanical & electrical works and fire safety improvements.

3.3 In light of the Health and Safety failures identified in the aftermath of the events at Grenfell Tower and the ongoing programme of investment being delivered by THH, the Residents' Panel sought to explore how THH manages its Health and Safety obligations, particularly during the delivery of major works. The review sought to explore;

- What processes are followed to ensure contractors manage their Health and Safety obligations;
- How are residents consulted and kept informed of the Health and Safety standards that should be observed on site and;
- What mechanisms exist to enable residents to raise Health and Safety concerns.

3.4 The review took place during June/July 2018 and was chaired by Residents' Panel member Daniele Lamarche. Panel members Shaheda Najmeen, Saleha Jafrin and Chris Weavers also attended the sessions. Key officers from THH were also in attendance to support the review. This included;

Seton Akojenu	**Head of Health and Safety** Tower Hamlets Homes (THH)
Ben Campbell	**Capital Programmes Delivery Manager** Tower Hamlets Homes (THH)
Gulam Hussain	**Scrutiny and Resident Feedback Manager** Tower Hamlets Homes (THH)
Mas Momin	**Resident Feedback Officer** Tower Hamlets Homes (THH)

3.4 The report with recommendations is attached as Appendix One. Four recommendations have been made:

Recommendation 1:

Improve how THH communicates with residents during Major Works by developing an information pack which includes:

a. A checklist of key information residents should receive about the project
b. Project timelines, key contacts
c. The health and safety standards to be observed on site
d. The roles, responsibilities and accountabilities between THH and contractors during Major Works

Recommendation 2:

Explore how residents can be involved in supporting contract management arrangements.

Recommendation 3:

Improve transparency by publishing key information online such as:

a. Information on duty holders, on-site facilities, risk assessments and environmental impact during Major works (in line with CDM Regulations 2015)
b. Publicising information on site visits conducted by THH staff.
c. Sharing information on the safety and quality assessments planned as part of the post-completion process

Recommendation 4:

Introduce a mechanism for residents to report H&S concerns to THH using photos/videos.

3.6 The recommendations of this review are in line with the findings of the Independent Review of Building Regulations and Fire Safety and the proposals outlined in the Government's Social Housing Green Paper.

3.7 Service areas affected by the review have been invited to shape and agree the scope of the recommendations and provide feedback on the report. Responses have been captured as part of an action plan **(Appendix Two).**

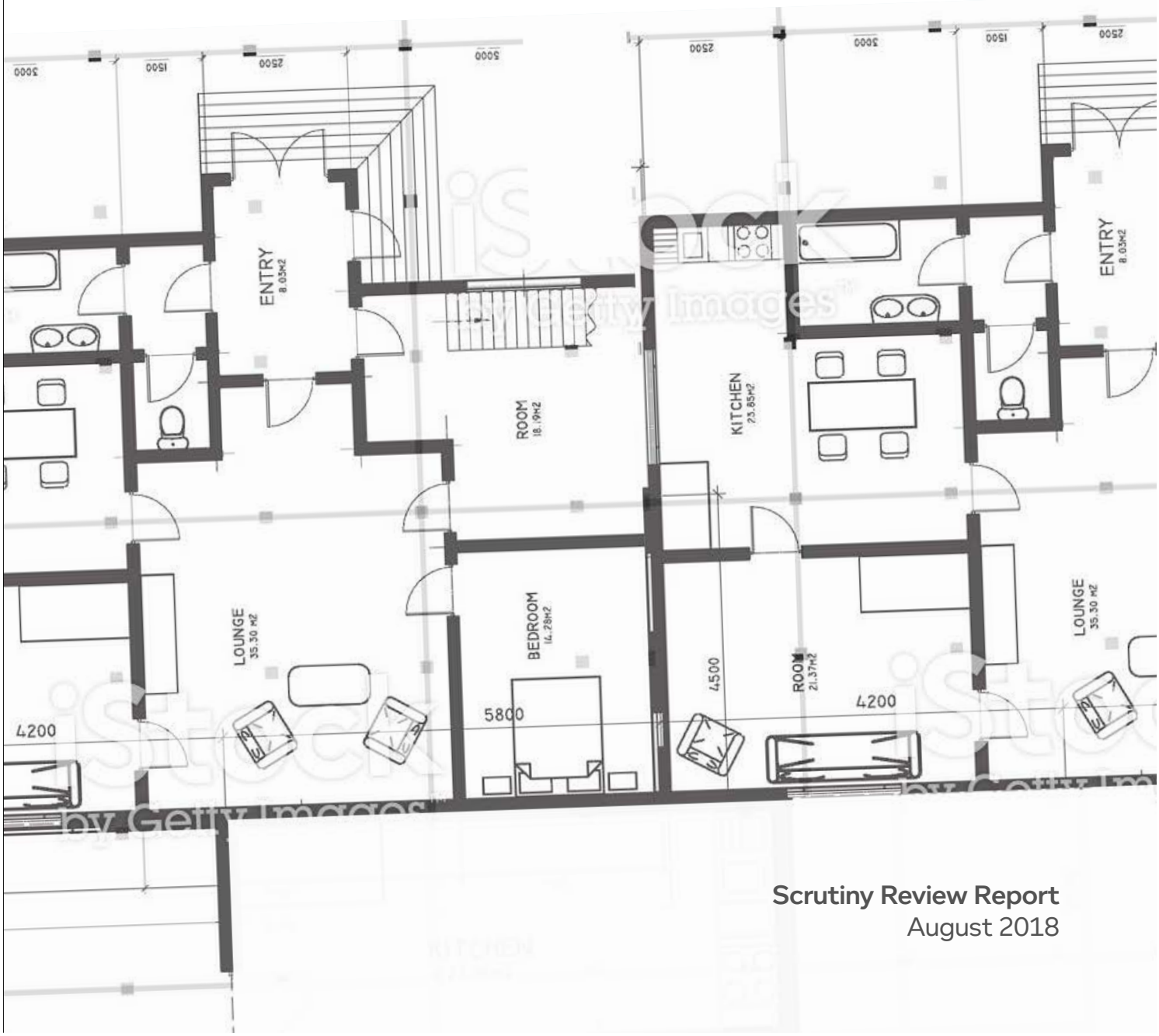
3.8 The Residents' Panel will be kept updated on the progress of the action plan through a formal update report after 12 months in order to ensure the recommendations and learning from the review is being implemented.

Tower Hamlets Homes

Residents' Panel

Managing Health and Safety during Major Works

4.1



Scrutiny Review Report
August 2018

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Chair's foreword

The delivery of 'Major Works', by definition, implies major changes. Minimising disruption helps improve resident safety and makes good financial sense.

Residents, as observers and recipients, are in a unique position to feedback on what is working well and what can be improved – as illustrated in the wake of the Grenfell Tower disaster.

Given that health and safety is a source of serious concern to residents, members of THH's Residents' Panel came together alongside officers to share their views and scrutinise procedures to inform strategic recommendations around:

- Processes followed by contractors to ensure health and safety obligations are met;
- Awareness of health and safety standards that should be observed on-site; and
- Resident consultation and mechanisms to enable residents to raise health and safety concerns.

While improving our collective understanding about how such processes operate, this review enabled residents to make simple recommendations to help empower residents.

Recommendations made by the Panel highlight strategies for improving transparency, accountability, and communication while exploring channels for resident involvement in contract management. They include empowering residents to harness technology to enable swifter responses to health and safety concerns, increase detection rates for non-compliance, strengthen residents' voice, and reduce onerous reporting procedures to minimise costs.

Thanks are due to THH Residents' Panel members Saleha Jafrin, Shaheda Najmeen, Chris Weavers and Margaret Wilson who joined Seton Akojenu (Head of Health & Safety), Ben Campbell (Capital Programmes Delivery Manager), Gulam Hussain and Mas Momin (Scrutiny & Resident Feedback) from Tower Hamlets Homes for helping to undertake this review.

Signature

Daniele Lamarche
Residents' Panel Member

Summary of recommendations

✔ Recommendation 1

Improve how THH communicates with residents during Major Works by developing an information pack which includes:

a. A checklist of key information residents should receive about the project
b. Project timelines and key contacts
c. Health and safety standards to be observed on site
d. The roles, responsibilities and accountabilities between THH and contractors during Major Works

✔ Recommendation 2

Explore how residents can be involved in supporting contract management arrangements.

✔ Recommendation 3

Improve transparency by publishing key information online such as:

a. Information on duty holders, on-site facilities, risk assessments and environmental impact during Major Works (in line with the Construction and Design Management Regulations (CDM) 2015)
b. Publicising information on site visits conducted by THH staff
c. Sharing information on safety and quality assessments planned as part of the Major Works post-completion process

✔ Recommendation 4

Introduce a mechanism for residents to report health and safety concerns to THH using photos/videos.

Introduction

1.1 Since 2008, Tower Hamlets Homes (THH) has operated as the Arm's Length Management Organisation (ALMO) owned by the London Borough of Tower Hamlets. It is responsible for delivering housing management services to 22,000 homes across the borough.

1.2 As part of its functions, THH is responsible for overseeing the planning and delivery of investment across its portfolio in line with the requirements set out in the Housing Act 2004, and the Homes and Neighbourhood and Community Standards 2012 issued by Homes England.

1.3 Between 2011 and 2016, THH has invested £181 million through the Decent Homes programme to improve standards across 8,500 properties. As of 2017, this has been superseded by the Better Neighbourhoods Investment Programme (BNiP) which plans to deliver further improvements over a period of five years. This includes external Major Works, communal decorations, mechanical & electrical works and fire safety improvements.

1.4 In light of the health and safety failures identified in the aftermath of the events at Grenfell Tower, and the ongoing programme of investment being delivered by THH, the Residents' Panel sought to explore how THH manages its health and safety obligations; particularly during the delivery of Major Works. The review sought to explore:

- What processes are followed to ensure contractors manage their health and safety obligations;
- How are residents consulted and kept informed about the health and safety standards that should be observed on-site; and
- What mechanisms exist to enable residents to raise concerns about health and safety.

1.5 Despite the underlying drivers for this review, the Panel only briefly considered issues linked to fire safety. This was in recognition of the existing body of work being undertaken by THH to address concerns, and engage residents in overseeing the delivery of its fire safety improvements across its housing portfolio.

1.6 The review took place on the 21st June and 5th July 2018, chaired by Daniele Lamarche and supported by Saleha Jafrin, Shaheda Najmeen, Chris Weavers, and Margaret Wilson. Officers in attendance included:

Seton Akojenu
Head of Health and Safety
Tower Hamlets Homes (THH)

Ben Campbell
Capital Programmes Delivery Manager
Tower Hamlets Homes (THH)

Gulam Hussain
Scrutiny and Resident Feedback Manager
Tower Hamlets Homes (THH)

Mas Momin
Resident Feedback Officer
Tower Hamlets Homes (THH)

The health and safety regulatory framework

2.1 The Housing Act 2004 sets a baseline for the minimum health and safety standards that must be met in all residential properties in England and Wales. Introduced as a replacement of the Housing Fitness Standard, the revised Housing Health and Safety Rating System (HHSRS) scheme requires landlords to identify and mitigate the impact of a wider range of potential hazards. The Act also includes provisions enabling local authorities to pursue enforcement against landlords where standards are not upheld.

2.2 The Regulatory Reform (Fire Safety) Order 2005 extends requirements introduced in the Housing Act 2004, by obliging landlords to carry out fire risk assessments in the common areas of HMOs, flats and maisonettes, and take necessary action to minimise the risk of fire. This requirement does not extend to individual dwellings.

2.3 The duties of landlords are further defined by the Health and Safety at Work Act 1974 which outlines the fundamental structure for encouraging and regulating workplace health and safety in the UK. Whilst not specific to the housing sector, the Act enables a number of regulations which reinforce the responsibilities of landlords, and affect the planning and delivery of maintenance and investment. Key regulations issued under the Act are listed below.

2.4 The Construction Design and Management Regulations 2015 issued under the Health and Safety at Work Act provides an overarching framework, governing the way in which construction projects of all sizes and types are planned and delivered. The 2015 revision of the guidelines increases the accountability for clients of construction projects by placing greater responsibilities on them to ensure the health, safety and welfare of individuals involved in construction projects. Under this regulation, clients are required to:

- Designate duty holders to plan and manage risks from start to finish
- Ensure staff have appropriate skills, knowledge, experience and organisational capability and that they cooperate and coordinate work
- Notify the Health and Safety Executive where projects last longer than 30 working days with 20 workers on site at any one time, or exceed 500 person days;[1] and
- Maintain appropriate risk assessments with information on mitigations, and ensure this is communicated effectively to all those who need to know.

