



# Create great

Business plan April 2020 - March 2026

**Tower  
Hamlets  
Homes**

# Contents

<b>Foreword</b>	<b>Page 3</b>
<b>COVID-19 Statement</b>	<b>Page 4</b>
<b>Part 1: Looking Forward</b>	
<b>Context Overview</b>	<b>Page 6</b>
National Context	Page 6
Local Context	
<i>Council Strategy</i>	Page 6
<i>Our Residents</i>	Page 7
<b>Delivery</b>	<b>Page 9</b>
Our Purpose & Values	Page 9
Our Priorities	
<i>Great Homes</i>	Page 10
<i>Great Services</i>	Page 11
<i>Great Communities</i>	Page 12
Our Culture & People	Page 13
Our Governance	
<i>Board</i>	Page 13
<i>Residents Panel</i>	Page 13
Our Finances	
<i>Value for Money</i>	Page 14
<i>Financial Position</i>	Page 14
<b>Part 2: Looking Back</b>	
<b>Our Performance</b>	<b>Page 16</b>
Resident Satisfaction	Page 16
Service Indicators	Page 17
Services Improvement	Page 17
<b>Appendix 1 – Delivering LBTH Priorities</b>	<b>Page 22</b>
<b>Appendix 2 – Resources</b>	<b>Page 23</b>
2020/21 Management Fee	Page- 23
Medium Term Financial Plan	Page 24
Indicative Capital Programme	Page 25

## Foreword

Managing around 21,000 homes on behalf of the London Borough of Tower Hamlets, Tower Hamlets Homes provides services for some of the most diverse and disadvantaged communities in the country.

Our residents deserve great homes, great services and great communities. *Create Great*, our Business Plan to March 2026, delivers that.

In consultation with residents, our Board, staff and the Council we have reinvigorated our vision to inspire staff to work together for a common purpose of creating **great homes, great services** and **great communities**.

We are pleased to have consistently increased satisfaction with our services, guided by our previous Business Plan, *Working Together*. Our track record in improving performance was a major factor in the Council's eight-year extension of the Management Agreement.

*Create Great* will guide the next steps forward in the transformation of services for residents. It directly contributes to achieving the Council's priorities as established in the Strategic Plan and responds to what residents tell us is important to them.

*Create Great* takes account of the changed context in which we operate. This includes new regulatory changes heralded by the Social Housing Green Paper, findings from the Phase 1 Grenfell Tower Enquiry and the requirements of the new Building Safety Regulator. It also paves the way for the launch of our first Sustainability Strategy.

We believe improving how we do things is every bit as important as what we do. This belief underpins our ambitious transformation programme which improves customer experience and responds to feedback from leaseholders by changing fundamentally how we do things. The programme brings together a comprehensive range of actions that focus on building a customer first culture, modernising service delivery and investing in a highly motivated and skilled workforce.

We have travelled a long way in the last four years. It is no coincidence that over the period of our transformation programme we have seen, through our all staff survey, responses to the question "Does THH put residents at the heart of everything" rise to 91%.

Ultimately it is what residents think about the services we provide that counts the most. Since 2016 all residents' satisfaction has risen by 7% and tenant satisfaction now stands at 89%.

The context in which we operate is becoming ever more challenging. We are ready to respond to the challenge and confident that through *Create Great* we will continue to build on the strong start we have made.

**Ann Lucas – Chair**

**Susmita Sen – CEO**

## **COVID-19 Statement**

As of April 2020 our focus is on supporting residents, maintaining essential services and keeping residents and staff safe. During the period of the pandemic, we will continually review service provision to ensure the extent of services provided is maximised.

The impact on our Business Plan cannot, at this stage, be fully assessed and it is likely some in-year adjustments will be required. We will continue to work closely with the London Borough of Tower Hamlets to agree any adjustments that need to be made.

