

## **Residents' Panel Meeting**

Tuesday 28<sup>th</sup> May 2019

17:30 - 19:00

Financial Health Centre  
Raynham House  
Massingham Street  
London E1 4EB

Chair: Chris Weavers

### **Agenda**

1. Introductions & Welcome - Chris Weavers
2. Minutes & Actions from previous meeting - Chris Weavers
3. Update from the THH Board - Ann Lucas
4. Joint Fire Safety Working Group update - Simon Hart
5. Repairs Re-procurement - Tony Lewis & Hillary Kelly
6. Place Shaping update - Paul Davey
7. Leasehold Review update - Paul Davey
8. Performance update - Lesley Owen
9. Complaints update - Debbie Palmer
10. Scrutiny update - Gulam Hussain
11. Any other Business - All
12. Date of next meeting: Tuesday 30<sup>th</sup> July 2019, 18:00 – 20:00

Minutes and Actions

Attendees

Members	Role
Chris Weavers (CW)	Chair & Leaseholder
James Wilson (JW)	Private renter
Gibran Afzal (GA)	Tenant
Shaheda Najmeen (SN)	Tenant
Saleha Jafrin (SJ)	Leaseholder
Daniele Lamarche (DL)	Leaseholder
THH Staff	
Ann Lucas (AL)	Chair of Tower Hamlets Homes Board
Sarah Pace (SP)	Head of Business Development
Hillary Kelly (HK)	Head of Repairs
Gulam Hussain (GH)	Scrutiny and Resident Feedback Manager
Nojmul Hussain (NH)	Resident Feedback Officer
Observer A	

Actions	Action Owner	Status/ Date
1. Additional notes from meeting in January 2019 to be noted and captured	NH	
2. Liaise with the Communication's Team to confirm how THH's radio slot on Betar Bangla is advertised	GH	
3. Include an additional recommendation to the findings of the Communications Review around encouraging more promotion of THH services (such as the slot on Betar Bangla) through word of mouth networks	GH	
4. Provide feedback at a future meeting on the results of the consultations run by See the Person and the NFA and the Together with tenants consultation run by the NHF.	GH	
5. Circulate Mears performance presentation.	SP	
6. Circulate a briefing note on the powers/process followed by THH to intervene in cases of animal cruelty or negligence	NH	
7. Provide an explanation on measure 4b from the performance report	SP	

8. Report on the definition of a complaint used by THH and how it responds to more informal concerns	GH	
9. Invite a relevant officer from Leasehold Service to provide an update on the HQN review alongside Adam Coates.	NH	
10. Circulate the recommendations from the Communications Scrutiny Review to members.	NH	

Item No	Description	Action	Status/Date
<b>1.</b>	<b>Introduction and Welcome</b>		
1.1	Apologies received from Samira Johnson, Shahaveer Hussain, Debbie Palmer and Lesley Owen.  CW welcomed all members.		

<b>2.</b>	<b>Minutes &amp; Actions from previous meeting</b>		
2.1	Members agreed the minutes from the January 2019 meeting.		
2.2	Observer A highlighted that some aspects from previous meeting were not captured in the minutes. This included providing more details about the financial savings THH has made through the changes in accommodation, details of the leasehold review and Altair's consultation with residents on the future of THH.		
2.3	CW highlighted that the minutes must strike a balance between detail and length. Areas that may not have been covered in full detail can be raised with the Scrutiny team for inclusion as an update. The leasehold review has been scheduled in to return to the panel in May 2019 for a fuller discussion on the findings and recommendations.		
2.4	Areas noted as an update to the minutes from January 2019 include; <b>Accommodation</b> <ul style="list-style-type: none"> <li>Savings of £580,000 have been made following the move to Boatman's House which included a rent free period of eight months.</li> <li>£320k contributions were received towards the fit-out from the landlord.</li> </ul> <b>THH Review</b> <ul style="list-style-type: none"> <li>Consultation for the management review, carried out by Altair (consultants), took place between September and October 2018. This included a number of focus groups and an online survey which attracted 700 responses.</li> <li>The review is being run by the Council. There is however a working group that has been set up which involves officers</li> </ul>		

	<p>from the Council, Altair and THH.</p> <ul style="list-style-type: none"> <li>• Altair has produced summary and detailed report to which THH has provided its comments.</li> <li>• 15th February - stage 2 report will consider other options available to the Council including extending the THH management agreement, possibly with a change of services</li> <li>• A decision from the Cabinet will follow the Stage 2 report.</li> </ul>		
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<b>3.</b>	<b>Update from THH Board</b>		
3.1	<p>AL provided the following updates:</p> <ul style="list-style-type: none"> <li>• The Business Plan (2019/20) was discussed at the February 2019 Board meeting. This includes a minor refresh to ensure Year 3 includes a focus on new areas identified as priorities.</li> <li>• The development of a new business plan is subject to the outcome of the management review and the future of THH.</li> <li>• Cabinet is expected to make a final decision on the outcome of the THH management review in June. This will be preceded by some consultation with residents.</li> <li>• THH has responded to enquiries from TPAS and the Local Government Association around the work it has done to strengthen resident engagement work as part of sharing good practice.</li> <li>• THH was shortlisted for an award for its partnership work, i.e ASB project with the Police. Although THH did not win, the nomination was a positive indication of THH's work.</li> <li>• The UK Housing Award shortlisted THH for four awards. This includes 'Landlord of the Year', recognition for the training offered at the Financial Health Centre, helping Women into Work project and for providing a dedicated service through the Betar Bangla radio station.</li> <li>• The re-location from Boatman's House is scheduled for summer 2019. A new set of offices has been identified a short distance from Boatman's house.</li> <li>• The Board is looking to recruit new tenant members. Residents that maybe interested can have an informal discussion should they want further details of the role.</li> </ul>		
3.2	<p>Members queried how THH advertised its radio slot on Betar Bangla to residents, particularly those who may benefit the most due the lack of access to literacy or digital skills.</p> <p>Officers advised this would need to be checked with relevant colleagues to confirm.</p> <p><b>ACTION: Liaise with the Communication's Team to confirm how THH's radio slot on Betar Bangla is advertised</b></p>	GH	

3.3	<p>Members recommended that THH take steps to ensure residents are notified through TRAs, information screens at One Stop Shops and through partner agencies who provide advice and support to residents.</p> <p><b>ACTION: Include an additional recommendation to the findings of the Communications Review around encouraging more promotion of THH services (such as the slot on Betar Bangla) through word of mouth networks</b></p>	GH	
3.4	<p>GA requested that the panel receive feedback on the consultations run by See the Person and the NFA and the Together with tenants consultation run by the NHF.</p> <p><b>ACTION: Provide feedback at a future meeting on the results of the consultations run by See the Person and the NFA and the Together with tenants consultation run by the NHF.</b></p>	GH	

4.	<b>Mears Performance Review</b>		
4.1	<p>HK provided an overview of Mears performance which has seen a decline in the current year. The panel noted that Mears had been served contract breach notice requiring them to develop an emergency action plan. Work is underway on developing an improvement action plan which could be shared upon request.</p>		
4.2	<p><i>Customer satisfaction</i>  HK provided an analysis of the data captured around customer satisfaction. Whilst the data illustrates a decline in customer satisfaction, further investigation revealed that dissatisfaction was often not linked to their experience of the repair. This sometimes included issues around managing the expectation of residents around renewing and replacing items within their homes.</p>		
4.3	<p>SJ emphasised that during inspections, residents should be informed what the work will consist of, e.g. new windows or repairs, so that there is no misunderstanding in regards to expectations. HK confirmed that this should already take place during an inspection but could be re-emphasised if required.</p>		
4.4	<p><i>Right First Time</i>  Performance against the Right First Time measure has also declined. However, HK explained that due to different circumstances it is not always possible to resolve the issue at first visit. Examples included works such as plastering or where a repair maybe held up due to a vital part/tool being unavailable. Residents may also feel dissatisfied due to misunderstanding the appointments structure for repairs which commits an operative to attend within a certain time but not necessarily complete the repair within the specific appointment slot.</p>		

4.5	Panel members queried what steps are taken to ensure contractors carry the right equipment whilst out on their jobs. Residents also noted that the structure of the appointment slots may also cause confusion for residents, particularly for those who may be taking time off work or planning repairs appointments around other commitments.		
4.6	HK advised that Mears maintains lists of tools and equipment for different trades which should be carried on vans. Steps are also taken to ensure the stock on repairs vans are updated in line with changing needs such as the installation of new parts within homes through Major Works.		
4.7	Measures are in place to help ensure slots/appointments are honoured such as vehicle tracking and post completion surveys carried out by Mears themselves. Arranging slots through Mears booking system has also proved to be effective in terms of minimising missed appointments and could also help to ensure jobs are more likely to be completed within the appointment slots provided. Work is also taking place to record the 'standard minute values' associated with types of jobs in order to allow for more precise appointment slots based on the type of repair as part of the initiative to enable residents to log and book their own repair appointments online.		
4.8	Although Mears have been using SMS messages to keep residents informed on their appointments this has only been rolled out to a small proportion of THH residents and isn't being used to its full potential. This is in part due to the quality of data. Mears should also be taking steps to inform residents when operatives are delayed and offer an option for appointments to be rescheduled.		
4.9	HK advised that work is also being undertaken on reviewing KPIs and ensure surveys carried out by Kwest specifically capture whether operatives did a good job whilst carrying out a repair. This would help to ensure it was easier to hold contractor to account.		
4.10	DL suggested that more information should be available on specifications and suppliers for leaseholders who may have responsibility for repairs to features such as windows and entry phones		
	<b>ACTION: Circulate Mears performance presentation.</b>	NH	

5.	Customer Service Standards		
5.1	<p>SP reported that THH is in the process of refreshing its customer service standards. As part of this process work has also been undertaken on the expectations of residents. SP advised that although the Panel has a single document outlining the expectations of residents, feedback from officers have made it clear that there should be separate documents outlining standards for tenants and leaseholders. Members were requested to provide feedback on the standards outlined.</p>		
5.2	<p>JW highlighted that given that a significant proportion of residents in THH estates are private renters there should be a separate set of expectations for that group.</p>		
5.3	<p>Members provided the following feedback:</p> <p>Customer promise</p> <ul style="list-style-type: none"> <li>• to be proactive in sharing information</li> <li>• to work with Tenants and Residents associations</li> <li>• to work in partnership with others agencies to tackle issues such as ASB</li> <li>• response standards for social media enquiries</li> </ul> <p>Our Expectation of Residents</p> <ul style="list-style-type: none"> <li>• leaseholders not to sublet their property on Airbnb</li> <li>• Clarify that recycling bins are no longer purple and clearly state that using the wrong bag would contaminate the bin and refuse would go to landfill</li> </ul>		
5.4	<p>DL highlighted concerns around the issue of responsible pet owners and the role of THH in intervening where there may be a concern. CW clarified that this was the responsibility of the Council and the RSPCA.</p> <p>CW proposed that, under 'expectations', THH could include a statement on residents being responsible pet owners.</p> <p><b>ACTION: Circulate a briefing note on the powers/process followed by THH to intervene in cases of animal cruelty or negligence</b></p>	NH	

6. Performance Update													
6.1	SP provided an overview of Performance (Q3) and reported that all but 2 indicators, related to repairs, have been on target.												
6.2	<p><b>Status: February 2019</b></p> <table border="1"> <thead> <tr> <th>Status</th> <th>Red</th> <th>Amber</th> <th>Green</th> <th>N/a*</th> <th>All</th> </tr> </thead> <tbody> <tr> <td>No. of indicators: Feb 19</td> <td>2 12%</td> <td>3 18%</td> <td>5 29%</td> <td>7 41%</td> <td>17 100%</td> </tr> </tbody> </table>	Status	Red	Amber	Green	N/a*	All	No. of indicators: Feb 19	2 12%	3 18%	5 29%	7 41%	17 100%
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No. of indicators: Feb 19	2 12%	3 18%	5 29%	7 41%	17 100%								
6.3	<p>SP was requested to provide clarity on point 4b (Non –repair calls average wait) as there was a substantial rise since January 2019.</p> <p><b>ACTION: 1. Provide an explanation on measure 4b from the performance report</b></p>												
6.4	<p>Members reviewed the KPIs provided to them and agreed to omit measure on Caretaking services due to the performance continuing to be consistent. Measures on complaints are also to be omitted as the panel receives a separate report.</p> <p>The panel agreed to add the following:</p> <ul style="list-style-type: none"> <li>- No. of MyTHH registrations</li> <li>- No. of unique MyTHH visits as % of residents registered</li> <li>- % residents kept informed and satisfaction with communication</li> </ul>												
6.5	<p>DL recommended that in light of the joint scrutiny review being carried out with the Council the panel should adopt a measure on satisfaction around open spaces/horticulture.</p> <p>GH clarified that whilst there is a measure as part of the main tracker survey carried out by Kwest, THH was in the process of reviewing all its questions as part of a recommissioning exercise. This could however be revisited at a later point.</p>												