The Health and Safety at Work Act 1974 – Key regulations include:

- Gas Safety (Installation and Use) Regulations (GS(I&U)R)1998
- Gas Safety (Management) Regulations (GS(M)R) 1996
- Lifting Operations and Lifting Equipment Regulations (LOLER) 1998
- Control of Substances Hazardous to Health Regulations (COSHH) 2002
- Control of Asbestos Regulations (CAR) 2012
- Working at Height Regulations (WAHR) 2005
- Electricity at Work Regulations (EAWR) 1989
- Provision and Use of Work Equipment Regulations (PUWER) 1998
- Construction Design and Management Regulations (CDM) 2015

A full list of Health and Safety regulations can be found on the Health and Safety Executive website.

[1]The number of person days is calculated by multiplying the number of workers on site by the expected duration of the project e.g. 10 workers x 60 working days = 600 person days.

Embedding health and safety across Tower Hamlets Homes

3.1 Tower Hamlets Homes' Health and Safety Strategy 2018 - 2021 outlines a vision for building a rigorous health and safety framework within the borough. Underpinned by five core priorities, the strategy aims to strengthen compliance through greater leadership, strengthened risk management, improved competence, enhanced communication and effective performance monitoring. These priorities aim to support an iterative approach that enables the organisation to:

- Take a holistic approach to identifying and controlling risk;
- Achieve a balance between the systems and behavioural aspects of risk management; and
- Focus on continuous improvement.

3.2 The Health and Safety Strategy is underpinned by a robust delivery framework, and a broad suite of performance indicators designed to measure and benchmark performance internally and externally. As well as measuring a range of internal performance standards relating to staff welfare, the strategy outlines a number of indicators which monitors compliance with health and safety standards across the estates managed by THH. These measures include monitoring of the:

- Number of residential blocks with up-to-date Fire Risk Assessments (FRA)
- Number of fire equipment in residential blocks serviced
- Number of water systems with up-to-date water risk assessments
- Number of lifting equipment in residential blocks serviced
- Number of residential blocks with up-to-date electrical intake inspection certification
- Number of estate inspections carried out quarterly
- Number of contractor schemes monitored for health and safety performance annually
- Number of dwelling and communal gas safety inspections carried out

3.3 Performance against the indicators outlined in the Health and Safety Strategy are jointly reported in the form of the Health and Safety Dashboard by the THH Repairs and Health and Safety Teams. This is presented on a quarterly basis to the THH Board, its Executive Management Team, the Council and other relevant trade union forums. Information is also published online on the THH website, allowing residents and other users to explore and scrutinise performance.

Health and safety in the procurement cycle

3.4 Public sector procurement is subject to a legal framework underpinned by European and national regulations. These obligations aim to open up the public procurement market, ensure free movement of goods of services within the EU, and ensure procurement is based on achieving 'value for money' through a competitive process.

3.5 As an Arm's Length Management Organisation (ALMO), THH is bound by its Scheme of Delegation and Financial Limits, which is framed by the Management Agreement with the London Borough of Tower Hamlets. This is reinforced by EU regulations embedded through the Public Contracts Regulations 2015, which requires all public sector authorities to follow a defined process for the purchase of goods and services, subject to meeting or exceeding specified thresholds.

Embedding health and safety across Tower Hamlets Homes

3.6 The procurement process for Major Works is underpinned by close collaboration between THH's Health and Safety and Capital Delivery Teams. This helps to ensure health and safety compliance requirements are appropriately considered, and embedded to create robust contract specifications.

3.7 In addition to assessing the experience and competence of suppliers through their tender submissions, information may also be obtained through references from previous clients, records of formal action pursued by the Council's Planning and Building Control Service, and by cross referencing the Health and Safety Executive's prosecution register. The register captures all formal action pursued by the Health and Safety Executive based on notifications of accidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013. Whilst these rigorous checks play an important role in helping to determine the most suitable contractor, the process also allows for improvements shown by contractors to be recognised.

3.8 The THH Procurement Board, composed of Directors, Heads of Services, senior members of the Council's Client Team and other relevant officers, forms part of the procurement governance framework. The Board provides an additional layer of scrutiny for commissioning activities to ensure they achieve the best value for money, meet financial regulations and are fit for purpose.

3.9 Based on the complexity of projects, the THH Health and Safety Team provides support throughout the pre-construction and construction stages in the form of safety documentation reviews, attending pre-contract/progress meetings and carrying out site inspections.

Communicating health and safety standards to residents

4.1 Through its Better Neighbourhoods Investment Programme (BNiP), THH has adopted an enhanced consultation model designed to increase the opportunities available to residents to be informed, and involved in shaping the delivery of works planned for their estates and neighbourhoods.

4.2 As part of the engagement roadmap, local Tenants and Residents Associations (TRAs) are engaged prior to the commencement of works, to provide an initial outline of the proposed improvements. This is matched by an extended consultation process for leaseholders delivered under the 'New Deal for Leaseholders'.[2] All residents are subsequently notified through newsletters produced in partnership with the appointed contractors and offered a range of opportunities to engage. This includes options to attend information drop-in events, or participate in joint project scope walkabouts with officers from THH and the appointed contractors.

4.3 Throughout the duration of the works, residents have access to a dedicated Resident Liaison Officer and are provided letters and newsletters setting out progress updates. Information on key phases of delivery and notifications on any changes to timelines are also included. This is reinforced through continued engagement with local Tenants and Residents Associations (TRAs) and other relevant resident groups. For larger projects, residents are also offered opportunities to participate in mid-project walkabouts.

4.4 Whilst recognising improvements to the way in which THH communicates with residents during Major Works programmes, members of the Residents' Panel observed that the choice of daytime meetings could exclude a large number of residents from the consultation process, particularly those in employment. The Panel also noted that information provided to residents often appeared to lack clarity and an appropriate level of detail. This prevented residents from being able to monitor progress, and contributed to confusion where activities appeared to not follow an expected order.

4.5 Although officers recognised this issue, they advised that the current arrangements reflected what has been shown to secure the most residents based on previous experience. Residents who are unable to attend could still engage by contacting their Resident Liaison Officer or contacting THH directly using the information provided in letters and newsletters during the pre-works period.

4.6 Officers advised that proposed works can change quite soon after contractors are on site. This was in part due to many blocks lacking detailed surveys prior to the initiation of a project. The full scope of works are often only fully understood once contractors are on site, and have been able to carry out a ground level survey and erect scaffolding to fully inspect a block. Blocks may also receive works in several work streams which can coincide (e.g. they might receive external major works, fire safety works and then a new lift).

[2]The New Deal for Leaseholders is an offer from THH to leaseholders to provide more flexibility, transparency and choice. More information on the initiative can be found by visiting www.thh.org.uk.

Communicating health and safety standards to residents

4.7 The Panel expressed concern at the perceived lack of clarity in the responsibilities of THH and its contractors during Major Works and the absence of information relating to health and safety being provided to residents. Citing the key role played by caretakers in managing health and safety on estates, the Panel noted that there was often a lack of clarity in areas of responsibility between caretakers and contractors in ensuring a basic level of cleanliness on estates. This often resulted in potential health and safety hazards in the form of build-up from detritus and undisposed materials used by contractors, which were compounded by an absence of clear guidance and accountability.

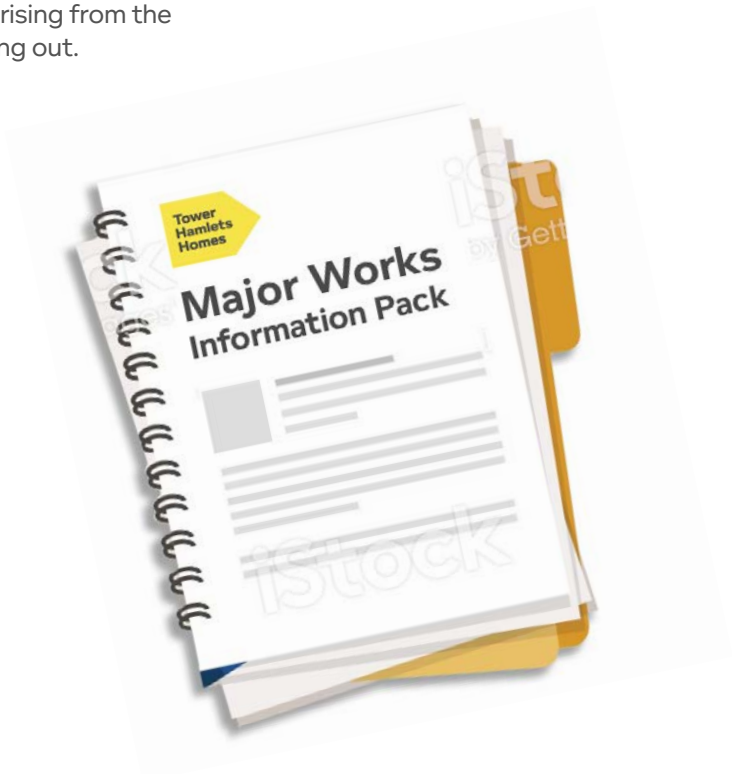
4.8 Officers noted concerns and advised that whilst there may be an amended caretaking service during Major Works programmes; this should not result in health and safety hazards emerging on estates. Contractors did however have a duty to responsibly dispose of any waste arising from the works they were carrying out.

4.9 In order to address the gaps in information identified, the Panel recommended that officers develop an information pack containing key information to provide residents clearer oversight of the projects on their estates and greater clarity over the roles and responsibilities of THH and its contractors.

Recommendation 1

Improve how THH communicates with residents during Major Works by developing an information pack which includes:

a. A checklist of key information residents should receive about the project
b. Project timelines and key contacts
c. Health and safety standards to be observed on site
d. The roles, responsibilities and accountabilities between THH and contractors during Major Works



Monitoring health and safety compliance

5.1 The Construction and Design Management Regulations 2015 requires all construction projects to be underpinned by a comprehensive approach to managing risks, and ensuring compliance with health and safety standards. To ensure this is achieved, THH has adopted a robust project management protocol with strong internal governance to ensure there is appropriate oversight of all aspects of delivery.

5.2 To support the monitoring of performance and compliance with health and safety requirements, officers from THH meet with contractors on a frequent basis to review progress. As well as receiving reports from contractors, officers may carry out site visits to review quality and compliance. In order to enable reporting on all health and safety issues, contractors are encouraged to make reports on all near misses and demonstrate improvements based on the lessons learnt. Through this approach, 489 non-RIDDOR reportable accidents were recorded for the first year (2017-18) of the Better Neighbourhoods Investment Programme.

5.3 Whilst contractors are encouraged to report on near misses and compliance issues without risk of being penalised, they continue to be subject to a performance framework which offers a number of safeguards to manage serious or continued failures. The framework affords THH powers such as the ability to require contractors to bring in additional resources or address training issues, ban subcontractors from site for poor performance or serious health and safety failings, or terminate contracts entirely. This is reinforced by the ability to refer matters to the Health and Safety Executive for review and intervention. As part of its new cycle of commissioning, contractors are being provided small lots of work to ascertain the quality and standard of delivery. This will be used to determine whether contractors meet the required expectations and can continue to carry out further work.

5.4 The Panel recommended that contract management arrangements could be further strengthened by ensuring the voice of residents is reflected in discussions. This would help to improve accountability and provide a more accurate measure of satisfaction.

Recommendation 2

Explore how residents can be involved in supporting contract management arrangements.

5.5 The Panel also recommended that in line with the principles of the recommendations made in Dame Judith Hackitt's 'Independent Review of Building Regulations and Fire Safety', residents should be provided access to key information captured as part of the requirements of the Construction and Design Management Regulations 2015, in addition to details of post inspection assessments and planned site visits. This would enable residents to have a much stronger voice, and provide them greater reassurance on how effectively issues of health and safety are being managed.

Recommendation 3

Improve transparency by publishing key information online such as:

a. Information on duty holders, on-site facilities, risk assessments and environmental impact during Major Works (in line with the Construction and Design Management Regulations (CDM) 2015)
b. Publicising information on site visits conducted by THH staff
c. Sharing information on safety and quality assessments planned as part of the Major Works post-completion process

Reporting health and safety concerns

6.1 Having explored the steps taken by THH to ensure health and safety requirements are observed on site, the Panel sought clarification on the mechanisms available to residents to raise concerns over the management of health and safety. Members of the Panel cited examples of potential hazards arising from perceived poor working practices. This included trip hazards from trailing wires, unsupervised equipment, propping open doors to communal security entrances and blockages to access points that may restrict emergency access.

6.2 The Panel noted that whilst residents had access to Resident Liaison Officers and could escalate issues to Site Managers, they were often seen as non-experts and not afforded due regard. With an absence of a clear route to escalate concerns, this was often a cause of distress.

6.3 Officers highlighted that whilst Resident Liaison Officers were the primary route to raising concerns, residents could also escalate issues by forwarding on information to their local Tenants and Residents Associations (TRAs. Under the Better Neighbourhoods Investment Programme, TRAs are engaged on an ongoing basis throughout the construction phase, enabling resident concerns to be identified and addressed during the course of the project. Other options included contacting THH directly or participating in mid-project or end of project snagging walkabouts to highlight any concerns.