# **PART 1: Looking Forward**

## Context Overview

### National Context

*Create Great*, our new Business Plan, comes at a time of great change, providing both challenge and opportunity. Whilst the recent change in Government means much of the detail about new regulation has yet to emerge and the impact of Brexit is not fully clear, we do not see this as a reason to stand still.

The Social Housing Green Paper is one of the drivers for the Business Plan. Our commitment to working for and with residents, our prioritisation of building safety and our desire to create great communities reflect the core themes of the Green Paper:

- Ensuring Homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership.

Beyond the changes signalled by the Green Paper, a new building safety regulator, the outcomes from the Grenfell Tower Inquiry and climate change will all have an effect on the delivery of services.

We are also working to militate against workforce pressures. Later retirement, an overall aging population, scarcity of labour brought about by current high employment and changes in immigration practices are leading us to find new and more creative ways of attracting and growing our talent.

### Local Context

#### ***Council Strategy***

We are the single delivery partner of London Borough of Tower Hamlets for managing the homes that it owns. We recognise the significant role we have in helping the Council achieve its goals.

Our Business Plan is anchored by the Council's Strategic Plan and all that we aspire to is framed by it.

**Appendix 1** is an ‘at a glance’ reference showing the links between the Council’s priorities and THH’s purpose. In summary, these are:

<b>THH Purpose</b>	<b>LBTH Priority Outcomes</b>
Great Homes	A borough that our residents are proud of and love to live in
Great Services	A dynamic outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough
Great Communities	People are aspirational, independent and have equal access to opportunities

### ***Our Residents***

We are proud to provide services, on behalf of the Council, for approximately 11,500 tenanted homes and 9,700 homes in leasehold ownership. We also look after approximately 800 homes across four estates that are managed by Tenant Management Organisations (TMOs).

The makeup of residents who live in the homes we manage reflects the rich and valuable diversity of the borough.

- Over 70% of tenants are from a black and ethnic minority background with approximately 39% of all residents coming from the Bangladeshi community.
- The average age of THH tenants is 52.2 years and for leaseholders it is 54.2 - much higher than the average age for all adults living in the borough which stands at 39.1 years.
- The percentage of adults over 65 is also much higher among THH tenants and leaseholders, 22.3% and 12.5% respectively, than it is for the borough as a whole (8.1%).
- Just over 20% of leaseholders have confirmed they privately let their home and we anticipate this tenure group will increase in size
- Other than English, the most widely spoken languages among our residents are: Bengali, Somali, Chinese, Vietnamese, Polish and

Arabic. 7% of residents require a language other than English in order to access services

- One in ten residents identify themselves as having a disability.

Listening to residents is central to our organisational culture. It helps us to understand, plan and respond to the needs of individuals and communities.

The priorities set out in *Create Great* were developed in collaboration with residents. We worked closely with TRAs and actively involved residents across a series of workshops led by our Executive Team. To ensure we heard a broader range of views, workshops were complemented by a borough-wide survey and face-to-face outreach consultation.

The voice of residents remains key to helping us take the next big step forward in improving services. We will continue to engage, consult and involve residents and draw on their expertise to help us shape change and deliver the priorities set out in this business plan.



## Delivery

### Our Purpose

We are here to deliver **Great Homes, Great Services and Great Communities**.

Our purpose, developed in response to the Council's priorities and our residents' hopes and aspirations, provides a clear way forward, helping to shape our focus on residents, supporting strategies, delivery actions and performance measurement.

### Our Values

Beneath the clarity and simplicity of our purpose sit our values, which provide a constant guide to our thinking, our actions and our Ways of Working (the golden rules).

- *Be the best that we can be*  
Always looking to do better, meeting customer expectations, doing what we say we are going to do and actively keeping customers updated.
- *Everyone matters and everyone is responsible*  
Understanding the needs of customers, making service personal and taking responsibility.
- *Make life easier through collaboration*  
Keeping things simple so customers get what they need from a seamless service and staff are able to do a great job.

