Residents' Panel Meeting

Tuesday, 30th January 2018

18:00-20:00

Wyn Garrett Residents Resource Centre
Raynham House
Massingham Street
London E1 4EB

Chair: Chris Weavers

Agenda

1. Introductions & Welcome
2. Minutes & Actions from previous meeting
3. Update from the THH Board - Ann Lucas
4. Scrutiny Reviews - Gulam Hussain
5. Terms of Reference - Gulam Hussain
6. Quarter 3 Complaints Performance - Debbie Palmer
7. Performance - Lesley Owen
8. Any other Business

- Fire Safety Review Meeting - Thursday 22nd February 2018
- Resident Roadshows – Tuesday 20th & Thursday 22nd March 2018
- Next Resident Panel Meeting – Monday 26th March 2018
- Scrutiny Training – Saturday 21st & 28th April 2018
- Resident Panel Meeting – Tuesday 15th May 2018

Residents' Panel Meeting
Tuesday 28th November 2017
Minutes and Actions

Chair: Chris Weavers(CW)	Saleha Jafrin (SJ)	Margaret Wilson (MW)
Simon Hart (SH)	Daniele Lamarche (DL)	Shaheda Najmeen (SN) (Observer)
THH Chair of the Board: Ann Lucas (AL)		
Staff: Lesley Owen (LO)	Staff: Mas Momin (MM)	Staff: Gulam Hussain (GH)
Staff: Nikki Motohashi (NK)	Staff: Noj Hussain (NH)	Staff: Debbie Palmer (DP)
	Staff: Sarah Pace (SP)	

Actions	**Action Owner**	**Status/ Date**
- A summarised structure chart was requested to show how the business areas function.	SP	
- Scoping documents to be provided at the next meeting to explore the feasibility of these reviews.	GH	
- SH commented it would be helpful to see year on year data as this would highlight the direction of travel over time.	LO	
- Diversity Strategy to be brought to the panel for their input.	LO	
- Update on Pauline House to be sought	GH	
- KPI's which measure performance across Excellent to Fair ratings to be broken down further to ensure direction of travel can be understood more clearly.	LO	

Item No	**Description**	**Action**	**Status/ Date**
1.	**Introduction and Welcome**		
1.1	Apologies received from James Wilson.		
1.2	CW welcomed all members and introductions were given by all present at the time.		

2	**Minutes and Matters arising**		
2.1	Minutes agreed.		
2.2	MM updated on RP recruitment. - Most recent recruitment campaign took place during June and July 2017. - 7 applications were received with 4 members being recruited. This included 2 leaseholders; Simon Hart & Daniele Lamarche (in attendance) and 2 tenants; Fakhrul Islam & Helen Granger. - Unfortunately, the newly appointed tenants have not engaged with the panel since their appointment and despite repeated attempts remain unreachable. It seems unlikely that they will be in attendance at future meetings. - The panel has since received expressions of interest from 2 prospective members who are also tenants. One member (SN) was in attendance. - The panel was asked to consider co-opting members to the panel in the future. This would enable it to appoint individuals expressing an interest or target areas of underrepresentation without the need to undertake a full recruitment exercise. The panel was further recommended to consider co-opting the two prospective members to the panel should they continue to engage regularly with the work of the panel. GH advised that there is a plan to review the T&C's of the panel. This is to be discussed at the next meeting.		
2.3	SP presented Business Transformation (Action from Point 3.17). The focus of the Transformation Programme has been on implementing a series of structural changes. Completed reviews are: - Transfer of repairs call handling from the Council and the integration of this with the THH Housing Service Centre - Anti- Social Behaviour - Health and Safety - Repairs - Business Development -former Business Development, Complaints Resolution and Resident Engagement teams - Neighbourhood Housing Service <u>Phase 1</u> – move from 3 to 2 management areas with corresponding changes to number of managers and team leaders <u>Phase 2</u> - of the Neighbourhood Housing Service, which clarifies the role of Neighbourhood Housing Officers is close to completion. - In addition, reviews of Finance and Human Resources teams are on track to complete this financial year. - Despite it being a year of transition, increases in resident satisfaction indicates we are addressing the right things.		

	- The next stage of the programme will focus on technology, organisational culture, performance management and developing a knowledgeable and trained workforce. This is all geared towards improving the Customer Experience. Residents would be involved in the change process. **ACTION** A summarised structure chart was requested to show how the business areas function. SJ commented that more emphasis should be given to living the THH values rather than knowing them. SH commented that the transformation programme should allow for more benchmarking rather than reinventing the wheel. Also both the people element and the digital system improvements should be done in tandem.	SP	
2.4	A Communal Repairs Project Group was recently formed consisting of Board Members, Resident Panel Members and Service Development Group representatives. - The initial scoping meeting took place on Monday 13th November 2017 and the next meeting is scheduled for Wednesday 17th January 2018. - Meetings will be planned in to different sections of Repairs.		

3.	**Electing of Chair & Vice Chair**		
3.1	The vice chair, Chris Weavers was requested and agreed to be promoted to Chair.		
3.2	Saleha Jafrin & James Wilson were nominated for the vacant position of Vice Chair.		
3.3	A collective decision was made to have both nominees as Vice Chair.		

4	**Update from THH Board**		
4.1	No Board meetings have taken place since the previous Panel meeting.		
4.2	A half day Board Away Day took place on Tuesday 31st October 2017.		
4.3	Focusing on the relationship between LBTH & THH. Trying to establish responsibilities and reduce duplication.		
4.4	Headline priorities for the new Business plan may be presented at the next panel meeting for resident input.		

	Panel Work Programme		
4.5	The Chair requested proposals from panel members on potential areas of scrutiny for the panel going forward. Suggested areas included; - Health & Safety (Excluding fire safety) - Energy Efficiency in buildings and future proofing for rising temperatures - Horticulture and its use to mitigate the effects of pollution.		
4.6	The Chair noted that THH had limited scope to address the issues related to pollution and that this may be better served by a review led by the Local Authority. CW offered to share details with DL to follow this up separately.		
4.7	SP noted that the SDG's may be better placed to look at any specific issues which are within the remit of THH. This could take place as a small project with panel involvement but outside of the regular meeting schedule. **ACTION** Scoping documents to be provided at the next meeting to explore the feasibility of these reviews.	GH	
5.	**Complaints**		
5.1	DP explained the complaints data recorded in the second quarter of 2017-2018.		
5.2	The number of Stage 1 complaints received has reduced by 37.9% (252 cases) compared to the same period last year.		
5.3	Performance for the number of Stage 1 complaints being responded to in target is currently at 85% YDT, a 6% improvement compared to this time last year.		
5.4	We have received 4 more Stage 2 complaints, compared to this time last year.		
5.5.	The number of Stage 1 complaints escalating to a Stage 2 currently stands at 15%.The target is 8%.		
5.6	We have received 5 more Stage 3 complaints compared to this time last year. To date, 59% of all Stage 2 complaints have escalated to a Stage 3 with 67% of cases being upheld or partly upheld.		
5.7	Areas where complaint have escalated are: - Resolving Leaks – this is a big issue due to the mix tenure of residents residing in THH properties and the information held on residents. Currently there is no clear mechanism in place to pin point responsibility. - Repairs and poor quality of works. - Major works are poorly planned and not communicated properly. - Service charge bill calculations have inaccuracies.		

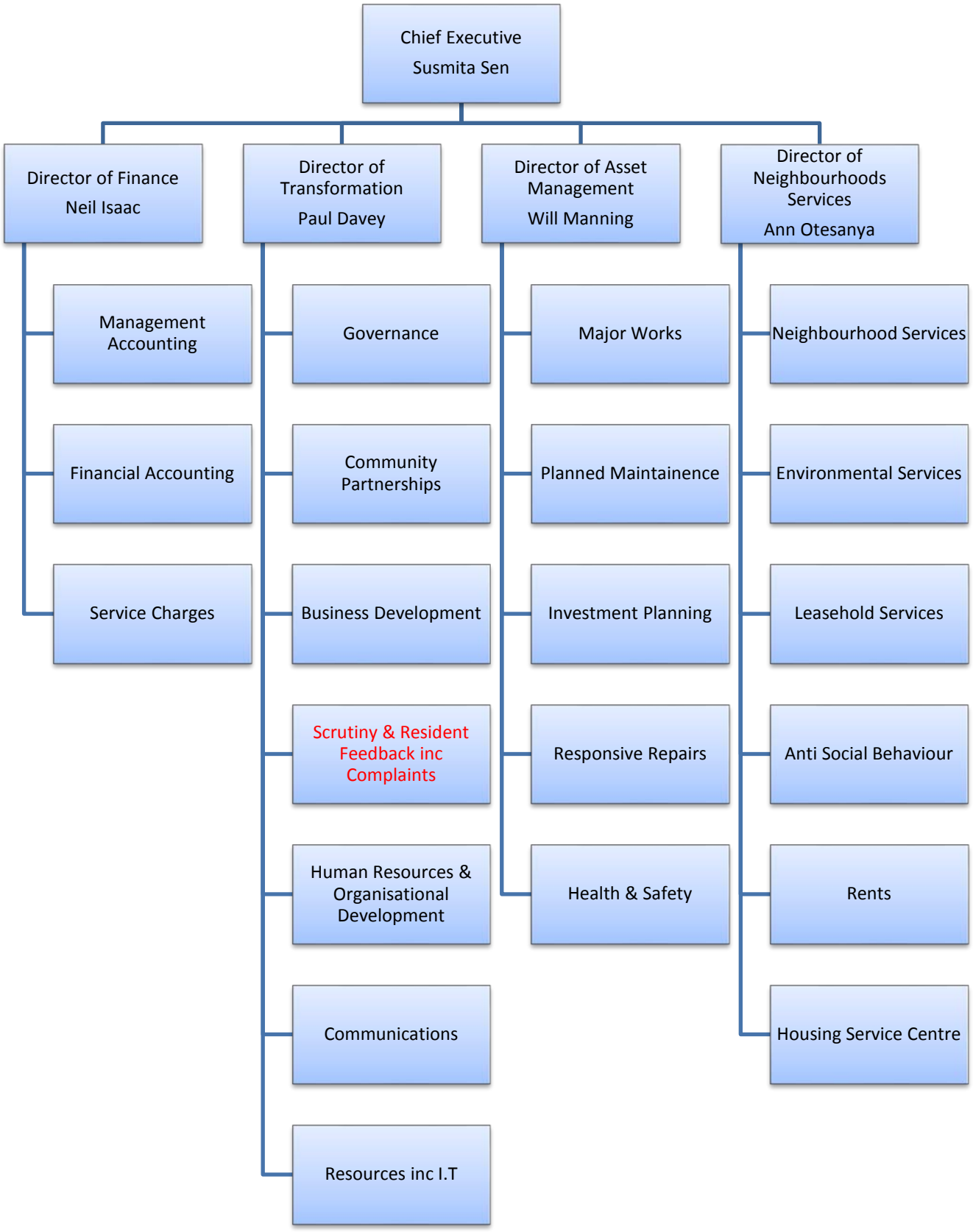
6.	Performance		
6.1	LO explained in depth the key findings from the KPIs.		
6.2	Of the 16 KPIs, currently 10 are on target.		
6.3	Key area of concern is Customer Access as all KPIs highlight.		
	ACTION		
6.4	SH commented it would be helpful to see year on year data as this would highlight the direction of travel over time.	LO	