6.4 The Panel noted that although there were a range of options in place, these constrained residents based on whether or not they had access to an active resident group or are able to participate in estate walkabouts. The Panel also noted that in line with the service standards associated with complaints, residents were at risk of prolonged exposure to poor working practices without being able to secure a swift remedy. This however could be overcome through the creation of a mechanism, such as a generic email inbox or a reporting tool, to enable residents to escalate concerns and submit photographic or video evidence. In doing so, information captured through this channel could also play an important role in supporting THH to monitor performance, and increase operating standards on sites.

Recommendation 4

Introduce a mechanism for residents to report health and safety concerns to THH using photos/videos.

Fire and gas safety

7.1 Whilst not formally part of the review, the Panel briefly explored how fire and gas safety was considered during the delivery of Major Works. Officers advised that under the requirements of the Construction Design and Management Regulations 2015, all sites would have to be appropriately surveyed to identify potential risks and appropriate mitigations. This would include taking into consideration factors such as working near boilers and gas supplies, the impact of scaffolding, fire escapes, site layout and access for emergency services.

7.2 In line with regulatory requirements, all tenanted properties receive an annual gas safety check and hold a valid certificate. This plays an important role in minimising the overall levels of risk on site. Although leaseholders are expected to carry out gas safety checks, there are insufficient powers to enforce this requirement. Leaseholders seeking to sublet are subject to different regulations. THH has however developed an offer in partnership with its provider of responsive repairs to extend the offer of gas safety checks to leaseholders at a reduced cost.

7.3 As part of its obligations under the Regulatory Reform (Fire Safety) Order 2005, THH has renewed all Fire Risk Assessments (FRAs) for its housing stock. Between June 2016 and July 2017 (prior to the tragic events at Grenfell Tower), 911 FRAs were carried out resulting in 12,000 actions being identified and prioritised on the basis of risk. Blocks deemed as high risk have received prioritised remedial works, with the remainder planned to be addressed as part of the Better Neighbourhoods Investment Programme.

7.4 The Panel noted that THH has a separate work stream to engage residents on issues related to fire safety. This includes working closely with resident groups to provide regular updates on the steps being taken to improve fire safety across its estates.

7.5 The Panel concluded its review by noting that its recommendations would be formally presented to the THH Board before being adopted. Once agreed, an action plan would be produced setting out how these recommendations would be implemented. A progress update would be offered to the Panel in 12 months.

Tower Hamlets Homes

Tower Hamlets Homes Residents' Panel

Scrutiny Review Action Plan 2018-19

Managing Health and Safety during Major Works

	Recommendation	Actions	Completion	Lead
1	Improve how THH communicates with residents during Major Works by developing an information pack which includes: a. A checklist of key information residents should receive about the project b. Project timelines and key contacts c. Health and safety standards to be observed on site d. The roles, responsibilities and accountabilities between THH and contractors during Major Works	Introduce a 'Contractors Charter' which sets out the standards of conduct for contractors to sign up to and follow on site. This will be displayed on site compounds and included in communication with residents Develop and distribute a residents 'hand book' that will provide residents information on project timelines, key contacts and the roles and responsibilities of THH and contractors Produce an internal checklist of key information for individual projects, which is to be shared with residents prior to the commencement of works	March 2019	Capital Programmes Delivery Manager
2	Explore how residents can be involved in supporting contract management arrangements.	Explore with residents how they could be involved/ contribute to supporting contract management arrangements and pilot on small scale projects.	March 2019	Capital Programmes Delivery Manager

Tower Hamlets Homes

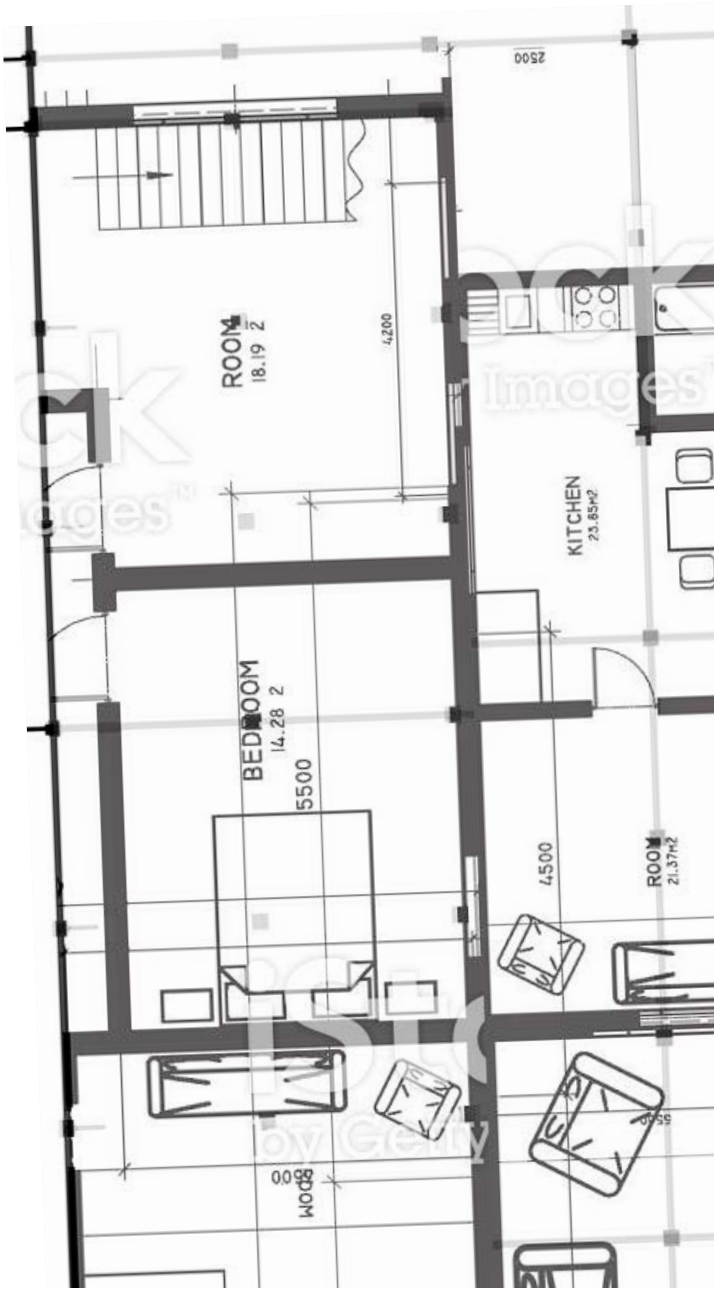
Tower Hamlets Homes Residents' Panel

Scrutiny Review Action Plan 2018-19

Managing Health and Safety during Major Works

	Recommendation	Actions	Completion	Lead
3	Improve transparency by publishing key information online such as: a. Information on duty holders, on-site facilities, risk assessments and environmental impact during Major Works (in line with the Construction and Design Management Regulations (CDM) 2015) b. Publicising information on site visits conducted by THH staff c. Sharing information on safety and quality assessments planned as part of the Major Works post-completion process	Share information covered under (a), (b) and (c) for each project on the THH website	December 2018	Capital Programmes Delivery Manager
		Introduce a 'Meet the Contractor' item on the residents' associations and tenants panel meeting agendas for blocks undergoing or about to undergo capital works	January 2019	
		On the longer term, develop a building information system that allows residents access to current and historical building safety documentation, fire risk assessments, systems maintenance records etc	March 2019 (provisional)	Investment/ Building Safety Manager
		Develop an arrangement that allows residents, under agreed terms, to view health and safety documents in site offices	March 2019	Capital Programmes Delivery Manager
4	Introduce a mechanism for residents to report health and safety concerns to THH using photos/videos.	Write a protocol, which defines scope of incidents, expected response, timelines etc., for building safety concerns reported by residents	To Be Agreed with new Lead.	Head of Health and Safety

Residents' Panel
Managing Health and Safety during Major Works
Scrutiny Review Report
August 2018



Tower Hamlets Homes

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If you would like to help THH improve its services, please get in touch by emailing us at **scrutiny@thh.org.uk**

Board of Directors 11th December 2018	Tower Hamlets Homes
Report authorised by: Paul Davey, Director of Business Transformation **Report Author:** Tony Lewis	**Report type:** For decision
Title: Residents Fire Safety Strategic Group	

1. Introduction

1.1 In response to the Government's recent Social Housing Green Paper, the recommendations made by Dame Judith Hackitt and resident requests, THH is proposing to complete the arrangements for meaningful engagement with residents on fire safety.

1.2 It is proposed that a 'Residents Fire Safety Strategic Group' is formed to provide the strategic element of joint working with a residents group which fits in with the THH Governance structure. Following discussions with residents and some trial meetings, it is proposed that:

a) Membership consist of 2 x Board Members, 2 x Resident Panel Members, 2 x Service Development Group Members and 2 x Representatives from the Tower Hamlets Federation of TRAs (who are THH residents) along with senior staff from THH and the London Fire Brigade and serviced by the THH Scrutiny Department

b) The meeting convenes every three or four months

c) Forms part of the existing THH governance arrangements in becoming a sub group of the Residents Panel

d) Considers the strategic approach to fire safety in terms of the THH Fire Safety Strategy, progress on delivery of programme and considering emerging issues and good practice.

2. Recommendation

That Board approve the proposal to create a Residents Fire Safety Strategic Group as detailed in section 1.2 of the report.

3. Drivers

3.1 Dame Judith Hackitt's independent review of building regulation and fire safety states that residents have an important role to play in identifying and reporting issues that may impact on the safety of the building and in meeting their obligations, including co-operating with crucial safety-related works, to ensure their own safety and that of their neighbours.

3.2 Two of the five core themes of the Government's Social Housing Green Paper: a 'new deal' for social housing include 'Empowering residents…' and 'Ensuring homes are safe and decent.'

3.3 Residents, including the Federation of Tower Hamlets TRAs, have been keen to form a strategic group to discuss fire safety and have been discussing this proactively with the THH Executive Team.

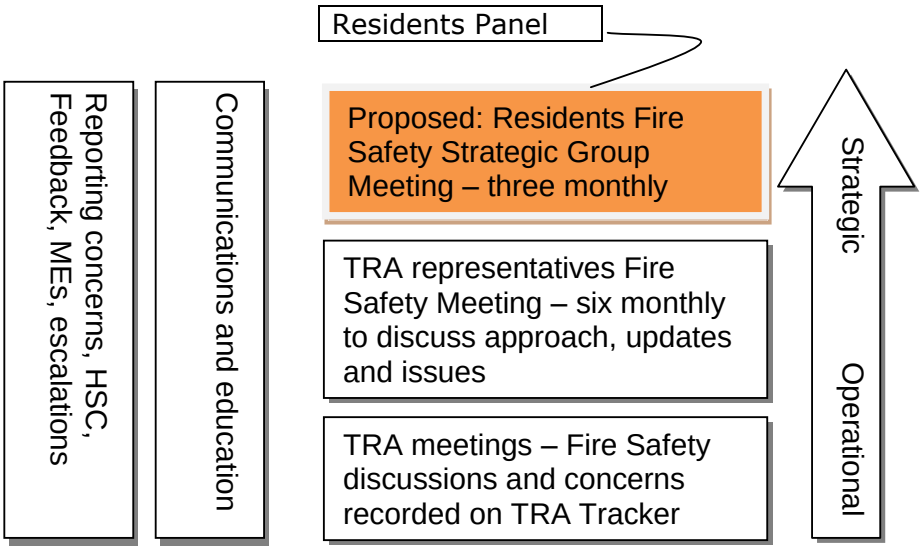
4. Overall Engagement approach

4.1 The overall engagement approach has a number of strands and levels. A specific Residents Fire Safety Engagement Strategy has been created which sits under THH's overarching Engagement Strategy and is designed to ensure THH's approach is a robust response to the recommendations of such reports as the Dame Judith Hackitt and in particular the 'Resident Voice' section.

4.2 Many elements of communication, education, engagement, reporting concerns and escalation of fire safety concerns are now in place. The remaining outstanding level is that of a strategic group for fire safety.

4.3 A number of attempts have been made to create a meaningful strategic meeting through using the six-monthly TRA Fire Safety Meeting, creating a sub group of this, creating it as part of the existing Residents Panel or attending the Tower Hamlets Federation of TRAs. None of these have proved wholly successful for either THH or those residents who wish to influence the fire safety approach at a strategic level in terms of membership, timing, views on content or progress. Therefore the proposal as detailed in section 1.2 of this report is proposed to Board.

4.4 The following diagram shows where the Residents Fire Safety Strategic Group with the overall approach.



5. Terms of Reference

It is proposed that, if approved by Board, this group meets for the first time in January 2019. At that meeting Terms of Reference should be agreed so that all involved are clear about the aims, objectives and methodology of the Fire Safety Group.