SP

7. Complaints update (Q3)	
7.1	GH reported that the performance during quarter 3 has been steady in regards to responding to Stage 1 complaints despite a small increase in the number of complaints received. Further investigation is being carried out to ascertain reasons for the increase.
7.2	There have been some issues relating the Council's management of stage 2 and stage 3 responses (under the previous model) and

<p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p> <p>7.7</p>	<p>concerns have been raised with LBTH. Additional updates included:</p> <ul style="list-style-type: none"> <li>• Officers were looking at how THH handles the payment of compensation and whether this can be used more effectively to reduce the number of cases escalating and inevitably attracting a larger compensation payment.</li> <li>• Work was being undertaken to ensure residents are contacted as soon as possible to explore if issues can be resolved quickly.</li> <li>• Typically responses are issued between day 16 and 20 - the aim is to respond even sooner.</li> <li>• The complaints team are now undertaking feedback calls following the closure of a complaint to ensure residents are satisfied and that THH has delivered on corrective actions. This is designed to reduce cases escalating.</li> </ul> <p>SJ expressed some concerns in regards to THH not acknowledging complaints unless they were explicitly made. Concerns were also raised around the investigation process and the quality of response received. SP explained that formal letters should be quality checked by a Service Head. CW also noted that there had been specific recommendations made through the Communications Scrutiny review aimed at improving the quality of written communication issued by THH to residents.</p> <p>SJ queried what constitutes a complaint and raised concerns on how THH understands and addresses complaints which aren't sent using the heading of complaint. SJ queried what the best method is for raising a complaint. Members were advised to complete the online e – form.</p> <p>CW advised that this could be addressed through a future Complaints report.</p> <p><b>ACTION: Report on the definition of a complaint used by THH and how it responds to more informal concerns</b></p> <p>SJ raised concerns around leaseholders having to pay towards the repair costs for damages caused by contractors through negligence.</p> <p>CW highlighted that issues to do with contractor responsibility, accountability and billing would be addressed through the current Leasehold Review which will be reported to the panel in May.</p> <p>Members suggested that a relevant officer from Leasehold services is also invited for the meeting in May in addition to the Project lead.</p> <p><b>ACTION: Invite a relevant officer from Leasehold Service to provide an update on the HQN review alongside Adam Coates.</b></p>	<p>GH</p>	
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8.	Work Planning 2019/20		
8.1	<p>GH outlined the Panel's work programme for 2019/20. The following feedback was provided</p> <ul style="list-style-type: none"> <li>• Re-schedule discussion on Diversity Strategy for July 2019 and include an item on horticulture for September 2019.</li> <li>• The draft Communication Scrutiny report is expected to be ready by May 2019. Draft recommendations from the Communications review to be circulated to panel members for further comments.</li> <li>• Add update from HK on contractor's performance in July 2019. This is subject to performance showing no improvement.</li> <li>• Add a follow up item to review the impact of the recommendations made in the Open Spaces scrutiny review. Timing TBC.</li> </ul> <p><b>ACTION: Circulate the recommendations from the Communications Scrutiny Review to Panel for feedback.</b></p>	NH	

9.	Panel updates		
9.1	<p>GH provided the following updates:</p> <p><b>Scrutiny</b></p> <ul style="list-style-type: none"> <li>- Upcoming joint scrutiny review (June 2019) with LBTH to explore retrofitting energy efficiency solutions to existing stock. This was a recommendation made in last year's Energy Efficiency in New Builds review. A representative from the GLA has agreed to participate in the review.</li> <li>- Six recommendations were made following the Communication review – which will be shared with members for further feedback</li> <li>- Open Space Review is due to be completed soon. One outstanding session left.</li> </ul> <p><b>Fire Safety Review Group</b></p> <ul style="list-style-type: none"> <li>- Meeting took place in January 2019 and the next meeting is scheduled for 30<sup>th</sup> April 2019.</li> </ul> <p><b>Satisfaction Survey</b></p> <ul style="list-style-type: none"> <li>- 7 tender submissions were received and the evaluation of the tender bids is currently taking place. Three residents are taking part in the evaluation, which includes SN from the panel. They will evaluate the supplier presentation which is on the 2<sup>nd</sup> April. A new contract award will be issued following the final scoring.</li> </ul>		

<b>10.</b>	<b>AOB</b>		
10.1	Members were reminded that Panel training is scheduled to take place on the 23 <sup>rd</sup> and 29 <sup>th</sup> April 2019.		

<b>11.</b>	<b>Date of next meeting</b>		
11.1	Tuesday 28 <sup>th</sup> May 2019, 5.30pm – 7pm		

## **1. Introduction**

- 1.1 The current responsive repairs contract delivered by Mears runs until 31<sup>st</sup> March 2021 and this paper is presented to resident groups to outline the approach to be taken in re-procuring the contract and to provide context and background information to enable discussion, challenge and development of the service.
- 1.2 The approach provides residents and other stakeholders the opportunity to influence the evaluation and selection of the desired operating model and contractor arrangements. **Options are presented in this report and shows evaluation of these for review by resident groups.**
- 1.3 It is generally considered there is no perfect solution for methods and arrangements for undertaking day-to-day housing repairs and associated services. Best practice advice is that the optimal solution is one which will serve the needs of the organisation's customers, its business drivers, and its stakeholders' desires at any particular time. Repairs and maintenance activity is a significant cost and driver of customer satisfaction and therefore the opportunity of re-procurement will be used to drive improved quality and improving service outcomes.
- 1.4 Authority to approve the procurement options rests with the Council and resident input is valuable in formulating and supporting the recommendations to be put forward to the THH Board and LBTH.

## **2 Purpose of consultation**

- 2.1 This stage of consultation is concerned with contract infrastructure and there are a number of stages that residents and stakeholders will influence the re-procurement.
  - 1. project scoping and infrastructure (this stage) – how the contract should be let and the payment arrangements**
  2. specifications within the contract – the details that contractors will tender on (standards of work, community commitment, performance levels, governance and penalties, etc.
  3. selection of contractors
  4. contract delivery
- 2.2 Residents are asked to note the background and context information contained in this report and review the analysis of contract type. Whilst of less a factor on service delivery and satisfaction, residents are also being asked to comment on payment arrangements. It is for residents to determine if the current contract infrastructure impacts on service delivery rather than the competence of Mears as a contractor or THH as a client.

2.3 Discussions with residents so far agreed with the general evaluation of models and noted:

Contract arrangements

1. Option 1 (main contractor) – concerns of control, quality and cost of the amount of work that is sub-contracted (subcontractors may concentrate on the money rather than the ethos of THH and making residents smile) but the option is generally workable and is what is in place at present.
2. Option 2 (main contractor with geographical split say north and south) - as per option 1 but the Borough is the right size for a single contractor and historic arrangements where this was in place led to a difference in service delivery which was not fair for some residents.
3. Option 3 (arrangements on work type) - was generally favoured with the strength being the direct relationship between THH and the contractor
4. Option 4 (In-house direct labour) – the model was liked however practicalities, start-up costs and experiences of other organisations for example meant this was not a favoured option
5. Option 5 (shared or shared procurement with others) – main concerns around the lessening of control of THH and competing priorities of others with resources being diverted to other contracts.
6. No alternative options put forward.

Payment Options

1. Seen as less of a factor on service delivery and satisfaction
2. Arrangements should not be expensive and not mean that THH is bogged down in administration and given the best opportunity to manage the contractors effectively
3. Open book arrangements caused some concern for the reasons given in the appendix
4. Schedule of rates to be used for common areas and larger works are desirable to give clear costing
5. Price per property noted as being less admin heavy and is being used which seems fairest to residents

Other comments

1. Compatibility of systems to be used to allow effective monitoring is desirable
2. If the content of the contract is solid then the contract set-up arrangements can be managed effectively, irrespective of the model chosen. This is the next stage and residents will be involved.

### **3. Background**

- 3.1 The current service delivers circa 60,000 responsive repairs each year including 19,000 repairs to communal areas. The statutory obligation to annually check and service gas installations is completed to 9,500 tenanted homes along with a range of other statutory testing and checking regimes.
- 3.2 The total expenditure with the current contractor is approximately £18 million per annum and the contracts were originally agreed in 2011 for the period of 5 years and have been extended for a further 5 years in line with contract provisions. There is no further provision for contract extension.
- 3.3 The project objectives are:
- create effective arrangements for delivery and governance
  - evaluate the best solution for service delivery
  - provide effective resident/stakeholder influence (Stakeholder engagement plan can be found at Appendix B)
  - gain THH Board and Council approval for recommendations
  - deliver accessible, wider and statutory leasehold consultations
  - deliver a value for money procurement process
  - effective execution of contracts
- 3.4 The key themes are service improvement and increased efficiency rather than solely focussing on reduction in costs so the important considerations include:
- fit with THH and Council's strategic and procurement objectives
  - fit with service objectives and changes to service delivery elsewhere within THH (arising from review of the ALMO, Housing Services Centre, and Caretaking etc.)
  - securing continuous service improvement and consistency
  - set up cost and longer term revenue cost implications
  - potential to improve customer satisfaction
  - potential to add value and facilitate innovation
  - reducing risk exposure
  - an integrated department that has access to good quality data in which to shape joined up strategies for asset management
  - flexibility in service to continuously evolve to meet the needs of the THH engagement strategies, the needs of residents and other teams within THH and the Council.
- 3.5 Subject to Council approval, the contract duration should be one that affords the most economical option and that can promote the benefits of collaboration. The proposal is to engage in a contract term consistent with what Public Procurement Regulations allow and suggests five years initially plus five year extension subject to contract being met. This approach will be attractive to the market, but will also provide the council with the ability to undertake strategic reviews, and thus ensure that performance remains a key success factor for both

parties. It will also retain the flexibility to accommodate future legislative or government policy change.

#### **4. Governance arrangements**

- 4.1 The governance arrangements are based on the principles of:
- high visibility and transparency
  - effective and meaningful stakeholder influence
  - an equalities impact will be undertaken with particular emphasis on language and access
  - utilisation of the range of residents feedback from residents as well as opportunities to influence at each stage of the process

#### **5 Timeframe**

- 5.1 The key indicative end dates of phases are:
- evaluate the best solution for service delivery: 30/06/19
  - gain approvals to recommendations made: 31/07/19
  - deliver S20 Notice of Intent: 31/10/19
  - S20 consultations 30/8/2020
  - issue Contract awards: 30/11/20
  - mobilise and demobilise: 31/3/21
  - execution of contracts: 01/04/21
- 5.2 This timeline will be reviewed by the project team to ensure phases are given sufficient time for implementation.