7.	Satisfaction		
7.1	LO provided in depth explanation on Satisfaction surveys conducted.		
7.2	THH has a long-standing satisfaction survey partnership agreement with a market research company called Kwest Research Ltd. Kwest carry out a range of mainly phone-based surveys on our behalf on a range of THH services both on-going and ad hoc.		
7.3	Current ongoing surveys are: - **'Tracker' survey** - Kwest contact 500 residents a quarter, made up of 340 tenants and 160 leaseholders [reflecting the proportion of residential leaseholders in the stock]. This survey tests residents' rating of a range of THH services using the Excellent; Good; Fair; Poor; and Terrible ratings. 'Poor' and 'Terrible' ratings are sent via e-mail alert to relevant THH in-boxes. - **Repairs survey** - Kwest are sent address details of completed repairs each week and contact about 350 completed responses per month. All 'Poor' and 'Terrible' ratings are sent via e-mail alert to THH and Mears. - **Major works survey** - Details of homes in blocks where major works have been carried out are sent to Kwest. As well as rating the overall quality of the work, residents are asked their opinion of consultation, and various aspects of contractor performance and behaviour. - **Customer contact centre survey** - About 200 residents a month with recent contact with the Housing Service Centre [HSC] are surveyed to find out their rating of the overall experience, the call handling and how well calls were transferred if applicable.		
7.4	The findings from the surveys are used to: - Compare performance between services and over time - rectify poor or incomplete actions [via the email alerts] - focus improvement activity through analysis of free text responses - check for equality of access and service quality - Identify staff training needs		

7.5	One key group that is currently not surveyed are private tenants despite forming a large cohort of THH residents. This in part due to short term occupancy of properties and the absence of a simple way to determine who lives where.		
7.6	The Chair suggested whether the electoral register could be used to supplement existing data sources on occupancy. AL advised that the Board is currently looking at defining an offer for private renters.		
7.7	CW queried whether major works survey poor or terrible results generated an email alert		
	ACTION		
7.8	LO to confirm whether major works surveys generate email alerts	LO	
7.9	DL also queried whether surveys accounted for non – English speakers. LO confirmed that Kwest staff conducting surveys reflect our residents and are fluent in a number of languages.		
	DL suggested support for vulnerable residents form part of the work programme for the panel.	LO	
7.10	SP suggested that the Diversity Strategy which is due a refresh is brought to the panel in future for resident input. This refresh would be used as an opportunity to firmly embed this across all service areas.		
	ACTION		
7.11	Diversity Strategy to be brought to the panel for their input.	GH	
7.12	SN noted that Pauline House was identified for external works under the Decent Homes Scheme but after consultation no work was carried out. To date no clarification has been provided.		
	ACTION		
	Update on Pauline House to be sought		
	SH highlighted that by grouping together Excellent, Good and Fair ratings, THH was not truly understanding changes in trends.	LO	
	Panel members collectively commented that the website is difficult to navigate and suggested it would be useful to signpost residents to the GIS Maps so they are able to look up potential block related works and Fire Risk Assessments.		
	ACTION		
	KPI's which measure performance across Excellent to Fair ratings to be broken down further to ensure direction of travel can be understood more clearly.		

8.	Any Other Business		
8.1	GH explained that the panel had previously requested that the email addresses of members be shared to enable them to communicate outside of the meetings and plan its work. This however required members to provide written consent. All members present signed and agreed to sharing of email addresses.		
8.2	CW suggested creating a “Resident Panel” email address.		
8.3	Forthcoming Panel Meeting: - Tuesday 30th January 2018 – 6:00pm to 8:00pm GH mentioned through TPAS, a 2 day Scrutiny Training has been planned for Saturday 21st & 28th April 2018. The training is to assist residents to effectively scrutinise Housing Providers. All panel members were encouraged to enrol. Areas agreed for the next meeting; - Scoping information for areas suggested for review - Headline priorities for the new Business plan - Diversity Strategy refresh - Draft T&C's for the Panel.		

Tower Hamlets Homes
Structure Chart



Tower Hamlets Homes

Residents' Panel Scrutiny Scoping

Working title	**Energy Efficiency in New Build Properties**
Officer submitting proposal	Nojmul Hussain, Resident Feedback Officer
Reason for enquiry	Tower Hamlets is a dense borough with a significant shortage in affordable and social homes. In order to tackle this crisis, the Mayor of Tower Hamlets has pledged to deliver 2000 additional council homes to be managed by THH. This review seeks to understand how effectively LBTH and THH collaborate in the design and delivery of new council homes, to what extent do design decisions consider the issue of overheating and how residents are supported to make best use of energy efficiency features within their new homes.
Proposed completion date	May 2018
Core questions	• How are efficiency solutions being implemented and does this consider the impact of overheating; • How are new residents helped to understand and make use of energy efficiency features within their properties; • What arrangements are in place to effectively maintain energy efficiency solutions
Desired outcome	To maximise effective use of energy efficiency solutions in new build properties and ensure residents are well informed on how to take advantage and appropriately maintain these facilities.
Key stakeholders	Jane Abraham, Interim Head of Capital Delivery Yasmin Ali, Project Manager – Housing Delivery Stacey Brewer – THH New Homes Manager Abdul J Khan - Service Manager , Energy & Sustainability

Residents' Panel Scrutiny Scoping

Working title	**Managing Health & Safety During Major Works**
Officer submitting proposal	Nojmul Hussain, Resident Feedback Officer
Reason for enquiry	To explore the processes that are observed by THH when undertaking Major Works programmes and explore what steps can be taken to strengthen monitoring of Health & Safety standards and improve communication with residents.
Proposed completion date	(TBC)

Core questions	- What processes are observed to ensure contractors comply with Health and Safety standards whilst operating in residential areas?
	  o How is this monitored?
	  o Is there appropriate training for contract management staff to ensure contractors can be effectively held to account for H&S compliance?
	
	- Are residents sufficiently informed of the health and safety standards that should be observed during major works programmes?
	
	- How can residents get in touch with THH to report H&S concerns outside of the complaints/contact us process?

Desired outcome	To help strengthen local health and safety processes and procedures used
Key stakeholders	Seton Akojenu, Head of Health and Safety Julie Selhep, Interim Head of Property Services

Title: Q3 Complaints and Member Enquiry Report April – December 2017	**Meeting:** Residents' Scrutiny Panel	
Report authorised by: Sarah Pace – Head of Business Development	**Date of the meeting:** 30 January 2018	**Item No.**
Report author: Mohammed S. Baksh Complaints and Member Enquiries Officer	**Classification:** Open - published	**Report type:** Information/Discussion

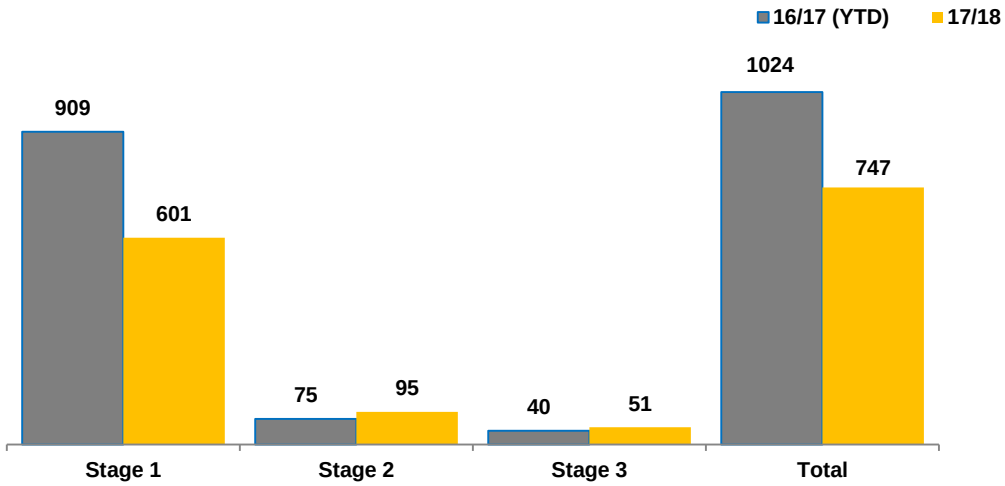
1 Introduction

1.1.1 This report provides an overview of the number and type of complaints, Members and MP enquiries, and FOI requests received from April to December 2017, and compares our performance against our targets and our performance in the previous year.

2 Complaints Overview:

- The number of Stage 1 complaints received has reduced by 34% YTD (308 cases) compared to the same period last year.
- Performance for the number of Stage 1 complaints being responded to in target is currently at 86% YTD, a 7 percentage point improvement compared to this time last year.
- The number of complaints escalating to a Stage 2 has increased from 11% to 17% (11 additional cases) in Q3. The year to date performance currently stands at 16% compared to 8% in 2016/17.
- The number of complaints escalating to Stage 3 decreased from 81% in Q2 to 44% in Q3. The year to date performance stands at 54% compared to 53% in 2016/17.
- The number of cases being upheld at Stages 2 and 3 continues to improve. The year to date performance for Stage 2 complaints currently stands at 59% compared to 69% in 2016/17. For Stage 3, this stands at 44% compared to 68% in 2016/17.