Draft terms of reference are appended as Appendix 1 to this report.

Tower Hamlets Homes

THH RESIDENTS FIRE SAFETY STRATEGIC GROUP
TERMS OF REFERENCE - 2018

1. Purpose

The Resident's Fire Safety Strategic Group operates as a sub-committee of the THH Residents' Panel. Its role is to ensure that the resident voice – in terms of all aspects of building safety affecting residents (including fire safety) – is listened to, heard and acted upon by THH. Members of the group will scrutinise performance of THH and make recommendations on the strategic approach to managing and communicating on issues of building safety.

2.0 Powers of the Group

2.1 The panel has the power to commission/request the following:

- Request progress and performance data on areas linked to building safety
- Request visits to high performing organisations
- Request expert advice
- Make recommendations to the Executive and THH Board
- Group members can request a 15 minute slot, for a private discussion without the presence of THH staff, at the start or end of the meeting

2.2 The Resident's Fire Safety Strategic Group will work closely with other resident groups.

3.0 Membership, recruitment, servicing

The panel will have a maximum of eight members and will comprise:

- 2 x THH Board Directors
- 2 x Federation of Tower Hamlets Tenants and Residents Associations (that are also residents of Tower Hamlets Homes)
- 2 x THH Resident Panel Members
- 2 x THH Service Development Group Members

3.1 The Panel will be supported permanently by two members of THH Staff. This will include the Director of Asset Management and the Director of Neighbourhoods or their representatives. Meetings may also be attended by other THH staff as required also by representatives from external partners such as the London Fire Brigade.

3.2 Any tenants or residents who are the subject of serious complaints, or have any previous or current history of anti-social behaviour, will not be eligible.

3.3 Residents may attend the Residents' Fire Safety Strategic Group meetings as observers or co-opted members.

3.4 All decisions made by the Residents' Fire Safety Strategic Group will be based on the overall majority vote. Observers are excluded from this.

3.5 Agendas and papers will be circulated at least 5 working days prior to panel meetings. Minutes of the meeting will be circulated within 10 working days.

4.0 Role of Members

4.1 Residents of the Group act as an advisory body and do not have powers on the operational running of the organisation.

4.2 Members must not bring THH into disrepute when undertaking their duties and must maintain confidentiality. This includes not sharing or inappropriately using contact details of other members of the panel.

4.3 All members of the group will adhere to THH Engagement Core Values. Tower Hamlets Homes has the power to exclude any members who are in breach of these values.

5.0 Length of Service

5.1 Members will serve for a period of 3 years after which they must stand down.

5.2 Members may seek an additional term, however this will be considered in line with other applications for membership to the panel.

6.0 Frequency of meetings

6.1 The panel will generally meet three/four times a year as determined by the group. The minimum number of meetings will be three per year.

6.2 Members (excluding THH staff and the London Fire Brigade) that fail to attend two or more consecutive meetings without appropriate notification will be considered to have resigned from their role on the panel.

6.3 The quorum for the Group is a minimum of 4 members.

7.0 Chair of the Panel

7.1 The group will have a dedicated chair for a period of three years.

7.2 The group will have one vice chair for a period of three years. The vice chair will be responsible for chairing meetings in the absence of the chair.

8.0 Forward Plan

8.1 The Group will maintain a forward plan that will be reviewed following each meeting.

9.0 Training and Development

9.1 Group members may request access to training to support them in their roles. This will be available subject to cost and availability of the training requested.

10.0 Additional support

10.1 Support may be provided for child care needs and to residents with mobility issues. Panel members should speak to the Scrutiny and Resident Feedback Team should they require assistance.

Board 11th December 2018	Tower Hamlets Homes
Report authorised by: Paul Davey, Director of Business Transformation **Report Author:** Sarah Pace , Head of Business Development r	**Report type:** For discussion / decision
2019/20 Business Plan – Outline Draft and Timetable	

1. Introduction

1.1. This paper presents the Outline Draft Business Plan 2019/20 [Appendix 1] for approval prior to submission to the Client by 31st December, as required by the Management Agreement.

1.2. The Business Plan for next year is being developed under unique circumstances, in so far as the outcome of the Review of THH has yet to be determined. Under normal circumstances our Business Plan would be due for a full refresh, having at the end of 2018/19 reached its expiry.

1.3. The uncertainty about our future beyond July 2020 means that it is not possible to develop a 3 year plan and for this reason the Client has requested that our existing plan be updated for 1 year. Notwithstanding the challenge the current uncertainty presents, the draft plan is an opportunity to clearly convey to the Council the ambition and value of THH, demonstrate our improving trend in performance and value for money driven by our ongoing transformation programme.

1.4. The full Business Plan will also show how we have, and will continue to respond to the changing context in which we work. The Plan will provide narrative and action that positions THH to respond to the outcome of the Review and, should an extension of the Management Agreement be agreed, responds to the Social Housing Green Paper.

1.5. Significantly, through the Plan we propose to prioritise place-shaping; extending the remit of the Better Neighbourhoods Programme to invest in communal areas to provide residents with spaces they value. Great public space cannot be measured by its physical attributes alone; it can also serve people as a vital community resource - space that people of all ages and backgrounds can enjoy and that contribute to the health and wellbeing of communities.

1.6. The paper also presents a schedule for the remainder of the 2019/20 Business Planning process [Appendix 2] for information

Recommendations

That the Board:
a) approve the Outline Draft 2019/20 Business Plan for submission to the Client by 31st December 2018.

b) agree to the inclusion of place-shaping as a priority

c) note the timetable for the delivery of the full 2019/20 Business Plan by the end of this financial year to meet the terms of the Management Agreement.

2. Outline Business Plan

2.1. In brief, the outline draft (set out at Appendix 1) includes:

- A recommitment to our existing Vision and Mission and goals
- High level resident satisfaction information for 2018/19
- A summary of Business Transformation activity for next year.
- Service improvement plan projects that are likely to carry forward into next year.

3.2 The full business plan, to be submitted to the Client on or before 31st March 2019, will include more detail in the above sections and the following additional sections:

- Statement from the CEO and Chair of the Board – this will be key to positioning THH in advance of the decision on the outcome of the Review of THH being made
- National and local policy context
- Medium term financial outlook
- 2019/20 and five year Capital Programmes
- 2019/20 BCI targets, to be agreed with the Client
- 2018/19 year-end review
- 2019/20 Service Improvement Plan

These additional sections will be completed by the Business Development Team in liaison with relevant officers, to the timetable set out in Appendix 2.

3. Timetable

3.1. The timetable assumes a hard 31st March deadline for publishing the final Business Plan, though in reality LBTH has given dispensation to publish at a later date in previous years. Timings for each stage are based on precedent from previous business planning cycles and are set to accommodate existing EMT, Board, BiOp, and Client Performance Sub Group meeting dates..

3.2. As has been the case in previous years, approval at this time will be sought from the Board to delegate authority to the Chair and CEO to make any final amendments to the Plan which may be required.

Appendix 1:
Draft
Outline Business Plan2019/20

Our Vision and Mission

In April 2016 we published our Business Plan; in which we set out our Vision and Mission.

Whilst the national policy context has shifted and the London Borough of Tower Hamlets set savings requirements for us to deliver, we remain committed to our vision, which chimes well with the spirit of the Social Housing Green Paper:

***Thriving, safe, and sustainable neighbourhoods where residents can be proud of their homes, respect one another, and realise their potential*.**

To achieve this vision we will continue to work with residents, partners, and the Council to:

- Deliver Organisational Excellence
- Maintain homes and neighbourhoods to be proud of
- Provide excellent customer services

Our goals remain relevant and hold firm.

Deliver Organisational Excellence
• Create a more efficient and accountable operating model – avoid duplication, clarify staff responsibilities and make processes simpler • Provide right first time services – work across teams to provide responsive services that meet residents' needs and are easy to use • Know our customers better – collect and use information about tenants, leaseholders and their subtenants to provide better services and communication • Maximise efficiency through better use of IT – staff making better use of systems and increased digital access for customers • Maximise income streams – increase rent and service charge collection, re-let homes more quickly, and explore opportunities for new business • Increase staff ability to get things consistently right – clear guidance in place for everything we do and responsibilities understood • Develop our workforce – drive improvement through our People Strategy • Drive up and recognise staff performance – manage performance better through our appraisal system

Appendix 1:
Draft
Outline Business Plan2019/20

Maintain Homes and Neighbourhoods to be Proud of
• Keep residents safe -maintain up to date fire risk assessments and deliver planned programme of fire safety and other safety works • Maintain cleaner and greener neighbourhoods – work with residents and partners to improve the look and feel of the public realm • Make neighbourhoods feel safer – work with partners to tackle ASB • Build resilient communities – work with partners to help residents into work and manage the impact of welfare reform • Increase customer satisfaction in repairs and major works – work with contractors so repairs and planned works are right first time and faults are rectified quickly • Invest strategically in the assets we manage – take a planned approach to longer term investment programmes that give good value for money • Work with the council on regeneration – assist with the design and handover of new builds • Manage contractors more effectively – work with contractors to reduce complaints and hold them to account

Provide Excellent Customer Service
• Place customers at the centre of what we do – staff focused on delivering excellence for residents • Make our customer offer clearer – help customers know what they can expect from us • Clarify and enforce rights and responsibilities – ensure tenants and leaseholders fulfil their obligations • Provide a new deal for leaseholders – let leaseholders know what we can do for them and expand our offer • Offer help to customers who need it most – work with partners to assist vulnerable residents so they remain supported in their homes • Treat customers with respect – keep customers up to date with what's going on and treat them fairly

Appendix 1:
Draft
Outline Business Plan2019/20

Continuous Improvement

Since we published our Business Plan and embarked on our Transformation Programme, resident satisfaction, measured monthly by our independent market research partner, has increased across a number of areas.

Satisfaction	15/16	Q2 18/19
Overall Satisfaction	79%	83%
Tenant Satisfaction	85%	89%
Leaseholder Satisfaction	67%	69%
Keeping residents informed	84%	88%
Taking residents' views into account	68%	73%
Caretaking	83%	86%
Repairs	90%	89%
Major Works	74%	84%
Residents agree THH does what it says	74%	80%

Annual sample size:
Repairs - 5,000
Major works – scaled to programme
Other – 2,000

Much has already been achieved and our improving trend in performance and increasing resident satisfaction together indicate we are focussing on the right things.

Technology; organisational culture; performance management; a knowledgeable and trained workforce, and informed and engaged residents all play a major role in the continuation of our transformation journey. Joining together these essential elements for improvement through our Customer Access and Experience Programme we are improving our services in order to provide an excellent customer experience by delivering services right first time in a way that customers can easily and conveniently access.

Customer Access and Experience Programme

During 2017/18, we started the next phase of the Customer Access and Experience Programme. Our programme has been developed to ensure:

- Our systems are integrated and support a digitally enabled workforce;
- Residents are able to access services across a range of channels and increasingly choose to self-serve online;
- We create a more efficient operating model;
- Our ambitions are achieved through the effective engagement and development of a high performing workforce.

The projects that were in the first phase of the programme are:

- Anti-social behaviour (including online reporting)
- Communal repairs
- Parking improvements
- Implementing our digital strategy including the introduction of mobile working using digital devices
- The Residents Services Improvement Project to review tenancy and leasehold management procedures.

- Responsive repairs (online access and SMS updates)
- Environmental Services
- The People Strategy

Each of these projects has resulted in the development of an improvement plan and a number of the actions in these plans have already been implemented, including:

- Making various improvements to the **anti-social behaviour (ASB) service** including: introducing new procedures so that all reports of ASB are now assessed by our specialist ASB team; publishing new service standards for dealing with ASB; and introducing new online reporting facilities and new out of hours reporting arrangements for ASB.

- Introducing various measures to improve the **communal repairs service**, such as improving the caretaker reporting arrangements for communal repairs and implementing a new post-inspection regime which targets high value and high risk jobs (this has improved our quality control by increasing the number of communal repairs jobs being post-inspected).

- Streamlining the **parking** space application which has reduced the time taken to process applications from several weeks to an average of just four days.

- Agreeing a range of other measures that will be introduced to improve the management of **parking** spaces on housing estates, including the introduction of Traffic Management Orders (subject to consultation) for more effective enforcement of parking.

- Continuing to promote **MyTHH**, our online self-service portal so that more residents are now using this to check their rent balance, report repairs and other matters to us (over 3,000 residents have now registered on the system).

- Reviewing all of our **tenancy and leasehold management** procedures as part of our overall reorganisation of Neighbourhood Services.

- Improving our **repairs appointments** system by entering appointments directly into our contractor's computer system.

- The **People Strategy** has continued to support the Customer Access and Experience Programme through new people development schemes and new systems, policies and procedures, including a leadership excellence programme, a mentoring scheme, the Women's Leadership Programme, a new management development programme, a new staff core development programme and the development of THHbuzz which is our staff rewards and recognition package.