#### **6 Evaluation**

- 6.1 Known improvement areas from contract management and service enhancements will be included such as need for a full schedule of rates to avoid the levels of ad-hoc individual pricing, technical specification including standards of service, works quality and types of materials to be used and process development to provide clarity of responsibilities.
- 6.2 Engagement and evaluation activities are built into each stage of the process:
- project scoping and delivery
  - procurement
  - mobilisation
  - contract delivery

- 6.3 Evaluation material will include
- performance and satisfaction
  - costs
  - quality assurance
  - feedback
  - benchmarks
  - good practice
  - alternative models, and
  - stakeholder opinion/insight

## **7 Contractor arrangement options**

- 7.1 Preliminary market analysis, review of management information and the consideration of the local context leads to some assumptions on a shortlist of options to be considered. These will be tested at the evaluation stage.
- 7.2 The range of options includes:
- Option 1 - Re-tender in exiting format using a sole/prime contractor for the core work with or without separate work packages for very specialist services
  - Option 2 – Re-tender as Option 2 using a dual contractor split-borough approach for the core work with a separate work package for very specialist services
  - Option 3 - Re-tender using work packages based on trade expertise with the aim of shortening the supply chain and increasing control
  - Option 4 - In-house direct labour service provision
  - Option 5 - Collaboration with other Local Authorities or Housing Associations
- 7.3 Other factors will be considered in the evaluation which will achieve THH's desires including co-location, branding, social investment etc.
- 7.4 More detailed explanations of these options can be found in the appendices of this report.

## **8 Consideration of services to be included**

- 8.1 The group should note that some additions and changes have been made to the existing contract and these will be reviewed as part of the re-procurement process. The changes and additions are a result of a combination of factors including original oversights of the contract set up, enhancements or added value that were gained during the contract or changes in the operating environment. Similarly, consideration will be given to the amount of work or type that can be subcontracted as this can be a source of operational delivery failure with lower satisfaction rates. Note that the current contract was let on a schedule of rates but rapidly changed to price per property give the high levels of administration involved with schedule of rates.

## **9. Cost and payment models**

9.1 Options for cost and payment arrangements include:

- Guaranteed Maximum Price (with or without exclusions)
- Fixed Price per Property
- Fixed or Average Order Value
- Open Book
- NHF Schedule of Rates
- (note communal repairs will require a tendered Schedule Of Rates arrangement for leasehold billing purposes)

9.2 Important considerations include:

- cost certainty
- administration ease
- people efficiency (time and without excessive variations and approvals)
- shared risk so not reflected in excessive price additions
- communal repairs requiring clear identification and costs to allow for charging to leaseholders

9.3 More detailed explanations of these options can be found in the appendices of this report.

## **10 Risks**

10.1 As well as the risks associated with project delivery and the re-procurement project, the project team will consider and mitigate the risks associated with any recent lessons learned, the chosen outcome and the ongoing contracts management. These include, supplier becomes insolvent, supplier does not meet performance standards, Statutory Requirements are not being followed etc.

## **11 Tender Evaluation**

11.1 A Tender Appraisal Panel will be established in accordance with the Council's Standing Orders and the guidelines issued by the central procurement team. The Panel will include officers, consultants and resident representatives. A similar group will undertake PQQ and Tender marking and evaluation will take into consideration financial, technical, cost and quality.

## Appendix A - Contractor arrangements options

**Option 1 - Re-tender in existing format using a sole contractor** – all responsive, planned and cyclical maintenance to be carried out by one firm including management of repairs ordering plus minor contracts for specialist services to be managed by the contractor. This is essentially the current arrangements.

Advantages:

- may offer opportunities for savings from other Contractors
- Re-procurement could be straightforward if similar scope, pricing and delivery approach taken.
- TUPE issues simpler – all staff taken on by new contractor(s).
- Overhead costs limited and one admin relationship
- Opportunities to exclude some work types in tender
- Benefits of scale offer opportunities for significant procurement and efficiency savings from a single contractor.
- Contract value will allow investment and technological innovation from contractor.
- Contract size will allow contractor to introduce best practice and operational efficiencies.
- Contract value will allow the contractor to invest in community engagement initiatives
- Mobilisation costs reduced

Disadvantages:

- Lack of competition and continuity options with sole contractor
- May preclude a contractor who does not wish to undertake specialist services
- Many works are sub-contracted and sub-contracted again which is a source of complaint from residents
- Loss of control by THH when subcontractors used.

**Option 2 – Re-tender as Option 1 using a dual contractor** split-borough approach for the core work say north and south of the borough. Bids would be invited for either of the North and South of the Borough and for all services cross the Borough as a whole.

Advantages:

- Competition
- Continuity should one contractor fail

Disadvantages:

- Double admin, tendering etc
- Disjointed service potential and residents receiving different levels of service
- Reduction in economies of scale and potential for innovation, support for community initiative etc.

**Option 3 - Re-tender using smaller work packages** with the aim of shortening the supply chain – individual contracts are tendered for each work area.

Advantages:

- Competition
- Some continuity should one contractor fail
- Ability to control who does specialist work and delivery
- Competition between specialist firms to identify best quality and cost

Disadvantages:

- Some increased admin, tendering etc
- Possible reduction in economies of scale and potential for innovation, support for community initiative etc.

**Option 4 - In-house direct labour service provision** – procure the current arrangements via an in-house delivery option.

This would mean creating a Direct Labour Organisation to deliver the repairs and maintenance service. This approach would still need market testing to establish value for money. Historically the management performance of direct labour activity, in many local authorities, has been criticised as having high costs and poor service delivery. The services may also be constrained in terms of limited economies of scale when compared to that of large contractors and the ability for the direct labour force to achieve growth when limited by legislative trading company regulations would make the costs unsustainable.

Advantages

- Potentially greater focus on customer service offered by direct labour organisation contractors.
- Would create local employment opportunities.

Disadvantages

- The Council has no existing direct labour service for repairs and so there would be significant up-front costs in mobilising a new workforce while incurring additional on-costs.
- Funding need for on-going access to capital for plant and equipment for use by operatives in addition to investment in terms of innovation, training and management costs.
- Fixed level of on-costs regardless of work volumes going forward.
- Increased Supervision requirements with appropriate skill sets
- Increased pension and redundancy burden to the Council if volume of work means that staff are no longer required.
- Higher risk profile for the Council and there is an extremely well developed external market for the provision of repairs and maintenance services.
- Value for money will depend on high calibre management and a motivated workforce.

**Option 5 - Collaboration with other Local Authorities or Housing Associations** – expand current arrangements by collaboration and carrying out a joint procurement exercise with other Councils.

Advantages:

- Collaboration is one option of creating savings by achieving economies of scale, through for example, joint management structures, letting of joint procurement contracts delivering aggregation of spend etc.

Disadvantages:

- May be unable to identify any potential partners to collaborate with.
- Current timescales are not sufficient to progress a (longer) collaborative procurement exercise and there is a risk that a partner's timescales are not in line with current needs.
- Co-ordination between collaborative clients not straightforward possibly leading to a loss of local control and influence.
- Only the very largest of contractors could compete thereby significantly limiting competition in a complex co-ordinated procurement.
- Likely to see any contractor increase their level of sub-contracting with increased on-costs to deliver service to collaborative partners.

## **Appendix B - Cost and Payment Models**

### **Introduction**

This appendix sets out cost models and payment mechanisms that have been used by housing organisations to deliver repair services.

Considered here are:

- Guaranteed Maximum Price (with or without exclusions)
- Fixed Price per Property
- Fixed or average Order Value
- Open Book
- NHF Schedule of Rates

Any new arrangement should have collaborative working and partnership at its centre to achieve continual improvement in the maintenance service and to ensure that a cost effective service is delivered to customers. Partnering can be achieved with the right approach and does not necessarily rely on 'open book' accounting.

The models, along with some commentary on risk and main for and against arguments are:

### **Guaranteed Maximum Price**

The contractor delivers all day to day and out of hours reactive repairs for a fixed annual sum and can be extended for voids. It is viewed as a risky model as is dependent on understanding the repairs history and the balance between reactive (included) and planned work (excluded). Should initial calculations and assumptions be incorrect, it can lead to breakdown in service delivery, particularly over a period of time, with increased disputes and erosion of partnering principles. It is therefore important to agree what circumstances would lead to an adjustment to the maximum price. Consideration should be given to changes in property numbers as well as treatment for communal repairs

For: Simplified process, cost certainty, contractor bears risk. Office cost savings for the client

Against: Costs may be higher as a result of contractor taking all of the risk. Excessive gain for contractor if work levels decreases but opposite if work levels increase with risk of claims. Lack of detailed knowledge of work carried out.

Certain works can be excluded such as major work items or high cost material type work such as doors; instead being delivered through a schedule of rates.

## **Fixed Price per Property**

A fixed price per property operates in a similar way to the guaranteed maximum price and prices are generally agreed on property type e.g. general needs, leaseholder, Shared Owner, Sheltered Unit, etc. with communal area works being delivered by a SOR.

For and against – largely the same as guaranteed maximum price but with a small increase in certainty and control on cost and risk due to the separate pricing by property.

## **Fixed or Average Order Value**

A fixed or average predetermined price for all responsive works orders that are issued irrespective of scope and therefore could cover the large to the small job. Costs are established through known averages and benchmarks. Some careful treatment over ordering is required: Does the client issue single multi-trade orders or do they issue a separate order for each trade – many contractors try and persuade their clients to issue separate orders for separate trades claiming this makes their managing the process easier but in reality it only enables the contractor to treat what should be a single job as a number of different jobs leading to more appointments, tenant dissatisfaction and potential manipulation of any minimum order value allowance. For this option, the basis of issuing orders would need to be clearly established and monitored.

Effectiveness can be impacted by the scope of works and past/future trends, for example, client order values can increase significantly as a result of changing criteria such as the client moving from one of mainly repairing to renewing

For: this is a relatively simple process, contractor taking the risk on increases in order values, office cost savings for the client and contractor, SOR can be used for works excluded from fixed order value and the risk of demand change reduced.

Against: Costs could be higher as a result of contractor risk on order values, excessive gain for contractor (losses for client) if demand decreases but losses for contractor if work profile increases with potential for contractor claims. Loss of the detailed knowledge of work carried out to the stock. Administration of SOR required for works outside of fixed price if these works excluded.

## Open Book

General description of open book:

- From the contractor's perspective it is to be paid on a fully prime cost basis with little or no risk on the basis of covering cost but with the principle of introducing efficiencies to reduce these costs and then sharing the savings in some way with the client.
- For the client it is generally all about openness or working generally rather than the focus specifically on a prime cost plus payment mechanism.

Using open book can be a success or a failure. Where they have failed it is almost without exception as a result of increases in costs associated with the work that have not been "offset" by improvements in service delivery and resident satisfaction..

Many open book arrangements have been implemented without using a SOR, in fact this is often cited as an advantage due to reduced administration. However, roles change under open book and the necessity to audit the open book comes into place and this for the client is an essential element of managing an open book arrangement.

To operate an open book arrangement it is important to agree from the outset the definitions of just what is a direct cost, what are the fixed overheads and the variable overheads included in hourly rates, the basis of materials and plant charges and profit levels.

Open book arrangements can be easier to administer than other potential options if set up correctly and the mechanism for pain/gain incentive type arrangements can be more transparent but it is important to understand where they can go wrong so that the risks for this can be addressed. The potential for incurring significant cost overruns is, under this option, far greater than with any other and this risk has to be effectively managed by the client.

Main problem areas can arise from the following:

- The contractor can invoice for work not actually carried out
- Failure to pass on nationwide discounts with material suppliers
- The Contractor procures labour, materials, plant and equipment at higher rates than can actually be obtained i.e. local merchant prices rather than supply chain agreed prices – short term hire rates rather than long term rates.
- Providing unnecessary high levels of or overstating staff and supervision resulting in higher costs.
- Overheads, initially agreed as being "job specific" become shared overheads with another client resulting in contractor over-recovering on overhead costs.
- Ineffective management of subcontractors - claiming for subcontractor cost increases that are not applicable

For: Simplified process for the client and contractor. Reduced risk for contractor as paid what it costs. Transparency on costs. Pain/gain criteria simpler to administer

Against: Costs could be higher as contractor inefficiencies paid by the client. Lack of detailed knowledge of work carried out to the stock unless SOR used. Cost Auditors and technical staff required to monitor.

### **Schedule of Rates (SOR)**

The use of SOR may not appear initially to be an effective partnership tool but there are a considerable number of organisations who use this tried and tested method for their reactive, out of hours and void property maintenance services.