Volume of complaints received April to December 2017



2.1 Stage 1 Complaints

2.1.1 In line with the performance trends seen in Q1 and Q2 of 2017/18, there continues to be a reduction in the number of complaints being generated at Stage 1. Although the pace of reduction has slowed in Q3, the number of Stage 1 complaints continues to be 23% lower when compared to the same quarter in the previous year. The Housing Service Centre continues to be an exception to the downward trend that can be seen across all other service areas. This is largely due to complaints stemming from parking related issues.

2.1.2 Overall performance for the volume of Stage 1 complaints has seen a 30% (261 cases) improvement when comparing our year to date position to the same period in the previous year. This has been achieved through notable improvements in the number of complaints being generated across the Repairs and Capital Delivery Services.

Q3 - Stage 1 Complaints	YTD 16/17	YTD 17/18
Housing Service Centre	79	139
Repairs General Build	231	181
Neighbourhood Offices	86	81
Leasehold Services	74	51
Capital Delivery	115	42
Repairs Mechanical and Electrical	152	31
Environmental Services	50	29
ASB	30	26
Rents	17	6
New Build	7	6
Other	49	4
Complaints Team	8	2
Community Partnership	0	2
Health & Safety	0	1
Chief Executive Office	11	0
STAGE 1 TOTALS	**909**	**601**

2.1.3 As of Q3, the Complaints team requires services to provide information on the causes for Stage 1 complaints in each quarter, the learning identified and the improvements that will be implemented to ensure the volume of complaints can continue to be reduced. This information is captured in the Complaints Improvement Plan (Appendix A) which will be regularly updated and included with all future reports.

2.1.4 Analysis of the service responses highlights the following areas as contributing to the number of complaints received in Q3.

- **Leasehold Services –** Delays in processing Right to Buy applications, backlog of Major works billings and incorrect service charges.
- **Property Services –** Heating and property defects at Watts Grove.
- **Housing Service Centre –** Parking, Parking enforcement related issues.
- **Neighbourhoods –** Poor communication and a failure to deliver services.
- **Repairs –** Poor communication and delays in contacting residents regarding repair issue
- **Environmental Services –** Service delivery failures linked to ASB.

Further information on the learning and proposed actions identified by services can be found in the Complaints Improvement Plan (Appendix A).

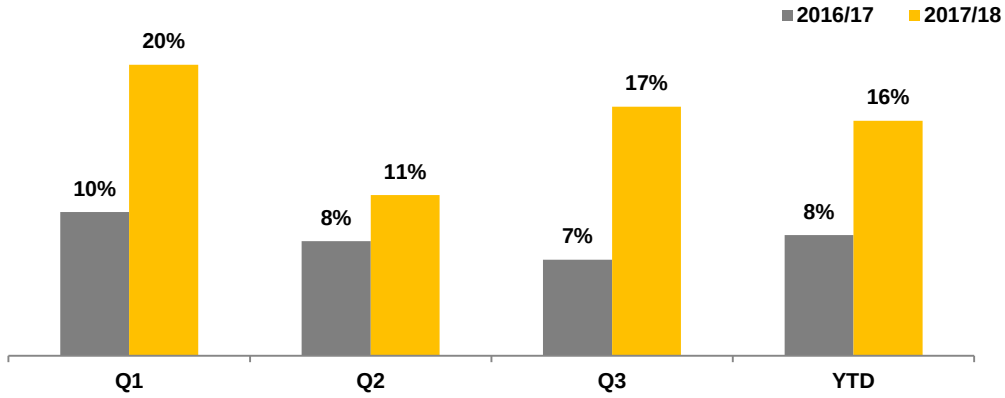
2.2 Stage 2 Complaints

2.2.1 Despite the positive performance trend seen in the number of Stage 1 complaints being generated across all quarters of 2017/18, the number of Stage 2 complaints continues to be on the rise. This affects most areas of the organisation with the largest increases in Repairs General Build and Leasehold Services.

Q3 - Stage 2 Complaints	YTD 16/17	YTD 17/18
Repairs General Build	22	30
Leasehold Services	12	21
Capital Delivery	12	16
Housing Service Centre	4	9
Neighbourhood Offices	2	8
Rents	0	1
ASB	1	2
Complaints Team	1	1
Environmental Services	1	1
Repairs Mechanical and Electrical	17	5
New Build	2	1
Chief Executive Office	1	0
STAGE 2 TOTALS	**75**	**95**

2.2.2 Based on current year to date figures, the number of complaints escalating to a Stage 2 complaint stands at 16%, twice the desired target. Performance in Q3 saw an increase in the number of complaints escalating to a Stage 2 reversing the trend seen in the previous quarter. This represents 100% volumetric increase in the number of cases (32/16) being considered at Stage 2 when compared to the same quarter in the previous year.

Complaints Escalation: Stage 1:2



2.2.3 The causes for cases escalating to a Stage 2 remain unchanged from that which was reported in Q2. These causes continue to include;

- **Leasehold Services –** Failures in committing to appropriate remedial action and failures and delays in implementing promises of corrective action made at Stage 1.
- **Capital Delivery –** Delays in providing responses at Stage 1 and any other subsequent communication and failures and delays in implementing promises of corrective action made at Stage 1.
- **Housing Service Centre –** Responses to Stage 1 complaints linked to parking issues failing to fully address all aspects of the original complaint.
- **Neighbourhoods –** Failures in responding to Stage 1 complaints within timescales and implement promises made.
- **Repairs -** Failure of contractor to carry out follow up works and failure to record and monitor delivery of agreed corrective actions.

2.2.4 Poor communication and insufficient monitoring on the delivery of corrective actions appear to be major contributing factors to the increase in Stage 2 complaints. These issues often arise as a result of a lack of ownership for cases and a failure to recognise the importance of providing residents progress updates to reduce the risk of escalation.

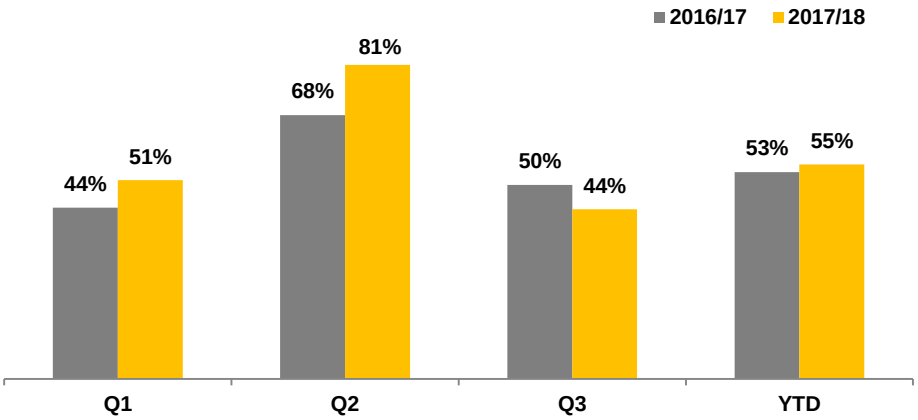
2.3 Stage 3 Complaints

2.3.1 In line with the trend seen for the volume of complaints at Stage 2, there has been a corresponding increase in the number of cases escalating to Stage 3. The number of cases (YTD) that have escalated from a stage 2 to a stage 3 at the end of Q3 is identical to the number of cases that escalated from stages 2 to 3 in the whole 2016/2017. The largest increase can be seen in Leasehold services where at the end of Q3, the number of cases had increased by 100% compared to the same period in the previous year.

Q3 - Stage 3 Complaints	YTD 16/17	YTD 17/18
Repairs General Build	12	15
Leasehold Services	6	12
Housing Service Centre	1	4
Neighbourhood Offices	3	4
Environmental Services	1	3
ASB	0	2
New build	0	1
Capital Delivery	8	6
Repairs Mechanical and Electrical	8	4
Rents	1	0
STAGE 3 TOTALS	**40**	**52**

2.3.2 Between April and December 2017, 55% of cases (52 cases) escalated from Stage 2 to Stage 3. Although this only represents a 2 percentage point increase when compared to the same period in 2016/17, figures for the end of Q4 are expected to show a wider gap in performance unless there is significant action taken to reduce the number of escalations.

Complaints Escalation: Stage 2:3



2.3.3 As with Stage 2 complaints, the underlying causes contributing to cases escalating to a Stage 3 in Q3 remain largely unchanged from that which was reported in Q2. These causes include;

- **Leasehold Services –** Delays and a lack of progress updates on the issue of final bills for Major works and a failure to commit to remedial action deemed satisfactory by the complainant.

- **Repairs –** Failure to ensure contractors carried out follow up works and record and monitor the delivery of agreed corrective actions. Failure to commit to remedial action deemed satisfactory by the complainant.

2.3.4 Poor communication and insufficient monitoring on the delivery of corrective actions appear to be major contributing factors to the increase in Stage 3 complaints.

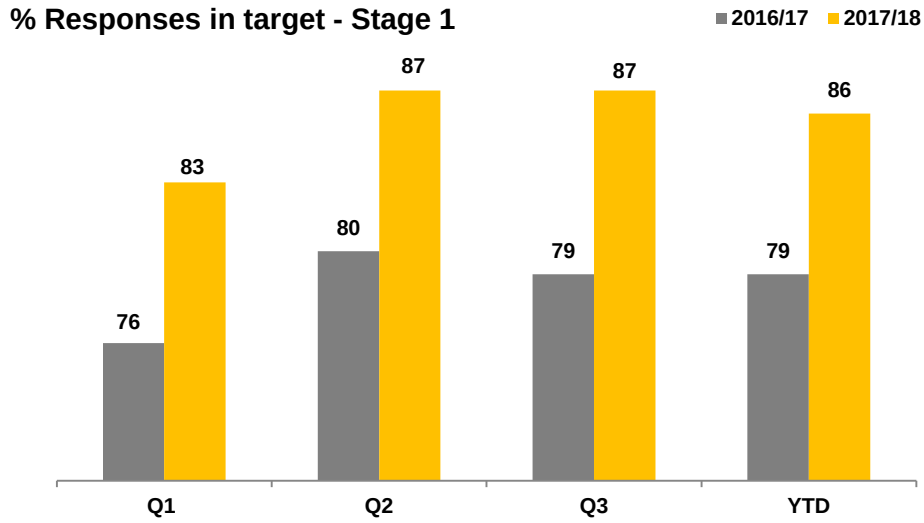
2.3.5 The Complaints team continues to work with service areas to reduce the volume of complaints and prevent the number of cases escalating. This is achieved by sharing information on cases upheld or partly upheld at Stages 2 or 3 to facilitate learning and drive improvement to processes. This will support the process of improving the customer experience and support Tower Hamlets Homes transition to a two stage complaints process which is anticipated to be rolled out as of Q3 2018/19.