### Our Ways of Working (WOWs)

- We put the customer first
- We work together
- We plan our work
- We take responsibility
- We find better ways to do things



Our delivery framework places as much emphasis on *how we do things* as on *what we do* to ensure we consistently achieve great outcomes

## Great Homes

A 'great home' extends beyond the front door and includes a local environment that is safe, green & clean and well-maintained.

Our approach to delivering great homes is detailed primarily in the following strategies: Sustainability and Asset Management.

**Safe** means us listening to residents about their safety issues and them knowing that we have up to date fire risk assessments and a planned programme of fire safety and other building safety works.

**Green & clean** requires us to invest strategically in neighbourhoods to make sure they look and feel the best we can make them. Keeping them that way will mean maintaining the highest standards of caretaking and gardening, while collaborating with residents to develop a new sustainability strategy.

**Well-maintained homes and local environments** will be achieved by us procuring and mobilising high quality contractors. We will manage the contracts robustly to make sure quality standards and social value benefits are met. We also need to bring residents with us, which we will achieve by thorough scheme consultation and transparent, accurate billing.

2020/21 Deliverables		
Deliver Better Neighbourhoods Programme, including fire safety work		
Work with partners to adopt Grenfell and Hackitt recommendation		
Put in place plans for a pilot on our place shaping initiative		
Refresh Asset Management Strategy		
Develop the first THH Sustainability Strategy		
Commence procurement of new repairs contracts		
Roll-out of Traffic Management Orders in line with agreed delivery plan		
2020/21 Business Critical Indicators		
Indicator	Target	Reporting freq.
Major works programme spend against profile		Q
% residents rating caretaking as excellent/good/fair		Q
% tenants rating repair as excellent/good/fair		M
% tenanted homes with gas safety certificate	100%	M
% repairs completed right first time		M
Major works charges collected		M
FRA certification – indicator to be agreed		
Substantial risk bocks – indicator to be agreed		
% homes non-Decent		A
Average repair cost per property	N/A	A

## Great Services

A 'great service' is one that delights. It is delivered within a modern, value for money framework where services are inclusive, targeted and right first time.

Our approach to delivering great services is detailed primarily in the following strategies: People, Resident Engagement, Value for Money and Customer Access.

To achieve **modern and value for money** services we will extend the range of services available on-line so residents can access us when and how it suits them. Maximising the potential for mobile working will mean staff can be more effective and efficient.

**Inclusive and targeted** services will be achieved through the effective use of data and listening to our residents and responding to their specific needs. In practice this will mean a menu of access options for residents, extra support for those who need our help the most and a tailored service offer for leaseholders.

Residents want services that are **right first time**. We will use automation and data wisely to minimise the potential for errors and have in place robust quality monitoring systems. We also take responsibility for resolving complaints effectively and using the experience to improve our service.

2020/21 Deliverables		
Deliver on-line repairs ordering for residents who chose to access services electronically		
Deliver 2 <sup>nd</sup> phase of mobile working		
Refresh Customer Access Strategy and establish efficiency targets		
Roll-out process automation		
Go live with on-line parking permits		
Deliver due actions in the Leaseholder Services Action Plan		
Deliver leadership development programmes to reinforce customer first culture		
Review the Rent service to meet the challenges of the future		
Support implementation of new tenancy agreement in accordance with LBTH delivery plan		
2020/21 Business Critical Indicators		
Indicator	Target	Reporting freq.
Rent collected as % of rent due		M
Service charge collection		M
% tenants rating overall service from THH as excellent/good/fair		Q
% leaseholders rating overall service from THH as excellent/good/fair		Q
% stage 1 complaints answered on time		M
% complaints escalating to stage 2		Q
% residents rating housing service centre as excellent/good/fair		Q
Average cost of management	N/A	A

## Great Communities

A 'great community' is one that is cohesive, active and sustainable. It is also welcoming to new residents.

Our approach to delivering great communities detailed primarily in the Community Investment and Resident Engagement strategies.

