

Minutes of a meeting of **Tower Hamlets Homes**  
**Performance Management Committee**  
Held on **Monday 6 September 2010** from **6.30pm – 8.45pm**  
at Toby Club, Vawdrey Close, London E1

**Members Present:**

- Abdool Kara (Chair) - Committee Member
- Iain Lawson - Committee Member
- Cllr Judith Gardiner - Board Member
- (for Cllr Denise Jones)

**Officers Present:**

- Barbara Brownlee - Director of Housing & Customer Services (DHC)
- Jamie Carswell - Director of Strategy & Performance (DSP)
- Paul Allen - Head of Engagement (HE)
- Savio Fernandez - Head of Rents (HRs)
- Bob Moorecraft - Head of Repairs (HR)
- Lesley Owen - Service Improvement Co-ordinator (SIC)
- Richard Parkin - Head of Customer Services (HCS)
- Alistair Sharpe-Neal - Inspection Lead (IL)
- Sesi Afewu - Committee Officer

| Item No   | Description   | Action      | Status   |
|-----------|---|-------------|----------|
| <b>1</b>  | <b>Apologies for Absence</b>  |             |          |
| 1.1       | Apologies for absence were received from Shamsul Hoque, Cllr Denise Jones, and Cllr Sirajul Islam.  |             |          |
| <b>2.</b> | <b>Minutes of the PMC meeting held on 8 July 2010</b>   |             |          |
| 2.1       | The Minutes of the PMC meeting held on 8 July 2010 were agreed and signed by the Chair.   |             |          |
| <b>3.</b> | <b>Matters Arising</b>  |             |          |
| 3.1       | <b>Minute 3.4: Bow Landscapes. Planting trees.</b> DHC reported that 300 vandalised trees had been removed and were in the process of being replaced.   |             |          |
| 3.2       | <b>Minute 4.7: Inspection readiness checks – separate lessee and tenant satisfaction reports.</b> PMC noted that this was being picked up with tenants. |             |          |
| 3.3       | <b>Minute 4.8: KLOE leads list.</b> It was noted that a list had been circulated in August and an updated version would be emailed to PMC members.      | DSP/<br>DFR | Sep 2010 |
| 3.4       | <b>Minute 7.4: PI June data.</b> It was noted that this information had been emailed to PMC in August.  |             |          |

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| 4.      | <b>Performance Indicators Monitoring Report July 2010</b>  |        |        |
| 4.1     | PMC received a report on THH business critical indicators to July 2010.  |        |        |
| 4.2     | <p>The discussion focussed on the four indicators that reached escalation level 4:</p> <ul style="list-style-type: none"> <li>▪ gas servicing;</li> <li>▪ rent collection;</li> <li>▪ calls answered by the Customer Hub; and</li> <li>▪ delegated budget forecast outturn.</li> </ul>   |        |        |
| 4.3     | The Service managers for the above areas provided verbal updates on the progress with work and plan of corrective action. The Chair requested that for any areas that reach escalation level 4 in future a written report be provided to the Committee, with Service managers attending to present these.  |        |        |
| 4.4     | Gas servicing: HR reported that this month only two certificates were outstanding. He drew the committee's attention to Appendix B with the CP12 data. The Committee were satisfied that this work was in hand. PMC considered briefly if the organisation should start charging tenants for the expenses to THH resulting from delays in accessing tenants' property. It was noted, however, that the majority of delays were experienced with access to properties of vulnerable tenants, so this would be unlikely to be a VfM solution.                  |        |        |
| 4.5     | Customer Hub: HCS highlighted the fact that the statistics had been collected for the first three months only, and the process had been a learning experience. Improvements were underway including the introduction of a new staffing model based on call volumes, and new processes to reduce the volume of calls being received. Reassurances were given that the target would be met. PMC commented that it would be good to see solid performance that could be sustained. It was agreed that a short update would be provided to a future PMC meeting. | DHC    |        |
| 4.6     | Rent Collection: HRs explained that the decline in the July performance was due to two late assignments which caused an increase in the rent debit figure.   |        |        |

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| 4.7<br><br>4.8<br><br>4.9<br><br>4.10<br><br>4.11<br><br>4.12 | <p>It was reported that the Council had indicated that it would consider the case for writing off the irrecoverable element of the debt as there had been considerable delays by the Council in dealing with the case, with an audit trail of progress chasing with the Council's legal services. Lessons from the experience had been learned.</p> <p>It was also reported that checks would be made on the stock reconciliation between the rents and voids modules within the housing management system, and assignment and unauthorised occupancy procedures tightened up.</p> <p>With regards to the delegated budget forecast outturn, it was noted that an action plan had been put together. Monitoring of this work was being closely managed by SMT. The PMC agreed that this should be reviewed by FAC.</p> <p>PMC commented on the drop in collection of service charges over the period of July, and noted that such a drop in collections was a usual trend during that time of the year.</p> <p>PMC noted and positively commented on the information sheets entitled 'How we are doing' which were now regularly posted on estate notice boards.</p> <p>The Performance Indicators Monitoring Report to July 2010 was <b>noted</b>.</p> |        |         |
| <b>5.</b>   | <b>First Quarter Review of Business Critical PI Targets</b>   |        |         |
| 5.1<br><br>5.2<br><br>5.3                                     | <p>The Committee received a report reviewing the targets set for the 2010/11 Business Critical performance indicators.</p> <p>The proposed changes to targets were noted. PMC discussed the PI on '% of resident seen at THH receptions within 10 minutes'. It was noted that the Council did not support the proposal that the target remain unchanged but be treated as a as monthly standard. With regards to 'Number of homes made decent' PI, more data was awaited before work on this could be completed.</p> <p>PMC took note that the Council supported a tightening up of tolerances around the financial measures. With regards to proposed tolerance around the delegated budget forecast outturn measure, it was agreed that a discussion regarding this should take place at FAC.</p>   | DFR    | Oct FAC |

