

MEETING OF THE BOARD
8 October 2020 16:00 – 18:00
 Via Zoom

AGENDA

			<u>Type</u>	<u>Lead</u>
<i>Open Session</i>				
<i>Introductory items</i>				
1.	Apologies for Absence		For Information	Chair
2.	Declarations of Interest		For Information	Chair
3.	Open Minutes of the Board meeting On 21 May 2020		For Decision	Chair
4.	Open Minutes of the Board meeting on 12 August 2020		For Decision	Chair
 <i>Items for decision and discussion</i>				
5.	CE Report		For Discussion	Susmita Sen
6.	Building legislation		For Discussion	Susmita Sen
7.	Scrutiny review on Strengthening Co-Regulation		For Discussion	Gulam Hussain/ Chris Weavers
8.	Recovery Plan/Covid Response		For Decision	Paul Davey
9.	New Build Report		For Information	Will Manning
10.	Questions from Members of the Public		For Discussion	Chair

Closed Session

Items for Decision and Information

- | | | | |
|-----|--------------------------------------------------------------------------|--------------------|--------------|
| 11. | Minutes of the Governance & Remuneration Committee held on 17 March 2020 | For
Information | Chair |
| 12. | Confidential Minutes of the Board meeting on 21 May 2020 | For
Decision | Chair |
| 13. | Confidential Minutes of the Board Meeting on 12 August 2020 | For
Decision | Chair |
| 14. | Annual Report on Finance & Audit Committee | For
Information | Neil Isaac |
| 15. | Compliance | For
Information | Will Manning |
| 16. | Forward Plan | For
Discussion | Chair |

Items for information and limited discussion

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|-----|--------------------|-------------------|-------|
| 17. | Any Other Business | For
Discussion | Chair |
|-----|--------------------|-------------------|-------|

Date of next virtual meeting – Board Away afternoon

Thursday 12 November 2020, 3.30 – 6.30pm

TOWER HAMLETS HOMES

NOTE BY CHIEF EXECUTIVE

DECLARATIONS OF INTEREST

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

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

Personal Interests

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

- a) Any employment or business carried out by such persons;
- b) Any person who employs or appointed such persons, any firm in which they are a partner, or any company of which they are a director;
- c) Any corporate body in which such persons have a beneficial interest in a class of securities exceeding a nominal value of more than 2% of the issued share capital in a company;
- d) Anybody listed in sub-paragraphs (a) to (e) of paragraph 14 of the Resource Pack in which such persons hold a position of general control or management.

Prejudicial Interests

1. Subject to the provisions of paragraph 2 below, a Board member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a tenant of Tower Hamlets Council as covered by the Management Agreement or a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Board member's judgement of the public interest.
2. A Board member may regard themselves as not having a prejudicial interest in a matter if that matter relates to –

- a) Another relevant organisation of which they are a member;
- b) Another public organisation in which they hold a position of general control or management;
- c) A body to which they have been appointed or nominated by Tower Hamlets Homes as its representative;
- d) Where a Board member holds a tenancy or lease with a relevant organisation, provided that they do not have arrears of rent with that relevant organisation of more than two months, and provided that those functions do not relate particularly to the Board member's tenancy or lease.

Participation in Relation to the Disclosure of Interests

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

- a) Withdraw from the room where a meeting is being held whenever it becomes apparent the matter is being considered at that meeting, unless she/he has obtained a dispensation from the Board's Chairman or Company Secretary; and
- b) Not seek improperly to influence a decision about that matter.

Should you require any further information, please contact Neil Isaac, Director of Finance, telephone: 020 7364 7130, neil.isaac@thh.org.uk

Open minutes of Tower Hamlets Homes Board Meeting
Thursday 21st May 2020 **4.10pm to 5:10pm**

<https://us02web.zoom.us/j/89825525834?pwd=ODNSeGJ0MGQzT2xBdDNVNDZTMnZ5dz09>

Board Members Present:

- Ann Lucas (AL & Chair) - Chair, Independent Board Member
- Claire Tuffin (CT & Vice Chair) - Resident Board Member
- Andrew Bond (AB) - Independent Board Member
- Safia Jama (SJam) - Independent Board Member
- Nikesh Shah (NS) - Independent Board Member
- Mahbub Anam (MA) - Resident Board Member
- Simon Hart (SH) - Resident Board Member
- Asma Islam (AI) - Cllr Board Member
- Tarik Khan (TK) - Cllr Board Member
- John Pierce (JP) - Cllr Board Member
- Sabina Akhtar (SA) - Cllr Board Member

Co – Optees Present:

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

Officers Present:

- Susmita Sen (SS) - Chief Executive
- Neil Isaac (NI) - Interim Director of Finance
- Will Manning (WM) - Director of Asset Management
- Ann Otesanya (AO) - Director of Neighbourhoods
- Chris Smith (CS) - Head of Resources
- Justin Chamberlin (JC) - Head of Asset Management & Compliance
- Sameena Raouf (GO) - Governance Officer

In Attendance:

- Fokrul Hoque (FH) - Community Partnership Manager

Observing:

- Ben Schofield (BS) - Communications Manager

Apologies:

- Helen Charles - Co-Optee to Gov & Remuneration Committee

1	Welcome	
1.1	AL welcomed all to the meeting and welcomed SH as the newly appointed Resident Board Director. Apologies for absence were noted for the above.	
2	Declaration of Interest	
2.1	CT, PH, IL and SH declared their interest as leaseholders of Tower Hamlets Homes.	
3.	Questions from Members of the Public	
3.1	None received.	
4.	Open Minutes of the Board Meeting on 20 February 2020	

4.1	With reference to point 8 of the minutes regarding the Resident Engagement Strategy, MA suggested live streaming future Board meetings via Zoom or other online platforms to try and encourage residents to join.	
4.2	<i>THH Board AGREED the minutes of the meeting of the Board on 20th February 2020 as an accurate record.</i>	
5.	CE Report	
5.1	CE presented this item to the Committee. The report provided the Board with an update on the Capital Programme, our ongoing preparation for some office based work for those that need it in line with some relaxation in the government's lockdown position, our plans regarding the furlough scheme, a potential opportunity to bid for parts of the LBTH youth services provision to expand our youth ASB intervention, a brief update on PPE and a summary of our year-end performance.	
5.2	In regards to 6.4 of the report to explore the merits of bidding for parts of the LBTH in-house youth provision to expand our targeted youth ASB intervention and diversionary work, FH added that these functions would be focused on young people on our estates, it is clear certain functions will be tendered and that we have been encouraged to apply.	
5.3	JP added that youth services have a long history, young people have been let down previously, however he has a lot of confidence in THH although raised concerns about it becoming focused on reduction of crime. He would like to see examples of working with third party organisations as it is a excellent opportunity for young people.	
5.4	SJam raised concerns that certain communities do not have access to it, particularly the Somali community to which SS responded we need to think about the model. SJam responded that THH need to include the wider community and not just those we already have an established relationship with.	
5.5	TA suggested outsourcing the youth service and that unless we have the specifics of the contract, we can not tailor needs around it.	
5.6	With regards to the Management Agreement, SS advised that we will be in a position to give an update on this at our next Board meeting or via the Board brief. AL added that the Council have been sent proposed revised Memorandum and Articles of Association.	
5.7	<i>The THH ENDORSED the option to explore the merits of bidding for parts of the LBTH in-house youth provision to expand our targeted youth ASB intervention and diversionary work.</i>	
6.	Inspiring Communities Fund Report	

6.1	FH presented this report to the Board. THH runs a small grants programme, 'Inspiring Communities Fund', that provides TRAs and other small organisations funding to deliver community events and activities that help improve the lives of our residents. The grant allocation is overseen by a panel consisting of two THH resident Board Directors and the Head of Business Development.	
7.2	Following a recent audit of the grants programme, which received 'Substantial Assurance' rating; some recommendations were made by the auditors to further improve the programme.	
7.3	SS advised we should continue with the arrangement of two resident Board Members on the panel to which AL added SJam would count as a resident also. SS added the importance of using technology for work with the Residents Panel.	
7.4	SJam queried how residents are selected to which FH responded that there has not been a formal process previously. SS added that the Terms of Reference should state members will serve for a year with a maximum of three years.	
7.5	It was noted the selection process will be in 2-3 weeks and there will possibly be a rotation process.	
7.6	<i>The THH Board APPROVED the formal adoption of the Inspiring Communities Fund Panel as a sub-committee of the Board, thus making it a part of the formal governance process of Tower Hamlets Homes.</i>	
	<i>FH left the meeting at 5.20pm</i>	

Chair

Date

Open minutes of Tower Hamlets Homes Board Meeting
 Wednesday 12th August 2020 **4.00pm to 6.00pm**
 Via Zoom

Board Members Present:

- Ann Lucas – Chair (AL) - Chair, Independent Board Member
- Claire Tuffin - Vice Chair (CT) - Resident Board Member
- Andrew Bond (AB) - Independent Board Member
- Nikesh Shah (NS) - Independent Board Member
- Mahbub Anam (MA) - Resident Board Member
- Asma Islam (AI) - Cllr Board Member
- Tarik Khan (TK) - Cllr Board Member
- John Pierce (JP) - Cllr Board Member
- Sabina Akhtar (SA) - Cllr Board Member
- Simon Hart - Resident Board Member

Co – Optees Present:

- Pam Haluwa (PH) - Co-Optee to Gov.& Remuneration Committee

Officers Present:

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

In Attendance:

- Tanya Dios (TD) part - Head of Procurement
- Justin Chamberlin (JC) Part - Head of Compliance

Apologies:

- Iain Lawson (IL) - Co-Optee to Finance & Audit Committee
- Karen Swift (KS) - LBTH Divisional Director of Strategy, Regeneration & Sustainability


1	Welcome	
1.1	AL welcomed all to the meeting. Apologies for absence were noted for the above.	
2	Declaration of Interest	
2.1	CT and PH declared their interest as leaseholders of Tower Hamlets Homes.	
3.	Question from Members of the Public	
3.1	None received	
4.	Open Minutes of the meeting of the Board on 21 May 2020	
4.1	It was noted that the minutes of the last meeting of the Board of Directors were not available to this meeting of the Board and would be distributed to the Board at a later date for ratification.	
5.	Chief Executive’s report	
5.1	The CE drew attention to highlights within the report.	
5.2	With regards to the performance section of the report NS asked how THH was ensuring the safety of staff in viewings of new tenancies. AO responded that Voids officers are following MHCLG guidance and our local risk assessment. Doors are	

	opened in advance of the resident attending the viewing. The Officer remains outside whilst the resident views the home. Some housing providers have been providing viewings via video but it was felt that this did not give prospective tenants the opportunity to see all issues or problems that might arise on taking up the offer.	
5.3	In terms of Gas Safety, NS pointed out that a lot of the compliance challenges are out of THH's control. Self-isolation and shielding are something THH cannot do much about. NS asked whether THH should do something around Mental Health Issues.	
5.4	JC responded that only one case on non-access was due to mental health concerns during the Covid-19 period and that was resolved. JC also said that the June figure of 65 non-compliant gas services (due to no access) was now reduced to 11.	
5.5	NC asked whether THH was prepared for a second wave of the pandemic and whether THH had learned lessons that would assist.	
5.6	SS responded that THH's attention is currently focused on increasing and maintaining performance with each head of service requested to bring forward their plans for recovery. We are also planning support for residents in the event of a second wave / local lockdown. Meetings with Community Hubs have been held and as we have been implementing changes to issues as they arose we are confident the overall systems and processes for referral we now have in place work well.	
5.7	SS felt that THH would be much better prepared for any second period of lockdown or local restrictions impacting our staff as we now have a full complement of staff in our HSC, Leasehold and Rents teams equipped to take calls from home; we have completed the majority of the rollout of new Windows 10 corporate laptops to office-based staff which ensures access to core systems and information; we have built up stocks of PPE and other supplies needed to keep essential staff safe and have refined our own test/trace procedure and absence management processes; services have been redesigned to reduce or eliminate face-to-face contact where possible thereby allowing more services to carry on delivering to customers.	
5.8	CT asked if overdue gas checks could be an issue with the Regulator of Social Housing. WM responded that THH can evidence that we have followed the guidance of the Regulator.	
5.9	On the section in the report on progress with the new management agreement with LBTH AL said that the MA was now agreed but there was little progress thus far on the Memorandum and Articles of Association. The Council currently take the view that streamlining the introduction on new resident and independent Board Directors lessens LBTH control over the ALMO, which in turn means THH would have to go through an annual tendering process.	
5.10	NS asked what 'Accelerated Process meant in the context of the Repairs contract re-procurement. WM said this was a shorter period out to the market if there were clear Covid related reasons in the OJEU notice	
5.11	<i>The THH Board NOTED the CE Report</i>	
6.	2019-20 Outturn Report	
6.1	NI highlighted that the outturn position was a £365k surplus compared to the budget. Further detail was provided on how this was made up by directorate.	
6.2	In delegated HRA budgets NI reported a £3.2m underspend. There was a £276k underspend in R&M of which the biggest contributory factor was a £337k underspend in responsive repairs to lifts.	

6.3	NI pointed out that at the same time THH had delivered all savings required of it (£4m). THH is projecting underspends on budgets in the current year although not on the scale of the previous year.	
6.4	<i>The THH Board NOTED the 2019-20 Outturn Report</i>	

Chair

Date

<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">8th October 2020</p>	
<p>Report authorised by: Susmita Sen - CEO</p> <p>Report Author: Paul Davey – Director of Business Transformation</p>	<p>Report type: For information</p>
<p>Title: CEO Report</p>	

1. Introduction

This report provides the Board with an update on Neighbourhood Services, Asset Management, the Summer Youth Programme and performance to August 2020.

<p>2. Recommendation</p> <p>2.1 That Board Directors note the contents of this report</p>

3. Neighbourhood Services Update

3.1 Rent Collection

We continue to face the significant challenge of minimising the financial impact of the COVID-19 pandemic and adapting to the numerous changes from MHCLG including the most recent new six-month notice periods (except in specific circumstances) to be in place until 31 March 2021 and the ban on evictions being extended for another four weeks.