To nurture **cohesion**, we will help foster residents' understanding of, and respect for, one another. Investment in community projects will also help with bringing the community together as a cohesive whole. It also means us collaborating with our partners to help our residents live free from the effects of anti-social behaviour.

**Active** communities require on-going support. Recognising the increasing pressures on communities, we will collaborate with partners to increase the financial, physical and mental well-being of residents. We will also continue to help new and existing Tenant & Resident Associations play an active part in community life.

To encourage **sustainable** communities, we will strengthen the management of sub-let homes. We will also work with the Council to bring forward the supply of new affordable homes and explore the potential to take on the management of temporary accommodation.

2020/21 Deliverables			
Refresh Community Investment and Resident Engagement Strategies			
Renegotiate contract for the provision of policing and security			
Commission three-year youth services contract			
Re-procure three-year contract employment support contract			
Re-procure ASB diversionary activity contract			
Explore feasibility of transferring the management of temporary accommodation to THH			
Work with LBTH to agree strengthened application of private sector housing powers			
Deliver THH Safeguarding Action Plan			
Work with LBTH to explore increasing supply of new homes through roof-top development			
Manage new homes to support the Mayor's new homes commitment			
2020/21 Business Critical Indicators{tbc}			
Indicator	Target	Reporting freq.	
% residents satisfied with handling of ASB		Q	
Average short term void re-let (days)		M	
Average long term void re-let (days)		M	
% Void rent loss		Q	

## **Our Culture and People**

Comprised of 550 staff, our workforce is our greatest asset. Over the lifespan of this Business Plan we will continue to work hard to attract, retain and look after our staff.

To deliver *Great Services* requires that we enhance our efficiency which means the introduction of new technologies and more agile working methods. We will change the way we work and the way we lead our workforce, embedding a culture where we manage by impact and outcome and where staff are recognised for the value they add for our residents.

We will develop our organisational culture to be truly inclusive, encouraging all staff to feel confident to bring their full selves to work and to use their own experience to improve services.

We will shape the way we design work to maximise flexibility of job roles to attract the best skills from a diverse talent pool. We will accompany this with an evolved employment offer; adopting a clear competitive position in the social housing marketplace to ensure we can attract and retain the best talent.

Right first time services require us to empower our staff, so that they feel confident in taking responsibility for problem solving and deploying their learning to drive day-to-day service improvement. We will ensure our staff have the professional skills and knowledge they need to develop fit-for-purpose responses to new legislation and regulatory requirements. We will build on our established “Ways of Working” behavioural framework to create a creative culture of service improvement.

## **Our Governance**

### ***Board***

Our Board provides leadership to ensure we meet the requirements of the Management Agreement. Comprising 12 directors, the Board’s membership is four residents, four councillors and four independents.

The Board works closely with our Executive Team, driving us forward through collaboration and effective challenge.

We hold formal quarterly meetings with the Mayor to maintain strong working relationships with the Council and ensure that our strategic direction remains on course.

The Management Agreement also provides for regular strategic and operational contact between THH and LBTH at officer level.

### ***Residents’ Panel***

Our Residents’ Panel serves as a critical friend, scrutinising performance, providing feedback and playing an active role in shaping improvements to services.

The Panel is made up of five tenants, four resident leaseholders and two tenants of leaseholders, each serving a maximum three-year term. Meetings

are attended by senior managers and strong links with our Board are maintained through the regular participation of the THH Board Chair. Observers are also encouraged to attend as part of our drive to embed transparency in our engagement and decision-making processes.

We are ambitious to strengthen resident engagement and we aim to simplify the way in which we communicate with residents. We aim to break down any potential barriers and enable residents of all backgrounds to find it easy to access our services. Our refreshed engagement strategy will commit us to embedding plain English in all our communication, enhancing our digital offer by making better use of our website and social media platforms, as well as exploring new ways to involve residents in shaping how we deliver services.