2.4 Complaints response performance

2.4.1 There has been a positive trend in the response times being observed by services across all stages of the complaints process when observing performance to date. However the rate of improvement for responses times at Stages 2 and 3 offer only marginal gains when compared to performance in the previous year. This is largely due to the inconsistent performance seen in each quarter. Whilst the complexity of cases is a contributing factor, this can be mitigated through regular progress updates and formal requests for extensions being communicated to residents when necessary.

Stage 1 Performance

2.4.2 There has been an improvement in the response times for Stage 1 complaints. This has contributed to a 7 percentage point increase to our YTD figure compared to the same period in the previous year (79% / 86%). Despite this improvement, it is unlikely that at the end of Q4 the target of 90% will be achieved. Improved performance in Q4 will however help to further reduce the gap between the target and actual performance.



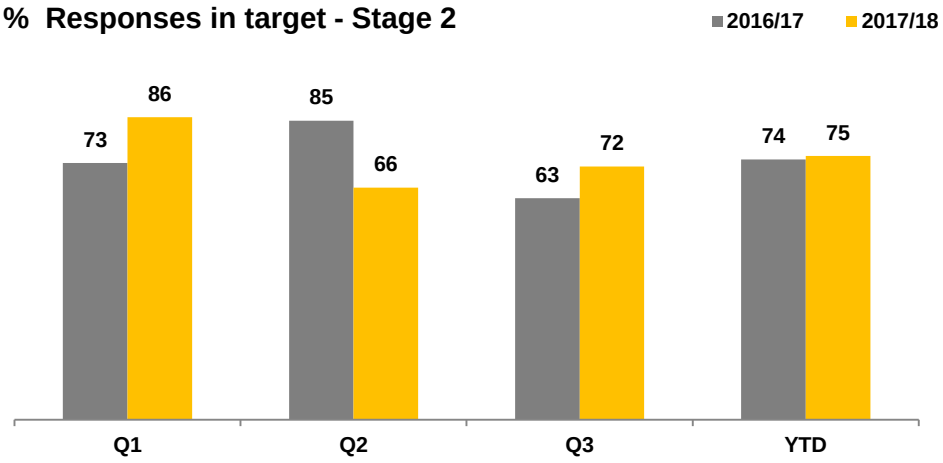
2.4.3 From April to December there were 79 Stage 1 Complaints which had not been responded to in target. The breakdown is set out in the table below.

Neighbourhoods	18	Repairs Mechanical & Electrical	6
Repairs	15	Capital Delivery	9
Housing Service Centre	17	Leasehold Services	2
ASB	7		
New Build	3		
Rents	2		

2.4.4 In Q3, the areas with the highest number of Stage 1 responses which were responded out of target included the Housing Service Centre, Capital Delivery and the Neighbourhood North team.

Stage 2 Performance

2.4.5 Performance in responding to Stage 2 complaints has improved in Q3 compared to the previous quarter and the same period in the previous year. Our YTD performance suggests there is only a minimal 1 percentage point improvement in performance (74% / 75%) overall.



2.4.6 From April to December there were 25 Stage 2 Complaints which had not been responded to in target. The breakdown is set out in the table below.

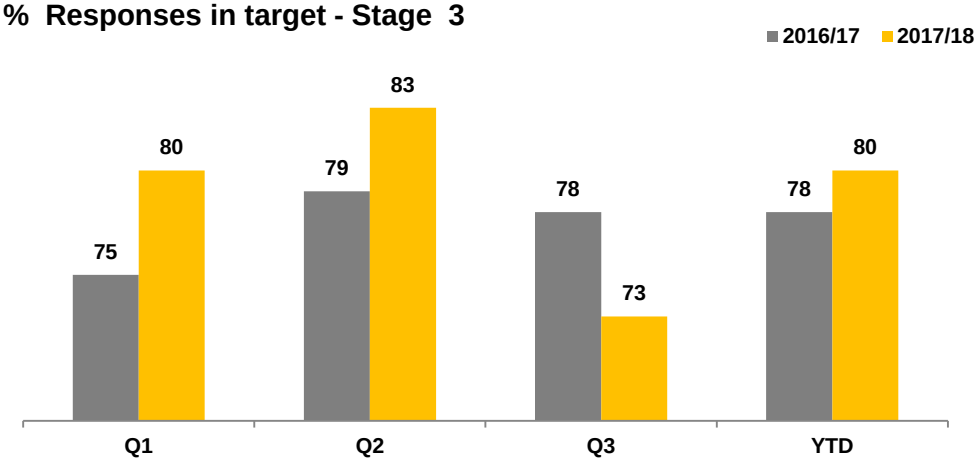
Capital Delivery	8	Repairs	4
Housing Service Centre	4	Neighbourhoods	5
Environmental Services	1	Leasehold Services	2
Rents	1		

The areas with the highest number of Stage 2 responses which were responded out of target in Q3 included the Housing Service Centre and the Neighbourhood South team.

Stage 3 Performance

2.4.7 Investigations for Stage 3 complaints are handled by the Corporate Complaints Service at Tower Hamlets. They do however rely on THH to provide them with the information. There is continued need to improve the pace at which this information is made available. Despite this, there has been a slight improvement in the year to date performance compared to the same period in the previous year. This is despite the dip in performance in Q3 compared to the previous quarter and the same quarter last year.

% Responses in target - Stage 3



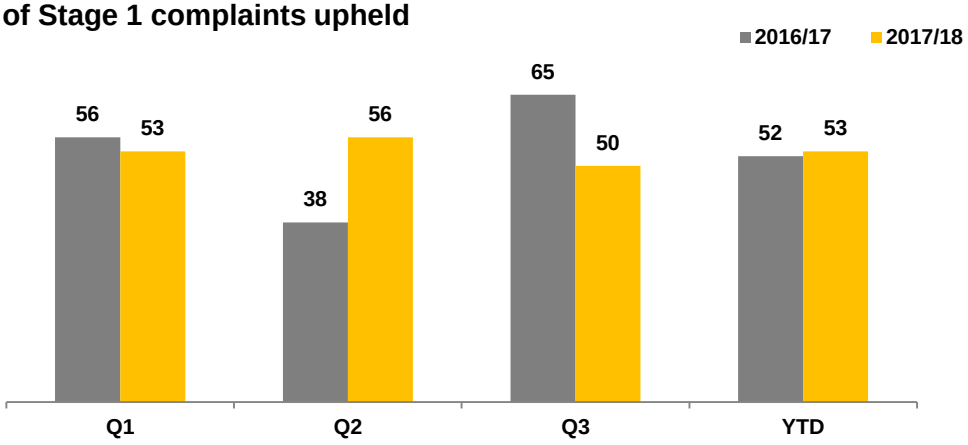
2.5 Complaints upheld

2.5.1 The number of complaints being upheld across Stages 2 and 3 has seen significant improvements in 2017/18 despite the increase in the volume of complaints being processed. In contrast, despite the notable reduction in the number of Stage 1 complaints received, there has been a small increase in the number of complaints that have been upheld year to date. These performance trends alongside information obtained on the causes of escalation suggest subsequent failures in the complaints process i.e. delays and a lack of monitoring on the delivery of corrective actions, significantly contribute to the number of complaints being escalated as opposed to a continued failure to redress a reported service failure.

Stage 1 Complaints upheld

2.5.2 There has been a decrease in the number of Stage 1 complaints being upheld in Q3 when compared to previous quarter and the same quarter in the previous year. Despite this there has been a 1 percentage point increase in the performance year to date compared to 2016/17. This gap will widen unless there is a concerted effort to ensure service failures identified as part of Stage 1 investigations to date do not re-occur in Q4.

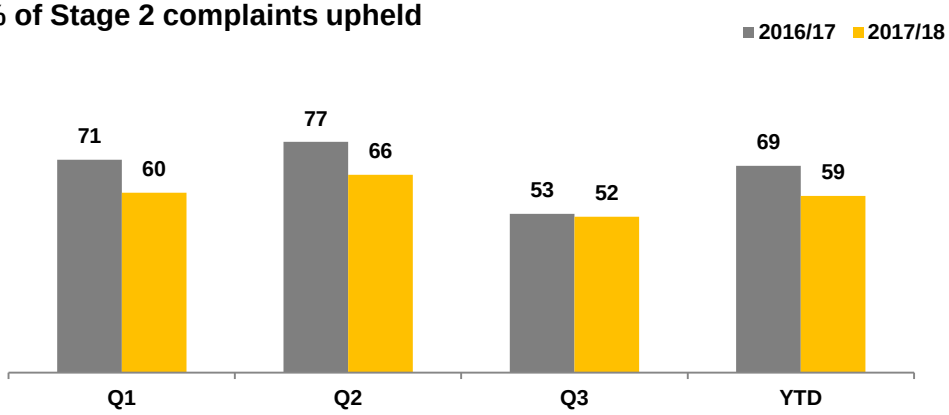
% of Stage 1 complaints upheld



Stage 2 Complaints upheld

2.5.3 Whilst there has been an overall increase in the number of cases being escalated to Stage 2 compared to the previous year there have been fewer cases that have been upheld. Performance in Q3 saw an improvement in the number of cases being upheld when compared to the previous quarter and was largely consistent with the performance observed in the same quarter in the previous year.