We are keen to maintain the momentum of the programme and therefore as well as continuing to implement actions from the projects in the first phase, we have commenced the following second phase projects:

- **Review of leaseholder services** – this will be a wide-ranging review involving leaseholders in examining the organisational structures, communication, service standards, billing, consultation, support and payment options.

Appendix 1:
Draft
Outline Business Plan2019/20

- **Management of sublets for leaseholders** – the project will enable us to take a pro-active approach in relation to the subletting of leasehold properties, including creating a register of sublet properties and tackling holiday lets such as Airbnb.

- **Institute of Customer Services accreditation** - the accreditation will provide external scrutiny to gauge the impact of the improvements we are making. It will also help to identify and address areas for improvement as part of our continuous improvement approach.

- **Digital inclusion** – this project will help to encourage and enable residents who are currently digitally excluded to get online and will complement the work we are doing to promote online self-service.

- **Next phase of mobile working** – this will extend our programme of giving staff the tools to access and update systems while on site using mobile devices in order to improve efficiency.

- **Review of the THH website** - the focus of this review will be to ensure our website is accessible and user-friendly in order to encourage customers to make full use of the website.

The projects that have already moved into business as usual are:

- Anti-social behaviour;
- The Residents Services Improvement Project, which was linked to the restructuring of Neighbourhoods.

During the year, we expect the following projects to also move to business as usual:

- The first phase of mobile working;
- Communal repairs;
- Environmental Services - operational changes.

Priorities
Beyond our Customer Access and Experience Programme we will place emphasis on the following priorities, each of which will be reflected in our Service Improvement Plan for 2019/20.

***Safe Homes*:** In conjunction with our Better Neighbourhoods Programme we will continue the accelerated delivery of our fire safety works programme and our Neighbourhood Fire Safety Team will continue to carry out safety inspections throughout the borough. In response to the findings and recommendations from the Dame Hackitt review, we will have in place a framework to enable better resident input and communication from 2019. We will ensure our Fire Safety Strategy, and delivery, reflects all recommendations arising from the Dame Hackitt review and Social Housing Green Paper.

Appendix 1:
Draft
Outline Business Plan2019/20

Better Neighbourhoods: Beyond the existing Better Neighbourhoods Programme, our place-shaping plans will complement the Council's locally-based approach to creating sustainable places and communities.

Although we manage multi-tenure estates and there is still a feeling that they are separate and distinct from the rest of the borough. In part this due to the stigma attached to council housing, but it is also due to a lack of a shared local vision and priorities for delivering better places.

THH will provide a coordinated approach to identifying local priorities and delivery of actions to meet local need, including housing, infrastructure, recreation and leisure spaces.

With additional investment, we could deliver a comprehensive programme that has the potential to transform the look and feel of estates and provide communities with spaces they value. We welcome an opportunity to work with the Council to identify a strategy to balances financial resources across stock and neighbourhood investment, regeneration and the provision of new homes.

Financial Health: Building on the successful launch of our Financial Health Centre this year we will continue to offer support to those impacted by welfare reform and the challenges brought by the rollout of Universal Credit. Over the year we will look to maximise the extent of our partnerships to benefit residents with a range of services including advice and support on debt; welfare benefits; universal credit; employment; money management; training; job searching and disability matters.

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Tower Hamlets Homes

Appendix 2:
2019/20 Business Plan
Draft Timetable

Ref:	Task	Start	Finish
1	**Agree Approach**	**22/08/18**	**25/10/18**
1.1	EMT	22/08/18	22/08/18
1.2	Client	05/09/18	05/09/17
1.3	Board (Formal)	26/09/18	29/09/18
1.4	Board Away Day	25/10/18	25/10/18
1	**Outline Business Plan Draft**	**26/10/18**	**31/01/19**
1.1	Draft outline Business Plan	26/10/18	23/11/18
1.2	Outline Business Plan considered by EMT	28/11/18	28/11/18
1.3	Revisions to draft (if required)	29/11/18	04/12/18
1.4	Outline Business Plan considered by Board	11/12/18	11/12/18
1.5	Revisions to draft (if required)	12/12/18	23/12/18
1.6	Outline Business Plan submitted to Client for comment	24/12/18	24/12/18
1.7	Comments received from Client	02/01/19	31/01/19
3	**Business Critical Indicators**	**26/11/18**	**28/02/19**
3.1	Proposed suite of indicators and targets developed by HoS/BDT and agreed by Directors	26/11/18	31/01/19
3.2	Client Performance Sub-Group discussion	23/01/19	23/01/19
3.3	BCI: measures and targets confirmed by EMT	13/02/19	13/02/19
3.4	Proposed indicators and targets discussed with Client (BiOp)	Feb 19 (date tbc)	Feb 19 (date tbc)
4	**Full Business Plan Draft**	**02/01/19**	**18/02/19**
4.1	First full draft (opening statement, policy context, transformation, service improvement plan, 18/19 review financial outlook, capital programme)	02/01/19	08/02/19
4.2	Draft agreed by EMT	13/02/19	13/02/19
4.3	Revisions to draft (if required)	14/02/19	15/02/19
4.4	Draft full document including BCI targets to Client for comment (possible discussion Bi-Op in Feb date tbc)	18/02/19	18/02/19
5	**Approval**	**26/02/19**	**31/03/19**
5.1	Full draft Business Plan to Board	26/02/19	26/02/19
5.2	Revisions to final draft (including final targets)	27/02/19	22/03/19
5.3	Final draft submitted to Client	25/03/19	25/03/19
5.4	Final Business Plan published	31/03/19	31/03/19

58Finance & Audit Committee 11th December 2018	
Report authorised by: Paul Davey, Director of Business Transformation **Report Author:** Chris Smith, Head of Resources	**Report type:** For decision
Title: Strategic Risk Register	

1. Introduction

The Finance and Audit Committee reviewed the Strategic and Operational Risk Registers at their meeting in October. At their July meeting the Chair of the Board had been tasked, along with the Chief Executive and senior officers, to review the existing risk registers and propose a fresh approach to the management of risk in Tower Hamlets Homes.

2. Recommendation

2.1 That the Board review and approve the proposed Strategic Risk Register.

3. Strategic Risk Register

In refreshing the Strategic Risk Register the aim had been to ensure a strong correlation between strategic and operational risks so that senior management were managing risks of concern to the Board, whilst allowing flexibility for emerging operational risks to be incorporated into the strategic view when necessary.

Finance and Audit Committee have recommended the following Strategic Risk Register be adopted by the Board.

Proposed Strategic Risk Register

Financial Constraints

- Reductions in the total available budget and operational cash flow, both for THH and for the overarching Housing Revenue Account, could have an adverse impact on THH's ability to deliver its strategic priorities.

Health & Safety
- Serious incident arising due to failures in inspection regimes, non-compliance with statutory guidance or deficiencies within current guidance or standards.

Staffing
- Potential loss of key personnel or business intelligence through the loss of experience staff with valuable knowledge about THH's services and properties.

Service Delivery
- Serious service delivery failure, including a safeguarding incident, resulting in adverse publicity and reputational damage to THH

Governance/Compliance
- Failure to comply with required local governance arrangements or national governance/compliance regimes.
-

Political
- National and local political changes threaten future operations of THH

4. Strategic and Operational Risk Alignments

These new Strategic Risks would align with the current Operational Risk Register as follows:

Proposed Strategic Risks	Related Operational Risks
Financial Constraints	06 – Reduction in tenant rental & service charge income 11 – Failure to recover Leaseholder service charge income 02 – Inadequate financial controls
Health & Safety	01 – Very serious breach of Health & Safety compliance
Staffing	03 – Loss of experienced & knowledgeable staff 04 – Inability to deliver culture change
Service Delivery	08 – Very serious breach of Data Protection 07 – Inability to provide normal service quality 10 - Failure to deliver services 05 – Inability to manage estate facilities
Political	12 – THH ceases operations 09 – Changes to housing sector policy

The current Operational Risk Register is attached as Appendix One. The Senior Management Team will shortly be reviewing and refreshing the Operational Risk Register as part of the Business Planning cycle for 2019/20.

Appendix One – Operational Risk Register

Risk Ref	Risk	Likelihood	Impact	Risk Score
ORR - THH01	Very serious breach of Health & Safety compliance	3	5	15
ORR - THH08	Very serious breach of Data Protection	3	4	12
ORR – THH12	THH Ceases Operations	3	4	12
ORR - THH07	Inability to provide normal service delivery	3	3	9
ORR - THH06	Reduction in tenant rental and service charge income	3	3	9
ORR - THH11	Failure to recover leasehold service charge income	3	3	9
ORR - THH02	Inadequate financial controls	2	3	6
ORR - THH05	Inability to manage estate facilities	3	3	6
ORR - THH03	Loss of experienced and knowledgeable staff	2	2	4
ORR - THH10	Failure to deliver services	2	2	4
ORR - THH09	Changes to Housing Sector Policy	2	1	2
ORR - THH04	Inability to deliver organisational culture change	1	2	2

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Risk and Control Summary Report

Triggers

- Failure to identify individual health and safety risks
- Failure to implement appropriate control measures to manage H&S risks of the stock THH manages and the offices/workspaces (E.G. FIRE, ASBESTOS, LEGIONELLA)
- Lack of monitoring and management of control measures
- Inadequate Codes of Practice
- Contractors/staff not competent
- Lack of appropriate planning and management
- Insufficient information about H&S issues

Risk - THHORR0033

Health & Safety

ORR - THH01
Very serious breach of Health & Safety compliance

Assigned to : William Manning
Review Date : 17/12/2018

Consequences

- Death or serious injury to one or more persons
- Multiple minor injuries
- Risk of prosecution/fines
- Imprisonment of staff
- Civil action
- Increase in resident/customer anxiety resulting in increased volumes of enquiries/complaints
- Reputational damage
- Damage to homes

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0033/001	Fire Safety Works Programme Contracts procured for first phase of fire safety works - LCP1 under the London construction Programme works to commence September 2018	In Progress	20%		William Manning	30/11/2018
THHORR0033/002	Effective monitoring of H&S dashboard	In Place			William Manning	
THHORR0033/003	Implementation of H&S Management System and Plan	In Place			William Manning	
THHORR0033/004	Work of Compliance Officers	In Place			William Manning	
THHORR0033/005	Implement Asbestos Management Plan	In Place			William Manning	
THHORR0033/006	Carry out asbestos communal area surveys An asbestos survey consultant has been appointed to carry out the communal area asbestos surveys. A project manager also needs to be appointed to manage the delivery of the surveys and tenders are currently being reviewed for this role. Programme started on all communal areas from 05/10/18 until April 2019; Armstrong York are doing the survey	In Progress	10%	25/04/2019	Seton Akojenu	08/11/2018
THHORR0033/007	Gas safety checks	In Place			William Manning	
THHORR0033/008	Smoke alarm checks	In Place			William Manning	
THHORR0033/009	Water risk assessments	In Place			William Manning	
THHORR0033/010	Spot checks of contractors sites	In Place			William Manning	

Risk and Control Summary Report

Risk and Control Summary Report

Triggers

- Staff providing confidential information to third parties without authorisation
- Data loss including information being sent to wrong recipients such as mis-addressed letters/data/correspondence emailed insecurely or to wrong address
- Data transferred to non-secure devices or storage
- Physical loss of sensitive data in hard copy
- Poor quality or non-maintained data

Risk - THHORR0040

Legal

ORR - THH08
Very Serious Breach of Data Protection

Assigned to : Chris Smith
Review Date : 10/01/2019

Consequences

- Reputation damage with individuals affected and through possible press coverage
- Censure by LBTH Client
- Information commissioner investigation
- Fine
- Decrease in satisfaction

Control Measures

See next page

7.1

Risk and Control Summary Report

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0040/006	GDPR Data Protection training - Revised training to cover GDPR deployed to all office-based staff across THH - Training programme devised with LBTH and delivering from December 2017 to February 2018 - SMT trained 05/12/2017 - Training Course held 22/1/18 - 24 places booked - 83% attendance - Training Course held 8/2/18 - 24 places booked - 79% attendance - Training Course 14/2/18 - 28 places booked - 92% attendance - Training 16/4/18 - 27 places booked - 96% attendance - Training 20/6/18 - 29 places booked - 66% attendance - Training 28/6/18 - 29 places booked - 75% attendance - A total of 154 staff have been trained so far - Additional training dates requested of LBTH	In Progress	75%	31/01/2019	Chris Smith	02/01/2019
THHORR0040/009	Information Asset Register / Data Mapping - Data Mapping exercise carried out by GDPR Working Group. Resultant IAR updated and loaded to JCAD - Target date updated to 30/07/18; JCAD IAR yet to be formally released, work underway to identify and document data sources - Retention and Disposal Schedule 90% complete	In Progress	35%	31/01/2019	Chris Smith	02/01/2019
THHORR0040/010	GDPR Process Reviews - To define standard organisational processes (e.g. Right to Access, Right to be Forgotten, Breach Notification) and review service processes for legal framework, datasets used etc. - Draft processes being reviewed for formal approval	In Progress	75%	31/01/2019	Chris Smith	05/01/2019
THHORR0040/011	GDPR Contract Reviews	In Progress	75%	31/12/2018	Chris Smith	26/12/2018