## **Our Finances**

### ***Value for Money***

In 2017/18, the Council set us a savings target of £6m over five years. Through structural and process changes, coupled with the introduction of on-line services, we have met our annual targets. We have made savings of £5m (including £1m of savings to be made in 2020/21) whilst increasing resident satisfaction with the services we provide.

*Create Great* maintains our commitment to achieving greater value for money through the continued implementation of our \*Value for Money Strategy. This comprises six work streams: budget savings, efficiency improvements, transformation programme (return on investment), social value, income optimisation and partnership working. In 2020/21 our primary focus will be on the continued growth of automation and on-line service provision together with large scale procurement activity to derive greater efficiency.

**\*Link to New web-site**

### ***Financial Position***

Budgets have been set for 2020/21 that will enable THH to continue to deliver valued services. The Management Fee (£32.4m) has increased by £350k in 2020/21, a budget growth item to deal with the impact of the Hackitt Review. All other inflationary growth in management fee budgets has been contained within existing budgets, with other areas of growth funded through compensatory savings.

We have reserves of c£4m and have chosen to invest just over £0.5m in 2020/21 into the continued funding of our digital transformation.

Efficiency savings within repairs and maintenance budgets have allowed us, broadly, to contain c£450k of contractual inflationary increase. Elsewhere in the Housing Revenue Account (HRA), we have recognised the improved performance on void rent loss in the HRA income budgets. Historically a 2% allowance had been made, but with performance consistently at below 0.5%, this budget saving of c£700k has now been banked.

In 2017/18 we introduced a 3-year programme to tackle ASB on LBTH estates. This has proved very successful and it is now proposed that the

scheme become permanent. We have included growth in the 2020/21 budgets to ensure that this valued service can continue.

We are working with the Council to review the HRA Capital Programme in the medium term. This work will ensure that we are maintaining and investing appropriately in the current housing stock, whilst also maximising the Council's ability to deliver new council housing.

THH will continue to work in partnership with LBTH in order to ensure the long-term viability of the HRA, to safeguard services to residents and ensure appropriate investment in LBTH housing stock.

Our financial resources are further outlined at Appendix 2

## **PART 2: Looking Back**



## Our Performance

In year one of the previous Business Plan, we committed to driving up standards and improving services. The trend across key measures of resident satisfaction and service delivery is overwhelmingly positive.

### Resident Satisfaction

Measure	15/16	Q3 19/20 YTD	Trend
Tenant satisfaction with overall service from THH	83%	89%	
Leaseholder satisfaction with overall service from THH	65%	70%	
Resident satisfied that THH does what it says	77%	81%	
Tenant satisfaction with repairs	90%	89%	
Resident satisfaction with major works	77%	93%	
Resident satisfaction with caretaking	84%	87%	
Residents satisfied with grounds maintenance	87%	88%	
Residents satisfaction with condition of their home	88%	*89%	
Keeping residents informed	84%	86%	
Taking residents views into account	70%	75%	
Resident satisfaction with Housing Service Centre	88%	93%	

\* Latest available result April 19 to Sept 19

## Service Indicators

Indicator	15/16	Q3 19/20 YTD	Trend
% gas safety	100%	100%	
Average short term void re-let (days)	30	22	
Average long term void re-let (days)	106	42	
Rent collected as % of rent due	99.7%	101.7%	
Major works charges collected	106%	130%	
Service charge collected	104%	103%	
Void rent loss	0.7%	0.5%	
Complaint response on time	64%	95%	
Member enquiry response on time	54%	91%	

## Service Improvement

In launching our Customer Access and Experience Programme as part of our previous business plan, we completed a phased review of services and teams to create an operating model designed to:

- Make the best use of resources and deliver services right first time
- Embrace digital technology to improve efficiency, convenience and accessibility of services for customers
- Enable improved performance across a range of business critical indicators.

The most recent review to have completed was the Leasehold Services Review and actions arising from this are in delivery this year.