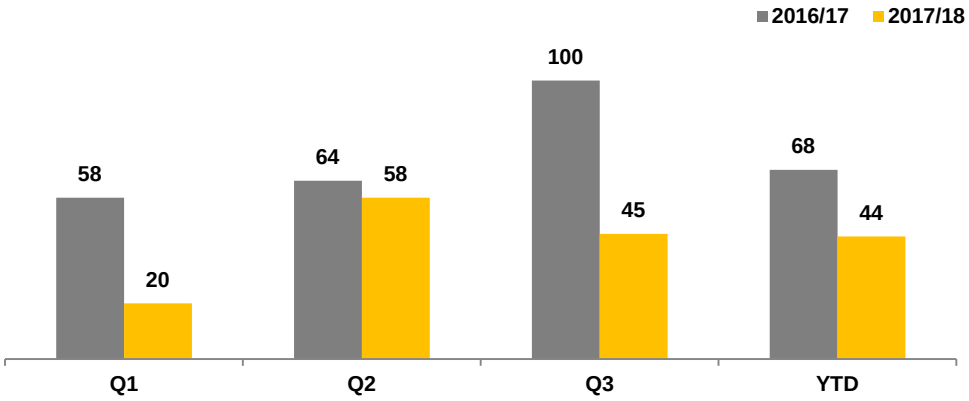
% of Stage 2 complaints upheld



Stage 3 Complaints upheld

2.5.4 Although there has been an overall increase in the number of complaints escalating to a Stage 3, there have been significant reductions to the number of cases that have been upheld. In Q3, the rate of escalation and number of cases being upheld has both seen improvements when compared to the previous quarter. This also compares favourably when compared to the same quarter in the previous year.

% of Stage 3 complaints upheld



2.5.5 There have been 22 cases that have been upheld to date at Stage 3 with 5 cases being upheld in Q3 out of a total of 11 cases which were under review. The main reasons for the cases being upheld were:

- Delays in Stage 1 and 2 responses and a failure or delays in delivering corrective actions that had been agreed.
- Poor communication (including non-responsiveness and a lack of progress updates)
- Delays in processing Right to Buy applications
- Incorrect charges applied for service charges
- Not obtaining access quickly to properties causing leaks into other properties

2.5.6 Summaries from all complaints that have been upheld at Stages 2 and 3 are shared with Heads of Services and logged on the Complaints Improvement Plan (Appendix A). This is used by the Complaints Team to monitor the delivery of improvements identified through the learning process. The Complaints Improvement Plan is updated on a quarterly basis using updates provided by Heads of Services and RAG rated to demonstrate progress.

2.6 Housing Ombudsman Determinations

2.6.1 In Q3, 3 determinations were received from the Housing Ombudsman. There are a further 3 cases currently going through the early resolution process and a further 5 cases which are under formal investigations and awaiting determinations.

2.6.2 Of the 3 determinations received in Q3, Two highlighted service failures as a result of the delays experienced by residents before remedial work was undertaken. The first case related to repair works to plastering, extractor fans, poor water pressure and the presence of Silverfish in the property. No maladministration was found relating to the repairs but there was a service failure in the delays in resolving the water pressure and the presence of Silverfish. The second case related to a leak where the Ombudsman concluded that there was maladministration on the part of THH due to the delays in securing access to the neighbouring property, and the number of times the problem had to be reported by the complainant. No maladministration was found in respect of the way THH had handled the formal complaint.

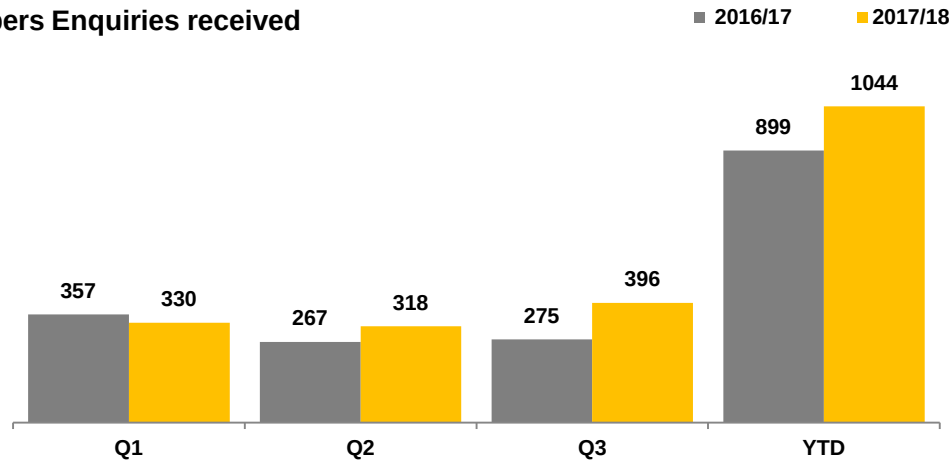
2.6.3 The final determination related to a historical complaint in the way THH had responded to a flood into the complainants' property in March 2016. No maladministration was found against THH as actions had been taken promptly and adequate redress was provided.

3 Members/MP Enquiries

3.1 Members and MP Enquiries Overview:

- The Number of Members Enquiries received has increased by 16.1% (145 enquiries) compared to the previous year.
- There has been a 24.5% increase in the number of enquiries from Q2 to Q3 2017
- Performance in responding within target has improved by 16% (82% YTD / 66%) compared to the same period last year. Performance in Q3 has improved marginally compared to the previous quarter.

Members Enquiries received



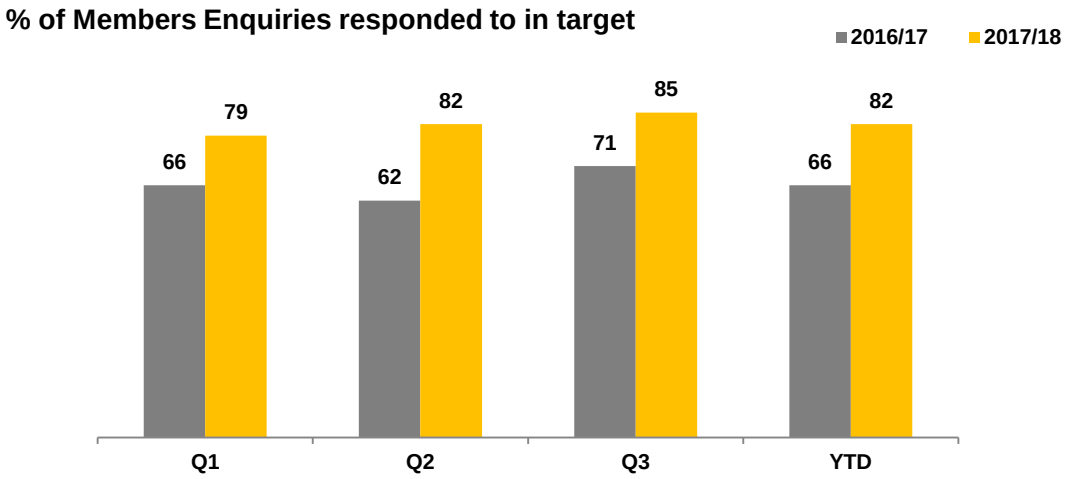
3.1.1 Figures for the number of enquiries receive to date show there has been a significant increase in the number of enquiries being logged for Repairs, Neighbourhoods and the Housing Service Centre.

Member's Enquiries	Q2	Q3	YTD 16/17	YTD 17/18
Repairs General Build	79	117	165	274
Neighbourhood Offices	54	63	122	175
ASB	37	75	107	164
Housing Service Centre	26	43	61	92
Environmental Services	19	23	43	59
Rents	6	3	6	13
Health & Safety	12	3	0	26
Other	0	2	5	7
Capital Delivery	30	23	160	82
Leasehold Services	43	24	138	108
Repairs Mechanical and Electrical	8	12	63	31
New Build	2	7	13	10
Community Partnership	1	1	3	2
Chief Executive Office	1	0	12	1
Total	**318**	**396**	**899**	**1044**

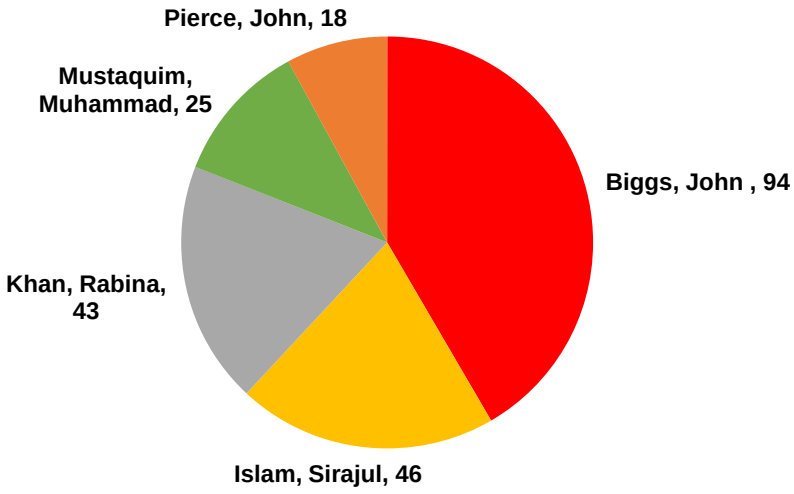
3.1.2 The number of Members Enquiries being received has seen a sharp increase in Q3 with ASB and Repairs being areas of focus. This is consistent with the trends seen during previous pre-election periods. The Complaints team will continue to monitor the volume of Member's Enquiries being generated over the coming months and will shortly roll out additional guidance for staff in partnership with the Communications team.

3.2 Members Enquiries response performance

3.2.1 Although there have been improvements to the performance for responding to enquiries when compared to last year, performance has remained static over the last three quarters. As a result there has been only a 2 percentage point improvement to the year to date position that was reported in Q2.



