

MEETING OF THE BOARD
20 February 2020 18:00 – 20:00
 Harford Centre, First Floor, 115 Harford Street, E1 4FG

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. | Questions from Members of the Public | For Discussion | Chair |
| 4. | Open Minutes of the Board meeting on 10 December 2019 | For Decision | Chair |
| <i>Items for decision and discussion</i> | | | |
| 5. | Customer Access Strategy | For Decision | Paul Davey |
| 6. | Business Plan | For Decision | Paul Davey |
| 7. | CE Report | For Decision | Susmita Sen |
| 8. | Towards a New Resident Engagement Strategy | For Discussion | Gulam Hussain |
| <i>Closed Session</i> | | | |
| <i>Items for Decision and Information</i> | | | |
| 9. | Confidential Minutes of the Board meeting on 10 December 2019 | For Decision | Chair |
| 10. | Compliance with Consumer Regulations | For Decision | Paul Davey |
| 11. | HRA and THH Budgets for 2020/21 | For Decision | Neil Isaac |
| 12. | Asset Management Taskforce Progress Report | For Information | Will Manning |

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| 13. | 8 Year Capital Investment Programme | For Information | Will Manning |
| 14. | Value for Money | For Information | Neil Isaac |
| 15. | Corporate Health & Safety Report | For Discussion | Will Manning |
| 16. | Maltings and Brewster Update (Verbal Update) | For Discussion | Will Manning |
| 17. | Forward Plan | For Discussion | Chair |

Items for information and limited discussion

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| 18. | Any Other Business | For Discussion | Chair |
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Date of next meeting – Board Discussion

Tuesday 14 April 2020, 4 – 6pm

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 Paul Davey, Director of Business Transformation, telephone: 020 7364 7328, paul.davey@thh.org.uk

Open minutes of Tower Hamlets Homes Board Meeting
 Tuesday 10th December 2019 **6.10pm to 7:45pm**
 Room Spices, Harford Street, E1 4FG

Board Members Present:

- Ann Lucas (AL) - Chair, Independent Board Member
- Claire Tuffin (CT) - Resident Board Member
- Andrew Bond (AB) - Independent Board Member

Co – Optees Present:

- Mahbub Anam (MA) - Co-Optee to Finance & Audit Committee
- Pam Haluwa (PH) - Co-Optee to Gov.& Remuneration Committee
- Iain Lawson (IL) - Co-Optee to Finance & Audit Committee
- Helen Charles (HC) - Co-Optee to Gov & Remuneration Committee

Officers Present:

- Susmita Sen (SS) - Chief Executive
- Paul Davey (PD) - Director of Business Transformation
- Neil Isaac (NI) - Interim Director of Finance
- Will Manning (WM) - Director of Asset Management
- Beverley Greenidge (BG) - Head of Neighbourhoods
- Sameena Raouf (SR) - Governance Officer

In Attendance:

- Karen Swift (KS) - LBTH Divisional Director of Strategy, Regeneration & Sustainability
- Ian Ford (IF) - THH Lift Engineer (Observing)
- Adam Evans (AE) - LBTH ICT Delivery Manager
- David Mynors (DM) - Digital Strategy Consultant
- Gulam Hussain (GH) - Scrutiny & Resident Feedback Business Dev. Manager
- Stephen Phillpott (SPH) - Head of People Services

Apologies:

- Safia Jama (SJam) - Independent Board Member
- Asma Islam (AI) - Cllr Board Member
- Sabina Akhtar (SA) - Cllr Board Member
- Tarik Khan (TK) - Cllr Board Member
- John Pierce (JP) - Cllr Board Member
- Ann Otesanya (AO) - Director of Neighbourhoods

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| 1 | Welcome | |
| 1.1 | AL welcomed all to the meeting and introduced KS who had replaced Mark Baigent as the permanent LBTH Divisional Director of Strategy. IF was also introduced as a member of staff who had volunteered to shadow SS as part of his development. It was noted the Cllr Board Directors had either written in their comments and agreement to the decision items on the agenda or will be after the meeting. Given HC is no longer a THH leaseholder, it was noted she had been appointed Co-optee to the Governance and Remuneration Committee until the position had been filled. Apologies for absence were noted for the above. | |
| 2 | Declaration of Interest | |
| 2.1 | CT, PH and IL declared their interest as leaseholders of Tower Hamlets Homes. | |
| 3. | Question from Members of the Public | |
| 3.1 | None received | |