Despite these challenges, we have seen an encouraging improvement with rent collection performance increasing from 99.22% in July to 101.27% in August. The Rents team has been:

- taking calls and contacting residents with rent arrears to understand their circumstances to help with affordable payment arrangements and money advice
- assisting with discretionary housing payments
- referring residents to the Financial Health Centre
- completing a communications campaign (postcard) to confirm that tenants must pay their rent and to contact us if they are experiencing difficulties

We will continue to engage with residents to offer support and help to prevent them from getting into greater financial hardship.

3.2 Leasehold Services

Work has been underway jointly with colleagues in Finance to prepare the service charge actuals which leaseholders would have received by the time of the board meeting. Headline figures are as follows:

Day to day charges

- This year the average final 2019-20 service charge is £1,623.65, including insurance and ground rent. The overall average actual adjustment inclusive of insurance is to add £70.86 per leaseholder with varying outcomes to individuals, dependent on what services they are being charged for.
- There will be an overall debit adjustment of £0.70m mainly driven by the value of rechargeable repairs, a slight increase in the cost of cleaning and boiler fuel. So, the estimate was: £15.5m and the actual £16.2m.
- Fifty leaseholders (less than one percent) will receive an adjustment invoice of over £750 and in these cases the reasons are backdated energy charges and high block repairs.

Major Works charges

The overall position was that we raised an actual debit of £4.9m but also credited back a total of £3.4m. The credits result from either works not progressing at all or the actual being less than the estimate. Those receiving a credit have this placed immediately on their account

Leasehold Income collection

All leaseholders who have not made a service charge payment have been written to and the team are now following up on this and collection levels are reported later in this paper.

3.3 Environmental Services

As reported previously caretaking services have now reinstated the full range of duties since the return of staff from shielding. Second wave planning is now underway. PPE stocks and supplies are currently confirmed as stable with a stockpile of PPE and chemicals still in place. Main impact will be one team having to self-isolate for two weeks.

3.4 ASB

The Police teams working are at full strength with occasional additional resources of probationers to support the team. A highly successful #SummerOp2020 and Arnold Circus/Boundary estate late night patrols. Very positive comments received from BC Barnett, Cllrs and residents especially regarding live tweets and estate events to promote the work of the teams. ParkGuard teams working well with Police teams. Currently liaising with Met to support new knife crime campaign particularly targeting women and their female relatives to try to encourage them to report more information around knife crime to Crimestoppers.

3.5 Traffic Management Orders

Works on the first phase in Wapping are now concluding and there have been relatively few problems on the 14 estates where work has taken place. This included re-surfacing of four car park areas including Oswald Court and Doughty House which meant re-locating residents vehicles. Permits are in the process of being issued which involves a comprehensive manual process. The target for going live is November -with one possible block to achieving this being the billing of residents.

Works at Shadwell Gardens are planned for October. This involves the relocation of all vehicles for a maximum of two days to the Tarling car park. This may be something which is opposed by that TRA. Three open days have been set up to deal with resident permit applications. It is also likely that this could go live in November

The authority to go ahead with 2nd stage consultation at Berners, Royal Mint, Boundary, Solander Gardens was given on 22nd September.

Meetings have taken place with Chicksand and Colombia Road TRA. Plans are prepared for Chicksand and 1st stage consultation, subject to legal advice, will then begin

3.6 Working with Public Health

Joint working is underway with local Public Health on the Tower Hamlets outbreak plan and our response should there be linked cases on a housing estate. A verbal update will be provided at the meeting.

4. Asset Management Update

4.1 Repairs Contracts Procurement

The Board will be aware that the current contract covering responsive repairs service expires at the end of March 2021. Work has been underway to procure four new contracts (which will replace the current one contract) and whilst there was some delay with publishing the tenders to the market at the beginning of the year, the plan was on track to deliver the new contracts on time.

However, the project has been impacted by the Covid-19 pandemic (uncertain market conditions, furloughed staff within the contractor environment and the necessary re-prioritisation of projects internally), which made it impossible for the four new contracts to be procured and mobilised by the original due date.

New contracts are now planned to be concluded between June and October 2021. This will enable LBTH to transition the four services to new contracts in a staggered way while maintaining the required continuity of service. This revised plan necessitates the existing contract to be extended by 6 months. A full Cabinet report has been submitted to the Council for the meeting in October 2020 to obtain approval for this extension.

4.2 Capital Programme

There are currently 58 Schemes on-site in various stages. All schemes that were placed on hold due to the COVID-19 lockdown in March have now returned to works in progress, with contractors and THH Project Managers / Contract Administrators ensuring that social-distancing guidelines are being adhered to.

Cash flow forecasts for each scheme on the Better Neighbourhoods Programme (be it an entire block or an M&E project such as a lift renewal) are reviewed by THH Project

Managers on a monthly basis, and the current estimated end of year forecast is circa £13.7m subject to further impacts from the pandemic.

4.3 Maltings and Brewster Update

The External Wall Cladding (EWI) Contract

The current EWI contract is on hold pending the completion of the structural works. An Extension of Time (EOT) period has been accumulating costs from March 2019 and will continue to incur EOT costs up to February 2021, when the structural works commence.

The structural works contract

Preliminary investigations into Brewster and Malting allowed Wilde Carter Clack (WCC) to develop the design sufficiently enough to tender the works. Initially tendered in December 2018, it was intended as a call off contract from the Framework to Wates Construction Ltd. Following the tender, further investigation was necessary to satisfy the initial findings and acquire conclusive evidence to justify the extent of the proposed works and cost. The further investigations were carried out in December 2019 and January 2020.

In December 2019, the Council appointed Arup as consulting engineers, to carry out an assessment of the WCC design proposal, their findings were in support of WCC's design proposals.

In June 2020, the Council appointed Potter Paper Partners as Cost Consultants, to examine Wates' tender proposal, their findings were in support of Wates costs.

On 26th March 2020, the Council by way of a Mayoral Decision, gave approval for the works to commence and to recharge leaseholders their fair proportion of the costs. THH have been keeping residents, the TRA, Members and the Council updated throughout the process, via meetings, newsletters, drop-in sessions and providing a series of Q&A's in support.

THH are currently in final negotiations with Wates on the contract terms and conditions and expect contracts will be agreed and available for engrossment in October 2020, when Wates will take site possession. All contract information including tender documentation will be reissued to Wates via the Council's tender portal.

The contract will commence in October 2020 and is due for completion in November 2022. As this will be a large and complex project we will be working very closely with residents as some will be required to decant from their homes while others will remain as the works proceed.

Residents Meeting

We shall be holding a further residents meeting on 13th October 2020, the meeting will be via Zoom, as hall venues will prove difficult to host during the current Covid-19 restrictions. Residents with internet access will be issued with joining instructions and how to operate in a Zoom meeting. We are exploring the option of having a small venue as a drop-in where residents with no internet access can participate via a laptop and projected onto a screen with a facilitator.

Resident Impact Assessments

In July 2020 new resident impact assessments were carried out to identify any changes from the first set of assessments that were carried out 18 months earlier. Thirty one residents from Brewster and 38 from Maltings were identified as having health needs that will require adjustments being made to respite properties. OT referrals were sent to OT at the end of July and were completed by the end of August. All OT reports have been received.

Decant Mapping

The process of matching properties to residents who will be moved to temporary council accommodation during the works process was completed in mid–August. However, it was identified that the works schedule had changed, and the NHD voids team had to update the resident’s temporary move schedule after receiving the new works dates the week beginning 7th September. There are 28 voids on hold for B&M, including eight spares, as requested by LBTH. We will be using some properties more than once and will need to ensure there is a clear gap in dates between the voids being used to complete reservicing and OT adaptations.

We are writing to all affected residents to confirm the property they have been allocated, the length of time they are expected to be there and when they are expected to move back into their home.

The new Neighbourhoods Decant Officer, Sharmina Islam, is making regular calls to residents, is managing to build relationships and is receiving good engagement.

Onsite welfare plans

Onsite respite facilities will be available for residents, particularly those with identified vulnerabilities but are not required to move.

Legal process

The enforcement process has been established with the Council’s legal team and a road map of time scales and officer responsibilities are clearly shown.

4.4 Asset Management Task Force Update

December 2019 saw a joint meeting between the Customer Experience Task Force (CETF) and the Asset Management Task Force (AMTF) to discuss the Sivil House project. We have now agreed and put in place a THH scrutiny review of the project in relation to resident consultation. This will report back to CETF.

During the early part of 2020 through the early summer AMTF was affected by Covid-19 as staff were diverted to the COVID19 response. AMTF fully resumed meetings in July.

A draft Asset Management Strategy (AMS) outline was agreed. The 1st planned draft AMS is due in October 2020 however this has been slightly delayed due to the work being carried out by Savills in relation to the HRA Business Plan and the carbon assessment of the housing stock. This is a key plank of information critical to informing the direction of the strategy.

AMTF have been kept updated on the re-procurement of the repairs service. This has now fully resumed and is expected to be fully completed by October 2022. See below.

Also, key on the AMTF agenda has been the review of the new 8-year capital programme. The revised reprioritised 8-year capital programme is now published on the Council’s GIS Map – this enables residents to see high level information about the timing and types of works in relation to their buildings. It also enables residents to see other information such as FRAs. As projects start on site, residents can also see project specific information.

The next planned task force meeting is 30th November where the group will discuss emerging new legislation, The Building Safety Bill & The Fire Safety Bill. An update on the now fully resuming capital programme and a further update on the repair contracts procurement.

4.5 Joint Working Group for Fire Safety Update

The Joint Working Group on Fire safety continues to meet and is proving to be an important plank of THH's strategy for fire safety.

In January 2020, resident members of the group along with Asset Management staff took a tour of blocks that have recently had fire safety works completed. Board Directors will be familiar with the approach of completing all fire safety works when the contractors are on site. The blocks visited were Cuff and Dunmore Point, Yates House and Brodick House which provided a view of a range of fire safety works to different types of buildings. Brodick was previously a block of significant risk so the transition to a lower risk rating was of interest to the group. Overall, residents fed back that they were impressed with the range and quality of the works completed.

The latest meeting took place on 4th August with 13 members of the Group focussing on performance and receiving updates on progress. An update was provided on the performance dashboard that the residents had set the reporting criteria for and they recorded they were pleased with the level of detail that can be provided to inform them. An update was presented on progress against the recommendations emerging from the Grenfell Tower Inquiry Phase 1 recommendations (which have now been incorporated into the draft Building Safety Bill that was released on the 20th July 2020) and what impact Covid-19 had had on delivery (e.g. positive in terms of progression of documents to be included in Premises Information Boxes and the fitting of Premises Information Plates to the tallest and higher risk blocks and negative in terms of ordering of PIBs and signage). An update was also provided on the recent Hadleigh House fire.

The group were keen to see the draft escape route plans that are currently in production and examples for different complexities of blocks have been circulated.

A refresh is due on the Residents Fire Safety Information Packs that are provided to residents of the tallest buildings which the Joint Working Group approved early in 2019 and this will be an agenda item for the next meeting.

5. Management Agreement and Mem and Arts

I am pleased to say that the new Management Agreement between The Council and THH has now been signed and sealed. The final step was ratification at the Council's Mayor's Advisory Board (MAB).

Progress on suggested changes has not yet been made however. Whilst the Chair agreed not to tie changes to the Mem and Arts to finalisation of the Management Agreement, THH is looking to a proper process to consider the proposed changes including taking legal advice.

5. Digital Strategy Update

So far this year we have delivered a number of customer facing digital solutions such as our new website, SMS payment reminders for tenants, SMS Repairs satisfaction surveys and moving non-emergency repairs requests online. The latter has seen strong growth in the use of MyTHH with over 7,000 registered users and record numbers of hits. We are also planning to release the new, fully responsive version of MyTHH later this calendar year with new functionality including the automatic creation of repairs orders in our housing management system.

The pandemic has also accelerated our plans to transform our workforce and working practices with most office-based staff working from home most, if not all, of the time. The

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recent rollout of the new Windows 10/Office365 solution has provided us a platform upon which we can improve the remote working experience for all staff.

Whilst all office-based staff now have laptops we can also access emails, chats, files and other collaboration tools remotely via mobile phone apps, which will be invaluable for staff working on our estates and in residents' homes.

We are also intending to bring our caretakers and grounds maintenance staff onto the Office365 platform to provide them with corporate email addresses and access to MS Teams and shared files and workspaces for the first time. This will provide us with so many more ways to engage with and support these members of the team and is an exciting opportunity for us going forward.

6. THH Summer Youth Programme

In July and August commissioned five youth organisations to deliver a five-week summer programme of activities for young people including arts and crafts, sports, social action projects and day trips. With most youth centres still closed due to Covid-19 restrictions, youth workers were out on estates, engaging with young people and encouraging them to get involved in the large programme of outdoor activities specially designed for local residents. Over 500 young people took up the opportunities, with outdoor boxing and keep fit classes proving to be the most popular.

THH is working with the council and our partners in the community to ensure that young people have similar activities all year round.

7. Performance to August 2020

7.1 Performance Summary August 2020

THH performance to August 2020 is set out in Appendix 1. Results are available for 14 of the 17 monthly indicators. Quarter 1 results have been reported previously.

Of these, 11 [79%] show a reduced performance compared to the 2019-20 out-turn or equivalent month last year for profiled indicators. The exceptions are *Complaints responded to in target* and *Repairs (emergency and non-emergency) completed in target*.

Six measures [43%] show an improved performance in August compared to July. These include Gas safety, Homes recovered from unauthorised occupancy, Rent Collection and Arrears, and Service Charge collection.

7.2 Key operations

Commentary on the current performance in key operational areas is set out below:

Calls answered

The Housing Service Centre has experienced increasing call volumes week on week, receiving an average of 715 calls per day in August compared to 500 in July. Performance has been adversely affected by the roll out of Windows 10 and the subsequent data migration. This has been exacerbated by intermittent VPN connection and other system failures.