This mechanism does provide clear financial transparency from the outset and is fully auditable. The client orders the work using the SOR and the contractor invoices likewise. There is the inevitable variation process to contend with and this is where for many alternative options are often thought to be preferred. However, advances in repairs diagnostic systems have made simpler the identification of repairs so that variations can be reduced to just that arise from extra work rather than initial misdiagnosis.

The use of a SOR has the least risk for both the client and the contractor in that the client only pays for the work carried out and the contractor is assured he will also get paid for all the work carried out. However, there is risk potential for bidders at tender stage in determining accurate percentage adjustments, especially where there is inadequate or unreliable repairs history.

For: Provides cost certainty with no disproportionate allocation of risk. Tried and Tested. Costs can be easily benchmarked to show value for money. Provides accurate data base of repairs carried out.

Against: High variation levels if repairs ordering not managed properly. Administration costs for variations, invoices etc can be higher than other options. Auditing required by client to ensure SOR items claimed are correct.

<b>Resident's Panel</b>  28 <sup>th</sup> May 2019	
<b>Report Author:</b> Paul Davey – Director of Business Transformation	
<b>Title:</b> THH and Place Shaping	

## Background

The Council is developing a Public Realm Vision called Liveable Neighbourhoods.

*'A re-imagination of our streets and neighbourhoods delivered through a range of engineering and community supported projects and co-production.'*

This has three segments:

- A Neighbourhood approach to operational management
- Parking Policy Review
- Market Development

In a discussion document provided by THH to LBTH, the ALMO has proposed a fourth segment to the Council's vision which is to complement the Council's locally based approach to creating sustainable places and communities through a programme of holistic works to the estates we manage on behalf of the Council.

Although THH manages multi-tenure estates, they can still feel separate and distinct from the rest of the borough. In part this is due to the stigma that attaches to Council housing but it may also stem from there being no shared vision with the Council on how estates could look and feel to move away from the standard public perception of municipal housing.

Historically councils have been hamstrung by insufficient funding to realise a true vision for this form of housing. The decent homes programme was very proscriptive on what elements could receive this funding and it was broadly restricted to the block.

THH have started to move on from this with the Better Neighbourhoods programme which takes in more of the surroundings of the block and the so-called Curtilage works which on a small scale does likewise.

However, the Council place shaping agenda is a real opportunity to provide a coordinated approach with the Council in terms of design and feel to improve the look of our estates and provide communities with spaces they value and also to ensure these estates do not fall further behind areas where these place shaping works are taking place in the borough.

To explore this further with the Council and its partners THH asked Dan Jones, Divisional Director of Public Realm and representatives of Project Centre, who are working with LBTH on design principles for the Place Shaping programme, to attend a discussion with the Board in which Dan set out the broad vision of the Council and Project Centre explained their role and gave pictorial examples of their work.

Following on from this THH would like to offer the development of a programme of estate works, ideally though not exclusively, in conjunction with the LBTH phased programme to contribute to the uplift and regeneration in each area of works.

In terms of estates the key actions could focus on:

- Footway layout and materials
- Entrances to residential properties
- Car parking
- Lighting
- Planting

THH aims for this programme would be consistent with key strategic objectives of the Council. For instance:

### **Promoting a healthy community**

This could take the form of additional community food gardens, for which funding has already been approved by Cabinet, but also potentially such uses of space as outdoor gyms. This would align with '*Improving health, environmental, economic and social outcomes through Housing Open Spaces*' which is a recently published LBTH working paper on encouraging social housing providers to adopt good practices in order to maximise the contribution that green spaces on housing land can make to improving health and wellbeing, social, economic and environmental benefits.

### **Better management of ASB**

The opportunity would be available in these works to update measures that would help to prevent and manage ASB

- Lighting
- Better use of underused communal spaces
- Designing out ASB

### **Sustainability**

- Designing in easier and more sustainable ongoing maintenance

Report to: Residents' Scrutiny Panel  
 For meeting dated: Tuesday 28<sup>th</sup> May 2019  
 From: Lesley Owen  
 For: Information

Topic: **Performance Report 2018-19 & April 2019**

---

**1. Introduction**

1.1 The Residents' Panel has a duty, outlined in its Terms of Reference, to monitor and review performance across Tower Hamlets Homes [THH], 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 2018 - 2019**

2.1 In 2018-19 ten measures were reported on monthly and a further seven each quarter. In addition two complaints indicators were included each month for information.

2.2 THH performance on these indicators to the end of March 2019 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*. Targets are aligned where applicable with those agreed by the Council and/or Board.

**Table 1: Status Mar 2019**

Status	Red	Amber	Green	All
No. of indicators: Mar 19	3 18%	6 35%	8 47%	17 100%

2.3 Areas of strength include the Housing Service Centre [HSC], major works, caretaking and complaints. The three red indicators are all within the repairs suite.

2.4 Table 2 below shows the direction of travel compared to the previous *year*.

**Table 2: Direction of Travel from March 2018**

Trend	Weakened	No change	Improved	N/a*	All
No. of indicators: Mar 19	7 41%	0	8 47%	2 12%	17 100%

\* Comparative data on repair appointments kept is not available for 2017-18.

Satisfaction with the HSC was a new indicator in 2018-19

### 3. April 2019 performance

3.1 The Residents Panel, at its meeting of 26<sup>th</sup> March 2019, considered 2019-2020 performance reporting. It was agreed the following measures would be dropped:

- ❖ Caretaking satisfaction
- ❖ % stage 1 complaints responded to in target
- ❖ % stage 2 complaints responded to in target

The following measures were to be added:

- ❖ Number of MyTHH registrations
- ❖ No. of unique MyTHH visits as % of residents registered

The % residents kept informed measure was retained as a proxy measure for gauging the success of the communications scrutiny review. Again targets were aligned with those agreed by the Council and/or Board.

3.2 The April 2019 results are set in detail in *Appendix 3*. They are summarised in Table 3 below.

**Table 3: Status Apr 2019**

Status	Red	Amber	Green	All
No. of indicators: Apr 19	0	3 30%	7 70%	10 100%

3.3 Table 4 below shows the direction of travel compared to the previous year.

**Table 4: Direction of Travel from April 2018**

Trend	Weakened	No change	Improved	All
No. of indicators: Apr 19	5 50%	0	5 50%	10 100%

#### **4. Performance summary**

4.1 Tower Hamlets Homes' April 2019 performance on the ten monthly indicators shows seven [70%] meeting target and three [30%] not meeting target. No monthly indicators are red at the end of April. Communication and the HSC are areas of strong performance whilst Repairs is more of a mixed picture.

#### **5. Recommendations**

5.1 The Panel is recommended to:

- (i) note the outturn THH performance in 2018-19;
- (ii) note the THH performance in April 2019;
- (iii) consider whether to explore in more detail any areas of under-performance

**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		Frequency
						Latest Result	YTD Target	

**Complaints**

A	% Stage 1 complaints answered in target	90%	<b>90.2%</b>	90%	<b>85.1%</b>	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

Indicator	2018/19 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result YTD	Target	

Overall Service

**1** Overall Satisfaction: tenants

2018/19 target	89%	<b>85.96%</b>	89%	<b>88.50%</b>	89%
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No. of tenants rating THH as excellent, good, or fair	294	1,231
Total No. of tenants responding	342	1,391

Frequency Trend: Q ▲

**2** Overall Satisfaction: leaseholders

2018/19 target	73%	<b>67.79%</b>	73%	<b>69.77%</b>	73%
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No. of leaseholders rating THH as excellent, good, or fair	101	390
Total No. of leaseholders responding	149	559

Frequency Trend: Q ▼

Customer Access

**3a** % non-repair calls answered

2018/19 target	90%	<b>94.50%</b>	90%	<b>92.26%</b>	90%
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Total non-repair calls answered	5,056	63,837
Total non-repair calls received	5,350	69,196

Frequency Trend: M ▲

**3b** % repair calls answered

2018/19 target	90%	<b>96.02%</b>	90%	<b>89.82%</b>	90%
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Total repair calls answered	9,024	99,127
Total repair calls received	9,398	110,359

Frequency Trend: M ▲

**4a** Repair calls average wait (secs)

2018/19 target	140	<b>52</b>	140	<b>118</b>	140
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Total repair calls answered	9,024	99,127
Total wait time for repair calls answered	470,873	11,685,201

Frequency Trend: M ▲

Indicator	2018/19 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result YTD Target	Perf by month/quarter	

**4b** Non-repair calls average wait (secs)

2018/19 target	73	57	73	47	73
Total non-repair calls answered		5,056		62,451	
Total wait time for non-repair calls answered		290,589		2,951,910	

**5** Percentage of residents rating the HSC as excellent, good, or fair

2018/19 target	90%	91.23%	90%	90.40%	90%
No. of cases resolved at first point of contact		957		3,740	
Total no. of cases		1,049		4,137	

**6** Percentage of residents agreeing 'THH does what it says it will do'

2018/19 target	82%	77.91%	82%	80.56%	82%
No. of residents agreeing THH did what it said		261		1,102	
Total number of residents responding		335		1,368	

**Caretaking**

**7** % of residents rating THH cleaning/caretaking as excellent, good, or fair

2018/19 target	85%	84.5%	85%	86.0%	85%
No. of residents rating excellent, good, or fair		370		1,516	
Total No. of residents responding		438		1,763	

Indicator	2018/19 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Latest Result YTD Target	Perf by month/quarter		Frequency	Trend Prev. year
							Legend	Legend		

Homes

**8** % of repairs completed in target

2018/19 target	98.5%	<b>99.1%</b>	98.5%	<b>98.1%</b>	98.5%
No. of repairs completed in target		6,092		62,329	
Total repairs completed		6,146		63,551	

Frequency: M Trend: ▲▲

**9** % of repair appointments kept

2018/19 target	98.5%	<b>92%</b>	98.5%	<b>93%</b>	98.5%
No. of appointments kept		449		4,187	
No. of appointments made		486		4,479	

Frequency: M Trend: ▼

**10** Percentage of tenants rating the repairs service as excellent, good, or fair

2018/19 target	94%	<b>89.6%</b>	94%	<b>88.7%</b>	94%
No. of residents rating excellent, good, or fair		446		4,061	
Total No. of residents responding		498		4,577	

Frequency: M Trend: ▲▼

**11** % of repairs completed on 1st visit

2018/19 target	90%	<b>83.2%</b>	90%	<b>81.5%</b>	90%
No. of repairs completed on 1st visit		415		3,709	
Total No. of repair completions		499		4,549	

Frequency: M Trend: ▲▼

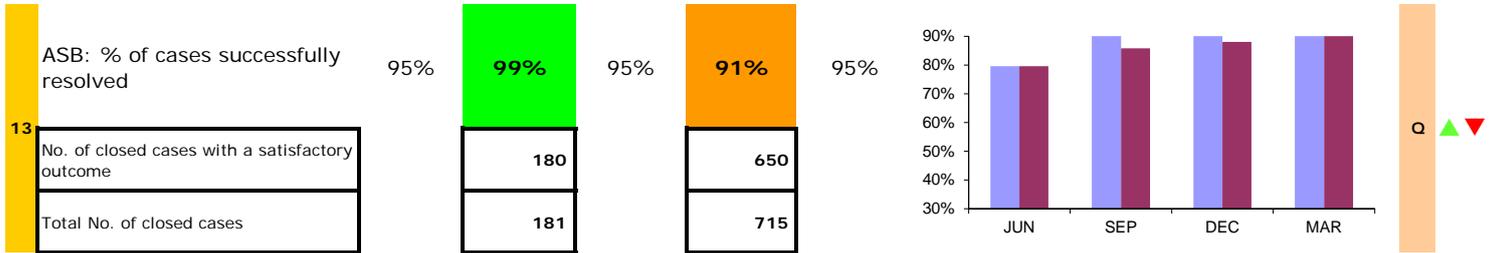
**12** Major Works Satisfaction

2018/19 target	80%	<b>86%</b>	80%	<b>85.19%</b>	80%
No. of residents rating excellent, good, or fair		133		529	
Total No. of residents responding		155		621	