Risk and Control Summary Report

	- Vary existing contracts and procurement process to include GDPR provisions to ensure third parties are complying with GDPR Contract Amendments have been signed and returned by: - Mears - Openview - Precision Contract Amendments have NOT been returned by: - GEM Environmental - Go Train - Phoenix - Property Tectonic - Stannah - Streets of Growth However the amendment is considered to be applied to the contract unless actively contested by the contracted company.		
THHORR0040/001	Network security controls	In Place	Chris Smith
THHORR0040/002	Secure data sharing solutions in place (Egress, Box.com) and access to non-secure solutions being disabled	In Place	Chris Smith
THHORR0040/003	Sophos encryption for all laptops	In Place	Chris Smith
THHORR0040/004	MaaS360 for mobile email	In Place	Chris Smith
THHORR0040/005	Diligent Board for all Board and Committee papers	In Place	Chris Smith
THHORR0040/007	Corporate data management and IT usage policies	In Place	Chris Smith
THHORR0040/008	GDPR Working Group established and implementation plan in place - GDPR Working Group met on 10/01/2018. Will meet fortnightly to progress implementation plan	In Place	Chris Smith

Risk and Control Summary Report

Triggers

- Review of Management Agreement recommends housing management goes back in house at the council
- THH's financial position becomes unsustainable
- Change in government policy that precludes the use of Arms Length Management Organisations for housing services

Risk - THHORR0044

Governance

ORR - THH12
THH Ceases Operations

Assigned to : Susmita Sen
Review Date : 10/01/2019

Consequences

- TUPE situation for THH staff
- Novation of contracts from THH to council
- THH reserves need to meet outstanding commitments including redundancy costs

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0044/001	THH Input to Review of Management Agreement - Director of Business Transformation appointed to Review Group to represent THH's case for extension of Management Agreement - First LBTH Review Board meeting taking place 23/08/28 - THH instituted fortnightly meetings to develop pro-active communications with the Review Board - Focus groups, surveys and desk top survey arranged in liaison with Altair - Positive communications and information provided to Members	In Progress	10%	31/12/2018	Paul Davey	30/11/2018

Risk and Control Summary Report

Triggers

- Telephone system failure
- Computer system failure
- Office(s) unavailable
- Major travel disruption so staff unable to get to the office
- Pandemic event
- Lack of resources

Risk - THHORR0039

Business Continuity Management

ORR - THH07
Inability to provide normal service delivery

Assigned to : Chris Smith
Review Date : 10/01/2019

Consequences

- Delays / reduced services to customers
- Failure to provide service delivery at first point of contact
- Reduced satisfaction
- Adverse publicity on social media
- Reputational impact
- Staff frustration
- Reduced satisfaction

Control Measures

Reference	Control Measure	Status	Target Date	Assigned To	Review Date
THHORR0039/001	Resilience built into new telephony network Qubic service improvement plan has seen improved network stability since early 2018.	In Place		Chris Smith	
THHORR0039/002	THH operates from multiple locations	In Place		Chris Smith	
THHORR0039/003	Customer Access staff are cross-trained on phones, counters and administration tasks	In Place		Chris Smith	
THHORR0039/004	Remote access is possible using VDI/laptops	In Place		Chris Smith	
THHORR0039/005	Business Continuity Plan	In Place		Chris Smith	

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Risk and Control Summary Report

Triggers

Arising from:
- Impact of welfare reform
- TW judgement

Risk - THHORR0038

Performance

ORR - THH06
Reduction in tenant rental and service charge income

Assigned to : Ann Otesanya
Review Date : 31/01/2019

Consequences

- HRA Business Plan - less resource
- Loss of income
- Missed targets
- Reputation

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0038/001	Member of LGA collective proposing to challenge TW judgement	In Place			Ann Otesanya	
THHORR0038/002	Active engagement with advice and debt agencies - To support residents	In Place			Ann Otesanya	
THHORR0038/003	Maximising use of APAs	In Place			Ann Otesanya	
THHORR0038/004	Introduction of any day direct debit - Q1 2018/19 - 24/4 - this has slipped - delivery date not yet clear - Delivery date unlikely to be before September 2018 - Any day direct debit due to go live end of October 2018	In Progress	0%	31/10/2018	Ann Otesanya	10/01/2019
THHORR0038/005	Changes to ICT - To enable more focussed recovery by the AROs (in place by March 2018)	In Place			Ann Otesanya	

Risk and Control Summary Report

Triggers

- S20 consultation failure
- Not complying with lease
- Capping impaction
- Efficiency of collection
- Affordability
- Political noise

Risk - THHORR0043

Performance

ORR - THH11
Failure to recover LH service charge income

Assigned to : Ann Otesanya
Review Date : 10/04/2019

Consequences

- HRA Business Plan - less resource
- Loss of income
- Missed targets
- Reputation

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0043/001	Performance management of staff - To ensure procedures are followed	In Place			Ann Otesanya	
THHORR0043/002	Effective procedures in place for S20 consultation	In Place			Ann Otesanya	
THHORR0043/003	Changes to billing arrangements Significant progress made. April 2018 was the second year that major works estimates have been included in service charges. September 2018 will be the first year that actuals are issued. Further enhancements are proposed. Next review March 2019.	In Progress	50%		Ann Otesanya	15/03/2019
THHORR0043/004	More pro-active forward planning of capital works A five year capital programme is in place and work on the first two years has meant greater certainty about what will be delivered and when.	In Progress	60%		Ann Otesanya	15/03/2019

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Risk and Control Summary Report

Triggers

- Failure to operate within company or delegated cash limits
- Failure to implement expenditure reduction (savings proposals)
- Insufficient separation of duties in financial processes
- Inappropriate scheme of delegation or scheme not adhered to
- Inappropriate allocation of grant monies
- Phishing or other fraudulent activity
- Investments in financial institutions that fail
- New Business Opportunities go badly

Risk - THHORR0034

Financial

ORR - THH02
Inadequate financial controls

Assigned to : Neil Isaac
Review Date : 15/01/2019

Consequences

- Not enough operating capital to sustain the company
- Insufficient budget to deliver existing service model
- Irrecoverable loss of money
- Fraud
- Drain on THH funds

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0034/001	Financial regulations set out clear requirements	In Place			Neil Isaac	
THHORR0034/002	Clear division of duties	In Place			Neil Isaac	
THHORR0034/003	References taken up on appointment of staff	In Place			Neil Isaac	
THHORR0034/004	Regular internal and external audit	In Place			Neil Isaac	
THHORR0034/005	Regular meetings with the client to ensure that additional work by THH is matched to additional resources	In Place			Neil Isaac	
THHORR0034/006	Cash balances held in separate bank account	In Place			Neil Isaac	
THHORR0034/007	Staff trained not to accept random instructions to make a payment	In Place			Neil Isaac	
THHORR0034/008	Thorough budget setting and budget management process within THH	In Place			Neil Isaac	
THHORR0034/009	New Business Opportunities signed off by EMT / Gov & Rem Committee - Close monitoring by EMT - Risk minimised in proposals made	In Progress	0%		Neil Isaac	15/01/2019

Risk and Control Summary Report

Triggers

- Inaccurate stock condition information for sheds & garages
- Incorrect information advertised online
- Inability to enforce parking controls
- Challenges to contract law for parking enforcement
- Under performing enforcement contractors

Risk - THHORR0037

Performance

ORR - THH05
Inability to manage estate facilities

Assigned to : Ann Otesanya
Review Date : 19/12/2018

Consequences

- Resident dissatisfaction due to properties advertised that are not available
- Loss of income to HRA
- Uncontrolled parking on estates
- Increase in parking related complaints
- Stretched resources
- Reduced levels of satisfaction
- Increase in ASB

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0037/001	Re-organisation of Parking/non residential assets management Cabinet date for new policy 26/9/18 Online application provider appointed Re-organisation to follow-target April 2019	Proposed	50%	31/10/2018	Ann Otesanya	19/12/2018
THHORR0037/002	Completion of stock assets reconciliation exercise - Nearing completion; remainder will be phased with TMOs	In Progress	90%		Ann Otesanya	31/12/2018
THHORR0037/003	Development of new non residential assets policy - Awaiting Cabinet date - Consultation with resident groups on 21/09/17 - Policy largely complete - Re-submitted 5/6/18 to Cabinet	In Place			Ann Otesanya	
THHORR0037/004	Implementation of TMO on THH estates Agreed at Cabinet 26/9/18 First phase roll out aimed for completion Q1 2019/2020	In Progress	10%		Ann Otesanya	19/12/2018
THHORR0037/005	Online applications introduced that reduces administration - Procurement Bids assessed 20/4/18 - EMT report - end of May - Chipside appointed - Implementation schedule to be agreed following discussions with Council	Proposed	100%	31/12/2018	Ann Otesanya	31/12/2018

Risk and Control Summary Report

Triggers

- Post-Brexit restrictions on EU migrants
- Decline in staff morale
- £95k cap on redundancy/retirement awards
- Ageing workforce
- Successful lottery syndicate or similar
- Low staff morale and high turnover

Risk - THHORR0035

Workforce

ORR - THH03
Loss of experienced and knowledgeable staff

Assigned to : Paul Davey
Review Date : 31/03/2019

Consequences

- Loss of large proportion of caretaking service post-Brexit
- Loss of knowledge about THH-managed properties
- Inability to meet performance targets due to lack of staff

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0035/001	Keep political landscape under review	In Progress	30%		Paul Davey	31/03/2019
THHORR0035/002	Maintain close liaison with relevant agencies	In Progress	50%		Paul Davey	31/03/2019
THHORR0035/003	Targeted recruitment campaigning to be kept updated	In Progress	60%		Paul Davey	31/03/2019
THHORR0035/004	Consider increase in local apprentices scheme - Discussed at EMT; consideration complete	In Place			Paul Davey	

Risk and Control Summary Report

Triggers

- Lack of clarity for staff on what and how we deliver services
- Lack of resources
- Excessive demand
- Lack of clarity for residents
- Unrealistic service standards
- Divisions between teams
- Lack of clarity on objectives
- Unclear end:end processes

Risk - THHORR0042

Reputation

ORR - THH10
Failure to deliver services

Assigned to : Paul Davey
Review Date : 31/03/2019

Consequences

- Reduction in performance
- Reduction in satisfaction
- Unnecessary enquiries - waste demand
- Impact on reputation
- Financial consequences
- Increase in complaints
- Reduction in staff morale
- Delay in response times
- Duplicate requests
- Backlog

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0042/001	Progress Transformational change programme to timetable, including clarity of roles	In Progress	60%		Paul Davey	31/03/2019
THHORR0042/002	Maintain vigorous performance management regime through EMT, Board and Client	In Progress	80%		Paul Davey	31/03/2019
THHORR0042/003	Develop Customer Access & Experience Programme	In Place			Paul Davey	

7.1

Risk and Control Summary Report

Triggers

- Changes in governmental policy relating to housing
- Change of Government Court decisions

Risk - THHORR0041

Political

ORR - THH09
Changes to Housing Sector Policy

Assigned to : Paul Davey
Review Date : 31/03/2019

Consequences

- New legislative requirements may need to be met at short notice
- Existing business objectives could be rendered obsolete
- Reallocation of resources or significant investment may be required
- Increased expenditure

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0041/001	BDT keep EMT up to date on proposed policy changes	In Progress	30%		Paul Davey	31/03/2019
THHORR0041/002	Lobbying via groups such as London Councils, NFA	In Progress	30%		Paul Davey	31/03/2019
THHORR0041/003	Maintaining appropriate reserves - Review to take place Q4 2018/19	In Progress	0%		Paul Davey	28/02/2019
THHORR0041/004	Ensuring Client fully aware of impact policy/legislative changes have on THH resources	In Progress	50%		Paul Davey	31/03/2019

Risk and Control Summary Report

Triggers

- Vision not clearly defined
- Lack of EMT/SMT support for organisational change initiatives
- Organisational change initiative outcomes not clear
- Lack of trust between staff/unions and management
- High levels of interaction from third-parties including members and Tenants Federation
- Lack of buy-in/commitment from managers
- Failure to implement competency model and service improvements
- Failure to deliver People Strategy

Risk - THHORR0036

Workforce

ORR - THH04
Inability to deliver organisational culture change

Assigned to : Paul Davey
Review Date : 31/03/2019

Consequences

- Business plan objectives and savings not delivered
- Low staff satisfaction
- High sickness levels
- High levels of HR casework (grievance, disciplinary, ET etc.)
- Unable to achieve external accreditation
- Staff do not work together effectively
- Low levels of efficiency
- Inability to meet service performance targets
- Poor benchmarking results

Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
THHORR0036/001	Transformational change programme kept under close review through Programme Board and THH Board	In Progress	50%		Paul Davey	31/03/2019
THHORR0036/002	Regular meetings and transparent communications with Trade Unions	In Progress	60%		Paul Davey	31/03/2019
THHORR0036/003	Continue to implement People Strategy	In Progress	40%		Paul Davey	31/03/2019
THHORR0036/004	Continued internal promotion and communication	In Progress	60%		Paul Davey	31/03/2019
THHORR0036/005	Improved Working Environment - Deliver an improved working environment that supports flexible and intra-organisational working by realigning service locations to maximise synergies within a modern offices with clear desk and hot desking policies in place	In Place			Chris Smith	

Board of Directors 11th December 2018	Tower Hamlets Homes
Report authorised by: Susmita Sen - CEO **Report Author:** Paul Davey – Director of Business Transformation	**Report type:** For information
Title: CEO Report	

1. Introduction

This report provides briefings from the Neighbourhood Services and Asset Management directorates and updates the Leasehold Services Review, October performance, THH's relationship with Thames Water, workforce diversity, perpetrators of ASB and fire safety.