Rents

Whilst collection remains above 100%, rent arrears have increased significantly since lockdown. Rent arrears at the end of March 2020 stood at £3.48m. At the end of May 2020 this was £4.03m, an increase of over £545,000. Arrears were £3.79m at the end of August (5.2% of the rent roll). We continue to offer a range of support to tenants to prevent the build-up of unmanageable rent arrears including checking welfare and benefits entitlement, making advice referrals, and agreeing affordable repayment arrangements. SMS payment reminders and arrears alerts went live earlier this month.

The notice period to tenants for new possession proceedings has now been extended to six months from three.

As previously reported, once resumed the backlog of cases for legal recovery action through the courts will have an impact on performance as hearings at the County Court will be limited and subject to demand from all housing organisations and landlords needing to deal with court actions.

Service charges

Collection remains down compared to last year; day-to-day service charge income is holding up reasonably well whilst major works charges are more significantly affected. Approximately 5,000 'C-19' arrears letters are currently being sent out in batches. The issues of court availability will be similar to those affecting the rent service.

Voids

At the beginning of lockdown, in line with government guidance, properties were only let in emergencies. That guidance changed in May and following careful risk-assessment and the introduction of socially distanced working, all aspects of viewings and sign up resumed on 20 July. A backlog of empty properties, and viewings now being conducted after all void repair works have been completed has impacted on performance. In addition to clearing the backlog the Voids Team is letting a number of new build schemes.

Gas safety

As a result of the reassurance given to residents around safe working, gas compliance recovered to 99.86% by the end of August with just 13 properties non-compliant. Work continues to bring compliance back to 100%.



August 2020

Tower Hamlets Homes Key Monthly Performance Indicators

Year to date performance: August 2020

KPI Name		YTD	TREND ¹
Customers			
1	% of calls answered	87.4%	▼
2	% of Complaints responded to in target STAGE 1 ONLY	96.7%	▼
3	Complaints Escalation: % of Complaints Upheld at Stage 2	6.8%	▼
Homes & Neighbourhoods			
4	Repairs: Appointments kept		
5	% of properties with a current gas safety certificate	99.9%	▲
6	Repairs: Emergency repairs in target	98.8%	▲
7	Repairs: Non-emergency repairs in target	98.7%	▼
8	% of repairs completed right first time		
9	% of tenants rating the repairs service as excellent, good or fair		
10	Unauthorised Occupancy: Homes Recovered	7	▲
Organisational			
11	Average time to relet empty homes - Short term (days)	38.7	▼
12	Average time to relet empty homes - Long term (days)	43.4	▼
13	% rent collected (of rent due)	101.3%	▲
14	Current arrears as % of rent roll	5.2%	▲
15	% of Members' Enquiries responded to in target	90.5%	▼
16	Service charge collected	90.1%	▲
17	Major works charge collected	£1.27m	

PREVIOUS YEAR				
YTD Aug 2019	Year on Year Trend	Out-turn 19/20	Trend: YTD Against Out-turn	TARGET 19/20
94.5%	▼	87.6%	▼	92.0%
95.3%	▲	95.7%	▲	95.0%
6.7%	▼	6.5%	▼	10.0%
94.3%		94.0%		95.0%
100%	▼	100%	▼	100%
98.1%	▲	98.3%	▲	98.5%
99.1%	▼	98.0%	▲	98.5%
81.7%		80.8%		83.0%
91.3%		87.8%		92.0%
22	▼	56		55
22	▼	21	▼	22
41	▼	40	▼	35
101.1%	▲	101.3%	▼	99.5%
4.7%	▼	4.6%	▼	5.3%
91.0%	▼	91.0%	▼	90.0%
98.1%	▼	101.2%	▼	100%
140.1%		126.8%		100%


Notes
¹ TREND: Compared to previous month



Business Critical Indicators & Key Service Indicators
QUARTERLY INDICATORS

Q August 2020

		Target YTD	Minimum Score	YTD	TREND	PREVIOUS YEAR		
						YTD Aug 2019	Year on Year Trend	Out-turn 19/20
Customers								
1	Percentage of residents rating the HSC as excellent, good, or fair	BCI						92.8%
2	Percentage of residents agreeing with the statement 'THH does what it says it will do'	BCI						78.7%
3	Overall Satisfaction: Tenants	BCI						89.1%
4	Overall Satisfaction: Leaseholders	BCI						71.9%
5	No. of MyTHH Registrations			6,371				
6	No. of unique MyTHH visits as a % of residents registered			48.0%				40.1%
7	Reduction in the number of telephone calls about parking			0				
Homes & Neighbourhoods								
8	Satisfaction With Caretaking	BCI						88.1%
8a	Satisfaction With Caretaking : Tenants							89.4%
8b	Satisfaction With Caretaking : Leaseholders							85.3%
9	% of residents satisfied with the service provided by the caretaker							92.9%
10	% of residents satisfied with the neighbourhood							84.5%
11	ASB: % of cases successfully resolved			97.2%				98.5%
12	ASB: % of residents satisfied with handling of ASB							53.6%
13	Reduction in the number of telephone calls about repairs			23,631				97.2%
14	% of communal repairs completed right first time			79.5%				87.1%
15	% of Overdue Outstanding repairs			15.5%				
16	Major Works Programme Delivery	BCI		46.5%				99.3%
17	Major Works Invoices Issued	BCI		0				87.4%
18	Percentage of residents rating capital works as excellent, good or fair	BCI		66.7%				92.8%
19a	Reduction of High-rise blocks with Substantial Fire Risk to Tolerable	BCI						
19b	Reduction of blocks with Moderate Fire Risk to Tolerable	BCI						
20	% of eligible blocks with an up to date Fire Risk Assessment in place	BCI						100.0%
21	% of contractor schemes subject to additional health & safety monitoring							
Organisational								
22	Void Rent Loss as % of Rent Due	BCI		0.66%				0.48%
23	% of managers trained in health & safety							74.7%
24	People Strategy: Staff positively rating "Residents are at the heart of what we do"							90.3%
25	Average Days Staff Sickness			10.5				10.6
26	% of Agency Staff			13.6%				17.0%
27	Staff Turnover			1.1%				9.3%

<p>Board of Directors</p> <p>8th October 2020</p>	
<p>Report authorised by:</p> <p>Paul Davey, Director of Business Transformation</p> <p>Report Author:</p> <p>Gulam Hussain, Scrutiny & Resident Feedback Manager</p>	<p>Report type:</p> <p>For Information</p>
<p>Building Safety and Fire Safety Bills</p>	

1. Introduction and summary

1.1 This report provides an overview of the draft Building Safety Bill and its implications for THH as presented by the CE to the National Federation of ALMOs (NFA) on 15th September 2020.

2. Recommendation

The Board is recommended to:

- Note the presentation on the draft Building Safety Bill attached in Appendix 1

3. Background

3.1 In July 2020, the Government published the draft Building Safety Bill as part of its commitment to overhaul building and fire safety regulation. The Bill brings forward a number of recommendations made Dame Judith Hackitt in her 'Review of Building Regulations and Fire Safety'. The draft Bill currently under pre-legislative scrutiny introduces a range of proposals which include;

- New powers for the Building Safety Regulator to ensure compliance through prosecution and increased fines
- A new Building Safety Charge Fund for leaseholders in 'high-rise' buildings. This requires landlords to separate charges for introducing safety measures in a building and includes powers to enforce payment within 28 days
- More stringent Gateway requirements for high-rise residential buildings across design, construction, occupation and refurbishment of buildings in scope. This also requires a 'golden thread' of building information to be created, stored and updated through the Gateway process and throughout the building's life cycle.
- Mandatory reporting to the Building Safety Regulator for fire and structural safety occurrences which could cause a significant risk to life
- Requiring named Building Safety Managers responsible for managing day to day safety risks on buildings.
- Creating an 'Accountable Person' role with an ongoing duty to assess building safety risks and to provide Safety Case reports.

- 3.2 For the purposes of the draft bill, the government relies on a measure of 18 metres and above for its definition of a high-rise block. This has been subject to criticism. As a result, many of the provisions which are envisaged as only affecting blocks that are 18 metres and above are likely to have implications across a wider pool of stock. For context, of the 911 blocks managed by THH, 56 are 18 metres and above.
- 3.3 The provisions of the draft Building Safety Bill are expected to be complemented by a range of measures being introduced through the Draft Fire Safety Bill 2020. Currently in its second reading, this bill introduces requirements on landlords to have evacuation plans in place which also recognise the personal needs of residents whose ability to evacuate may be compromised, ensure fire safety instructions are widely accessible and strengthened requirements on checking lifts and front doors within buildings.
- 3.4 The changes envisioned in the draft Building and Fire Safety Bills introduce significant reform to the regulatory landscape. This will require strong planning and investment in skills and technical capacity in order to meet the challenges around implementation. The Board is therefore asked to note the presentation attached in Appendix 1 which was delivered at the NFA's Building Safety Webinar on 15th September which outlines THH's initial thoughts on the challenges presented by the draft legislation as proposed by the Government. This will form the basis of ongoing discussions.

NFA Building Safety Seminar

Tuesday 15th
September



**Tower
Hamlets
Homes**

Susmita Ser
Chief Executive

Justin
Head of Asset Management &
Compliance
Chamberlin

Tower Hamlets Homes



UKHA
INSIDE HOUSING 2019
LANDLORD OF THE YEAR

Our Context

- Stock of approximately 22,000. Almost 50% leasehold. High levels of subletting
- Composed of 911 blocks – 56 blocks 18m and above
- Majority of stock between 30-70 years old. 90% (50) 18m blocks built between 1946-1989
- Resident Profile –
 - 60% residents are BME, 7% with little or no English
 - 23% aged over 60
 - 20% with one or more disability
- 2016 new FRA regime
- Spandrel panels
- Maltings & Brewster
- 2017 – Fire at Grenfell Tower. Fire and Safety becomes a new Business Plan Commitment

Tower Hamlets Homes



Responding to Grenfell

- Strengthened governance through new structures/metrics to provide greater focus e.g.
 - Fire Risk Management Group
 - New KPI's and Compliance Dashboard
- Strong partnership with LFB, TMO's and other RSL's
- Introduction of specialist visiting Fire Safety Team - 6461 visits to homes
 - 257 vulnerable residents identified
 - Repair/install of 311 smoke detectors
 - Collaboration with LBTH on licensing. 27 HMO's and 241 leasehold sublets identified and referred
- Training for staff, TRA reps, briefing Councillors (jointly with LFB)
- Fire Safety inspections built into Caretaker and other staff roles
- Costs to date circa £2.5m

Tower Hamlets Homes



Engaging Residents

- Clear, transparent and frequent messaging for residents
- Adopted a Fire Strategy
- Regular roadshows for TRAs delivered jointly with the LFB
- Published all our FRAs online
- Policies: Hoarding, Alterations, Enforcement
- New Joint Working Group on Fire Safety Co-Production -bringing together residents across THH Involvement Forums. Key outputs;
 - Input on fire safety engagement strategy and block information packs
 - THH H&S Dashboard and performance measures
 - Site visits to understand nature and scope of Fire Safety improvements being delivered by THH



Tower Hamlets Homes



Hackitt & Grenfell Inquiry

- Building data – collation, use and sharing with residents and LFB
- Materials safety – specifications & designs being agreed (doors, fire alarms etc.), investigations on blocks.
- Plans, escape routes, resident information etc. going into 34 PIBs on HRRBs. LFB visits to all high-risk buildings
- Signage – part of the existing works programme but accelerated for higher risk blocks
- Fire Doors upgrade programme in place and inspection regime being developed
- Refreshed competency standards for staff and contractors – agreed Sept 19 and training being rolled out
- Building Safety Manager – Role specification

Tower Hamlets Homes



Draft Fire Safety Order

Two pieces of legislation that augment the onus on building owners and managers to maintain the safety of residents of these buildings

Fire Safety Order

- Regular inspections of lifts and the reporting of results to the local fire and rescue services.
- Ensuring evacuation plans are reviewed and regularly updated and personal evacuation plans are in place for residents whose ability to evacuate may be compromised.
- Ensuring fire safety instructions are provided to residents in a form that they can reasonably be expected to understand.
- Ensuring individual flat entrance doors comply with current standards.

Draft Building Safety Bill

Resident Engagement –

Bill implies that the Housing Sector doesn't engage with residents. Does that reflect you?

- Have you tested your engagement strategy?
- How do you deal with leaseholders/ sublets?

Accountable Person versus Building Safety Manager –

ALMO likely to be delegated the Building Safety Manager function.

- Concerns around recruitment and availability of skills in the market
- Requires significant investment in IT to facilitate role (e.g. Building safety cases)
- Should they be the face of resident engagement?
- Is your operating model fit for purpose?

Draft Building Safety Bill

Building Safety cases -

Bill limits focus to Fire and Structure – THH will focus on all compliance elements, including building users and local environment – one stop shop for building info

- Maltings and Brewster House fire investigations lead to structural investigations (Large Panel System building)
- This needs to be retrofitted to existing older properties
- Cost implications – how will this be met?
- How do you obtain historical records and keep information up to date?

Leaseholders –

Bill focuses on buildings over 18m or 6 storeys, for the creation of the “Building Safety Charge fund”.

- What about those leaseholders in 5 storey buildings?
- How are providers to explain the difference?

Additional powers granted to ensure residents undertake their responsibilities under the bill, section 86 and 87.

- What is the statutory instrument for application to the County Court for this power to be exercised?
- What are the ground and what is the reasonable test for non-compliance?

Tower Hamlets Homes



UKHA
INSIDE 2019
LANDLORD
OF THE YEAR

What are THH Doing?


- Fire Risk Management Group rebranded and refocused to cover all aspects of building safety and compliance - Building Risk Management Group
- Enhancing the resident engagement strategy
- Comprehensive review of all our FRAs and linking to our capital programme to ensure remedial actions are resolved
- Capital delivery programme is focussed on mitigating fire risks, constant review to ensure that any risks are mitigated as swiftly as possible.
- Procurement of new contracts covering all types of FRAs

Tower Hamlets Homes



What are THH Doing?