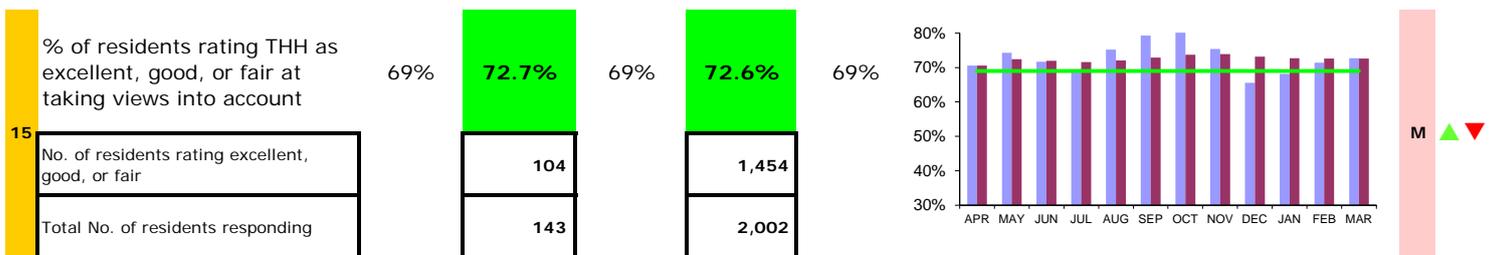
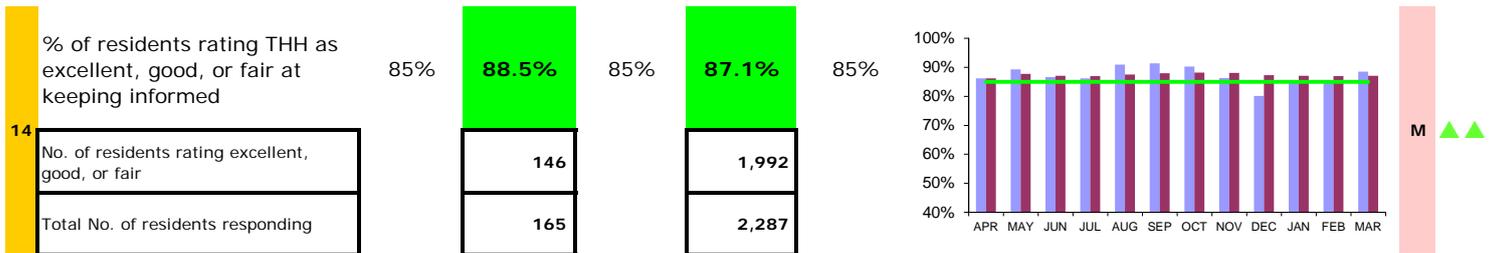
Frequency: Q Trend: ▼▼

Indicator	2018/19 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency	Trend	Prev. year
						Latest Result	YTD Target			

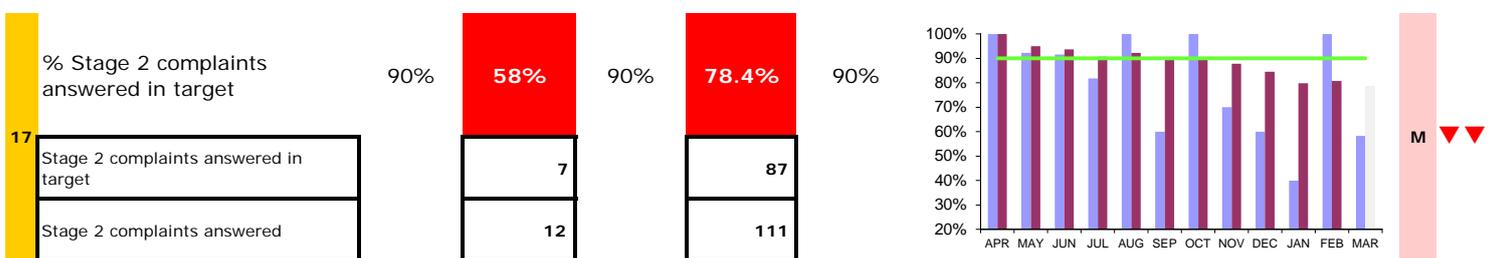
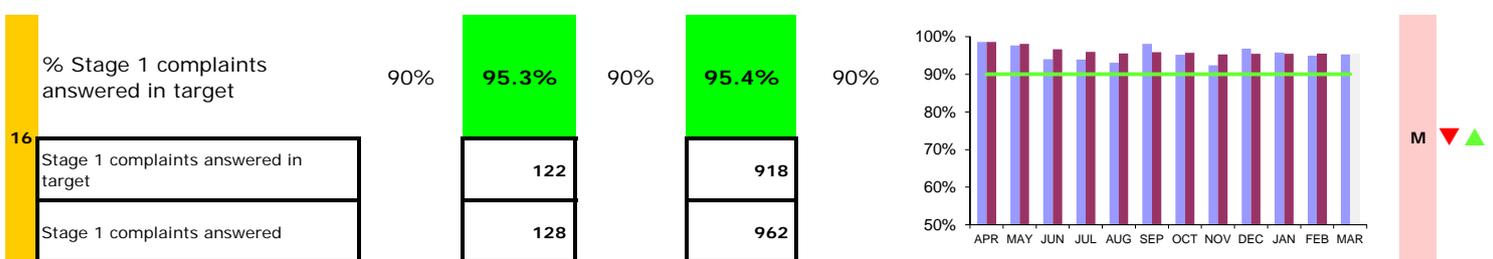
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Communication



Complaints



Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result YTD Target	Perf by month/quarter	

Overall Service

**1 Overall Satisfaction: tenants** 89% 89%

No. of tenants rating THH as excellent, good, or fair		
Total No. of tenants responding		

Q

**2 Overall Satisfaction: leaseholders** 73% 73%

No. of leaseholders rating THH as excellent, good, or fair		
Total No. of leaseholders responding		

Q

Customer Access

**3a % non-repair calls answered** 90% **93.41%** 90% **93.41%** 90%

Total non-repair calls answered	5,627	5,627
Total non-repair calls received	6,024	6,024

M ▲

**3b % repair calls answered** 90% **93.14%** 90% **93.14%** 90%

Total repair calls answered	8,003	8,003
Total repair calls received	8,592	8,592

M ▲

**4a Repair calls average wait (secs)** 140 **129** 140 **129** 140

Total repair calls answered	8,003	8,003
Total wait time for repair calls answered	1,032,625	1,032,625

M ▲

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result YTD	Target	
<b>4b</b> Non-repair calls average wait (secs)	73	68	73	68	73			
Total non-repair calls answered		5,627		5,627				
Total wait time for non-repair calls answered		382,449		382,449				
<b>5</b> Percentage of residents rating the HSC as excellent, good, or fair	92%				92%			
No. of cases resolved at first point of contact								
Total no. of cases								
<b>6</b> Percentage of residents agreeing 'THH does what it says it will do'	82%				82%			
No. of residents agreeing THH did what it said								
Total number of residents responding								

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter			Frequency	Trend	Prev. year
						Latest Result	YTD Target	YTD Target			

Homes

7	% of repairs completed in target	98.5%	<b>99.1%</b>	98.5%	<b>99.1%</b>	98.5%		M	▲
	No. of repairs completed in target		5,453		5,453				
	Total repairs completed		5,503		5,503				

8	% of repair appointments kept	95.0%	<b>93%</b>	95.0%	<b>93%</b>	95.0%		M	▼
	No. of appointments kept		443		443				
	No. of appointments made		475		475				

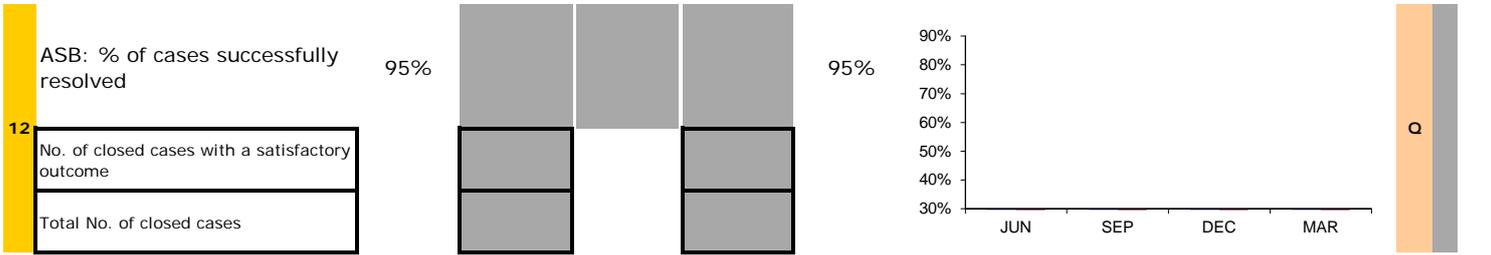
9	Percentage of tenants rating the repairs service as excellent, good, or fair	92%	<b>90.9%</b>	92%	<b>90.9%</b>	92%		M	▼
	No. of residents rating excellent, good, or fair		439		439				
	Total No. of residents responding		483		483				

10	% of repairs completed on 1st visit	82%	<b>77.8%</b>	82%	<b>77.8%</b>	82%		M	▼
	No. of repairs completed on 1st visit		376		376				
	Total No. of repair completions		483		483				

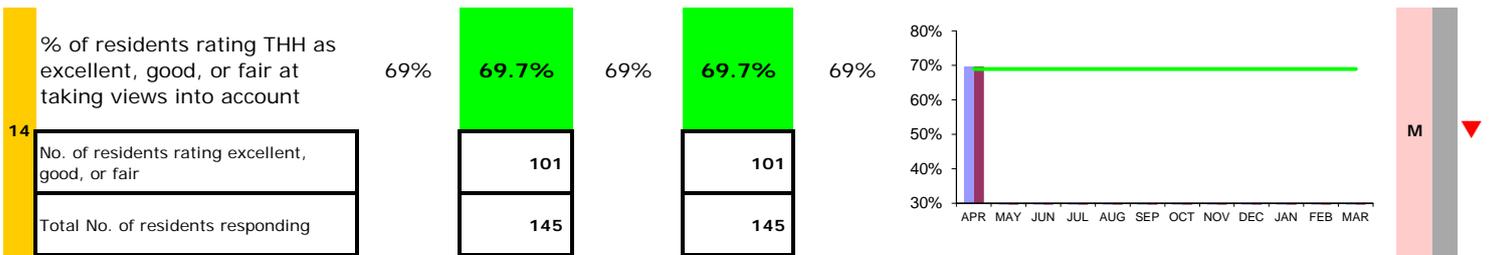
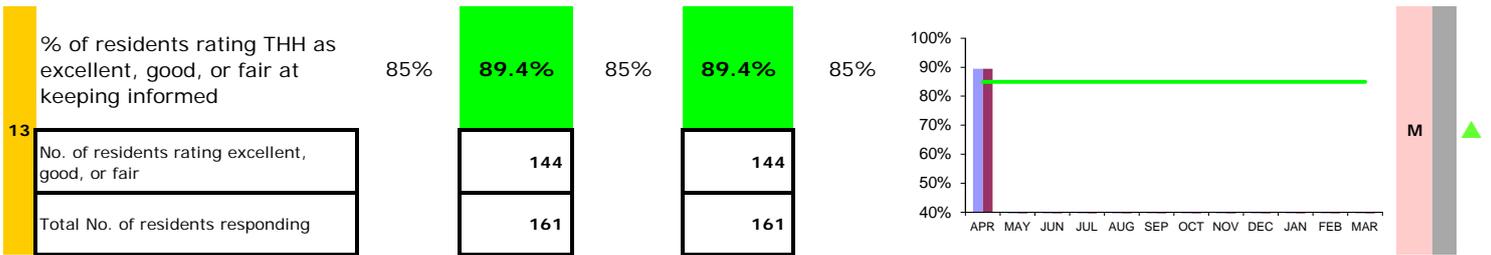
11	Major Works Satisfaction	80%				80%		Q	
	No. of residents rating excellent, good, or fair								
	Total No. of residents responding								

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result YTD Target	Perf by month/quarter	