Our ongoing Customer Access and Experience Programme is managed through a board comprising of senior managers. Additionally, our Customer Experience Task Force, comprised of Board Directors, maintains oversight and has a focus on organisational learning drawn from project reviews, data

analysis, benchmarking and in depth scrutiny of complaints.

Each year our Business Plan has been accompanied by an improvement plan. Progress has been regularly reported through the Client Governance Framework to enable real-time tracking of delivery. Key outcomes and outputs are summarised below:

Project	Measure
Better Neighbourhoods / Safe Homes	<p>Resident satisfaction with completed work 93% (April 2019 to March 2020)</p> <p>Investment over the life of the Business Plan includes:</p> <ul style="list-style-type: none"> <li>• 918 Type 1 Fire Risk Assessments completed</li> <li>• Fire safety works completed in 61 blocks</li> <li>• 4060 homes benefited from new heating systems</li> <li>• 42 lifts replaced benefitting 1858 homes</li> <li>• 2439 homes benefited from door entry installation</li> <li>• Investment was made in over 6000 homes</li> </ul>
Community Partnership	<p>188 residents secured jobs (April 2017 to Dec 2019)</p> <p>150 residents benefited from accredited training (April 2017 to Dec 2019)</p> <p>Approximately 2,500 residents accessed support through the Financial Health Centre (Sept 2018 to Dec 2019)</p> <ul style="list-style-type: none"> <li>• Over £650k debt consolidated</li> <li>• Over £1.6m benefits applied for</li> </ul> <p>96 community organisations received £108k in small grants to run community led projects (April 2016 to Dec 2019)</p> <p>Almost 4,500 residents have attended THH hosted events in the last 2 years</p>

Project	Measure
Digital Strategy – On-line services & mobile working	<p>5,745 residents registered for MyTHH on-line services (Feb 2020)</p> <p>Non-repairs calls reduced by 1/3<sup>rd</sup> (year 1)</p> <p>Average repairs pre-inspection times have improved from 2.5 days over target to 1 day under, a saving of 3.5 days overall</p> <p>Repairs inspections completed within target increased from 36% (2018) to 83% (2019) an improvement of 47%</p> <p>Repairs inspections completed within 3 days post target date increased from 63% (2018) to 96% (2019)</p> <p>The overall time from repairs inspection to works order creation has improved by 2.5 days</p> <p>Introduction of any day direct debits – 42% increase in residents paying by direct debit (March 2019)</p>
Communal Repairs	<p>Percentage of repairs completed right first time increased from 62.5% to 84.5% (March 2018 to Sept 2019)</p> <p>Repairs completed on time increased by 4% to 98.7%(March 2018 to Sept 2019)</p> <p>The proportion of repairs where the contractor was recalled reduced from 19.4% to 4.2%f (March 2018 to Sept 2019)</p>
Parking	<p>Over 3,000 less calls per year (51% reduction) in calls concerning parking (year 1)</p> <p>Informal TMO consultation carried out for 24 estates</p> <p>Statutory consultation completed in 2 TMO areas Wapping &amp; Shadwell</p> <p>1 TMO operational - TMOs for further 15 estates due to go live April/May 2020</p>

Project	Measure
People Strategy	<p>Increase in staff saying “residents are at the heart of what we do” from 73% to 90% (Nov 2017 to Jan 2020)</p> <p>Reduction of sickness lost due to mental illness down from an average of 160 days a month to 50 days</p> <p>Staff stating they are satisfied or very satisfied with their job up from 57% to 63% (Sept 2018 to Jan 2020)</p> <p>34 apprentices started with THH between April 2017 and Jan 2020</p> <p>50% reduction in disciplinary cases (March 2016 to March 2018)</p>
Anti-social behaviour	<p>20% increase in satisfaction between June 19 and April 20 (increase from 45% to 65%)</p> <p>36 Closure Orders issued since June 2018</p> <p>Incidents of ASB halved in hot-spots through targeted diversionary activity</p> <p>245 arrests by THH Police teams</p> <p>Less than 10% of perpetrators ‘re-offended’ following action</p>
Management of leaseholder sub-lets	<p>Over 5,500 leaseholders contacted</p> <p>Registered subletting increased from 3.7% to 21% (Dec 2018 to Dec 2019)</p>