- Developing Building Safety Case templates for all our high-rise buildings, including
 - Fire
 - Asbestos
 - Electrical
 - Legionella
 - Gas
 - Structural / construction / design
 - Residents / building users
 - Local geographic factors
- Investigating implementation of BIM / CAD / GIS and digital storage methods to maintain the “Golden Thread”
- 3D scanning of buildings to provide us an accurate picture of building height, construction and potential risks.
- Close cross working with the LFB & LBTH

<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">8th October 2020</p>	
<p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Nojmul Hussain, Senior Resident Feedback Officer</p>	<p>Report type:</p> <p>For decision</p>
<p style="text-align: center;">Scrutiny Review: Strengthening Co- Regulation</p>	

1. INTRODUCTION

1.1 This report provides recommendations from, and an action plan in response to, a scrutiny review on Strengthening Co - Regulation.

2. RECOMMENDATIONS

The Board is recommended to:

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

3. BACKGROUND

3.1 THH is currently in the process of developing the publication of its new Residents' Engagement Strategy for the next three years. This coincides with both the publication of the Government's Green paper 'A new deal for Social Housing' (2018), which seeks to strengthen the voice of residents and increase landlord accountability, and the extension of THH management agreement.

3.2 In light of the above context, the panel sought to explore how THH may be able to;

- Strengthen the voice of residents in the decision-making process
- Improve transparency and accountability and;
- Embed best practice from other social landlords across the country

3.3 The review took place in February 2020 chaired by Chris Weavers and supported by panel members Simon Hart and Saleha Jafrin. The review was further supported by the Chair of the THH Board Ann Lucas, and Anne Loughlin from Campbell Tickell Consultancy. Officers in attendance included Gulam Hussain, Scrutiny & Resident Feedback Manager and Nojmul Hussain, Senior Resident Feedback Officer.

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

Recommendation 1

Develop a process for Service Development Group members and TRAs to feed into the Residents' Panel

Recommendation 2

Develop an Annual Report highlighting the work and key outputs of the Residents' Panel to increase its visibility to the Board and the wider body of residents

Recommendation 3

Organise joint away days between the THH Board and Residents' Panel

Recommendation 4

Identify external partners and scrutiny panels with which the Residents' Panel could engage with in order to share learning and best practice

- 3.5 Following the agreement of EMT, the final Scrutiny Report and Action Plan is now presented to the THH Board. The Residents' Panel will be kept updated on the progress of the action plan through a formal update report after 12 months in order to ensure the recommendations and learning from the review is being implemented.



Residents' Panel
Strengthening Co - Regulation
Scrutiny Review Report

June 2020

Chair's Foreword

To be inserted

Chris Weavers
Chair of Residents' Panel

Summary of Recommendations

Recommendation 1

Develop a process for Service Development Group members and TRAs to feed into the Residents' Panel

Recommendation 2

Organise joint away days between the THH Board and Residents' Panel

Recommendation 3

Develop an Annual Report highlighting the work and key outputs of the Residents' Panel to increase its visibility to the Board and the wider body of residents

Recommendation 4

Identify external partners and scrutiny panels with which the Residents' Panel could engage with in order to share learning and best practice

1. Introduction

- 1.1 Since 2008, Tower Hamlets Homes (THH) has operated as the Arm's Length Management Organisation (ALMO) owned by the London Borough of Tower Hamlets. It is responsible for delivering housing management services to approximately 22,000 homes across the borough. As part of its functions, it is also responsible for managing and maintaining opportunities for involvement and participation, enabling residents to help shape the services they receive.
- 1.2 In 2019 THH was granted an extension of its management agreement for further eight years. The decision was made following consultation with residents and recognised THH's outstanding performance which resulted in it being crowned Landlord of the Year (2019) at the UK Housing Awards.
- 1.3 The extension of THH's Management Agreement coincides with wider changes across the social housing sector. Following the tragic events at Grenfell Tower in 2017, the Government undertook a number of reviews looking at the circumstances surrounding the tragedy and the state of regulation for the Social Housing Sector. In 2018, the Government published its Social Housing Green Paper which outlined proposals for regulatory change. The document included a clear commitment to strengthen the voice of residents and increase landlord accountability.
- 1.4 In light of the extension to THH's management agreement and emerging changes in social housing regulation, Members of the Residents' Panel sought to explore how THH may be able to;
 - Strengthen the voice of residents in the decision making process
 - Improve transparency and accountability and;
 - Embed best practice from other social landlords across the country
- 1.5 The review took place in February 2020 chaired by Chris Weavers (Chair of the Residents' Panel) and supported by panel members Simon Hart and Saleha Jafrin. The review was further supported by the Chair of THH Board Ann Lucas, and Anne McLoughlin from Campbell Tickell Consultancy. Officers in attendance included Gulam Hussain, Scrutiny & Resident Feedback Manager and Nojmul Hussain, Senior Resident Feedback Officer.

2. Legislative development in tenant participation

- 2.1 Tenant participation became popularised during the 1960/70s with the rise of consumer rights. However, it was not until the 1980s that tenant participation become a central part of social housing landscape with the Housing Act 1985, giving a legal right for tenants to be consulted on the management of their homes. In 1999, the Government introduced the National Framework for Tenant Participation Compacts. This provided a toolkit to help councils and tenants agree and implement effective arrangements for tenant involvement in their local areas.
- 2.2 The Housing and Regeneration Act 2008 marked a significant turning point for tenant participation. The Act laid the foundation for an approach to social housing regulation which incorporated the principles of tenant empowerment and choice. This new approach to regulation, referred to as co-regulation, required landlords, the regulator and tenants to work together to set, monitor and enforce standards. This change was expected to help move the focus of decision-making and performance management away from the regulator towards service users themselves and their own locally defined needs and priorities.
- 2.3 In 2010, the Department for Communities and Local Government undertook a review of Social Housing Regulation and emphasised the following changes:
- landlords should be accountable to their tenants, not to the regulator, for customer facing (service delivery) standards
 - tenants would need adequate information and effective influencing structures to hold their landlords to account, and to shape service delivery
 - there should be a clearer role for tenants in scrutinising performance
- 2.4 More changes in the way social housing providers were expected to involve residents came in the form of Localism Act 2011. The Act introduced requirements on social landlords to set and support resident led scrutiny panels. It also established the Consumer Regulations for social housing, which including a dedicated Tenant Involvement and Empower Standard to regulate the standards across the sector.

Current regulatory framework¹:

Regulatory Standard	What is expected of social landlords?
Tenant involvement & empowerment	<ul style="list-style-type: none"> - To provide residents greater choice and communicate clearly - Have a robust complaints process - Provide residents wider involvement opportunities - Treat residents with respect
Home	<ul style="list-style-type: none"> - Deliver the Government's Decent Homes standards - Provide cost effective repairs and maintenance service
Tenancy	<ul style="list-style-type: none"> - Lettings of homes to be fair, transparent and efficient - Provide opportunities for mutual exchange of tenancies, including internet based options.
Neighbourhood and Community	<ul style="list-style-type: none"> - Keep the neighbourhood and communal areas clean and safe - Do partnership work for the purpose of social and economic wellbeing - Tackle anti-social behaviour

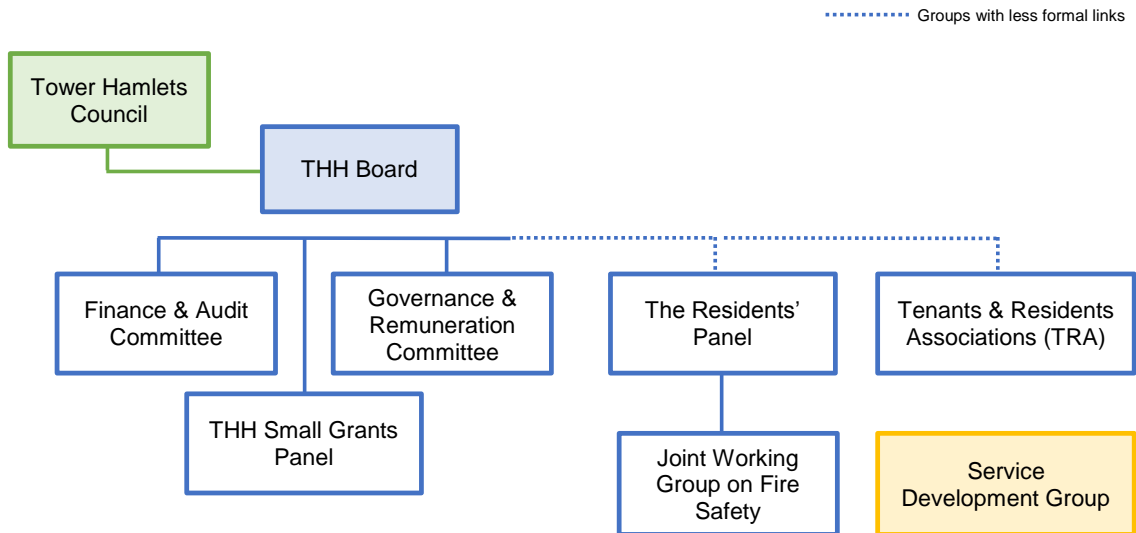
¹<https://www.gov.uk/guidance/regulatory-standards>

- 2.5 In 2018, the Government published its Green paper ‘A new deal for Social Housing’ which seeks to rebalance the relationship between landlords and tenants. The Paper underpinned by five core principles sets a ‘new vision for social housing’. Its principles include a commitment to:
- maintaining safe and decent homes;
 - improving and speeding up how complaints are resolved;
 - empowering residents and ensuring their voices are heard so that landlords are held to account;
 - tackling stigma and celebrating thriving communities, challenging the stereotypes that exist about residents and their communities; and,
 - building the more social homes and ensuring that those homes can act as a springboard to home ownership.
- 2.6 Whilst the outcome of the green paper’s vision is still pending, the Regulator for Social Housing has started to take a more robust approach to regulation within the existing framework, and has written to Chief Executives of local authorities reminding them that regardless of the models used to manage social housing in their areas, they remain responsible for ensuring compliance with the regulatory standards.

3. Local governance framework

- 3.1 The Regulator for Social Housing stipulates that the ‘Boards and councillors, who govern registered social housing, are responsible for ensuring that the Consumer Standards are met’. Landlords may also be bound by the Company Act 1996, as is the case for THH, or the Charities Act 2011 which impose additional requirements to ensure good governance. This requires boards to promote the success of, or act in the interests of the company or charity, exercise independent judgment and act with reasonable care, skill, and diligence to further the aims of the organisation.
- 3.2 Since the creation of THH, the THH Board has been responsible for setting the direction and overseeing the performance of the organisation. The Board comprises of twelve Directors which includes four councillors, four independent members and four residents of Tower Hamlets Homes. Whilst the Board sits at the top of THH’s governance structure and is responsible for overseeing its operational management, the relationship between the Board and its sub-groups are reciprocal. As a company wholly owned by the Council, the Board works closely with the Executive Mayor and Lead Member for Housing. It also oversees the reporting of performance to the council through the Executive Management Team at THH.
- 3.3 The work of the Board is managed through a number of sub-committees. This includes the Finance and Audit Committee, whose role is to receive reports from officers concerning budget setting, annual statements of accounts, internal controls and risks, and the Remuneration and Governance Committee which oversees the remuneration arrangements for the Chief Executive and Directors of THH and ensures that the Board is compliant with its Code of Governance. In 2020, the Tower Hamlets Homes Small Grants Panel was formally embedded as a sub-committee of the Board to strengthen governance and oversight of its work. The Panel is responsible for considering and making decisions on the Inspiring Communities Fund (ICF) grant applications for environmental, social and other community projects and events that will benefit the residents of THH.

The Governance structure at THH



Resident Involvement at Tower Hamlets

The Residents' Panel:

- 3.4 In addition to appointing residents to the Board, THH operates and supports a range of forums to enable residents to provide feedback and actively shape the services they receive. The Residents' Panel, established in 2010, serves as a formal forum for engagement. It provides a platform for residents to ensure that the resident voice is heard, and acted upon by THH. Meetings are held bi-monthly during which members scrutinise performance, provide constructive challenge, and help to shape service improvements. The recommendations made by the Panel through its scrutiny reviews are formally reported to the THH Board for its endorsement before being adopted. Membership of the panel consists of 5 tenants, 4 leaseholders and 2 tenants of leaseholders to reflect the composition of tenures across the stock managed by THH. Meetings are attended by senior officers, the Chair of the Board and are open to observers.

Joint Working Group on Fire Safety:

- 3.5 The tragic events at Grenfell Tower in the summer of 2017 served as a turning point for landlords across the country. In the immediate aftermath of the event, THH committed to a programme of engagement with residents to provide reassurance, and share information on the steps being taken by THH to enhance safety across its housing stock.

- 3.5 In 2019 THH established the Joint Working Group on Fire Safety as a sub-group of the Residents' Panel. The group aims to serve as a strategic resident led forum whereby residents can influence how THH manages and engages residents on issues of fire safety, and responds to changes emerging from the Grenfell Inquiry and Hackett Review. Membership of the group includes a total of eight resident representatives from across a number of THH's involvement forums. This includes representatives from the Residents' Panel, Resident members of the THH Board, the Service Development Group (SDG) and THH residents associated with the Tower Hamlets Federation of Tenants and Residents Associations. As a sub-group of the Residents' Panel, its activities are reported to the Panel and the THH Board through the respective members.

Service Development Group:

- 3.7 To broaden the opportunities available to get involved, in 2012, THH established the Service Development Groups. Originally structured as thematic groups centred around Repairs, ASB and Caretaking and Leasehold Services, the model was revised in 2018 to become a single flat structure. Residents are now instead invited to participate in task and finish projects driven by services across THH. This change introduced greater flexibility for residents to determine their level of involvement based on their availability and level of interest, whilst also ensuring there were clear outcomes for participants and THH.