2. Recommendation

2.1 That Board Directors note the contents of this report.

3. Leasehold Services Review

3.1 During Autumn 2018, we began a comprehensive review of our leaseholder services. The key aims of this project are to improve THH's interactions with leaseholders, and to improve leaseholder satisfaction with THH. We have commissioned an external consultancy, Housing Quality Network, to facilitate this project, and we are engaging with leaseholders to establish the key areas of focus from their perspective.

Significant progress has been made to date, with a series of focus groups held with leaseholders, interviews with key staff across the organisation (over 20 officers have been interviewed to date) with further interviews due, and a survey questionnaire has been drafted and emailed to 5000 leaseholders of whom 240 returned completed surveys.

The anticipated outcome of this project will be the identification of areas of improvement that can be delivered by the organisation. It is proposed that the initial findings of the review and draft action plan agreed with the Review Steering Group should be subject to further consultation with those leaseholders who attended the working groups. This is to ensure that the review had correctly reflected the comments of those taking part and that the draft action plan is sufficient and best placed to improve services in the way that the Review Steering Group anticipates.

An Action Plan will be produced at the conclusion of this review highlighting clear work-streams that can then be managed and delivered within THH. The outcome of the review will be fed back to stakeholders, from leaseholders, through to Board Members and Councillors.

4. Performance

Performance Summary October 2018

4.1 Performance reported here is to the end of October 2018 and covers the 8 monthly Business Critical Indicators [BCIs] agreed with the Council, and the 9 additional monthly indicators selected by the Board.

4.2 Year-to-date targets are being achieved for 4 of the 8 BCIs. Performance on re-lets and rent collection remains particularly strong. Of the additional indicators selected by the Board, 5 are at target with 4 missing target at this stage of the year. The detail by individual indicator is shown in Appendices 1 and 2.

4.3 Overall 4 of the 17 indicators are currently 'red':

Repairs Right First Time, & Repairs satisfaction
Results for both indicators are drawn from transactional repairs satisfaction surveys carried out by THH's independent market research partner. Managers and contractors in their weekly meetings focus on the poorest performing trades, to identify and address issues. However, performance on the two indictors is dropping and year to date performances of 84% and 88% against significant stretch targets of 90% and 94% respectively, indicate that these targets are at risk. As THH's main repair contractor, Mears have now been served with an Improvement Notice.

Service charges collected
Service charge collection is below target by £810k.The target set is a challenging one against a reducing brought forward core debt. To reduce the income shortfall we are issuing bulk reminder letters to maximise our pre-legal collection and significantly increasing our legal referrals.

Major works charges collected
Major works collection is below target by £1.37m. Performance continues to be impacted by the legal requirement for prolonged pre-action protocol. A proposal for a revised target based on 2017 actuals rather than estimates has been agreed with the Client Team to take effect from November monitoring onwards.

4.4 Two indicators which caused concern to the Board last year continue to show significant improvement to this point in 2018-19.
The first is the percentage of calls answered by the housing advisors in the Housing Service Centre. Performance in the seven months to October 2018 exceeded the target of 90%, with performance in June to August over 96%. Call answering times for both repair and non-repair calls can now be reported in seconds rather than minutes.

4.5 Complaints responded to in target is over 95% against a target of 90%. In addition just 6.3% of complaints upheld have been escalated to Stage 2. The improvement in timeliness of response is also to be seen in performance on responding to Members Enquiries [90%].

5. Thames Water

5.1 LB Tower Hamlets and Tower Hamlets Homes have collected water rates on behalf of Thames Water for a considerable number of years. To simplify billing Thames Water applies a 5% discount for void properties and we receive a management fee of 18%. Earlier in the year Thames Water wrote to the Council signifying its intention to bring this arrangement to a close during 2109/20. They have expressed a desire to have a more direct relationship with all their domestic customers in order to better promote their Water Sure Plus scheme and other social funds, whilst also anticipating potential further deregulation of the domestic supply market in the future.

5.2 They have since confirmed that the arrangement will end on the 30th of September 2019.

The full financial implications of this change are hard to assess. We collect and pay over to Thames Water some £3.6m per annum. At worst the entire management fee and void allowance of circa £1m would be lost to the HRA in a full year. So the budgetary impact of this would be approximately £0.5m in 2019/20 with a further £0.5m in 2020/21.

5.3 This cost will be offset by a range of factors including:

For a number of tenants the water rates is the only element of their rent that they have to pay with the balance being met by Housing Benefit. Thus there will be savings on the cost of collection both in terms of staff time but also in the actual costs of processing payments. However this will be impacted by the rollout of Universal Credit across the borough throughout 2019 and beyond.

There is a requirement to make a provision for non-collection of arrears each year. We would expect new arrears to accrue at a lower rate with the exclusion of the water rates element.

The payment schedule to Thames Water is loaded towards the start of the year with the final payment made in December. The charge is made to tenants on a weekly basis so there is a cash flow cost of the current arrangement that will be removed.

Despite the offsetting factors, there will still be a net loss of income to the HRA that will be reflected in the HRA Business Plan going forward.

6. Workforce Diversity

6.1 As part of our People Strategy, we aim to have a workforce that is representative of the communities we serve. We therefore monitor our workforce profile on a monthly basis; this involves comparing the composition of our workforce to both the profile of our customer base and to the Tower Hamlets borough population. Our headline monitor currently shows as follows:

Month	% non-White British	% disabled	% female	% non-heterosexual	# under 25	# 55-59	# over 60
LBTH population (ONS)	**69%**	**17%**	**45-55%**	**10%**	**13%**	**3.5%**	**7%**
THH customers*	**57.1%**	**11.2%**	**48.8%**	**0.7%**	**0.7%**	**7.6%**	**24.1%**

Staff (30/11/18)	**64% (315)**	**2.8% (14)**	**35.4% (174)**	**2.4% (12)**	**5.9% (29)**	**14.2% (70)**	**10.6% (52)**

*- there are gaps in some customer data which may result in distortion of figures downwards due to the % of "unknown".

We currently have a number of programmes in place to develop our workforce profile, linked to the People Strategy theme of nurturing diverse talent. These include:

- Apprenticeship and graduate programmes – these schemes are a core route for bringing new (and often younger) talent into our workforce. In 2019 we will be aiming our apprentice caretaker recruitment campaign at women, as our gender pay gap report (available online) noted that this area of our workforce is particularly male-dominated. We will also create new apprenticeship opportunities in Property services as part of our succession planning, as a number of staff in their area have identified that they intend to retire across the coming few years. Through the first year of these programmes, we have successfully transitioned two graduate trainees and three caretaking apprentices into longer-term roles.

- Women's Leadership Programme – this programme aims to encourage the development and career progression of existing female staff, as our gender pay gap report identified that women were under-represented in the top quartile of our pay levels. The second cohort of participants just completed the programme, with a third cohort and an 'advanced' programme planned for delivery in Q4.

- Housing Diversity Network Mentoring Programme – THH is participating in this national programme, with 6 of our staff being mentored and 4 of our staff acting as mentors in the current round of the scheme. The programme is open to all but has the intent of promoting diversity by offering a range of mentoring opportunities that relate to mentees with diverse backgrounds. THH also actively participates on HDN's London and SE Steering Group, helping to ensure the programme continues to remain relevant to our business.

- Health and wellbeing programmes – as part of our strategy to improve workforce stability and decrease sickness, we have refreshed and boosted our activity in the area of wellbeing over the past year. This has a positive impact on the retention of employees with disabilities, and reflects our renewed "Disability Confident" accreditation. In particular we have aimed to destigmatise and promote the discussion of mental ill-health issues in the workplace, and have improved our management of musculoskeletal health issues with automated trigger warnings, a new occupational health offer, and enhanced return-to-work interviews.

In terms of ethnicity, our headline figure (% of staff who are non-White British) appears within acceptable guides; however a more detailed breakdown of this shows that our workforce remains under-representative of people with a Bangladeshi background, and over-representative of those with White British, African and Caribbean backgrounds. It is also over-representative of those with 'White Other' backgrounds, mainly reflecting individuals with Eastern European backgrounds in 'low skilled' roles such as caretaking. Going forward, we will produce an 'ethnicity pay gap' analysis alongside our gender pay gap analysis (next due in April 2019), which will inform actions to encourage representation in our ethnicity profile.

7. Fire Safety

7.1 An action plan has been developed by the Fire Risk Management Group in response to the Dame Hackitt Report, and key documents such as 'Block Specific Safety Information' and 'Residents Fire Safety Engagement Plan' are to be approved by EMT. A gap analysis is being undertaken on the issues to be asked at the Grenfell Inquiry along with arising issues noted in the interviews with witnesses.

7.2 The fire safety stakeholder engagement plan continues to be delivered and key activities include completion of the Councillors Fire Safety Briefing on 5th September; an expression of interest in the MCHLG good practice group, and work with the Nat Fed of ALMOs which resulted in a number of THH's good practice on fire safety management being used in their response to the Government's Green Paper. Upcoming items include the commencement of the residents strategic working group and this is the subject of a report to Board.

7.3 With regards the Substantial Risk blocks, fire safety works have been completed with the exception of some flat front entrance doors and discussions are ongoing with MHCLG regarding door specifications. Both the cladding removal and internal fire safety work has been completed to both blocks.

7.4 With regards the fire safety works programme, Avebury roof breaks (compartmentalisation) is complete to all of the 28 roofs and work has commenced to rebuild Dickinson House with an expected completion date of March 2019.

7.5 The current 5 year Better Neighbourhood's programme is in progress. However an accelerated 3 year fire safety works programme has been introduced to run concurrently. The fire safety works programme consists of circa 450 blocks. These two programmes will ensure that all blocks will have had relevant fire safety works carried out within the next 4 to 5 years. A separate flat front door replacement programme will be underway from the autumn and the contractor has been appointed. Blocks which have external panel systems are currently being surveyed with a view to preparing a comprehensive list.

7.6 The Neighbourhood Services Fire Safety Team have completed 3,150 visits across 76 blocks and communal areas in 54 blocks have been cleared. The LFB have endorsed the approach which delivers education, awareness and support to residents.

8. Perpetrators of ASB

8.1 Tower Hamlets has suffered from some of the highest levels of reported ASB anywhere in London as reported by the Metropolitan Police with a significant number of reports directly related to drugs. Figures by age group suggest that 1% of the Borough's 15-24 year olds are opiate or crack users. The drugs trade is a direct cause of a significant amount of crime and ASB in Tower Hamlets.

While the headline enforcement interventions by our ASB team, the Police and Parkguard have been previously reported further detail has been requested on the perpetrators of ASB.

8.2 Operation Continuum – Follow up action

THH is leading on the follow up action against offenders charged/convicted as a result of Op Continuum to ensure there is a consistent approach to the enforcement action across the borough.

Op Continuum is a partnership operation between police, Tower Hamlets Council and local housing associations targeting drug dealers, as well as providing addiction support for drug users.in the borough.

Borough wide 57 individuals, some of whom are currently serving custodial sentences, have been identified from the operation as requiring enforcement action of which 22 are either RSL or out of borough, 20 are associated to THH properties and 15 are of unknown tenure and referred to LBTH to action.

Information concerning the individuals is still being examined to determine what, if any, action can be taken against the individual or the tenancy/lease on a case by case basis. The highest possible sanction will be considered first.

8.3 Staged Interventions – ASB Warnings

The ASB Warning system introduced by Tower Hamlets police has reduced the number of incidents of ASB across the borough. Any individual found to engage in ASB is given strong words of advice, warned not to return to the area or repeat their behaviour and issued with a formal ASB Warning by the Officer. Individuals involved in drug use are automatically offered a referral to the Drug Intervention team.