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| 5.4       | PMC recommended that amendments to existing targets and indicator tolerances be submitted to the Client for joint agreement.  | DSP    |        |
| <b>6.</b> | <b>Tower Hamlets Homes Complaints Report April - July 2010</b>  |        |        |
| 6.1       | <p>The Committee received a Complaints report for the period April-July 2010, which covered:</p> <ul style="list-style-type: none"> <li>▪ numbers of complaints received and how effectively they were dealt with;</li> <li>▪ analysis of the complaints by service area and diversity strands; and</li> <li>▪ the development of the Complaints Team and complaints processes.</li> </ul>                        |        |        |
| 6.2       | PMC noted the key initiatives undertaken to drive a more customer-focused and achievement-led Feedback Team. This work included 100% of quality checks of letters going out, and OMT undertaking stage 2 investigations.  |        |        |
| 6.3       | A member expressed the view that the level of complaints upheld was too high. It was suggested the attention should be focussed on reducing complaints escalated to stage 2, and then stage 3 complaints would drop as a result.  |        |        |
| 6.4       | PMC noted the reporting of repairs complaints and complaints upheld by ethnicity.   |        |        |
| 6.5       | Calculating compensation and whether there was a policy statement on how this should be done, perhaps following Ombudsman guidelines, were also discussed.  |        |        |
| 6.6       | The report was <b>noted</b> .   |        |        |
| <b>7.</b> | <b>The Resident Engagement Agreement</b>  |        |        |
| 7.1       | <p>PMC received the Resident Engagement Agreement which set out how THH would:</p> <ul style="list-style-type: none"> <li>▪ make sure residents have opportunities to be involved;</li> <li>▪ provide a choice of ways to get involved;</li> <li>▪ consult about issues affecting residents' homes and neighbourhoods; and</li> <li>▪ let residents know how their feedback has changed what THH does.</li> </ul> |        |        |
| 7.2       | The PMC commented positively on the document's content and presentation. It proposed minor amendments, including changes to the language of the section 3 title.  |        |        |

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| 7.3     | PMC members stressed the importance of checking the accuracy of information provided in the document, and making sure we had in place all the information/services referred to in the document. Positioning of information was also important and all the things we said we were going to do should be collected in one place.   |        |                  |
| 7.4     | It was noted that the agreement would be completed within the next two weeks and it was suggested that a link to it be sent to the Board when ready. PMC also discussed how to encourage anonymous feedback, and it was noted there were plans for a box to give residents an opportunity to provide such feedback.  | DSP    | Sep 2010         |
| 7.5     | The Resident Engagement Agreement was <b>noted</b> .   |        |                  |
| 8.      | <b>Diversity - Equality Impact Assessments (EQIA)</b>  |        |                  |
| 8.1     | The Committee received a report providing an update on the EQIA action plans which were agreed to address gaps and weaknesses found in the nine EQIA that were completed on the core service and business strategies.  |        |                  |
| 8.2     | PMC noted progress to date. It was noted that updates would be provided to the Committee quarterly until this process was fully embedded.  | DSP    | Quarterly to PMC |
| 8.3     | A brief discussion focussed on the number of reds under the 'People' core business strategy. It was noted that this area concerning staff issues would be reported in more detail to the Organisational Development Committee in due course.   |        |                  |
| 8.4     | The report was <b>noted</b> .  |        |                  |
| 9.      | <b>Inspection Self-Assessment</b>  |        |                  |
| 9.1     | The PMC received the Self-Assessment working draft.  |        |                  |
| 9.2     | The review and sign-off timetable were noted. The review and sign-off process would involve all key stakeholders, and the document was due to be submitted to the Audit Commission on 27 September. The Chair commented that it may be worth considering asking the Audit Commission for a 2-3 day extension on the submission deadline so that the self-assessment can be taken to the board on 29 September. | DSP    |                  |
| 9.3     | The PMC reviewed the content of the report in detail and a number of points were made  |        |                  |
| 9.4     | The Self Assessment report was <b>noted</b> .  |        |                  |

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| 10.     | <b>Performance Management Committee Forward Plan – October meeting</b>   |   |   |
|         | <ul style="list-style-type: none"> <li>▪ Performance Indicators Monitoring Report August 2010</li> <li>▪ Resident Engagement Strategy update</li> <li>▪ Customer Hub update</li> </ul> <p>It was noted that the delegated budget forecast outturn would form part of the Management Accounts to go to October FAC.</p> | <p>DSP</p> <p>DSP</p> <p>DHC</p> <p>DFR</p> | <p>Oct PMC</p> <p>Oct PMC</p> <p>Nov PMC</p> <p>Oct FAC</p> |
| 11.     | <b>Date, Time and venue of next meeting</b>  |   |   |
|         | <p>It was noted that the next meeting of PMC would be held on Monday, 4 October 2010 from 6:30 pm, in <b>Toby Club</b>, Vawdrey Close, E1.</p> <p>The Chair thanked all present for their attendance and contributions and closed the meeting at 8.45pm.</p>   |   |   |

**Abdool Kara**  
Chair

**Date**