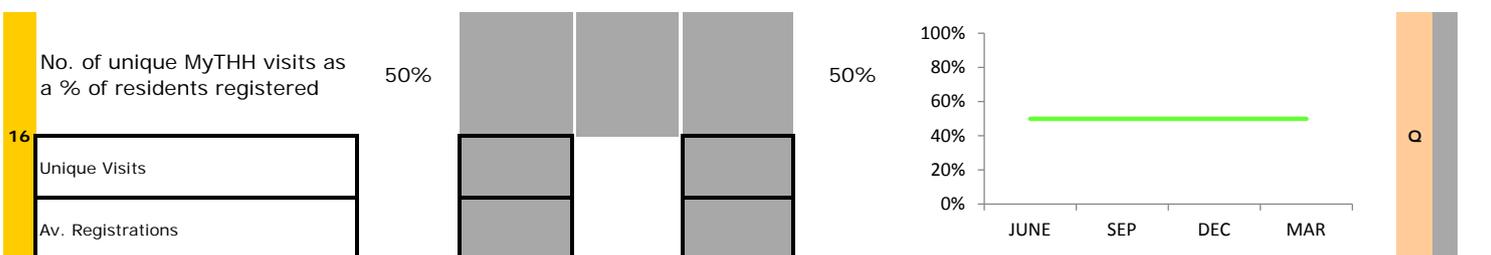
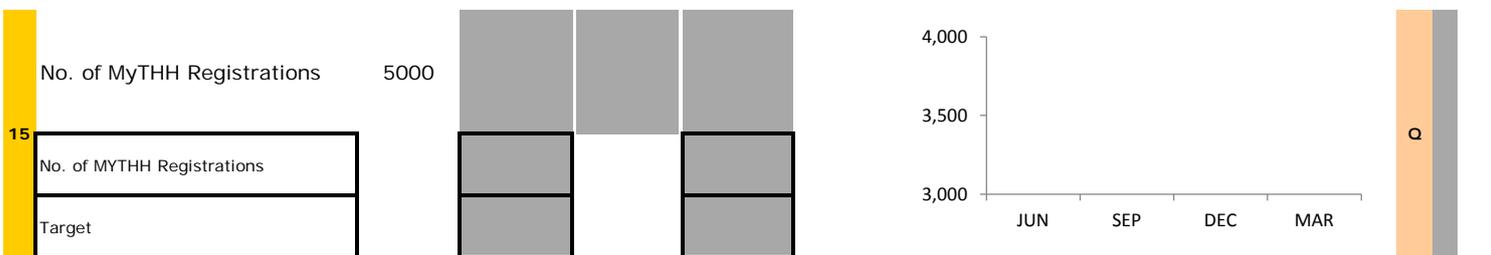
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Communication



Corporate



<b>Title:</b> Complaints, Mayor and Member's Enquiries and FOI –2018/19 Q4 Monitoring Report	<b>Meeting:</b> Residents Panel	
<b>Report authorised by:</b> Sarah Pace – Head of Business Development	<b>Date of the meeting:</b> 15 May 2019	<b>Item No.</b>
<b>Report author:</b> Debbie Palmer Complaints and Member Enquiries Manager	<b>Classification:</b> Open - published	<b>Report type:</b> Information/Discussion

## **1 Introduction**

1.1 This report sets out THH's performance in response to Complaints from 1 January to the 31 March 2019 (2018/19 Q4.) It compares our performance against our targets and our performance in the previous four quarters. This report also focuses on the key learning from complaints at all stages of the complaints process.

## **2 Performance Overview**

2.1 The report includes the following tables:

- Case performance broken down by the last four quarters (table 1)
- Case performance by Service Area for 2018/19 Q4 (table 2)
- Complaints: % Upheld (table 3)
- Compensation payments (table 4)
- Overdue complaints by service area (table 5)
- Customer Feedback (table 6)

## **3. Key Service Improvements identified - Quarter 4 2018/19**

3.1 As part of the learning process, service areas are tasked to provide information on the causes for Stage 1 complaints in each quarter and highlight the learning and improvements that will be embedded to address the issues identified. This information is captured in the Complaints Improvement Plan which is regularly updated.

3.2 The main learning and service improvements are included below.

Areas of learning	Improvements identified
<p>Comply with our repair procedures and improve communication with residents</p> <p>If we had carried out a visit to identify the cause of the increase in electricity consumption this case may have not escalated to the Housing Ombudsman</p>	<p>Review the staff training needs in relation to the application of THH's repairs booklet and the Council's redress and compensation policy. This should include the completion of the Housing Ombudsman Service free online dispute resolution training for landlords <b>Actioned Repairs Team completed the online training. Additionally all staff responsible for investigating and responding to Stage 1 complaints to complete the online training by the 30 April as part of the work to achieve the International Customer Service accreditation</b></p>
<p>Make all of our policies and procedures available to residents</p>	<p>Arrange for all of our policies and procedures to be available for residents to access on the internet This is with Communications to action.</p>
<p>There needs to be better sharing of information between LBTH, THH and Bancroft TMO regarding ASB.</p>	<p>Review our procedure for sharing information concerning ASB and noise nuisance reports between Bancroft TMO, the local authority's Environmental Health/Noise Nuisance Team and Tower Hamlets Homes ASB Team. <b>Nicholas Spenceley is arranging to meet Julian Smith, the Director of the TMO</b></p>
<p>Improve the quality of cleaning</p>	<p>Waiting for update from the Head of Service as to how this will be addressed</p>
<p>Use data more effectively to identify the need to upgrade TV aerials sooner to prevent unacceptable delays in resolving signal issues</p>	<p>Upgrade the TV aerial – <b>Work was completed in March 19</b></p>
<p>Failure to respond to emails in Leasehold Services</p> <p>Ongoing theme from previous quarter</p>	<p><b>Awaiting update from Leasehold Services Manager for a progress update on what was promised in Q3</b></p> <ul style="list-style-type: none"> <li>• All email service requests received indexed on comino to start a work process.</li> <li>• A dedicated leasehold alteration inbox being set up to ensure email correspondence (service requests) are monitored.</li> <li>• Manager monitoring above.</li> </ul>
<p>Diagnose the cause of leak more quickly</p>	<p>The Leaks process is improving resolving leaks more quickly but still room for improvement.</p> <p>Since the Leaks Group was put in place the Insurance team have had the lowest number of claims in 9 years and the lowest pay out of claims for 4 years.</p>
<p>Consistently offer compensation for lack of heating and hot water</p>	<p>Complaints and Member Enquiries Manager to review compensation procedure and guide to ensure more consistency in the payment of compensation for service failures and to prevent escalations to Stage 2 – Needs to tie in with Insurance Project which has been delayed</p>

Extend the hours for carrying out repairs to the evening	When Repair contract up for re-tendering factor in offering evening appointments
Incorrect diagnosis of boiler repair, delay in carrying out follow on works, Mears administrative staff cancelling jobs.	Agreed for Mears Customer Care Manager to upload a copy of Mears Toolbox talk notes on icasework to evidence that the right conversations are taking place between the supervisors and operatives to ensure that we are learning from our mistakes. M&E Manager will be asking for an update on these matters in the weekly meetings with Mears.
New Boiler installations- Clarity required as to who will carry out repair for new installations of boiler	Agreed between Property Services and Repairs team that regardless of new boiler installation, any calls from residents reporting no heating, hot water or leaks was first directed to Mears to attend and on finding the cause of the problem, either fixed by them or if found to be a major problem with the boiler or controls installation within the 1 year defects period this can then be reported to GEM. If found to be obvious the boiler has a fault, this then can be referred to the boiler manufacturer for a service call under the terms of the boiler warranty.
Delay and poor quality of works by Engie	For the future, with our new contracts for upcoming Better Neighbourhood works, we have introduced a new performance framework which will monitor contractors' performance on a monthly basis. This will include successful resolution of any defects and completion of work in order to prevent this type of issue from re-occurring in the future
Delay in processing insurance claims	Review procedures for processing insurance claims within THH, tracking the status of the claim before sending it to the LBTH Insurance team.  There have been delays in us setting up a new project group to see how we can work with LBTH Insurance team to improve upon the service/information provided to residents when there is damage to their home, primarily due to a leak from an adjoining property.
Calling resident to try and resolve issue quickly	Managers need to monitor teams performance. A key task within the complaint process is to phone the resident within 48 hours. Only 58% achieved for 2018/19 (594/1020) leading to dissatisfaction and escalations
Ensure website is amended when there is a change in policy – this related to the changes in policy not to allow non-residents to apply for parking permits.	Website has now been updated to reflect the new policy

Be more aware of gender issues whentalking transgender residents – resident felt discriminated due to the way they were addressed	HSC Manager is producing a training briefing for staff on call skills and handling and the use of systems for customer identification. Refresher training will also be provided so that profile information can be looked up on Northgate
Heads of Service need to delegate call backs and responding to emails to prevent complaints about them failing to action	Some Heads of service need to delegate more effectively
Process RTB applications quicker – ongoing theme	More staff have been taken on to fulfil this task due to the increase in RTB applications
Problem of nuisance vehicles on our estates still continues to be an issue	Over the next two years, Traffic Management Orders will gradually being introduced across THH managed estates. The 1st phase of the roll out has started with the Wapping and St Katharines area. As a part of the first stage of consultation, questionnaires have been sent to all residents in Wapping/St Katharine’s ward. Comments from residents will then be considered by the council and any amendments will be included in the final 21 day statutory consultation. It is anticipated that if agreed the scheme will be in operation in September.
Incorrect information given by Housing Advisors	- Training/ Briefing cascaded to HSC staff on Leaseholders repair responsibility where there is a block issue affecting LH's individual property.

#### **4. Housing Ombudsman Determinations for 2018/19 Q4**

- 4.1 In Q4, 9 determinations were received from the Housing Ombudsman/ Local Government Ombudsman. Three of the cases were recorded against Bancroft TMO, LBTH Property Team and LBTH Housing Options but were collated by us as we were heavily involved in the cases. There are 4 cases currently with the Housing Ombudsman waiting either an early resolution or formal investigations. The Housing Ombudsman has also been in contact in relation to one case that has not yet exhausted our complaints procedure.
- 4.2 In Q4 service failure was determined for 1 of the 9 cases. A summary analysis of these cases can be found in Appendix A.

**5. Definition of a formal complaint and THH policy on dealing with complaints which may not explicitly include the word complaint.**

- 5.1 At the last Resident Panel meeting, members asked for a definition of a formal complaint and how THH dealt with complaints which may not explicitly include the word complaint.
- 5.2 In accordance to our complaints procedure when a resident or customer expresses initial dissatisfaction with something that we have done or failed to do, our Housing Service Advisors will check to see if there has been any service failure and offer to try and resolve the issue informally where possible.
- 5.3 A formal complaint is recorded when we have not been able to resolve a problem informally within a timescale agreed with the complainant. See appendix B Complaints Briefing note for advisors.
- 5.4 The Housing Service Advisors are trained to deal with any dissatisfaction of service irrespective as to whether the word complaint is explicitly used.
- 5.5 We recognise that there may be occasions where there is a disconnect between the expectations and understanding of a resident communicating dissatisfaction and how this is understood and handled within the organisation. This is an area that we hope to improve through the process of seeking accreditation from the ICS and by improving processes for monitoring communication with our residents. The Complaints Team continues to work with colleagues across the organisation to emphasise the importance of recognising dissatisfaction and providing resolution regardless of how this is communicated.

**Table 1 – THH Performance – Cases completed within target (%)**

Period	Complaints											
	Comments			Stage 1			Stage 2			Stage 3		
2018/19 Q1	57/69	83%	⬇️	229/238	96%	⬆️	30/32	94%	⬆️	2/7	29%	⬇️
2018/19 Q2	53/68	78%	⬇️	183/193	95%	⬆️	21/25	84%	⬇️	6/12	50%	⬇️
2018/19 Q3	23/28	82%	⬇️	214/226	95%	⬆️	20/27	74%	⬇️	4/10	40%	⬇️
2018/19/Q4	22/28	79%	⬇️	289/303	95%	⬆️	16/27	59%	⬇️	1/3	33%	⬇️
<b>2018/19 Totals</b>	<b>155/193</b>	<b>80%</b>	<b>⬇️</b>	<b>915/960</b>	<b>95.3%</b>	<b>⬆️</b>	<b>87/111</b>	<b>78%</b>	<b>⬇️</b>	<b>13/32</b>	<b>41%</b>	<b>⬇️</b>

Although Stage 1 complaints have increased in volume in Q4 we successfully exceeded the 90% target for responding to complaints by 5%. The target will increase to 95% for 2019/20.