Tenants and Residents Associations:

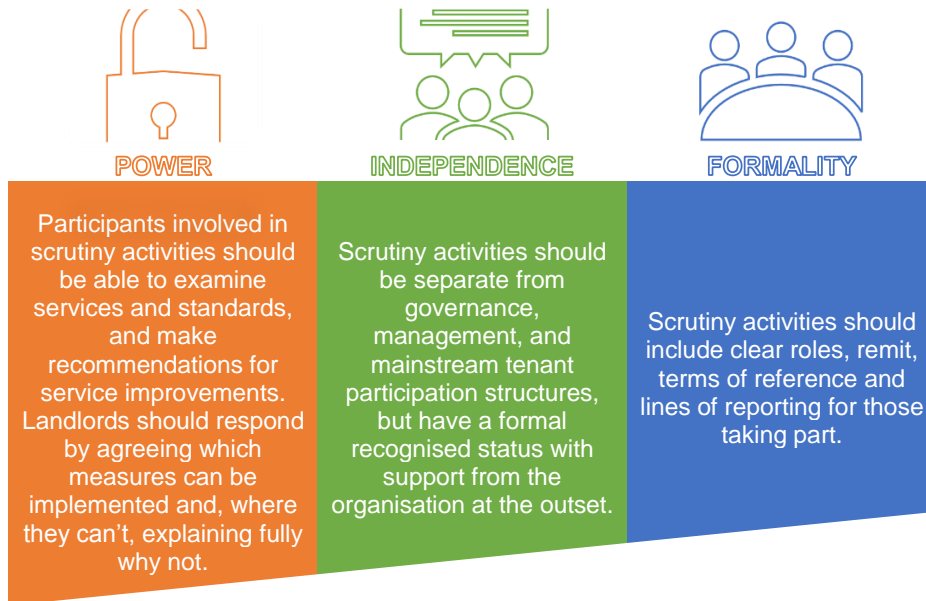
- 3.7 Tenants and Residents Associations (TRAs) are a positive force in the community. Operated as independent resident led organisations, TRAs help to build social capital by bringing people together, and serve as a platform for residents to influence the management of their neighbourhoods. There are currently 28 TRAs across Tower Hamlets Homes' estates. THH provides support to TRAs to be self-sufficient and well governed organisations. It also actively engages with all TRAs at a local level through front line staff and at a more strategic level through bi-annual Resident Roadshows aimed to provide an overview of THH, its performance and future direction.

Resident surveys:

- 3.9 To further complement the range of opportunities available to residents to influence the delivery of services, each year THH commissions almost 15,000 surveys each year to capture the views of residents on the services they receive. Feedback from the surveys serve as key indicators on performance levels and satisfaction and help to drive improvement. This approach allows THH to engage a broader audience and ensure those that may choose not be actively involved in forums can still provide feedback on their experiences and help determine the priorities for the organisation.

4.0 Embedding effective resident led scrutiny

- 4.1 The Panel invited Anne McLoughlin from Campbell Tickell Consultancy to help the group explore best practice in the areas of resident empowerment and co-regulation across the social housing sector. Drawing on her experience as a former Director, Board member within the sector and a serving Chief Executive of Soho Housing Association, Anne provided an overview on the role and principals which underpin a successful scrutiny panel. The presentation highlighted the principles developed by the Chartered Institute of Housing (CIH), the leading industry body within the housing sector.



- 4.2 Officers highlighted that the operation of the Residents' Panel had been greatly enhanced following a review of resident involvement opportunities and practices in 2018. The review, supported by the Tenants Participatory Advisory Service (TPAS), engaged members of THH's Senior Management Team, and involved residents in workshops to explore and define common principles which would help to deliver meaningful engagement and tangible outcomes for all those involved.
- 4.3 As part of the changes introduced to the Panel, a new model was adopted to improve the efficiency and impact of how it carried out its scrutiny function. This required scrutiny reviews to be clearly scoped and supported by a clear rationale, be delivered within a short timeframe to ensure findings remain relevant, and strike a balance between recommendations that are aspirational and deliverable to ensure the exercise is able to secure tangible change. The process was also aided by ensuring Officers clearly outlined limitations and challenges to enable the Panel to better understand constraints, and be guided to make recommendations that could deliver change.
- 4.4 By adopting this new model, the Panel has been able to increase the pace and the impact of its scrutiny reviews. Since 2018 the Panel has completed five depth reviews, including one in partnership with Tower Hamlets Council and other social landlords in the borough. This has also helped the Panel to reassert

itself as an effective scrutiny body and consultative forum for service areas. The success of this model has led to THH being recognised as an organisation with good practice from peers within the sector.

- 4.5 Additional changes were also adopted to increase the transparency of the Panel, and widen participation from residents. These changes included a review of the terms of references to provide greater clarity on the role of the Panel, a simplification of the recruitment process to reduce the barriers to involvement, and increased visibility through the publication of member profiles and meeting agendas online. Rules were also amended to allow observers and prospective members to attend meetings. These changes have collectively enabled the Panel to gain broader recognition and increase the diversity of its membership to better reflect the communities served by THH.
- 4.6 The Panel welcomed the positive changes that had been adopted by THH in response to its review of resident involvement opportunities and practices, and concluded that THH operated a good structure. Members also noted that THH was also in the process of refreshing its Resident Involvement Strategy which would build on existing work and include a stronger focus on making better use of new technologies to widen engagement.
- 4.7 Reflecting on the principles for a successful scrutiny panel developed by the Chartered Institute for Housing, the Panel concluded that it broadly met all three areas. This was reaffirmed by Anne McLoughlin who emphasised that THH was a pioneering landlord which operates a successful governance framework and had strong good practice in the area of resident involvement.
- 4.8 Whilst the Panel recognised its journey of improvement, it noted that it lacked formal links with other involvement forums, aside from the Joint Working Group for Fire Safety. This meant that the Panel was often unable to sense wider resident priorities, and its role was often unclear to other groups operated or supported by THH. The Panel recommended that officers develop processes to enable the Panel to engage with other forums and ensure its own work programme is equally informed by residents and groups associated with involvement forums across THH.

Recommendation 1:

Develop a process for Service Development Group members and TRAs to feed into the Residents' Panel

5.0 Strengthening the relationship between the Board and the Panel

- 5.1 As part of THH’s approach to embedding the principle of formality in its Residents’ Panel, the Chair of the THH Board attends all meetings alongside senior officers to present updates and support the Panel’s work. The Chair of the Board serves as an important link between the Board and the Panel ensuring both are cited of each other’s work and priorities.
- 5.2 The Panel recognised that it had a strong relationship with the THH Board as a result of the active engagement it receives from the Chair. Whilst this approach had served it well, members noted that its reliance on the Chair to maintain this link meant there was limited exposure to the rest of the members of the THH Board. This approach meant that there was still a risk of there being a disconnect between the Panel and the Board, despite the best efforts of the Chair, and for significant change in how the Board engages the Panel in the event of any changes in membership at the THH Board.
- 5.3 To help strengthen the relationship and transparency between the THH Board and Residents’ Panel, Members proposed that that THH look to facilitate joint away days between both forums. This would help to increase visibility, and help members of the Panel and the THH Board to explore, identify and share ideas and priorities to inform their respective work programmes. It would also enable the Panel to influence and directly hold to the account the Board on its proposals for the future direction of THH. Organisation such as River Clyde Homes who have adopted this practice note ‘joint training with managers, staff and board members meant that all parties were comfortable about asking or being asked difficult questions’. Although this approach had been used previously by THH, it had been discontinued due to challenges around scheduling.

Recommendation 2:

Organise joint away days between the THH Board and Residents’ Panel

- 5.4 In addition to organising joint away days, the Panel felt more could be done to ensure the Board was more formally cited on its full range of activities. Although scrutiny reviews are presented to the Board with Panel members presenting their reports directly where possible, this did not reflect the full extent of the input and scrutiny activity carried out by the Panel.
- 5.5 The Panel recommended that officers produce an annual report for the THH Board summarising its key activities and contributions over the previous year. This summary document would not only help the Board recognise the full range of contributions made by the Panel, but also serve as the basis for promoting the activities of the Panel to other involvement forums and residents that may wish to participate. Despite their being improvements in the diversity of residents being engaged following THH’s review of involvement opportunities, in line with national challenges, more work still needed to be done in order to continue targeting harder to reach groups and ensuring forums such as the Panel remain sustainable.

Recommendation 3

Develop an Annual Report highlighting the work and key outputs of the Residents’ Panel to increase its visibility to the Board and the wider body of residents

6.0 Creating a more outward facing organisation

- 6.1 As part of its review, the Panel explored the role of partnership working amongst social landlords as a way of promoting innovation and sharing best practice in how residents can be empowered and involved in decision-making processes.
- 6.2 Officers highlighted that THH maintained a strong outward facing approach, and had good working relationships with landlords within the borough. This included being an active participant in the Tower Hamlets Housing Forum (THHF) which brings together 14 registered social providers with stock in the borough. Since 2018, THH had held the Chair for the forum’s Community Involvement Network (CIN) subgroup, a platform designed to promote best practice in resident involvement. This approach to collaborative working locally had allowed the Residents’ Panel to carry out a scrutiny review in partnership with the Council’s Housing Scrutiny Committee and other landlords for the first time in 2019.
- 6.3 In addition to maintaining strong local links, officers were also engaged with landlords further afield. This included carrying out visits to landlords such as Phoenix Housing Association, Wandle Housing Association and South Cambridgeshire County Council who have been recognised for their good practice in the field of resident involvement. THH was also an actively engaged with forums such as the Tenants Participatory Advisory Service (TPAS), the Housing Quality Network (HQN) and the National Federation of ALMOS where it had participated and presented on its practices in the area of resident involvement. In 2019 THH had also hosted best practice visits from Basildon Council and the Northern Ireland Housing Executive at the recommendation of peers within the sector.
- 6.4 Whilst welcoming THH’s collaborative outlook, the Panel agreed that it would benefit by being able to form links of its own with partners and scrutiny panels across other landlords to share ideas and examples of good practice. This would help to build the confidence of panel members through the exchange of ideas and strengthen its independence.

Recommendation 4:

Identify external partners and scrutiny panels with which the Residents’ Panel could engage with in order to share learning and best practice

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



Tower Hamlets Homes Residents' Panel
SCRUTINY REVIEW ACTION PLAN 2020-21


Strengthening Co-regulation

	Recommendation	Actions	Lead	Completion
1	Develop a process for Service Development Group members and TRAs to feed into the Residents' Panel	The Scrutiny and Resident Feedback Team will work closely with the Residents' Panel to develop processes to enable members of the Service Development Group and TRAs to influence and shape its work programme each year. Steps will also be taken to encourage greater collaboration between the Panel and other involved residents as part of the Panel's regular scrutiny function to allow them to draw on the experiences and expertise of a broader group of residents. This may include the use of surveys or joint reviews on specific issues/service areas.	Scrutiny and Feedback Manager	December 2020
2	Develop an Annual Report highlighting the work and key outputs of the Residents' Panel to increase its visibility to the Board and the wider body of residents	The Scrutiny and Resident Feedback Team will develop an annual report summarising the key outputs and activities of the Residents' Panel each year. This report will be presented to the THH Board and be used to publicise the work of the panel to existing and prospective residents that may wish to get involved in our forums.	Scrutiny and Feedback Manager	April 2021
3	Organise joint away days between the THH Board and Residents' Panel	The Business Development Team will work closely with Directors and the THH Board to organise joint sessions between the Board and Residents' Panel each year.	Head of Business Development	April 2021



Tower Hamlets Homes Residents' Panel
SCRUTINY REVIEW ACTION PLAN 2020-21

	Recommendation	Actions	Lead	Completion
4	Identify external partners and scrutiny panels with which the Residents' Panel could engage with in order to share learning and best practice	The Scrutiny and Resident Feedback Team will work closely with other landlords through local and regional links developed through the Tower Hamlets Housing Forum and TPAS. Opportunities will be explored to allow Panels to undertake joint training, shadowing and undertake best practice visits to other organisations. This will be subject to the availability and willingness of other partners to host/engage in such partnership activities.	Scrutiny and Feedback Manager	Ongoing

<p>Board of Directors</p> <p>8th October 2020</p>	
<p>Report authorised by: Susmita Sen - CEO</p> <p>Report Author: Paul Davey – Director of Business Transformation</p>	<p>Report type:</p> <p>For information and decision</p>
<p>Title: THH Recovery Plan</p>	

1. Introduction

2. Recommendation

2.1 That Board Directors note this report

2.2 That Board Directors approve the Risk Register set out in Appendix 1 to this report

3. Recovery Plan

We have been able to increasingly provide services throughout the period from the March lockdown and it is estimated that 80% of services are now being delivered as business as usual despite many of our staff members continuing to work from home. However, I am conscious that THH has had less visibility on the Council's estates throughout the last few months and I am keen that this be addressed.

3.1 Estate Services

This service's initial response to the impact of lockdown was to focus on delivering key services with an increased emphasis on cleaning high touch points such as entry doors, lifts, door handles and banisters, with health and safety checks in blocks and spot cleaning where necessary. Following initial high levels of sickness absence and shielding we are now back up to full strength, with services returned to pre-lockdown levels.

Block inspections by caretaking team leaders for cleaning standards were reinstated in August along with monthly block fire risk checks by the caretaking teams.

Play areas have now been re-opened with the caretaking team resuming locking and opening of a few sites at evenings and weekends to help reduce ASB in those areas.

3.2 ASB Team

The ASB team have been operating normally but from home. Interviews with victims and statements have been managed via email and telephone rather than face-to-face. Where this has not been practicably possible Parkguard or THH Police teams have attended the victim's or perpetrator's home. The ASB team have been able to obtain several injunctions and premises Closure Orders during this period due to the serious nature of the cases and the need to put protection in place to prevent further harm to residents and the community.

The police teams and Parkguard have continued to work at full strength and along with the ASB team, and jointly with the Council, have undertaken a successful Summer Operation to target drug use and dealing on the council's estates. Flyers were delivered to 1,744 properties during July and August outlining the actions taken locally.