## Appendix1 – Delivering LBTH Priorities

### **A borough that our residents are proud of and love to live in**

#### **Great Homes:**

- Safe homes
- Green and clean homes
- Well maintained homes and external environments

### **A dynamic outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough**

#### **Great Services:**

- Modern and value for money services
- Inclusive and targeted services
- Right first time services

### **Outcome People are aspirational, independent and have equal access to opportunities**

#### **Great Communities:**

- Cohesive communities
- Active communities
- Sustainable communities

## Appendix 2 – Resources

### MANAGEMENT FEE 2020/21

2019/20		2020/21
	<b>Income</b>	
31,279	Management Fee	32,415
4,308	Rechargeable salaries	4,523
	Additional Management Fee	
100	Other Income	125
<b>35,687</b>	<b>Total</b>	<b>37,063</b>
	<b>Expenditure</b>	
24,002	Employee Costs	25,342
887	Agency Costs	623
336	Other Employee Costs	429
5,741	Non Salary	5,862
4,721	SLAs	4,807
<b>35,687</b>	<b>Total</b>	<b>37,063</b>

THH's management fee for 2020/21 includes growth of £350k to allow THH to deal with the impact of the Hackitt Review. Our management fee of £32.4m will therefore enable THH to continue managing delivery of housing management services, repairs and maintenance, and capital works and an enhanced safety programme

## MEDIUM TERM FINANCIAL PLAN 2019/20 – 2024/25

### INDICATIVE HRA BUDGETS

Housing Revenue Account	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Forecast	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
	£'000	£'000	£'000	£'000	£'000	£'000
<b>INCOME</b>						
Dwelling rents	(64,600)	(65,497)	(69,012)	(73,279)	(76,304)	(78,525)
Non-dwelling rents	(4,203)	(4,311)	(4,412)	(4,515)	(4,620)	(4,728)
Heating and other tenant charges	(7,038)	(7,306)	(7,458)	(7,613)	(7,771)	(7,931)
Leaseholder charges for services and facilities	(16,862)	(16,562)	(16,894)	(17,231)	(17,576)	(17,928)
Contributions towards expenditure	(115)	(115)	(115)	(115)	(115)	(115)
<b>GROSS INCOME</b>	<b>(92,818)</b>	<b>(93,792)</b>	<b>(97,890)</b>	<b>(102,753)</b>	<b>(106,386)</b>	<b>(109,228)</b>
<b>EXPENDITURE</b>						
Repairs & Maintenance	16,722	16,738	17,073	17,415	17,763	18,118
Tower Hamlets Homes management fee	31,105	32,415	32,114	32,114	32,114	32,114
Supervision & Management	8,115	8,647	9,184	9,724	9,866	10,411
Special Services	5,856	6,631	6,973	6,029	6,145	6,240
Rents rates & taxes	5,345	5,475	5,591	5,710	5,832	5,956
Increased/(Decrease) provision for bad debts	600	600	600	600	600	600
Interest (Item 8)	3,138	4,776	6,995	8,370	8,683	8,522
Depreciation - HRA dwellings	17,091	17,068	17,317	17,617	17,712	17,696
Depreciation - Non Dwellings	1,011	1,036	1,062	1,088	1,116	1,143
Debt Management Costs	75	79	88	90	90	90
Sale of High Value Voids levy	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>89,057</b>	<b>93,465</b>	<b>96,997</b>	<b>98,758</b>	<b>99,919</b>	<b>100,891</b>
<b>NET COST OF HRA SERVICES</b>	<b>(3,761)</b>	<b>(327)</b>	<b>(894)</b>	<b>(3,995)</b>	<b>(6,466)</b>	<b>(8,337)</b>
Investment Income received	(417)	(322)	(222)	(122)	(123)	(124)
Amortised Premiums and Discounts	352	352	352	352	352	352
Debt repayment	1,676	2,194	3,820	5,116	5,605	5,512
<b>(SURPLUS)/ DEFICIT ON HRA</b>	<b>(2,149)</b>	<b>1,898</b>	<b>3,056</b>	<b>1,351</b>	<b>(633)</b>	<b>(2,597)</b>
<b>Appropriations</b>						
Revenue Contribution to Capital (RCCO)	0	0	0	0	0	0
<b>NET POSITION</b>	<b>(2,149)</b>	<b>1,898</b>	<b>3,056</b>	<b>1,351</b>	<b>(633)</b>	<b>(2,597)</b>
<b>Balances</b>						
Opening balance	(53,691)	(55,840)	(53,943)	(50,887)	(49,536)	(50,168)
(Surplus)/ Deficit on HRA	(2,149)	1,898	3,056	1,351	(633)	(2,597)
<b>Closing balance</b>	<b>(55,840)</b>	<b>(53,943)</b>	<b>(50,887)</b>	<b>(49,536)</b>	<b>(50,168)</b>	<b>(52,765)</b>