The information of the ASB Warning is shared with each RSL for them to follow up with a warning letter to the tenant/leaseholder.

Borough wide there have been 2,400 ASBW's issued between 01/03/18 – 02/12/18 of which 1,210 were issued by our Policing Team and Parkguard. As this is police data it is not possible to drill down to THH specifically however the breakdown borough wide is:

1478	1 Warning	84%
169	2 Warnings	9%
54	3 Warnings	3%
22	4 Warnings	1%
16	5 Warnings	1%
29	6+ Warnings	2%

Specifically within the previous three months THH Police teams and Parkguard have issued 551 ASB Warnings leading to 138 written warnings to THH residents as a first stage intervention.

8.4 Home Visits

If an individual comes to the attention of Officers on more than one occasion a joint home visit may be arranged. The impact on the tenancy/lease should there be further warnings issued are clearly explained. In the previous 3 months 12 formal joint interventions visits were conducted by the ASB Officer and Police. It should be noted that a significant number of informal intervention visits are conducted in real time for a swift response to ASB.

8.5 Youths – 'Consequences of ASB'

A recent innovative approach taken to intervene in a young person's behaviour at an early stage to make them and their parents aware of the consequences of their

actions was trialled with 9 young persons (7 THH and 2 Popla Harca) responsible for significant ASB within a block on the Chicksand estate.

The ASB Officer convened a multi-agency meeting including THH police team, Parkguard, NHS drug treatment service, LBTH social services, Early Intervention team, Poplar Harca and the local Iman. The parents and youths were required to attend the meeting and each of the agencies gave a short talk on their role in ASB. This was either from an enforcement perspective -how minor ASB and cannabis smoking can escalate to more serious involvement in criminal behaviour and/or exploitation, or from a support services perspective - explaining to parents and youths how they can help and support them.

8.6 Injunctions

Ultimately enforcement is used when an individual fails to take responsibility for their behaviour and refuses diversion/support services and continues commits further incidents of ASB. A positive requirement can be included in the terms of the injunction giving the individual no option but to seek help and support.

As at the first week of December 2018 THH has 42 live Injunctions the majority of which are against individuals residing within THH properties, and 5 Undertakings to the Court.

8.7 Evictions

Possession is only considered as a last resort where the behaviour is more serious or an injunction has failed to stop the ASB. In the last year THH have obtained possession of 6 properties for ASB.

Case management can be complex and challenging for practitioners and often involves vulnerable individuals with mental health problems. The majority of ASB cases relating to conduct of tenancy are resolved through informal interventions prior to reaching the eviction stage.

9. Review of Estate Services

As part of the service improvement works being delivered via the Customer Access and Experience Programme, a review of Environmental Services is currently underway. Due to a review of the ASB team in November 2016 and restructure of the Gardening team also in 2016, the main focus of the review will be on the Caretaking and Drainage teams.

To date workshops have been held with staff and residents to discuss possible service improvements and a successful four week pilot with a caretaking team trialling a split shift working pattern of 7am-3pm and 9am-5pm has been carried out. Proposals are being developed with regards to this, as well as enhancing the service's approach to the management of fire safety. A merger of the mobile Caretaking Support team and Drainage team is also being considered and a full report will be presented to Board once these proposals are finalised for formal consultation with staff

October 2018

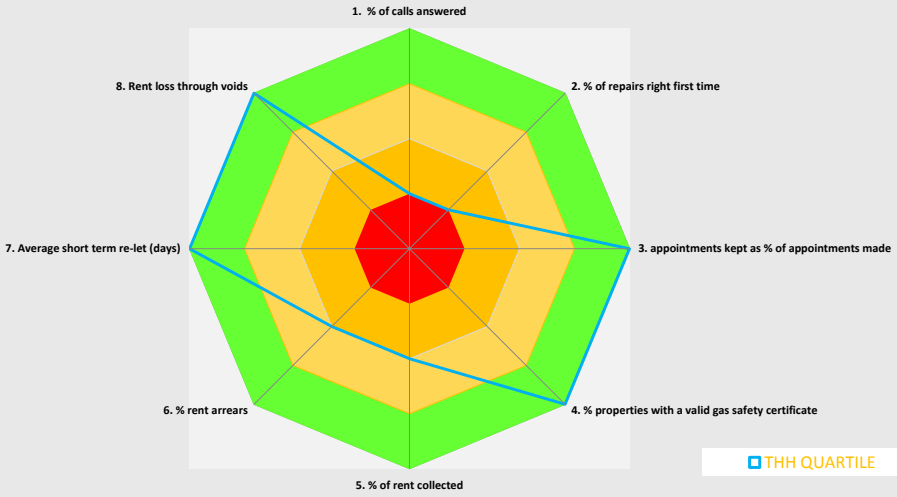
Tower Hamlets Homes Key Performance Indicators

NOTES ON PERFORMANCE

Benchmarking cohort consists of London Boroughs and ALMOs.

Latest data available is March 2017

Benchmarking



Tower Hamlets Homes Benchmarking: Housemark Performance Data Quarter 4 2016/17

	THH
1. % of calls answered	75.50%
2. % of repairs right first time	81.74%
3. appointments kept as % of appointments made	98.26%
4. % properties with a valid gas safety certificate	100%
5. % of rent collected	99.98%
6. % rent arrears	3.70%
7. Average short term re-let (days)	22.60
8. Rent loss through voids	0.40%

Year to date performance: October 2018

	At or above target
	Below target, above minimum
	Below target, below minimum

No.	KPI Name		Target YTD	Minimum Score[1]	YTD	TREND[2]
	Customers					
1	% of calls answered		90%	85.5%	90.4%	▼
2	% of Complaints responded to in target STAGES 1 & 2 ONLY		90%	85.5%	95.2%	▲
3	Complaints Escalation: % of Complaints Upheld at Stage 2		10%	10.5%	6.3%	▲
	Homes & Neighbourhoods					
4	Repairs: Appointments kept		98.5%	93.6%	93.7%	▲
5	% of properties with a current gas safety certificate	BCI	100%	100%	100%	◀▶
6	Repairs: Emergency repairs in target		98.5%	93.6%	96.9%	▲
7	Repairs: Non-emergency repairs in target		98.5%	93.6%	97.6%	▲
8	% of repairs completed right first time	BCI	90%	85.5%	84.2%	▼
9	% of tenants rating the repairs service as excellent, good or fair	BCI	94%	89.3%	88.4%	▲
10	Unauthorised Occupancy: Homes Recovered		28	27	27	▼
	Organisational					
11	Average time to relet empty homes - Short term (days)	BCI	23	24.2	20.3	▼
12	Average time to relet empty homes - Long term (days)	BCI	44	46.2	27.9	▲
13	% rent collected (of rent due)	BCI	99%	98.5%	99.6%	▲
14	Current arrears as % of rent roll		5.81%	5.84%	4.52%	▲
15	% of Members' Enquiries responded to in target		90%	85.5%	90%	▲
16	Service charge collected (£M)	BCI	100%*	99%	91.6%	▲
17	Major works charge collected (£M)	BCI	100%*	95%	56.1%	▲

Notes

1 Minimum Score: Lowest value to avoid indicator showing 'red' 2 TREND: Compared to previous month

* The target for Service Charge Collection is 110% of the total billed in 18/19. The projected collection profile for each month reflects this higher amount, which means that the performance target for each month, as recorded here, is therefore 100% of the projected collection figure for that month.

** The target for major Works Charge Collection is 35% of the total oustanding amount billed from years before 18/19. The projected collection profile for each

8.1

Tower Hamlets Homes

Appendix 2

Highlights from the Customer Access and Experience Programme

1. Introduction

1.1 Overall, good progress is being made with the Customer Access and Experience Programme. The majority of the second tranche projects have commenced and two of the first tranche projects have been completed (the Anti-Social Behaviour Project and the Residents Services Improvement Project).

1.2 Eight out of the 10 live projects are on track based on the agreed project plans. Two projects are behind schedule, i.e. the mobile working project and the communal repairs project. Both projects have a dependency on the upgrade work to the Northgate system, which was delayed but is now due to be completed before Christmas.

1.3 The Customer Experience Task Force has continued to receive progress reports at its meetings, the last update being on 13/11/2018.

2. Project highlights

2.1 The following is a summary of the highlights / progress for each project:

a) Anti-Social Behaviour (project closed)

- A new process and workflow were implemented in order to support the new ASB team structure.
- A new facility was introduced for customers to report ASB online via MyTHH.

b) Communal repairs

Further progress has been made in implementing the action plan. Although it is still too early to see the full benefits, most of the performance indicators for communal repairs are heading in the right direction. For example:

- The percentage of communal repairs carried out right first time for Q2 (2018/19) was 87% compared to the baseline of 62% for Apr-Dec 2017.
- There has been a reduction in the percentage of communal jobs that result in a recall (6% in Q2 of 2018/19 compared to 19% in 2017/18).
- The percentage of non-emergency communal repairs completed on time improved to 94.4% in Q2 (2018/19) compared to 93.0% in Q1 (although performance is still below the highpoint of 96.9% in 2016/17).
- Only 1% of communal repairs were overdue in Q2 (2018/19), which is a significant reduction compared to the 2016/17 figure of 17% and the 2017/18 figure of 26%.

c) Parking

- The parking application process was streamlined and the backlog of 500 applications was cleared.
- Following agreement of the Traffic Management Order report by Cabinet, plans are underway to consult on the introduction of TMOs in the Wapping and St Katherine's ward.

d) Digital Strategy and mobile working

MyTHH - the number of residents registered on MyTHH was 3,262 as at 30/11/2018. The target for 2018/19 is 4,000. We have also seen a steady increase in use of the online service both in terms of unique user visits (1,613 during November 2018) and the average number of visits per day (53.77 during November 2018). There has been a noticeable reduction in calls to the Housing Service Centre for certain types of enquiry, e.g. a 75% reduction in rent balance enquiries during 2018/19 compared to 2017/18.

Mobile working – arrangements are being made to introduce tablet devices for staff to record information from estate inspections and repairs inspections. Staff training and User Acceptance Testing for the new systems will now take place in January 2019.

e) Repairs online

By 31/12/2018, the project team will produce a detailed business case covering the feasibility of introducing an integrated online repairs reporting system for customers with a facility for them to also manage their appointments.

f) People Strategy

- THHbuzz phases 1 and 2 (reward and recognition) were launched, winning two HR industry awards in the process.
- Talent development:
    i. The Housing Diversity Network Mentoring Scheme and the Women's Leadership Programme are underway.
    ii. Leadership Excellence events have been held.
    iii. Apprenticeship and Graduate Programmes are in place.
- A nurse-led sickness absence reporting service (Firstcare) was introduced.
- A new recruitment system (Networx) was introduced.
- Various new HR policies have been introduced (e.g. probation, capability).

g) Residents Services Improvement Project (project closed)

40 new tenancy / leasehold management procedures and workflows were introduced to support the new Neighbourhood structure.

h) Environmental Services

Formal consultations will take place in the New Year with staff and the trade unions regarding the possible introduction of split shift working for caretakers and arranging for caretakers to carry out fire safety checks in communal areas.

i) Leasehold Service Review

HQN met with the Project Board and the Leasehold Service Steering Group (LSSG) on 26/11/2018 to deliver their initial findings from the leaseholder workshops, staff interviews and the online leaseholder survey (the survey produced 256 responses). HQN will finalise their review of documents and staff interviews in December and will deliver their draft report to the LSSG in January 2019.

j) Leasehold subletting project

Investigations have shown that 6.9% of leaseholders are confirmed to be subletting and 47.6% are potentially subletting (e.g. there is an alternative correspondence address on file). A letter will be sent to all leaseholders who are potentially subletting (5,217) by mid-December asking them to confirm whether they are subletting. An information pack setting out responsibilities and other information such as the Council's licensing system for HMOs has been produced to send to all leaseholders who are confirmed as subletting.

k) Institute of Customer Service (ICS) accreditation

Various events were held during National Customer Service Week (1st-5th October) to recognise and celebrate excellent customer service. The events included opportunities for residents to look 'behind the scenes' at some of THH's services such as the Housing Service Centre, Neighbourhood Housing Officers and the Drainage Team. All of the residents taking part said they enjoyed the experience and would recommend it to others as a way of understanding THH's services. Some of the other activities during the week involved inviting staff to come up with ideas for improving services. A number of suggestions were made and these are being followed up.

Staff and residents surveys have been arranged to help develop improvement plans in relation to customer service. These plans will be implemented during 2019 as preparation for THH applying for ICS accreditation in October 2019.

l) Digital inclusion for residents

The terms of reference for the project were considered by the Customer Experience Task Force on 13/11/2018 and their comments were incorporated into the final document, which will be used to produce a Project Initiation Document.

m) Phase 2 Mobile Working

This project is due to begin in April 2019.

n) Review of the THH website

This project is due to begin in April 2019.