The volume of Stage 2 and Stage 3's has reduced for Q4 compared to those received in Q3. The performance for responding to Stage 2's has deteriorated since Q3 when the Council took ownership for Stage 2 complaints under the new process which is concerning.

**Table 2 – Performance - Cases completed within target - By Service Area (%) Q4 – Direct from iCasework**

Division	Stage 1	Stage 2	Stage 3	Comment
THH ASB	100% (7/7)	100% (2/2)	0% (0/0)	100% (1/1)
THH Capital Delivery	100% (14/14)	0% (0/0)	0% (0/0)	0% (0/0)
THH Complaints Team	100% (1/1)	0% (0/0)	0% (0/0)	0% (0/0)
THH Environmental Services	100% (9/9)	50% (1/2)	0% (0/0)	50% (2/4)
THH Housing Service Centre	100% (54/54)	100% (1/1)	0% (0/0)	100% (4/4)
THH Investment Planning	100% (1/1)	0% (0/0)	0% (0/0)	0% (0/0)
THH Leasehold Services	81% (22/27)	67% (4/6)	0% (0/0)	0% (0/0)
THH Neighbourhood North	100% (14/14)	0% (0/0)	0% (0/0)	100% (8/8)
THH Neighbourhood South	100% (12/12)	0% (0/0)	0% (0/0)	33% (2/6)
THH New Build	100% (2/2)	50% (1/2)	0% (0/0)	0% (0/0)
THH Rent Arrears	100% (5/5)	0% (0/0)	0% (0/0)	0% (0/0)
THH Repairs General Build North	98% (42/43)	100% (2/2)	0% (0/0)	100% (3/3)
THH Repairs General Build South	96% (44/46)	43% (3/7)	33% (1/3)	0% (0/0)
THH Repairs Mechanical & Electrical	90% (61/68)	40% (2/5)	0% (0/0)	100% (2/2)
THH Community Partnership	0% (0/0)	0% (0/0)	0% (0/0)	0% (0/0)
THH Neighbourhood Fire Safety	0% (0/0)	0% (0/0)	0% (0/0)	0% (0/0)

Corporate Complaints are responsible for responding to Stage 2 and 3 complaints. It is concerning that 13 out of 25 cases were not responded to within target for

### Table 3 Complaints: % Upheld / Compensation paid

Due to the increase in the number of Stage 1 cases received for Q4 and a slight increase in the percentage of cases upheld we would expect to see an increase in the compensation paid as in Q4. There is also a correlation to the percentage of cases upheld for 2017/18 compared to 2018/19 and the compensation paid.

There is little correlation with regard to the percentage of cases upheld at stage 2 and the amount of compensation paid in Q4 compared to Q3 and none for cases upheld 2017/18 compared to 2018/19.

Stage	Q1 Apr- June Upheld	Q1 Compen- sation paid	Q2 Jul-Sept Upheld	Q2 Compen- sation paid	Q3 Oct - Dec Upheld	Q3 Compen- sation paid	Q4 Jan-Mar Upheld	Q4 Compen- sation paid	YTD Apr- March	YTD Compen- sation paid	YTD 17/18	YTD 17/18
One	59% 141/238	£1,388.00	58% 109/189	£602.00	63% 142/255	£294.00	66% 190/289	£2,043.50	62% 582/941	£4,327.50	52%	£2,926.50
Two	61% 20/33	£2,165.00	54% 14/26	£745.00	67% 14/21	£1,180.00	52% 11/21	£80.00	58% 59/101	£4,170.00	59%	£2,675.51
Three	25% 1/4	£600.00	64% 7/11	£200.00	54% 7/13	£660.00	33% 1/3	£275.00	52% 16/31	£1,735.00	42%	£3,055.97
HOS	20% 1/5	£1,530.99	33% 3/9	£756.23	60% 3/5	£1,784.89	11% 1/9	£1074.00	28.6% 8/28	£5,146.11		£4,460.00
<b>Total</b>		<b>£5,683.99</b>		<b>£2,303.23</b>		<b>£3,918.89</b>		<b>£3,472.50</b>		<b>£15,378.61</b>		<b>£13,117.98</b>

Mears Compensation paid	YTD 20 17/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	YTD 2018/19
Missed appointments	£1,600.00	£1,080.00	£450.00	£440.00	875.00	£2,845.00
Formal Complaint compensation paid by Mears	£1,248.50	£0	£395.00	£1,365.00	890.00	£2,650.00
<b>Grand Total</b>	<b>£2,848.50</b>	<b>£1,080.00</b>	<b>£845.00</b>	<b>£1,805.00</b>	<b>£1765.00</b>	<b>£5,495.00</b>

#### Table 4 – Overdue Stage 1 Complaints

Since the introduction of the new 2 Stage Complaints process in August there have been 25 Stage 1 complaints which have not been responded to in target, despite the response times increasing from 10 to 20 days. The tables below demonstrates that although this was highlighted in the Q3 report we have not seen any improvement in the response times which is concerning.

#### Stage 1 closed cases received 28 August – 31 December 2019

Team	0-5	6-10	11-15	16-19	20	21 & up	Total
THH ASB	1	1	1	1	6		10
THH Capital Delivery			1	2	9		12
THH Community Partnership						1	1
THH Environmental Services				3	6		9
THH Finance and Rent Accounting			1				1
THH Housing Service Centre	16	20	16	5	2	1	60
THH Leasehold Services	1	1	2	2	14	1	21
THH Neighbourhood North			2	3	5	2	12
THH Neighbourhood South		1	2	2	1		6
THH New Build	1				2		3
THH Rent Arrears		1	1				2
THH Repairs General Build North	1	2		12	29	3	47
THH Repairs General Build South	2	1	1	10	12	2	28
THH Repairs Mechanical & Electrical	2		4	7	16	3	32
<b>Grand Total</b>	<b>24</b>	<b>27</b>	<b>31</b>	<b>47</b>	<b>102</b>	<b>13</b>	<b>244</b>

#### Stage 1 Closed Cases received 1st January - 31 March 2019

Team	0-5	6-10	11-15	16-19	20	21 & up	Total
THH ASB		1	1		3	1	6
THH Capital Delivery				2	10		12
THH Complaints Team			1				1
THH Environmental Services					6		6
THH Housing Service Centre	16	6	13	12	3		50
THH Leasehold Services		2	2	3	3	1	11

THH Neighbourhood North	1	1	2	4	3		11
THH Neighbourhood South		2		3	8		13
THH Rent Arrears	2		1		2		5
THH Repairs General Build North	1	1		6	25	1	34
THH Repairs General Build South	1	1	1	1	28	3	35
THH Repairs Mechanical & Electrical	3	3	2		42	6	56
THH Investment Planning					1		1
<b>Grand Total</b>	<b>24</b>	<b>17</b>	<b>23</b>	<b>31</b>	<b>134</b>	<b>12</b>	<b>241</b>

Our priority should always be to resolve the issue ahead of conducting any investigation and to respond to the complaint quickly.

Heads of Service are asked to take note of the above data and ensure that we do more to resolve complaints more quickly.

#### Table 5 – Customer Feedback on Stage 1 complaints

Since the implementation of the 2 stage complaint process the Complaints Team have carried out the feedback calls promised in the Stage 1 response letters. The purpose of the feedback call is to make sure the complainant is satisfied with the way we have dealt with the complaint, ensure the issues have been resolved, which hopefully prevents escalations.

Month	Contacted	Responses	Satisfied	Not responded(assumed satisfied)	Not satisfied	% satisfied
Q3	184	63	34	113	29	80%
Jan 19	81	30	18	50	12	84%
Feb 19	78	19	10	59	9	88%
March 19	103	30	10	73	15	80.6%
Q4						
<b>Oct-Mar</b>	<b>446</b>	<b>142</b>	<b>72</b>	<b>295</b>	<b>65</b>	<b>82.3%</b>

**Feedback on dissatisfaction – Corrective actions were raised by the Complaints Team for the service areas to action to try and prevent escalation**

<b>ASB</b>	Complainant was not happy with the response given and wanted copies of the full report from the professional witnesses and some other outstanding queries. – Feb 19
<b>Environmental Services</b>	Resident not satisfied with the response regarding the standard of cleaning in the block. He felt that the details in the response were not correct and disputes the findings. Feb 19
	Resident not happy with handling of her complaint. She received email to acknowledge complaint but feels <b>no one has tried to call to her and speak to her about this issue and she feels it would have been more helpful just to speak with someone get some resolve the issue</b> – Mar 19
<b>Housing Service Centre</b>	Complainant was not advised that policy had changed and that THH was no longer offering spaces to Non Residents. Feels that decision was suddenly made because she complained as there was nothing on the website indicating that no longer open to non-residents. Team Leader phoned complainant to explain the policy. Now accepts. – Jan 19
	Complainant is extremely unhappy with the frequency of patrols carried out by NSL and has also requested that the cleaning team parking bay be relocated. Jan 19
	The issues have been resolved however he is not happy with poor communication from leasehold services and HSC. <b>He sent an email request and received an automatic email saying that a response will be provided within 10 days but no response.</b> – Mar 19
	Still dissatisfied as others are still parking their car in the complainants space. HSC requested to respond directly Mar 19
	Complainant is not satisfied and wants to escalate to Stage two but did not provide any escalation reasons. Email sent asking for up to date phone number so we can phone to see if we can resolve outstanding issues. Mar 19
	Resident not happy as still waiting asbestos report. Forwarded to HSC and corrective action raised
	Complainant not satisfied as parking issue not resolved and difficult to get hold of NSL
	Complainant not happy at the time taken to get the issue resolved felt there was too much chasing and she had to initiate the communication when it should have been the other way
<b>Leasehold Services</b>	Complainant was unhappy with how he was addressed in the Stage 1 response. Raised with leasehold services to pay more attention to detail – Jan 19
	Complainant felt the response unfair and unjustified after THH refused to pay rent rebate due to delay in the RTB. Case escalated to Stage 2 – Jan 19
	Complainant not happy with the way THH has managed service charge arrears – alleges not followed proper protocols – resident withholding service charges due to issues with ASB that he feels THH are not addressing. Corporate Complaints have linked this to the ASB case and and was dealt with as a Stage 2

	(13242971) – Jan 19
	Breakdown requested does not explain the charges queried. This was provided in a Stage 1 follow up – Jan 19
	Resident was not happy with the level of compensation offered for the delay in processing RTB. Asked for additional compensation to cover increase stamp duty costs. Leasehold Services to respond directly – Jan 19
	Resident was not happy with the level of compensation offered. Leasehold Services asked to review and respond which they have done.- Feb 19
	Resident not happy with the response as advised information was missing and incorrect relating to query on service charges. Corrective action set up for Leasehold to respond by 26 Feb. Leasehold Services responded 12 March. – Feb 19
	Resident not happy that all aspects of complaint were not addressed specific to electrical work which left property with multiple holes. Email sent to resident advising Property Services will contact them by 27 March. Corrective action raised – Feb 19
	Resident not happy with the major repair works and the costs but was also extremely unhappy that he was not consulted about the relocation of the water pump from the roof space to underneath his property. <b>The case has escalated to Stage 2 as he failed to get a response to his emails from the Leasehold Services team as requested.</b> – Feb 19
	Not satisfied as initial complaint was THH didn't allow complainant the time to forward any evidence and they also did not request any further evidence and the application was rejected
<b>Neighbourhood North</b>	Failure to re-align fence as promised in Stage 1. Neighbourhoods is liaising with Mears to resolve – Jan 19
<b>Neighbourhood South</b>	Resident is not happy that Pest Control have only sprayed the property once and wants beetles gone and the carpets cleaned as got damaged by the infestation. As a gesture of good will THH have agreed to clean the carpets – Jan 19
	Resident not happy with the neighbours behaviour. Not a service failure. Neighbourhoods have responded to residents' concerns but resident has still indicated that she may request escalation to Stage 2. – Feb 19
	Same complainant as above. Resident was not happy with the way the Housing Officer dealt with problems she was experiencing with a different neighbour. Referral has been made for mediation but resident has still indicated that she may escalate to Stage 2. Feb 19
<b>Rent Arrears Team</b>	Not satisfied - would have liked to have seen the 'use and occupation' arrears reduced at least- Rents to respond
<b>Capital Delivery</b>	Complainant is not happy with the unresolved issues left by the major repair Contractors. Capital Delivery has arranged a joint visit with the contractor to resolve outstanding Issues – Jan 19