3.3 Repairs

As you know from previous briefings lockdown meant that temporarily we offered an emergency only service. Not surprisingly repair orders were substantially down between March and June. Our repairs officers continued to respond to customers complaints and enquiries throughout this period to provide reassurance to people that we would get to them and deal with their issues as Covid-safely as possible.

As restrictions began to ease in June and non-emergency works were resumed, the service has continued to work remotely, and this has had little or no impact on the service as repair requests continued to be raised and carried out.

Steady progress has been made achieving gas safety targets. As per the CE report elsewhere on the agenda at the time of writing 16 outstanding gas service checks remained. At the height of the pandemic 78 properties had outstanding gas services.

More recently we have started carrying out physical pre and post inspections but only on complex works that either cannot be resolved by a telephone consultation or by the contractor attending the works directly. We have also resumed the Estate Improvement schemes (including painting, upgrading of estate and communal lighting, and installation of bin corrals and enclosures etc) with others ready to start on site.

3.4 Major Works

Lockdown meant three key functions had to be stopped within the Property Services team. Firstly, major works walkabouts and resident project engagement ceased. So that this could begin again, we have updated the resident engagement process to ensure we adhere to social distancing guidelines.

The second area that was impacted early on was the monitoring of major works which the reduced numbers of officers were able to visit site. Site visits have now resumed, and our teams are working to a specific set of method statements to ensure that they carry out their roles safely.

The third area was the closure of sites, which in most cases was only a partial ending of some of the contractor's activities. However, these have all been reopened. Some works have been extended due to restrictions in social distancing. However the contractor's activities have been revised in line with the government operating procedures taking social distancing advice into account.

3.5 Tenancy and rents services

The Neighbourhoods team has continued to provide Emergency Rehousing following incidents (fire and flood) in homes managed by THH. The team has also worked with the council's lettings team to facilitate urgent moves for vulnerable applicants, mostly homeless applicants.

The Rents team have been taking calls and contacting residents with rent arrears to understand their circumstances and assist with affordable payment arrangements and money help and advice, discretionary housing payments and referrals to our Financial Health Centre.

As lockdown has been eased the team has also resumed carrying out:

- Viewings and sign ups
- Gas Servicing forced entries
- Attending emergencies – during office and out of office hours (e.g. Hadleigh House fire, emergencies involving vulnerable residents and block emergencies where officers have carried outdoor knocking and reassurance visits)

Fire Safety teams' block visits were due to resume from the 5th of October.

The final phase of service recovery for Neighbourhoods Services will involve resuming officers visiting residents in their homes and we are working towards restarting these visits in a phased way from November.

Finally, we have taken over management of Rushmead from the Council and will be reinstating our face to face service for residents from October once some works to make the building Covid-safe are completed.

3.6 Resident satisfaction

In August we recommenced surveying residents with a version of the resident satisfaction tracker survey, including C-19 related questions following a pause in surveys since April.

Initial results indicate that satisfaction has not been damaged during the period and may in fact have increased. Service specific surveys have been or are being reintroduced and results from these will enable us to gain greater insight and help inform service planning.

4. Covid Risk Register

In May THH identified the key risks that had arisen from the prevailing coronavirus situation and the resulting lockdown which had been imposed by the government. The situation continues to develop, and it is necessary to revisit and update the accompanying Covid-19 Risk Register on a regular basis. The update Covid Risk Register is attached as Appendix 1 to this report.

Whilst many of the challenges that the Coronavirus pandemic poses to THH's operations are the same as at the start of lockdown most risks have been updated to reflect changes in the government approach and a deeper understanding of the impact upon THH's customers and staff.

One risk has been withdrawn relating to procurement processes. These have been reprofiled and appropriate steps taken to continue existing contracts until these procurements are complete.

Our approach towards special category households, those which are overcrowded or where residents are at particular risk has evolved as we have developed our joint working arrangements with partners in the council and the wider public and voluntary sectors throughout the course of the summer.

Income was a particular concern at the start of lockdown as many people faced uncertainty over their employment situation and press coverage of the suspension of eviction proceedings was perceived to be widely misinterpreted. We have made good progress with income collection, particularly regarding rents, as the Board will be aware from recent Board Updates. The tightening of restrictions and the changes in the government's support offer for businesses and employment will mean that we will face a challenging year ahead on income collection and will need to keep evolving our response to this and the help we offer our customers facing difficult and changing circumstances.

The prospect of local restrictions will potentially pose challenges to service delivery as our workforce live across many different boroughs as well as outside Greater London. The rollout of the new Windows 10/Office365 technology has improved the ability for office-based staff to be more productive whilst working from home but new restrictions could continue to pose new challenges for estate based work, property visits and viewings as well as for the delivery of services by contractors.

THH Covid-19 Risk Register 2020-21																
THH's ability to function effectively due to the Covid 19 Pandemic																
Ref	The Issue	Which means	Inherent risk			Controls	Assurance			Owner	Residual risk			Updates	Actions needed to meet target?	Target Risk Score
			Likelihood	Impact	Score		Defence Line 1	Defence Line 2	Defence Line 3		Likelihood	Impact	Score			
Covid 1	Income Reduced income due to increased rent and service charge arrears and bad debt (possession action suspended by Government); inability to let voids; reduced income from property sales (RTB sales). First rent increase for four years Suspension of evictions and housing possession cases in the courts for new or existing claims until September and longer notice periods We expect additional measures to encourage landlords to investigate other solutions to arrears issues before exploring evictions. Some residents believing they have a 3 month rent holiday	The HRA business plan is put under stress ultimately potentially impacting future investment programmes and/or requiring additional future savings.	Likely (4)	Very High (3)	28	Implementation of business continuity plans Income performance management KPI's and procedures. Comms campaign to include: updates on the THH website; letters sent to individual tenants (key messages: "no rent holiday", "contact us", "we will do all we can to help") and a social media campaign. Rents team will contact all residents in arrears to ensure they are aware of available support and how they can pay their rent. Leasehold Team also contacting leaseholders who have not made any payments SMS reminders for rent payment arrangements commenced in September 2020.	Income management policies and procedures (including revisions to policies and procedures in response to Covid19). Income forecasting processes Review and updated rents escalation policies and letters with escalation resumed at the end of May 20. Preparing appropriate cases for court under new rules			AO	Likely (4)	High (4)	16			12
Covid 1b	Expenditure Additional costs incurred to deliver services, projects and major works arising from higher costs of staffing and materials and from passing works for prolonged periods due to different phases of lockdown regulations.	The HRA business plan is put under stress ultimately potentially impacting future investment programmes and/or requiring additional future savings.	Likely (4)	Very High (5)	20	Working with procurement and legal advice to ensure we are not committing to unnecessary payments. Working with our major contractors to minimise the financial impact of delays. Pursuing recovery through the government's furlough scheme.	Expenditure management policies and procedures Budget forecasting. Review of future capital budgets.		NI	Likely (4)	Very High (5)	20			20	
Covid 2	Staff safety and welfare compromised Staff advised they must work from home if possible and essential work identified by Government. Staff may contract the virus. Staff who are performing key roles are put at additional risk of contracting coronavirus. Significant numbers of staff may become ill and need to isolate (through illness, illness in household and at risk groups). Staff working from home for prolonged periods experience more DSE-related musculoskeletal issues due to inappropriate workstation setups/longer hours sat at their workstation. Staff working at home subject to additional stresses brought about by prolonged periods of isolation or close confinement with others or through requirements to care for dependants, home school children etc.	Additional measures need to be taken to protect staff both physically and mentally. Business needs to service agile workforce being expected to work from home to enable reduced staff movements (adherence to Government social distancing measures).	Likely (4)	Very High (5)	20	HR policies and procedures – including managing attendance, flex and work life balance policies and procedures, Employee Assistance Programme, Mind counselling referrals. Performance management framework. Health and Safety Policies and Procedures. Specific online assessment tool in place and staff encouraged to go through guidance and questions to help mitigate those issues which can be and highlight those which cant for action by the manager. All DSE assessments for home working reviewed by a member of the H&S Team and discussion had with the individuals manager. Health and Safety Steering Group framework. IT Policies and procedures. Staff communications, Think Tank and informal staff consultation groups (feedback loops). Social Distancing measures implemented in all THH Offices. Risk Assessments in place for each office.	HR Policies and procedures Implementation of home working for all staff who can work from home. Specific health and safety protocols in place for staff working on sites including provision of PPE, these devised to be in line with Public Health and HSE guidance and have taken a cautious / risk averse stance when interpreting generalised guidance for specific THH purposes. Revised working practices and activity to reduce any non-essential activity – focus placed on safety activities such as Fire Risk work. All meetings including Board meetings facilitated remotely. PPE supply chain put in place and working across supply chain to ensure adequate supplies. Communication plan developed to support implementation of business continuity actions to ensure staff, customers and stakeholders are kept up to date.	Incident Management Team established to co-ordinate Covid-19 response. Includes a standing agenda item to cover sickness absence, and weekly SMT meetings review productivity plans and discuss employee wellbeing. Detailed guidance, in relation to the necessity for and use of PPE, has been produced in close consultation with teams to make sure it is clear and practical. Specific team / activity risk assessments have been put in place to consider the execution of compliance activities and the delivery of catering services and emergency repairs in light of the risk of exposure to Coronavirus. Contractors have their own risk assessments for their operatives / work activities and both the revised work methods and risk assessments have been reviewed to ensure they are suitable and the risk controls appropriate.	MG	Possible (3)	Very High (5)	15			10	
Covid 2b	Equal Opportunities for staff are impeded Government guidance means that certain groups at heightened risk - staff who are older, staff with disabilities, pregnant women, or staff associated/living with members of these groups - are Shielded/Self-isolating and unable to work. Closure of schools means that staff who have childcare responsibilities (primary women) are not able to work. BAME communities are disproportionately affected by coronavirus, meaning that this group is more likely to experience illness (physical and mental) or household members falling ill (resulting in the need to self-isolate) and consequent absence from work.	The heightened absences from the workplace for these groups, sometimes enforced despite the worker being well, has resultant impact on mental health. Shielded staff may be more directly affected by bereavement and consequent mental ill health. Career progression opportunities for staff away from work may be inhibited.	Possible (3)	Medium (3)	9	HR policies and procedures - including for recruitment - continued to be observed. Absence data is closely monitored throughout the crisis. Communications strategy in place - mental, physical and financial wellbeing resources and employee benefits are promoted and publicised at every opportunity throughout the crisis. Staff are regularly surveyed and have the opportunity to feed back. Pastoral management is in place at a local level - including regular 121s and more casual "tea break" meetings. Absent staff who are not sick encouraged to engage in Workplace discussions to keep in touch with colleagues, despite not being able to do work for THH.	Policy reviews. Qualitative and quantitative monitoring/analysis of absence data and staff survey responses. HR team regularly reviewing case management. 121s, probation reviews and appraisals recorded and monitored on Performance Hub system. Productivity plans.	Overall sickness reporting to SMT on bimonthly basis. Weekly covid absence monitoring to SMT during crisis. Daily covid absence monitoring to ENT/MT during crisis.	SPH	Possible (3)	Medium (3)	9			9	

Covid 2c	Staff retention The organisation's response to the crisis (and an employer and service provider) impacts negatively upon perceptions of us as an organisation. The crisis impacts on the UK economy (including derailing of Settled Status scheme and/or new immigration systems) and negatively impacts talent availability. The crisis produces changes to UK working practices - greater flexibility, working from home, etc - which provokes some staff to change career aspirations/priorities. Both result in changes to market conditions that jar against the relative inflexibility of our pay structure and certain of our terms and conditions.	We are not able to sustain a competitive employment offer in the future and so experience difficulties to retain current talent and attract new talent after the crisis.	Possible (3)	High (4)	12	Values-led response to coronavirus pandemic. HR policies and procedures subject to regular review. New People Strategy to scope in consideration of ongoing competitive position.	Monitoring of turnover rates and recruitment performance. Regular pulse survey of staff.	Resourcing reporting to SMT on bimonthly basis.		SPH	Possible (3)	Medium (3)	9			9
Covid 2d	Staff Engagement Staff working from home the majority of the time lose connection with the organisation and with colleagues.	Loss of identification as being part of one THH. Loss of feeling of joint endeavour/purpose/recognition for the impact being made through one's role. Lack of casual encounters/connections that enable creativity and joining-up of work. Autonomy around one's role becomes opaque, leading to sense of general disempowerment, slowing of decision-making/action and heightened potential for action outside of agreed parameters. Slippages in professional standards and adherence to standard processes and procedures.	Likely (4)	High (4)	16	Communicating what's going on throughout the organisation - the 'hive' intranet and weekly email digest, fortnightly H&S Briefings and regular Staff Roadshows. Connecting with teams - regular team meetings. Connecting with manager - regular 121s and appraisals in place, with clear objectives and purpose. Social connections - Workplace, regular social events (online quizzes, bingo, etc). Regular "spotlight" events such as customer services week and mental health awareness week to bring people together. Complementary recognition fora - eCards, Teams badges, compliments bag on Hive/weekly email, Staff Awards	Staff Surveys - regular homeworking surveys currently, giving way to renewed Pulse Surveys in due course. Caretaking survey, also. Performance Hub reporting of 121s and appraisal goal linkage to Business Plan.	Business Plan and People Strategy to be promoted in accessible format, and connected with other organisational strategies.		SS	Likely (4)	High (4)	16	Organisational culture is a concern with so many staff working remotely. We launched a new intranet, The Hive, in August and wrote to all staff at home to launch it. This included a welcome pack and booklet on maintaining mental health. Intranet use has doubled with 200 unique users a day. We also use facebook's workplace as a social space with 150 unique users per week. Quarterly roadshows and fortnightly all-staff briefings online and are well attended. Moving these from Zoom to MS Teams will enable us to identify and work with staff who aren't engaging - MS Teams has reporting on attendance. The chief executive is attending team meetings across the business. The second homeworking survey is shortly to be analysed and this will add evaluation to several control areas. Social events such as quiz nights and bingo are poorly attended, and some recognition channels (eCards, Teams badges) are seldom used. The new People Strategy has highlighted the need to develop the use of feedback, including recognition, as part of the wider approach to a 'Learning Culture'. The Communications team are to launch a campaign on our purpose and values starting in October, with a charter on what our pandemic services are. This will build towards staff awards in December.		8
Covid 3	Ability to deliver services reduced Staff shortages, social distancing measures and supply of materials could be affected by local lockdown measures being implemented in TH other areas where staff live, contractors/suppliers are based etc. MHCLG guidance for private and social landlords covering possession proceedings, rent arrears, only let properties if deemed "essential" and property access during the crisis.	Services cannot be delivered in line with normal expectations. KPI's may not be met. Managers may be required to manage workforce in a more flexible/agile manner as staff ability to come into TH due to local lockdown restrictions changes.	Likely (4)	High (4)	16	Incident Management Team meeting three times a week and reviewing activity against Government, Regulators and HSE advice and guidance. Contract conditions and contractor liaison meetings.	Reduction in services based on risk assessment. Moved to emergency only responsive repairs initially but recently restarted communal repairs, ceased major works programmes, reduced some compliance work in line with government guidelines. Adapted communal cleaning regime and grounds maintenance and estate services to focus on minimising risks of transmission for residents and staff. Continuing to undertake gas safety inspections and recording no entry details, seeking legal support to obtain entry where necessary. Continuing to undertake fire safety inspection and testing regime. Continuing to undertake lift servicing and inspection regime and recording no entry details. Decisions taken to close all offices to public and limit staff access from 24th March 2020. A reduced number of BCIs and Board measures being reported to the Client and Board in April to reflect reduced service delivery with no targets set. Heads of Service to consider appropriate targets based on April performance. Each service area is currently working on its recovery plans for the eventual easing of the lockdown restrictions.		SS	Likely (4)	High (4)	16			9	
						Established significant community response approach with partners including Neighbours in Poplar and St Hilda's established community hubs to provide assistance and food parcels to residents who were self-isolating/quarantining. Working with Lettings to follow the MHCLG guidance looking at direct matches to applicants that fall into the essential criteria's outlined in the guidance & follow required viewing arrangements.										