3.3 Top 5 number of enquires by elected member received in Q3



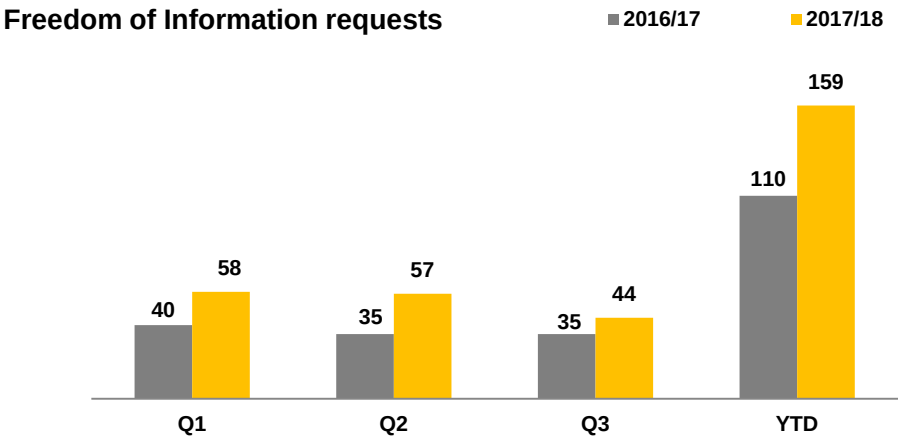
4 Freedom of Information & Subject Access Requests

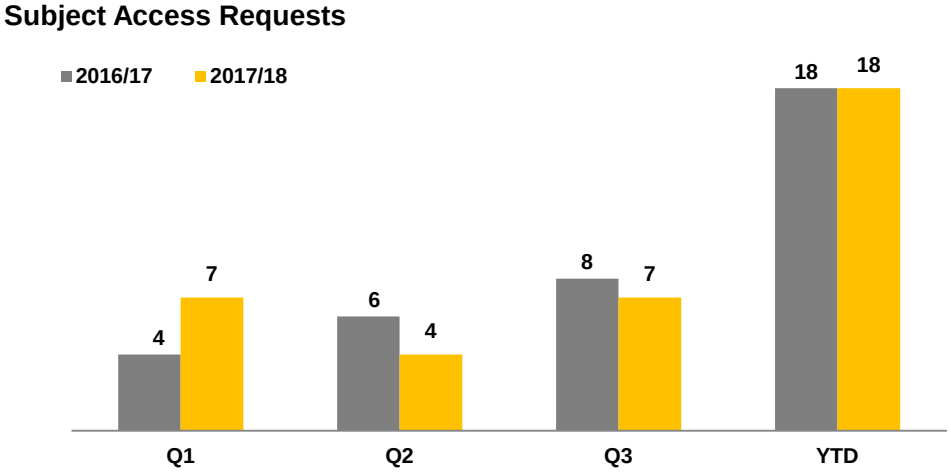
4.1 FOI and Subject Access Requests Overview:

- The number of FOI received has increased by 44.5% compared to the same period last year
- The number of SAR received has remained the same compared to the same period last year.
- We are in target for FOI's (92% YTD) and exceeding the target for Subject Access Requests (100%)

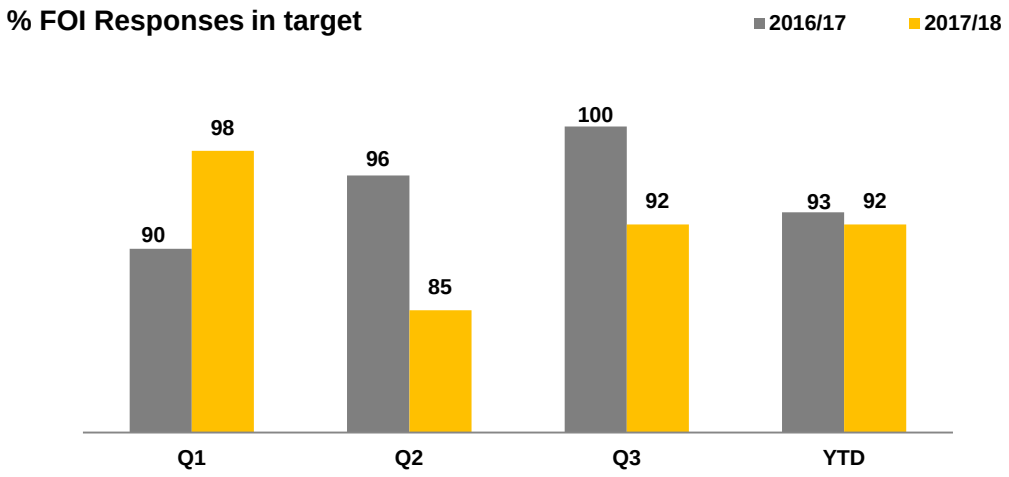
4.2 Number of FOI's and Subject Access Requests received

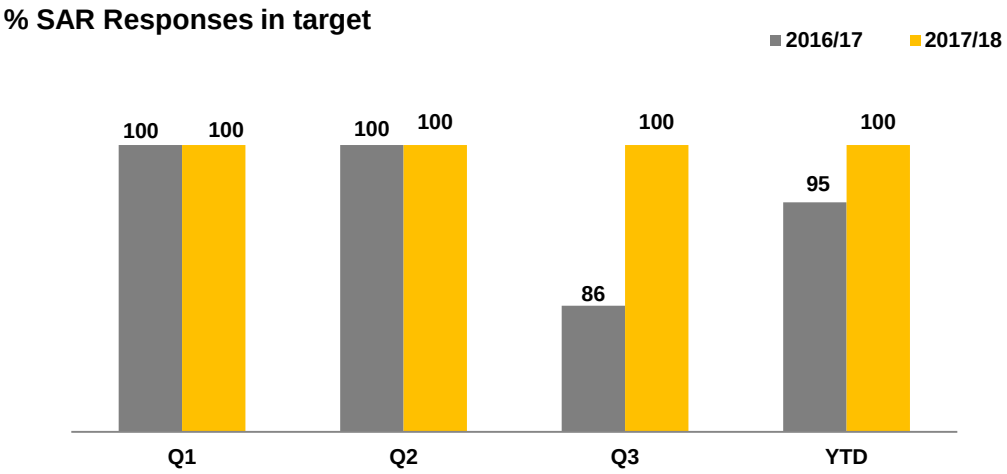
4.2.1 In line with the trends seen in Q1 and 2, we continue to receive more FOI requests than have previously in 2016/17. Based on our year to date position, we have received 49 additional requests compared to the same period in the previous year. There have been no changes in the number of Subject Access Requests.





4.3 FOI and SAR response performance





Tower Hamlets Homes

Item x

Report to: Residents' Scrutiny Panel
For meeting dated: Tuesday 30th January 2018
From: Lesley Owen
For: Information

Topic: **December 2017 Performance Report**

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1 Introduction

1.1 The Residents' Panel has a duty, outlined in its Terms of Reference, to monitor and review performance across the organisation, and to explore and challenge under-performance as appropriate. To facilitate this, the Panel selects a set of measures to be reported on regularly.

2 Performance December 2017

2.1 At its Away Day in March the Panel confirmed they would retain the 2016-17 measures for 2017-18 reporting. Ten measures are reported monthly and a further seven each quarter. In addition two complaints indicators are included here for information.

2.2 THH performance on these indicators to the end of December 2017 is shown at *summary* level in Table 1 below. Results are shown as 'green' if the target is being met or exceeded, 'amber' if the result is close to target (generally within 5%), or 'red' if the target is not being met. A Guide to how to read the results at individual *indicator* level is included in this report as *Appendix 1*. The individual indicator results themselves are set out in *Appendix 2*.

We are currently unable to report performance on two indicators:

i. *Repair appointments kept* due to the Housing Service Centre [HSC] not recording contractor missed appointments on the system.

ii. *First Time Resolution of Issues* due to staffing changes at the HSC.

Table 1: Status December 2017

Status	Red	Amber	Green	N/a	All
No. of indicators: Dec 17	4 24%	3 18%	8 47%	2* 12%	17 100%

2.3 Table 2 below shows the direction of travel compared to the previous *month or quarter*.

Table 2: Direction of Travel from previous month/quarter December 2017

Trend	Weakened	Stayed the same	Improved	N/a	All
No. of indicators: Dec 17	4 24%	0	11 65%	2* 12%	17 100%

2.4 Table 3 below shows the direction of travel compared to the previous *year* as requested by the Panel at its 28 November meeting.

Table 3: Direction of Travel from 2016-17 December 2017

Trend	Weakened	Stayed the same	Improved	N/a	All
No. of indicators: Dec 17	6 35%	0	9 53%	2* 12%	17 100%

3. Performance analysis

3.1 The following measures are again 'red' for the year to the end of December. The numbering follows that of the indicators in *Appendix 1.*

3a. % non-repairs calls answered;

3b. % repair calls answered;

4a. Average time for repair call to be answered; &

4b. Average time for non-repair call to be answered

These linked measures report four aspects of the performance of the Housing Service Centre [HSC] in answering phone calls.

The figures show the HSC continues to struggle with a combination of new, inexperienced Housing Advisors, and a shortage of Advisors overall due to sickness and high staff turnover. This is despite new Advisors being repeatedly recruited and trained.

The average December call answer rate of 77% for all THH Call centre services, was an increase on November's 72%. The repair call answer rate improved from 74% to 80% between November and December.

As previously reported year-end targets cannot be met but the service continues to strive to meet the four targets each month.

4. Satisfaction indicators

4.1 Satisfaction ratings are reported as the number of 'excellent', 'good' and 'fair' responses combined, expressed as percentage of all responses for each survey or survey question. The Panel at its meeting of 28 November 2017 requested more information on the breakdown between these ratings. This is shown at *Appendix 3* for all satisfaction measures reported to the Panel. Data is shown for 2016-17 compared to 2017-18 to the end of November. The actual number of responses each measure is based on in shown by the numbers in blue to the right of each year's breakdown.

4.2 The results show a significant degree of stability between the ratings over the two years. The largest difference is +4% rating of THH as 'good' by leaseholders, followed by -3% of tenants rating THH as 'good', and +3% of residents rating the caretaking service as 'excellent'.

5. Complaints in target

5.1 2017-18 monthly performance, on complaints responded to in target, for Stage 1 and Stage 2 complaints respectively are also shown in *Appendix 2*. These are not currently meeting target though performance is above that of 2016-17. Analysis of this and other complaints-related issues is the subject of another item on the meeting's agenda.

6. Summary

6.1 Tower Hamlets Homes' performance across the range of Resident Panel indicators shows slightly more indicators meeting than not meeting target, and many more strengthening than weakening since the last reporting period. In addition, more than half the indicators have improved when compared with results from the previous year.

7. Recommendations

7.1 For the Panel to:

(i) note the performance to December 2017 and the additional analysis on the 'red' measures;

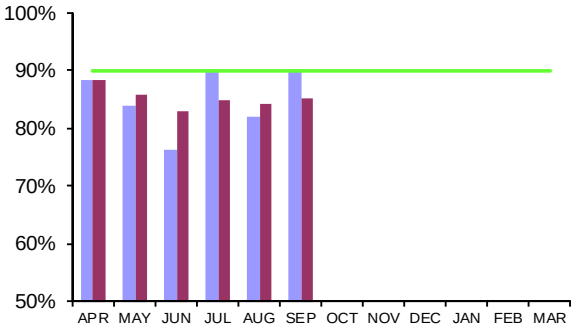
(ii) consider whether to explore further any areas of under-performance.