## INDICATIVE THH HOUSING CAPITAL PROGRAMME

**NOTE: Programme subject to revision to reflect unavoidable slippage in light of COVID-19**

Budget Areas	2020-21 (£'000)	2021-22 (£'000)	2022-23 (£'000)	2023-24 (£'000)	2024-25 (£'000)	2025-26 (£'000)	2026-27 (£'000)	2027-28 (£'000)
Better Neighborhoods Programme	20,825	20,735	17,531	15,914	18,053	7,956	8,209	9,985
Fire Safety – FEDs and emergency lighting	1,555	1,000	250	-	-	-	-	-
Safety Works (Brewster & Malting)	2,397	3,664	3,022	-	-	-	-	-
Estate Improvements/Curtilage	100	100	100	-	-	-	-	-
Lifts	2,514	3,010	2,854	3,321	3,037	3,000	3,000	3,000
Door Entry	1,650	1,778	1,257	1,653	1,527	1,500	1,500	1,500
Door Entry New Install (G/Floor)	615	146	4	-	-	-	-	-
Mechanical (Boosted Water, Communal Vents, Water Tanks)	400	400	400	400	400	400	400	400
Communal Heating	665	342	3,142	2,317	2,317	2,250	2,250	2,250
Electrical (R&Ls)	1,069	807	700	500	500	500	500	500
Electrical Heat metering	358	416	-	-	-	-	-	-
Aerials/IRS	90	90	90	-	-	-	-	-
Planned Domestic Boiler Replacement	750	500	250	250	250	250	250	250
Emergency Domestic Boilers	400	400	400	400	400	400	400	400
Compliance Surveys	200	200	200	200	200	200	200	200
Communal Play Areas	100	100	100	100	100	100	100	100
Capitalised Voids	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Aids & Adaptations	500	500	500	500	500	500	500	500
Overcrowding Initiatives	100	100	100	100	100	100	100	100
EWI (DECC funding)	400	-	-	-	-	-	-	-
Contingency	500	500	500	500	500	500	500	500
Project Management fees	4,481	4,481	4,481	4,481	4,481	4,481	4,481	4,481
<b>Total</b>	<b>41,064</b>	<b>40,667</b>	<b>37,280</b>	<b>32,034</b>	<b>33,764</b>	<b>23,537</b>	<b>23,789</b>	<b>25,566</b>
Over Programming (30%)	12,319	12,200	11,184	9,610	10,129	7,061	7,137	7,670
<b>Revised Total</b>	<b>28,745</b>	<b>28,467</b>	<b>26,096</b>	<b>22,424</b>	<b>23,635</b>	<b>16,476</b>	<b>16,653</b>	<b>17,896</b>