Covid 4	Non-compliance with Regulatory, Legislative Compliance Standards Suffering staff shortages, contractor staff shortages, material supplies and social distancing measures. Access being restricted by tenants undertaking social distancing and isolation measures. Risk of not being able to meet regulatory, legislative standards and professional bodies' guidelines. A second wave could adversely affect the performance improvements seen over the summer, e.g. in gas safety checks.	Almost Certain (5)	Very High (5)	24	Health and Safety Policy and Procedures. Compliance performance management monitoring procedures and reporting. Reviewing and following all Government, Regulator of Social Housing (RSH), HSE and other regulatory, compliance and professional bodies (e.g. GasSafe) guidance.	Specific agenda items at Incident Management Team meetings. Regular review meetings with contractors providing compliance services. Ceased undertaking non-essential works to reduce risk and focus resource and capacity on compliance activity.	Monitoring arrangements in place to capture and record any specific non-compliance issues as they arise and IMT will be informed as and when breach becomes material. In addition to this we have adapted procedures to take account of tenants categorised as vulnerable or isolating, which includes the rescheduled visits at the earliest possible opportunity. We are also working with LBTH legal and others in the sector to manage gas compliance issues.	JC	Likely (4)	Very High (5)	20			10
Covid 5	Contractors and Suppliers unable to maintain service levels during outbreak of COVID -19 and/ or face insolvency during outbreak of COVID-19	Suppliers and contractors unable to provide full range of services as per their contractual obligations during COVID-19 outbreak (due to working restrictions, staff / supply chain issues) Suppliers may not be able to continue trading and be able to resume normal services after working restrictions are lifted.	Possible (3)	High (4)	12	Original procurement practices that include assessment of business viability and resilience. Established contracts and supplier relationships and engagement. Contractor performance management procedures and metrics. Government guidance issued - Supplier relief PPN 02 20	Contract Managers/Heads of Service: to identify changes to contracts/ services delivered. Central register maintained. Temporary changes to contracts to be agreed (advice from procurement and finance (with legal advice as necessary)) Contract Managers to identify suppliers 'at risk'. Central register maintained. Suppliers situation assessed by procurement and finance (with legal advice if necessary) considering support with cashflow etc. Flexibility to shift resources onto other activities e.g. responsive repairs contractors supporting community response offer.	Reporting to SMT Escalation to EMT/IMT where contractual mechanisms exhausted and additional spend required to retain supplier	TD	Unlikely (2)	High (4)	8	To date no suppliers have been identified as being 'at risk'. One company claimed for additional costs, the claim was considered and rejected. Agreements were made with Mears in relation to payments and a small number of staff were redirected to support community response offer.	8
Covid 5b	Risk Withdrawn													
Covid 5c	Leaseholder recharging may not be fully realised due to contracts being modified	Contracts that are extended (beyond their term) are viewed as 'new contracts' under leaseholder legislation and are subject to leaseholder consultation. Where this has not taken place leaseholder recharging may be capped	Possible (3)	Very High (5)	15	Currently seeking Counsel's advice on dispensation. Application to the First Tier Property Tribunal for dispensation. If the Mears contract is extended we aim to manage the extension such that dispensation will not be required and any loss will either be none at all or very small. Any decision about going for dispensation will have to weigh up the risk of failure plus the considerable cost (c. £60,000 +). As such the preferred route will be to manage the extension such that all costs are recoverable and no loss befalls the HRA.	Repairs Contract Management Framework Service Charge Income Performance Framework Monitoring and reporting of Service Charge disputes	Legal advice	RH	Possible (3)	Very High (5)	15	If not granted then up to £5m of costs will likely not be recovered. In the current situation though we should obtain dispensation but there could be a restriction about any further extension. Procurement are first applying to the Council to extend the contract Mears and we wait to hear the result of this.	10
Covid 6	Cyber Security	Increased risks associated with new software such as video conferencing apps and use of new Wi-Fi/Cloud technology. More hardware out in staff homes and in the community, all of which could be used to access customer/business data causing potential breaches of data protection laws if compromised. Complacency amongst staff when working away from the office leading to increase in data breaches. Increase in phishing/malware increasing likelihood of network being compromised.	Likely (4)	Very High (5)	20	Policies and Procedures in place - Information Security Policy GDPR-related policies Security monitoring Software in place IT Disaster Recovery Contract in place. Offsite backup undertaken daily. Firewall in place Data Protection training and awareness for staff undertaken Business Continuity Plan and Policy in place Encryption for mobile devices in place	Policy and Procedure review cycle Monitoring of alerts. ESET Endpoint AV software in place Business Continuity Action plan in place	DR Tests undertaken regularly by LBTH and lessons learnt recorded and actioned. IMT monitoring of Business Continuity actions. Business Continuity tests undertaken.	CS	Possible (3)	Very High (5)	15	Migration of all users to supported W10/HSTeams infrastructure. Replatforming of Northgate Housing to vendor hosted environment. Upgrade of Comino EDRMS Rollout of Data Protection training to all staff via new LMS.	10

Covid 7	Rise in community safety issues Police and other services such as probation, children's services, social services, court services alongside voluntary and third sector resources stretched and pulled into response to pandemic. Tenants spending more time in their homes in isolation.	Ability to undertake support and engagement face to face with tenants and residents restricted by social distancing measures and staff shortages. Serious and organised crime taking advantage of situation. Additional risk of domestic abuse and anti-social behaviour due to social isolation measures. Tenants spending more time in home creates additional house fire risk and risk of domestic abuse, noise nuisance. Refuse sites closed so potential rise in garden fires and fly tipping.	Likely (4)	Very High (5)	24	Community safety policy and procedures – tenancy conditions. Connected in with community safety partnership structure and resources. Directly funded Police teams and Parkguard Contract. Community safety performance framework and KPI measures.	Connected into Tower Hamlets Community Safety Partnership Exec Board Covid19 Gold/Silver and Bronze response structure. Working on high visibility approach focussed on community hotspots and supporting wider community response. Shifted from face to face support to online and telephone support of vulnerable and at risk residents. Regular liaison with THHF Exec Member of Covid-19 Pandemic Committee Revised court procedures in place for priority cases in Lockdown. THH Developing Staff DA Ambassadors Fortnightly meetings with LBTH in place to review refuse collection provision/performance	Weekend checks for bulk waste in place for blocks considered to be a higher fire risk.		NS	Possible (3)	High (4)	12			12
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Covid 8	Reputational damage THH is handling and dealing with higher than normal press enquiries and interest, and dealing with potentially sensitive issues related to Covid19	High risk that decisions and misjudging of communication could cause reputational harm due to actions it takes during the Coronavirus Pandemic response.	Likely (4)	High (4)	16	Marketing and communications strategy. All Covid19 communication signed off by CEO/Director leads	Communications Manager part of Incident Management Team. Developed Covid19 communication plan – focussing communication on timely and succinct key messages to residents and communities. Ensuring effective communication within the business and Governance structure. Continuing with weekly staff eNews.			BS	Likely (4)	High (4)	16			12																																									
Covid 9	Special Category Households THH manages homes with significant proportions of older residents and multi-generational, overcrowded households. Older people and those with underlying health issues have been identified as a cohort who are more likely to contract and more likely to suffer more serious medical consequence from Coronavirus.	The additional risk associated with our older tenants exposes them to increased risk of harm. We have additional advice and guidance to follow to mitigate the harm to our older and vulnerable tenants.	Likely (4)	Very High (5)	20	Contact: - residents aged 70 and over who are likely to live alone to establish support needs - residents aged 60 to 69 who have a disability to establish support needs Refer those needing support to community hubs Cross-reference with NHS shielding list and target further support interventions. Second Wave: - Meetings held with 3 Community Hubs to check readiness to respond to second wave. Regular contact to be maintained to ensure adequacy of provision - Close working with LBTH C-19 Community Mobilisation Group to ensure coordination of support - Telephone contact with residents identified as needing support in first wave commenced 21/09 - communication flyer advising residents on how to access support	Procedures/script introduced to guide staff on call handling and recording support requirements Standardised report sent twice daily for hub referrals Following an exercise to contact potentially vulnerable. Will be delivered to all households residents, over 70 years and the next tranche of calls to 60-69 year olds, Fire Safety Team (FST) follow up NOMSWER cases. Where there is still no response cases are passed to Parkguard to visit and complete on site welfare checks. Any concerns raised by Parkguard are followed up by the FST. Second Wave: Call scripts and referral reports updated. Arrangements to follow up unsuccessful telephone contact remain in place			SKP	Likely (4)	High (4)	16			12																																									
Covid 9b	Overcrowded Households Overcrowded households are more likely to spread infection amongst themselves.	Overcrowded and multi-generational households are likely to be more significantly affected by Coronavirus infection.	Likely (4)	High (4)	16	The under occupation toolkit is offered to all residents who are rehoused under IA Under occupation banding. The toolkit includes arranging and paying for removals and disconnection and reconnection of gas cookers. Under occupiers that are rehoused into a THH property have other incentives like decoration and help with gardening. Mitigating household tensions: a) offer mediation to overcrowded households. b) advertise partner organisations offering mental health support/counselling to residents	LBTH Allocations Policy, under occupation toolkit Voids Team - encourage downsizing when under-occupying Voids arising from underoccupation moves are ringfenced to overcrowded households.			BG	Likely (4)	High (4)	16	Overcrowding and the resolution of it is dependent upon the borough's allocations policy and the provision of sufficient numbers of properties of the required sizes to be truly alleviated.	THH is considering a range of suggested further actions to alleviate issues for overcrowded households e.g. space for children to complete homework.	12																																									
Covid 10	Safeguarding Residents involved in carework may be unsafe and need extra support whilst social distancing Residents may not be aware of how they can report safeguarding or domestic abuse concerns are reported Domestic abuse victims are more at risk to abuse due to self-isolating with their perpetrator	We miss an opportunity to protect a vulnerable adult. Staff members may be put at risk. Reputational risk.	Likely (4)	Very High (5)	20	Safeguarding Policy Dedicated Safeguarding Lead Risk Assessments Support Plans DBS Checks for staff Staff Training Independent Domestic Violence Advocates (IDVAs) and Hate Crime casework services are still available and victims should be signposted to them. IDVA's and Hate Crime Caseworker are primarily providing phone support. Sanctuary Project, Domestic Violence Refuge and Homelessness Service remains unchanged and are still available. Multi Agency Risk Assessment Conference (MARAC) meetings are still take place remotely. NHOs staff are still available and following up reports, providing support and actions from MARAC/MASH	Safeguarding Policy Monitoring and recording system developed Contractor briefings Communications to residents external communications to ensure that residents are aware of the specialist services that are still providing support during this period and how they can access them. Independent Domestic Violence Advocate (IDVA) and Hate Crime casework service is still available and victims should be signposted to them. IDVA's and Hate Crime Caseworker are primarily providing phone support. Sanctuary Project, Domestic Violence Refuge and Homelessness Service remains unchanged and are still available. Multi Agency Risk Assessment Conference (MARAC) meetings are still take place remotely.	Staff and Board training NHOs contacting all known cases to ensure that they are safe and whether they need extra support during lockdown. Record case updates following remote contacts for: 43 Domestic Abuse cases 28 Safeguarding cases 77 Hoarding cases		BG	Possible (3)	Very High (5)	15	Safeguarding case numbers included in the suggested suite of Covid-19 internal monitoring to SMT to be discussed on 20 May. Raising awareness of Safeguarding responsibilities: All staff briefing delivered by Head of Service 17/9 available on workplace and blog published on Hive 21/9. LBTH Adult Services to deliver staff briefing on 1/10 to cover multi agency working with Adult Care and we exploring similar with Children Services for a webinar later in October.		15																																									
Covid 11	Emergency Incidents THH has an established procedure to respond to emergency incidents in blocks. Where a whole block is affected by an incident it may not be possible to provide respite/welfare facilities or emergency accommodation in the normal way whilst respecting social distancing guidelines.	We may not be able to offer appropriate facilities and schools as we normally do. We may not have access to sufficient emergency accommodation in the event of a large-scale incident and residents may not be able to stay with relatives and friends due to social distancing guidelines.	Possible (3)	High (4)	12	ECO Procedure Voids being held and furnished to act as emergency accommodation. LBTH Civil Protection Team Borough Resilience Forum Borough Emergency Control Centre (BECC) and associated procedures	ECO Procedure reviewed regularly Participation in Safer City Exercises with LBTH Civil Protection Team Caretaking Fire Safety Checks FRAs for all blocks Servicing and inspection regime for communal plant e.g. Boosted Water Sets Mears contract for ECO support	ECO Details Report (Weekly)		AD	Unlikely (2)	High (4)	8		Confirm LBTH BECC procedures for provision of assistance with respite facilities and other aid	6																																									
<table border="1"> <thead> <tr> <th>Impact</th> <th>People</th> <th>Information</th> <th>Property</th> <th>Financial</th> <th>Reputation</th> <th>Capability</th> <th colspan="5"></th> </tr> </thead> <tbody> <tr> <td>1 - Negligible</td> <td>Minor injury or first-aid treatment</td> <td>Compromise of information otherwise in the public domain</td> <td>Minor vandalism or damage to asset</td> <td>Financial loss of less than £50,000</td> <td>Local mention only, quickly forgotten, freedom to operate unaffected</td> <td>Minor skills impact; minimal impact on non-core operations; impact can be dealt with by routine operations</td> <td colspan="5">5 - Almost Certain</td> </tr> <tr> <td>2 - Low</td> <td>Injury requiring</td> <td>Minor compromise</td> <td>Minor damage</td> <td>Financial loss of</td> <td>Scrutiny at</td> <td>Some impact on</td> <td>5</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> <td>4</td> <td>8</td> <td>12</td> <td>16</td> <td>20</td> </tr> </tbody> </table>																	Impact	People	Information	Property	Financial	Reputation	Capability						1 - Negligible	Minor injury or first-aid treatment	Compromise of information otherwise in the public domain	Minor vandalism or damage to asset	Financial loss of less than £50,000	Local mention only, quickly forgotten, freedom to operate unaffected	Minor skills impact; minimal impact on non-core operations; impact can be dealt with by routine operations	5 - Almost Certain					2 - Low	Injury requiring	Minor compromise	Minor damage	Financial loss of	Scrutiny at	Some impact on	5	10	15	20	25	4	8	12	16	20
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	Incidents by medical practitioner and/or lost time from workplace	or loss sensitive customer information or related to sensitive internal interests	or loss of >5% of total assets	or loss of >£100,000	or loss of short-term local media interest, some impact on local-level activities	or organisational capability in terms of delays, systems or quality but able to be dealt with at the operational level
3 - Medium	Major injury/hospitalisation	Compromise of information sensitive to THH operations or relating to personal customer information	Damage or loss to <20% of total assets	Financial loss in excess of £100,000	Scrutiny by EMT, committee or internal audit; members enquiries received; long term local media interest	Impact on the organisation resulting in reduced performance such that targets are not met; organisation's existence is not threatened but could be subject to review
4 - High	Single death and/or multiple major injuries	Significant loss of sensitive customer data or information sensitive to organisational interests	Extensive damage or loss to <50% of total assets	Financial loss in excess of £500,000	Significant member or mayoral interest; scrutiny by Board and internal audit; persistent local media interest and some national media interest; long-term brand impact; operations severely restricted	Breakdown of key activities leading to reduction in performance (e.g. service delays, revenue loss, customer dissatisfaction, legislative breaches)
5 - Very High	Multiple deaths	Major loss of sensitive customer data or compromise of	Destruction of or extensive damage to >50% of assets	Financial loss in excess of £1,000,000	Council or Ministerial intervention; sustained local and national media	Protracted unavailability of critical skills/people/systems; critical failure(s) preventing core business activities being