<b>Repairs General Build North</b>	Not satisfied as was waiting appointment for works to be carried out following inspection. Complaints Team confirmed the appointment after speaking to Mears. A follow up needs to be done following visit and <b>resident also needs to be kept up to date.</b> Mar 19
<b>Repairs General Build South</b>	<p>The family is not happy with the handling of the complaint and is not satisfied as they feel that there has been a severe delay in finding a solution to this case. She mentions that since receiving the stage one response there has been <b>no contact from THH repairs or Mears to advise when they will return to carry out any works</b> and will like someone to contact them to provide a progress update. The issue has been passed to repairs team who are reviewing these points and the caseworker is overseeing the works to completion. Unable to get through on phone so letter sent with a post inspection date – Feb 19</p> <p>Work has not been complete and no one has visited the property since 6th March. He sates majority of the re-decoration works remain outstanding and they are still also without lighting in the bathroom. <b>He would like some communication from the repairs team with a progress</b> update Mar 19</p>
<b>Repairs Mechanical &amp; Electrical</b>	<p>Delays in repairing the door entry mechanism which resulted in the resident being unable go out as they were unable to open the door.This case escalated to Stage 2 and £50 has been offered due to the inconvenience the delay has caused – Jan 19</p> <p>Resident is not satisfied with the way we handled the complaint. She is still waiting for her electricity bills to be reimbursed due to increase in electricity bills as temporary heaters were expensive to run. She is not happy with the quality of works and alleges that Mears broke tiles near the thermostat and wants tiles to be repaired. She felt that the call handler lacked any compassion, especially as she told them she was pregnant and the property was freezing. Comments sent to Mears Customer Care Manager and Repairs M&amp;E Manager who are reviewing these points and will be responding shortly. – Feb 19</p> <p>Resident not satisfied as he feel the issue has not been resolved. The repair they carried out has not remedied the water pressure issue. He is so fed up with the whole issue. <b>Mears confirmed to the resident that it was a rinse aid not a shower.Resident accepted this and did not escalate</b></p> <p>The issue hasn't been resolved since replacing the radiators it has been intermittent. She is seeking legal advise before accepting compensation.</p>

## Appendix A – Housing Ombudsman Determination for Maladministration and Service Failure cases

Complaint	Order and recommendations	Service Failures/Lessons Learnt
<p>8378466/ 201707792 Resident complained about THH's response to reports regarding the installation of a hot water cylinder which resulted in an increase in the electricity costs.</p>	<p><b>Service Failure</b> THH was responsible for service failure in respect of the complaint about the installation of a hot water cylinder which resulted in an increase in the electricity costs.</p> <p><b>Order</b> 1. Pay £100 compensation for any distress and inconvenience that the complainant may have experienced as a result of the 12.5-month delay in attending to the hot water cylinder, immersion switch and communal plant. Actioned</p> <p>2. THH to provide complainant with the Council's insurance section's details to enable them to make a claim for damages equating to the financial losses that was reported having previously incurred due to the increased electricity consumption and costs. <b>THH contacted the resident directly and agreed to pay £525 compensation for the increase electricity consumption</b></p> <p>3. Review the staff training needs in relation to the application of THH's repairs booklet and the Council's redress and compensation policy. This should include the completion of the Housing Ombudsman Service free online dispute resolution training for landlords <b>Actioned Repairs Team completed the online training. Additionally all staff responsible for investigating and responding to Stage 1 complaints to complete the online training by the 30 April as part of the work to achieve the International Customer Service accreditation</b></p>	<p><b>Service Failure – Prime issue communication related</b></p> <ul style="list-style-type: none"> <li>Failed to comply with our repairs booklet's requirement to respond within 20 working days to the complainant reports from 1 August 2016 onwards in relation to the electricity consumption and costs increasing following the installation of the hot water cylinder at the property</li> </ul> <p><b>Service Improvements identified</b> This case could have easily been resolved quickly if a member of staff had visited and identified the cause of the high electricity consumption much earlier. It took us over a year to carry out the visit. Due to this delay we ended up paying for the additional electricity consumption</p>
<p>10930890/201804622 The complaints relate to:</p>	<p><b>Reasonable offer of redress which in the Ombudsman's opinion, resolves the complaint satisfactorily.</b></p>	<p>Need to arrange for all of our policies and procedures to be available for residents to</p>

<ul style="list-style-type: none"> <li>- works and delays in completing the works.</li> <li>- HowTHH dealt with cyclical works to the kitchen</li> <li>- The handling of the request for works to the wet room.</li> <li>- How THH dealt with the request for the Decent Homes policy and its Health and Safety policy.</li> </ul>	<p><b>Recommendation</b> The Service recommends that THH provide all its policies or make aware to its tenants where to find all of its policies and procedures pertaining to their (the tenants') tenancy</p>	<p>aces on the internet</p>
<p>8281369/201713748 Complainant complained of:</p> <ul style="list-style-type: none"> <li>- delays in replacing a faulty boiler at his property;</li> <li>- Contractors damaging his carpet and mobile phone while replacing the boiler;</li> <li>- THH's handling of his subsequent complaint about these matters</li> </ul>	<p>The Housing Ombudsman determined that there was <b>no maladministration</b></p>	
<p>11209666/201704207 The complainant complained about THH's:</p> <ul style="list-style-type: none"> <li>- rejection of a</li> </ul>	<p>As the complaint was not brought to the attention of THH as a formal complaint within a reasonable period, which would normally be within 6 months of the matters arising, the complaint is <b>outside of the Ombudsman's jurisdiction</b> to Consider. The resident has requested a review</p>	

<p>request for compensation for damage to belongings from leaks to the flat from a neighbouring property</p> <ul style="list-style-type: none"> <li>- the level of compensation offered by THH in respect of its acknowledged failures in its communication concerning the compensation requests</li> </ul>		
<p>13678603 /201814019 The complaint relates to Tower Hamlets Homes' manner of address for leaseholders and tenants.</p>	<p>The Housing Ombudsman determined that there was <b>no maladministration</b>. Complainant has requested a review</p>	
<p>201607176 Complained about THH's actions in dealing with an incident of flooding of the Property</p>	<p>The Housing Ombudsman determined that THH has <b>made redress</b> which resolves the complaint satisfactorily in relation to its response to the incident, including the inconvenience and poor handling of the formal complaint.</p> <p>There was <b>no maladministration</b> by THH in relation to its handling of the requests to be: rehoused; compensated for damage to personal items; compensated for loss of earnings due to the days took off from work to grant access for the repairs.</p>	<p>The Housing Officer failed to visit despite requests to do so.</p> <p>Where Neighbourhoods is made aware of a case where emergency rehousing may be appropriate, a visit should be arranged to the property to ascertain the extent of the damage and whether emergency rehousing is required'.</p>

	<p><b>Recommendations</b> THH should pay the £350 compensation offered previously as this offer recognised genuine elements of service failure with regards to its response to the incident.</p>	
<p>11749565/201713651 This complaint is about THH handling of the complainant's request to be decanted to an alternative property while major works were carried out to her building, including works to the communal lift. Although this case was logged against Housing Options, THH were heavily involved with the case and collated all of the information for the Housing Ombudsman</p>	<p>The Housing Ombudsman found <b>no maladministration</b> in the landlord's handling of the complainant's request to be decanted during the major works to the lift at her property.</p> <p>THH offered the complainant alternative temporary accommodation which is suitable for her requirements as stated in the recent occupational health report. It has offered a furnished property, and it has kept the property vacant to allow the complainant more time to make a decision. It has also offered the use of an evac chair as an alternative and it has delayed the required refurbishment to allow the complainant time to consider her options. The landlord has done more than it was obliged to do and could not reasonably be expected to do anything further to assist with this situation.</p>	
<p>11831365/201715233 The complainant was not happy with the way his landlord responded to her complaints of anti-social behaviour (ASB) and noise nuisance from her neighbour. Although</p>	<p>The Housing Ombudsman found <b>no maladministration</b> by the landlord in its handling of the reports of anti-social behaviour and noise nuisance.</p> <p><b>Recommendations</b> It is recommended that the landlord: If not done so already, reviews its procedure for sharing information concerning ASB and noise nuisance reports between BTMC, the local authority's Environmental Heath/Noise Nuisance Team and Tower Hamlets Homes.</p>	<p>There needs to be better sharing of information between the three parties and as a result a joint meeting has been set up between THH, Bancroft TMO and the Council as there are still ongoing issues with this complainant.</p>

<p>logged against Bancroft TMO, as THH were responsible for reviewing the case at Stage 2, the Housing Ombudsman has recorded the case against THH</p>		
<p>13876397/201805785 – Complaint relates to how the landlord dealt with his reports of a defect to the property, namely excessive noise from the downpipe during rainfall. Although logged against LBTH as a new build THH were heavily involved in the case</p>	<p>The Housing Ombudsman found <b>no maladministration</b> by the landlord in how it dealt with the complainant’s reports of a defect to the property, as the landlord complied with the tenancy agreement and its policies investigating this complaint.</p> <p>Complainant has asked for a review – awaiting outcome</p>	

<b>COMINO BRIEFING NOTE</b>	
Who does this affect?	Customer Requesting to make a an official stage <b>1 COMPLAINT</b>
What does this affect?	Complaints Process
	<p>If a customer calls to register a complaint, please check the following to establish if there is a service failure.</p> <ol style="list-style-type: none"> <li>1. A 48 hour call back was sent to the service area.</li> <li>2. A Comino chase up message was sent to the service area (in the event the customer called to say they had not received a call back)</li> <li>3. The customers query was escalated to the Team Leader of the service area by starting a process through Comino (in the event the customer called to say they had not received a call back following completion of points 1 &amp; 2)</li> <li>4. Check Northgate for Repairs chase up stages from 1 to 4 has failed to be actioned.</li> </ol> <p>PS: Once a service failure has been established, offer a zero complaint resolution approach apologising to the customer for the service failure and offer to resolve where you can with the support of a senior management.</p> <ul style="list-style-type: none"> <li>• If customer refuses your offer to resolve the complaint , then advise the caller ways to make</li> </ul>

	<p>an official stage 1 complaint set below:</p> <p>Customer may make a complaint using the method they find easiest, THH encourages residents to make an online submission using the e-form on the THH website - <a href="http://www@towerhamletshomes.org.uk">www@towerhamletshomes.org.uk</a>, by letter or emailing <a href="mailto:contactus@thh.org.uk">contactus@thh.org.uk</a></p> <p>If they are unable to use the above methods, then Advisors should log the complaint on their behalf. ( Advisors <b>MUST NOT</b> refuse to log complaints on customers behalf)</p> <p>However, when logging complaint on behalf of a customer, <b>DO NOT</b> paraphrase information given, take as much information, read notes back to the customer to ensure you have captured information provided explicitly.</p> <p><b><u>Customers calling in regards to a complaint response.</u></b></p> <p>Please note complaints are responded to by the service area and not the Complaints and Members Enquiry Officer Ask the customer for the name of the person who wrote the letter or the complaint reference number, approach either Jayne Clark, Yvette Freestone or Duty Manager to check I-case system to provide details of the Officer or service area who is dealing with the complaint, and then issue a 48 hour call back to the service area.</p>
Who shall I contact for more information?	Duty Team Leader