Appendix 1

Tower Hamlets Homes

Residents' Panel

September 2017

	Indicator	2017/18 target	Perf in month/ quarter	Monthly/ quarterly target	Perf YTD	YTD target	Perf by month/quarter (Latest Result, YTD, Target)	Frequency
Complaints								
A	% Stage 1 complaints answered in target	90%	**90.2%**	90%	**85.1%**	90%		M
	Stage 1 complaints answered in target		**46**		**319**			
	Stage 1 complaints answered		**51**		**375**			

The % result for the month or quarter…

… and the actual numbers the % is based on

Results for the year to date (cumulative performance from April to the current month/quarter)

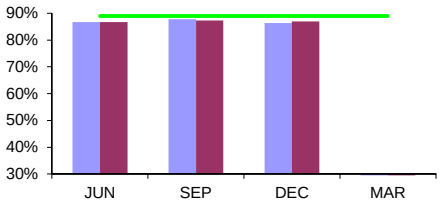
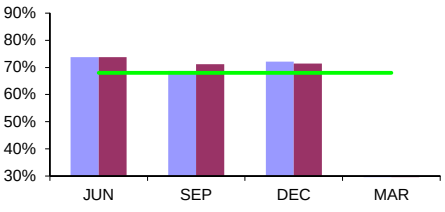
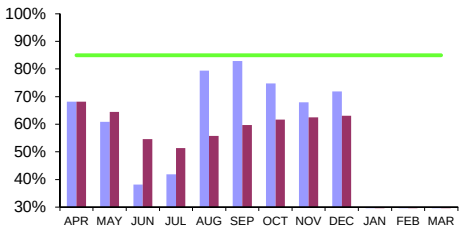
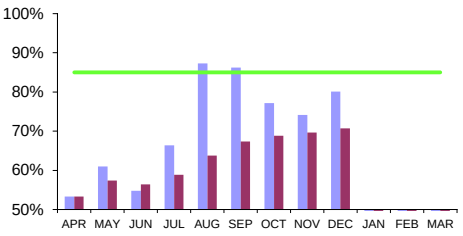
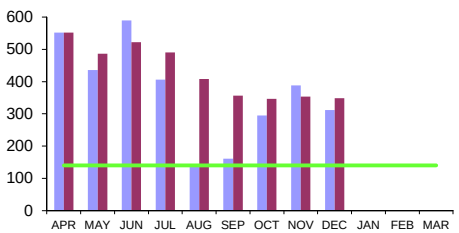
Results colour coded

Graph shows performance by month and for the year to date (YTD) against target

Tower Hamlets Homes

Residents' Panel

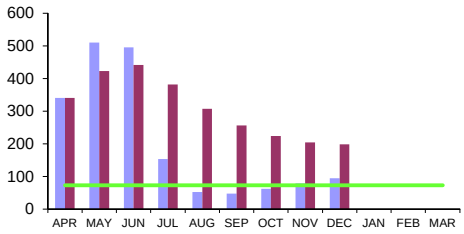
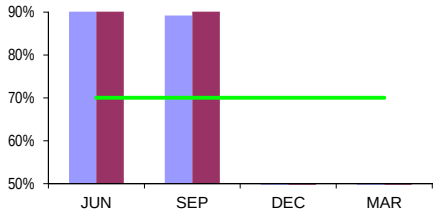
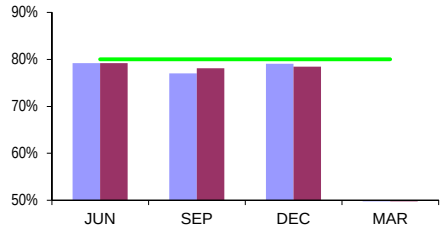
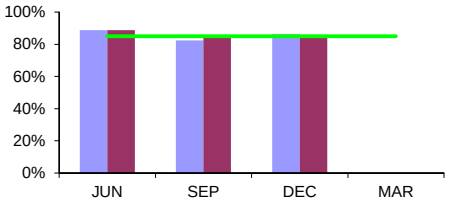
December 2017

	Indicator	2017/18 target	Perf in month/ quarter	Monthly/ quarterly target	Perf YTD	YTD target	Perf by month/quarter (Latest Result / YTD / Target)	Frequency	Trend Prev. year
Overall Service									
1	Overall Satisfaction: tenants	89%	**86.35%**	89%	**86.97%**	89%		Q	↓↓
	No. of tenants rating THH as excellent, good, or fair		310		921				
	Total No. of tenants responding		359		1,059				
2	Overall Satisfaction: leaseholders	68%	**72.14%**	68%	**71.46%**	68%		Q	↑↑
	No. of leaseholders rating THH as excellent, good, or fair		101		333				
	Total No. of leaseholders responding		140		466				
Customer Access									
3a	% non-repair calls answered	85%	**71.83%**	85%	**63.13%**	85%		M	↑↓
	Total non-repair calls answered		3,304		42,807				
	Total non-repair calls received		4,600		67,812				
3b	% repair calls answered	85%	**80.08%**	85%	**70.73%**	85%		M	↑↓
	Total repair calls answered		6,415		55,588				
	Total repair calls received		8,011		78,594				
4a	Repair calls average wait (secs)	140	**312**	140	**349**	140		M	↑↓
	Total repair calls answered		6,415		55,588				
	Total wait time for repair calls answered		2,003,335		19,374,769				

Tower Hamlets Homes

Residents' Panel

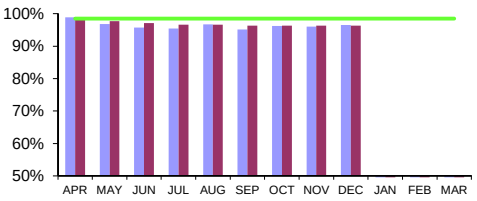
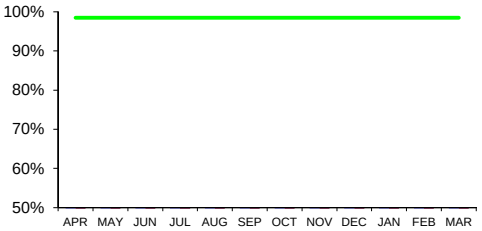
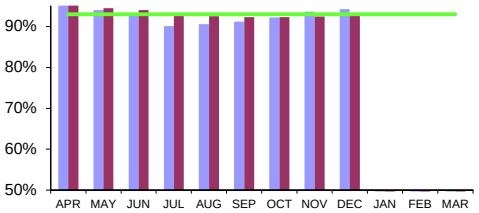
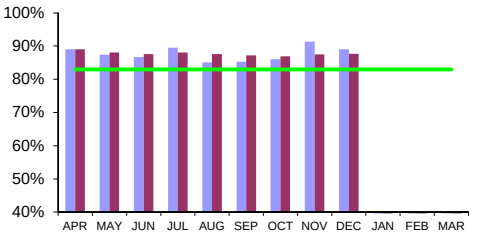
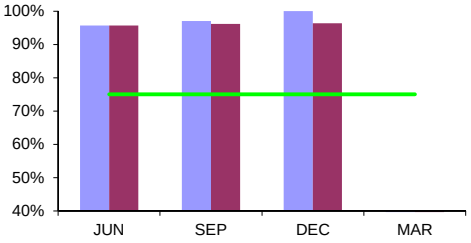
December 2017

	Indicator	2017/18 target	Perf in month/ quarter	Monthly/ quarterly target	Perf YTD	YTD target	Perf by month/quarter (Latest Result / YTD / Target)	Frequency Trend Prev. year
4b	Non-repair calls average wait (secs)	73	95	73	199	73		M
	Total non-repair calls answered		2,304		41,807			
	Total wait time for non-repair calls answered		219,192		8,320,817			
5	Percentage of issues resolved at first point of contact	70%	89.21%	70%	91.64%	70%		Q
	No. of cases resolved at first point of contact		620		1,216			
	Total no. of cases		695		1,327			
6	Percentage of residents agreeing 'THH does what it says it will do'	80%	79.10%	80%	78.42%	80%		Q
	No. of residents agreeing THH did what it said		280		825			
	Total number of residents responding		354		1,052			
	Caretaking							
7	% of residents rating THH cleaning/caretaking as excellent, good, or fair	85%	86.2%	85%	85.7%	85%		Q
	No. of residents rating excellent, good, or fair		367		1,129			
	Total No. of residents responding		426		1,317			

Tower Hamlets Homes

Residents' Panel

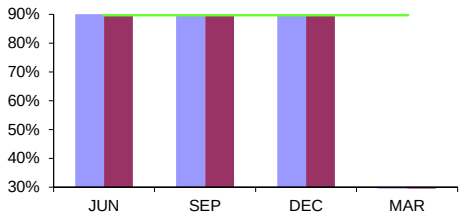
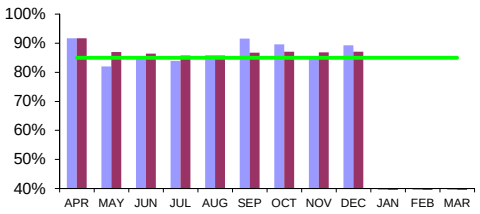
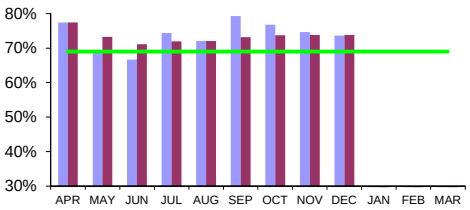
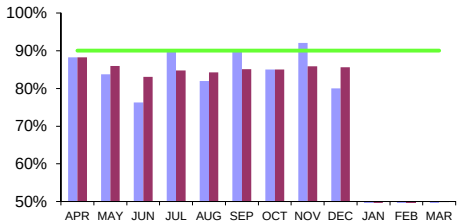
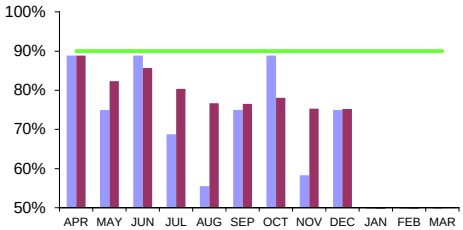
December 2017