Likelihood	3 - Possible	3	6	9	12	15
	2 - Unlikely	2	4	6	8	10
	1 - Rare	1	2	3	4	5
		1 - Negligible	2 - Low	3 - Medium	4 - High	5 - Very High
		Impact				
Risk Exposure Response:	Desirable No Action	Acceptable Monitor	Undesirable Take Action	Unacceptable Take Urgent Action	Catastrophic Stop	

THH Covid-19 Risk Register 2020-21 - Withdrawn Risks

THH's ability to function effectively due to the Covid 19 Pandemic																
Ref	The issue	Which means	Inherent risk			Controls	Assurance			Owner	Residual risk			Updates	Actions needed to meet target?	Target Risk Score
			Likelihood	Impact	Score		Defence Line 1	Defence Line 2	Defence Line 3		Likelihood	Impact	Score			
Covid 5b	Procurement processes (live and planned for next few months) cannot progress	Contracts that will expire this year will not have new contracts procured in time to ensure continuity of service. This is due to uncertainty of markets, focus on health and safety of staff and delivery of existing commitments/essential services	Very High (5)	High (4)	20	Government guidance issued - Responding to COVID-19 PPN 01 20 LBTH revised procurement procedures Established contracts and supplier relationships and engagement	Central Contract register established all expiring contracts identified Modifications to be made to existing contracts in line with govt guidance and LBTH revised procedures	Progress reports to SMT/IMT CIVIL EMERGENCY CONTRACT EXTENSION APPROVAL FORMS received by EMT		TD	Unlikely (2)	High (4)	8	Risk withdrawn procurement exercises reprofiled.	LBTH to approve all contract modifications	4

<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">8th October 2020</p>	
<p>Report Authors:</p> <p>Ben Campbell, Head of Property Services Beverley Greenidge, Head of Neighbourhoods</p>	<p>Report type:</p> <p>For information</p>
<p>Title: New Build Lettings and Pipeline</p>	

1. Introduction

- This report provides an update of the current position on schemes that are in various stages of being handed over.
- How THH track the handover of a scheme.
- An update on the status of Barchester Court.
- Developments that are in the pipeline for handover in 2021/22

2. Scheme letting update.

2.1 Angela Court

Occupation of Angela Court commenced in early August following completion of fire stop works. The block comprises 42 units. Eleven are being held for use as temporary decants from Maltings and Brewster.

Of the remaining 31 units 30 are now occupied. The remaining unit has not been occupied as the prospective tenant is receiving medical treatment.

2.2 Levitas House

Levitas House was originally due to be handed over in June 2020 but due to the Covid-19 pandemic this was delayed, and a revised handover date of 20th July 2020 was agreed and met.

The block comprises 24 units. Viewings and tenancy sign ups have taken place throughout August and September and just one unit remains to be let.

2.3 Pyrus House

Pyrus House was handed over on 26 August 2020. This scheme comprises 33 Units. Twenty-seven viewings and sign ups have taken place throughout September. Of the remaining 6 units:

Three are general needs, two are for joint applicants where one party is abroad, one unit has been refused and a further applicant's details are to be provided by lettings.

Three units are adapted units for project 120 families (these are LBTH waiting list applicants who will require ground floor properties with wheelchair access and some adaptations to the property for a household member with long term mobility support needs). One has been refused and the other two properties require ceiling hoists to be fitted before families can view the property.

2.4 Orwell House

Orwell House comprises 20 units.

The handover for this site was due to take place on 15 September 2020, however, this did not take place due to delays in sign off from Building Control. Handover was due at the time of writing on the 24th September.

The Council has provided access to a ground floor 2-bedroom adapted show flat to facilitate viewings. A total of 16 applicants viewed the show flat on 8th and 10th September.

Floor plans of each unit were made available to assist applicants in understanding where their units sit in the block and to help understand the layout and dimensions of their matched properties.

All applicants have requested to view their own allocated property before signing the tenancy agreement.

3. Handover of a scheme

The planning for a handover begins and is tracked by Tower Hamlets Homes in a document called the 'Road Map to Handover'. This tracks over 100 steps and begins twenty weeks before the proposed completion dates. The actions in the Road Map ensure that all teams that have some involvement in the scheme are kept informed and are able to complete actions in a timely manner to ensure a smooth lettings experience for prospective residents, whilst also ensuring a minimum void period. The document is reviewed and updated weekly.

The Road Map to Handover also continues to track for 12 months after handover. This covers the defects period of a scheme and is used to monitor meetings between THH, LBTH and the developer's aftercare team, as well as planning for a resident satisfaction survey.

4. Barchester Court

Barchester Court comprises 115 units. Developed by the Canary wharf group, the site is due for completion in late February 2021.

THH have started the process of having the site setup on THH systems.

LBTH advised on the 24th of September that the decision has been made to instruct THH to undertake the management of Barchester Court.

The scheme was expected to be completed in January 2021, however, LBTH are undergoing contract extension negotiations with the developer. LBTH have advised this could now be March 2021.

5. Developments in the pipeline

The following schemes are expected to complete in 2021/22. These have all been affected by the national lockdown. These dates are subject to change if any further lockdowns occur.

Scheme Name	No. of units	Completion
Barchester Court	115	Q1 2021
Barnsley St	53	Q1 2022
Hanbury St Garages	7	Q4 2021
Sidney St Library	5	Q3 2021
Keats House	11	Q4 2021
Strahan Road	9	Q4 2021
St Pauls Way	12	Q4 2021
Mellish St	23	Q2 2022

Question from Member of the Public:

The Columbia TRA has been passed an answer to an FOI request submitted by a resident to London Borough of Tower Hamlets relating to major works managed by Tower Hamlets Homes.

It clearly shows that for the financial years of 2017-18, 2018-19 and 2020-2021, Tower Hamlets Homes was billing leaseholders substantial amounts for major works that then, for whatever reason, did not go ahead in that same financial year. The FOI response shows lists 50 blocks where this has occurred, and the sum of money billed is in the region of £4.2 million.

The FOI response also confirmed that it has not been the policy of THH to automatically return this unused money once the decision to cancel or defer the works had been taken nor without application from the leaseholder.

Therefore, we have the following questions for the Board of Tower Hamlets Homes:

Question 1) Is the board aware that this has been happening?

Question 2) If yes, when were you made aware of this practice?

Question 3) Can you confirm that funding for all the scheduled works projects on these 50 blocks had been signed off at Board-level before leaseholders were billed?

Question 4) Before we take this further, do you have an explanation for what has been happening here?

Response to Question from member of the public to Board 8 October 2020:

The FOI shows the information across the borough, not just for the Columbia TRA's area. More than half of the charges raised relate to 2019/20. It also shows the charges raised not the payments received.

The billing of major works on an annual basis has evolved as issues have arisen. In an ideal world the major works programmes will be agreed and costed well in advance and contracts will be in place to allow the works to be delivered. This will then allow accurate estimates to be prepared for leaseholders. As has been reported to Board on several occasions:

- There have been issues with some blocks being withdrawn from the programme or deferred while other options were considered.
- There have also been significant procurement issues that have resulted in some significant delays to some projects.

This has resulted in estimates being raised for planned works on some blocks which have proceeded more than a year later than estimated or actually been deferred.

When we moved to annual billing in 2017 and for every year since, we have informed leaseholders that we would not be seeking any payment for the Major Works element of their service charge estimate until works start on site. Despite this, some £1m of the £4m estimated has been paid in respect of those estimates. Of this approximately £0.5m where works have started and £0.5m where works have not started. £0.7m relates to charges raised for 2019/20.

We had endeavoured to make improvements to the accuracy of the estimates each year to take account of the potential for delays to the programme. Despite the improvements that have been made since 2017 we recognised that there were still unexpected issues arising in the capital programme. For example, most recently the Cabinet decision to restrict the resources available for the programme while the HRA Business Plan is being updated.

We therefore took the decision that for 2020/21 we would not raise an estimate for future major works; instead the costs would be actualised in September 2021 and invoices raised for any major works undertaken that financial year. This will prevent such issues recurring in the future, by billing only once the costs have been incurred.

The annual process for all service charges allows the landlord to raise an estimate at the start of the financial year and then an actual to be served within six months of the end of that financial year. Internal audit have recently completed an audit of the service charge system and assessed a rating of substantial assurance. The process for actualisation is such that at the by the end of September there will be a credit sitting in leaseholders accounts where payments have been made and works not undertaken as per the original programme (or indeed cost less). This credit can then be refunded to leaseholders on their request or kept in their accounts until work does start.

The system that we are working with does not easily allow any refunds to be made unless there is a credit in that leaseholders account. Any credits are only confirmed at the end of the actual process, this means that it is not possible to make refunds within Northgate in respect of any overpayments of major works until the actuals are calculated.

Any repayments outside of the system are prone to error; therefore, they have only been made in exceptional circumstances such as to facilitate a sale of a property. Having said that it should be noted that a very small number of requests for refunds have been made.

We will shortly be writing to any leaseholders in this situation who have credits on their accounts as a result of the actualisation process. This letter will alert them to the option of a refund and invite them to apply for one if they so wish. The letter will also offer to meet any extra costs leaseholders may have incurred as a result of making payments for these major works that have not proceeded.

To address the specific questions

Question 1) Is the board aware that this has been happening?

Question 2) If yes, when were you made aware of this practice?

1 and 2

The Board have been made aware of the move towards annual estimates of Major Works. They have also been made aware of the associated issues, resulting in the decision not to raise an estimate for Major Works from April 2020.

They have not been appraised of the number of leaseholders who have made payments in advance in these circumstances, although the issue was raised by the Board and the process of actualisation was discussed.

Question 3) Can you confirm that funding for all the scheduled works projects on these 50 blocks had been signed off at Board-level before leaseholders were billed?

The programme is reported at a high level with indicative block costs, within the overall budget approved by the Council. The detailed costing of blocks is not reported to Board for approval.

Question 4) Before we take this further, do you have an explanation for what has been happening here?

As above

Officers will draft a reply on behalf of the Chair covering the above facts and any additional Board comments after the meeting.