	Indicator	2017/18 target	Perf in month/ quarter	Monthly/ quarterly target	Perf YTD	YTD target	Perf by month/quarter (Latest Result / YTD / Target)	Frequency	Trend Prev. year
Homes									
8	% of repairs completed in target	98.5%	**96.5%**	98.5%	**96.3%**	98.5%		M	↑↑
	No. of repairs completed in target		**4,540**		**44,274**				
	Total repairs completed		**4,704**		**45,965**				
9	% of repair appointments kept	98.5%		98.5%		98.5%		M	
	No. of appointments kept								
	No. of appointments made								
10	Percentage of tenants rating the repairs service as excellent, good, or fair	93%	**94.3%**	93%	**92.6%**	93%		M	↑↑
	No. of residents rating excellent, good, or fair		**198**		**2,519**				
	Total No. of residents responding		**210**		**2,720**				
11	% of repairs completed on 1st visit	83%	**89.0%**	83%	**87.6%**	83%		M	↓↑
	No. of repairs completed on 1st visit		**187**		**2,375**				
	Total No. of repair completions		**210**		**2,710**				
12	Major Works Satisfaction	75%	**100%**	75%	**96.40%**	75%		Q	↑↑
	No. of residents rating excellent, good, or fair		**7**		**107**				
	Total No. of residents responding		**7**		**111**				

Tower Hamlets Homes

Residents' Panel

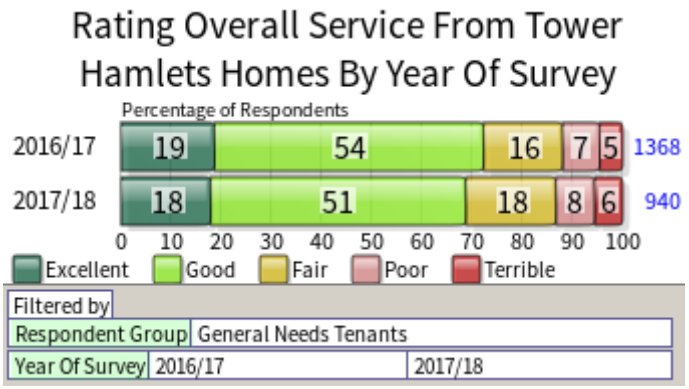
December 2017

	Indicator	2017/18 target	Perf in month/ quarter	Monthly/ quarterly target	Perf YTD	YTD target	Perf by month/quarter (Latest Result / YTD / Target)	Frequency	Trend Prev. year
ASB									
13	ASB: % of cases successfully resolved	90%	**97%**	90%	**96%**	90%		Q	↑↑
	No. of closed cases with a satisfactory outcome		**100**		**299**				
	Total No. of closed cases		**103**		**312**				
Communication									
14	% of residents rating THH as excellent, good, or fair at keeping informed	85%	**89.2%**	85%	**87.1%**	85%		M	↑↑
	No. of residents rating excellent, good, or fair		**149**		**1,318**				
	Total No. of residents responding		**167**		**1,513**				
15	% of residents rating THH as excellent, good, or fair at taking views into account	69%	**73.6%**	69%	**73.8%**	69%		M	↓↑
	No. of residents rating excellent, good, or fair		**106**		**973**				
	Total No. of residents responding		**144**		**1,319**				
Complaints									
A	% Stage 1 complaints answered in target	90%	**80.0%**	90%	**85.6%**	90%		M	↓↑
	Stage 1 complaints answered in target		**24**		**469**				
	Stage 1 complaints answered		**30**		**548**				
B	% Stage 2 complaints answered in target	90%	**75.0%**	90%	**75.3%**	90%		M	↑↑
	Stage 2 complaints answered in target		**6**		**70**				
	Stage 2 complaints answered		**8**		**93**				

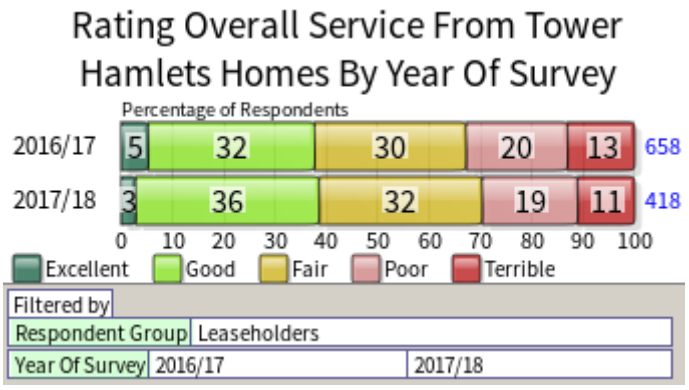
Appendix 3

Satisfaction measures by year of survey

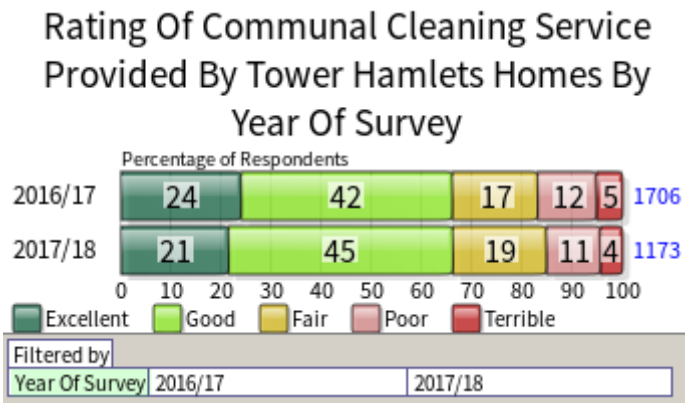
1. Overall satisfaction - *tenants*



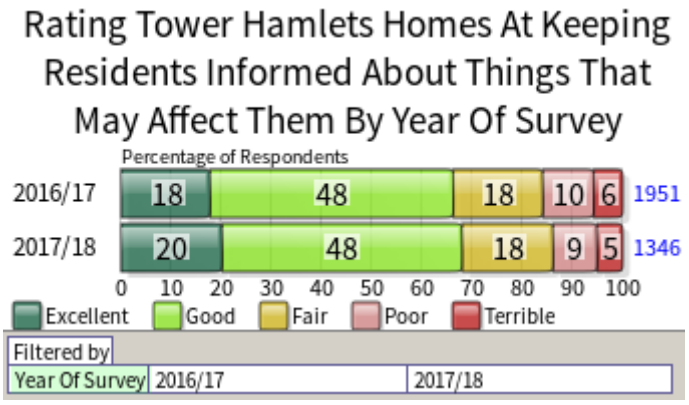
2. Overall satisfaction - *leaseholders*



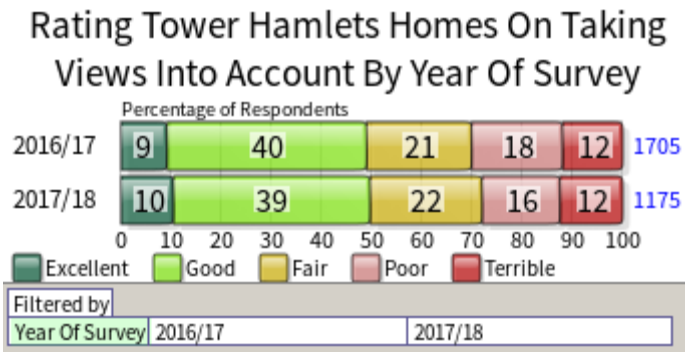
3. Satisfaction with cleaning/caretaking



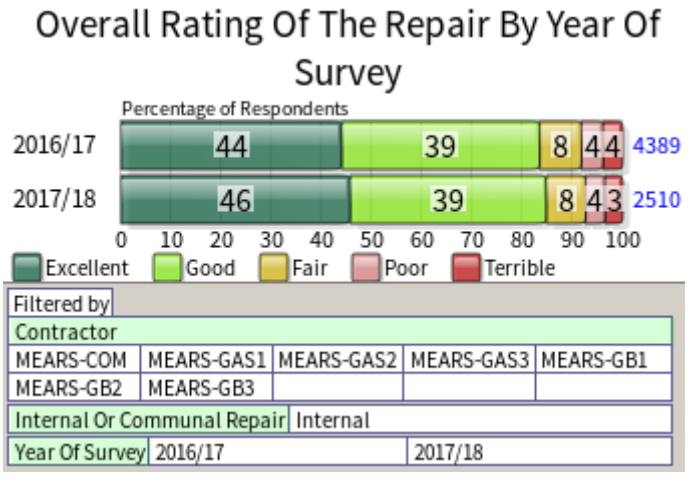
4. Rating THH as keeping residents informed



5. Rating THH as taking residents' views into account

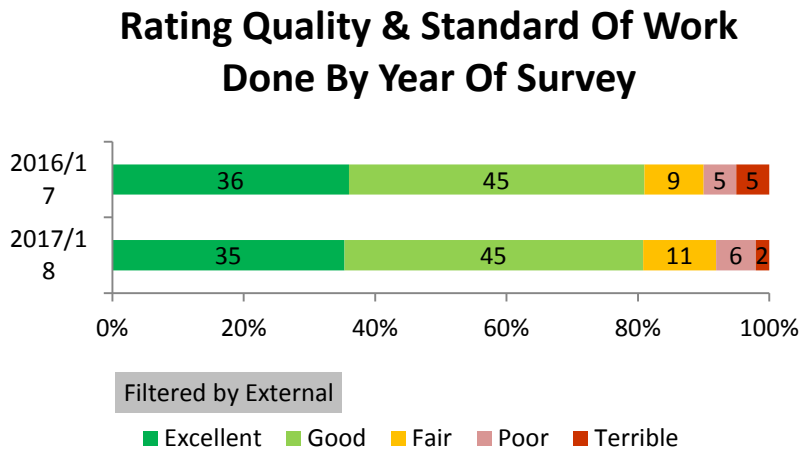


6. Satisfaction with repairs



Appendix 3

7. Satisfaction with Major Works



22 responses in 2016/17

126 responses in 2017/18 to November