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| 4. | Open Minutes of the meeting of the Board on 25 July 2019 | |
| 4.1 | With reference to action 5.3 of the minutes to circulate THH's Whistleblowing policy and procedure, it was noted this was enclosed in the Board pack. | |
| 4.2 | With reference to the action on 7.9 of the minutes for IL to meet with a member of the Business Development team to share his suggestions for the subletting registration process, it was noted this was completed. | |
| 4.3 | With reference to 7.11 of the minutes on the requirement for Board Directors to receive Equality and Diversity training, it was noted a date for this will be confirmed in the new year. | |
| 4.4 | <i>THH Board AGREED the minutes of the meeting of the Board on 17th September 2019.</i> | |
| 5. | Retro Fit Scrutiny Review | |
| 5.1 | GH presented this item to the Board. In April 2018 the Residents' Scrutiny Panel completed a scrutiny review on Energy Efficiency in New Build Properties. Amongst the findings of the review was a recommendation to carry out a further review focusing on the steps taken by THH to date and the potential to carry out further work to improve energy efficiency in older properties through retrofitting. In light of this recommendation, the 'Retrofitting Energy Solutions in Older Properties' scrutiny review was conducted in late June 2019. The report provided recommendations and an action plan in response to a scrutiny review on Retrofitting Energy Efficient Solutions in older properties. | |
| 5.2 | It was noted there are four recommendations in the action plan and that some aspects of recommendation four would be picked up through the Asset Management Strategy. | |
| 5.3 | WM added the measures which come out of retro fitting, and with the knowledge we have of the stock, it would require the insulation of all of our properties. This needs to be put into context and we have to mindful not to raise expectations. | |
| 5.4 | HC commented that she welcomed this piece of work, residents knowing what options they have block by block and conducting surveys and therefore making it clear for residents will be helpful. | |
| 5.5 | In response to KS's query on how close we would be from our existing stock information, WM responded that this would be based on how efficient the measures we can put in are. Cladding and insulation would normally take priority. | |
| 5.6 | ACTION: Recommendation two – THH to develop a strategic approach to underpin investment planning and responsive repairs to be picked up as an item at the Asset Management Taskforce. | WM/SR |
| 5.7 | A discussion was had around development on rooftops and looking at how the whole building could benefit from eco-friendly measures. It was noted an eco-friendly top would require an eco-friendly bottom. | |
| 5.8 | A discussion was had around whether THH are trying to get rid of gas communal heating as residents do not have control full control of the radiator valves. WM confirmed that there are currently no programmes in place for this and no | |

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| | knowledge of how many blocks this affects. | |
| 5.9 | HC commented that this is a good example of where we can make clear where landlord and leaseholder responsibility sits and an acknowledgement that there is a fair package. | |
| 5.10 | The Board thanked the Residents Panel for their hard work and contributions in putting together a comprehensive and realistic action plan. | |
| 5.11 | <i>THH Board NOTED the Scrutiny Review Report and AGREED its action plan.</i> | |
| | <i>GH left the meeting at 7pm</i> | |
| 5.12 | The Board agreed the quality of work coming out from the Residents Panel since GH has been in post had improved significantly. | |
| 6. | Social Media and Networking Policy | |
| 6.1 | SPh presented this item to the Committee. The report proposed to Board a new "Social Media and Networking Policy" for THH. The issue of social media use by staff, in the form of 'closed' instant messaging groups, has materialised as an issue in a recent employee relations cases, of which Board is aware, and it is felt that THH requires a new policy to cover this evolving area. | |
| 6.2 | Reference was made to section three of the report on the basis of our approach, reference was made to 6.4 of the report on communication that employees make in a personal capacity through social media and point 10.2 which covered the disciplinary action process. | |
| 6.3 | In response to MA's query whether LBTH or other Registered Providers have similar policies, SPh responded that there are but these are older. The boundaries of the case we have experienced has made us produce the policy to the organisations' needs. | |
| 6.4 | A discussion was had around members of staff being vilified on social media, it was noted we have a policy in the event members of the public or residents are abusive towards our staff. When we have received abusive email, it has been reported to Police. | |
| 6.5 | ACTION: In response to the review of the Tenancy Agreement, Board agreed a paragraph on resident misuse of social media should be incorporated in it. | AO |
| 6.6 | In response to CT's comment that there is a grey area in the policy between personal and professional use of social media such as LinkedIn, SPh responded as long as it is not involving the employer there cannot be an area for a case to be built. | |
| 6.7 | ACTION: The policy to be explicit in how staff can use social media and how this can be implemented and roll out a 'Frequently Asked Questions' guide along with the policy. | SPh |

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| 6.8 | <i>THH Board AGREED to implement the Social Media and Networking Policy for staff subject to implementation of their comments with immediate effect.</i> | |
| 7. | Outline Business Plan 2020/25 | |
| 7.1 | PD presented this item to the Board. Under the terms of the Management Agreement between the London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit a Business Plan to the Client for comment by 31 st December each year. A full and final version of the Business Plan must then be submitted for agreement on or before 31 st March. | PD |
| 7.2 | Reference was made to appendix one of the report on the Business Plan and Appendix two which outlined THH priorities and how they met the Council's own strategic plans. | |
| 7.3 | Reference was made to the table on point 6.2 of the report which outlined the tasks and timing of works required to complete the Business Plan. It was proposed that a final consultation session be arranged for Members in January. | |
| 7.4 | It was noted we have had three sessions with representatives from TRA's, face to face interviews and that responses reflect the diversity of our residents as a whole. | |
| 7.5 | ACTION: HC suggested in the goals for staff and ways of working section, the importance of empowering staff and that it would be good if it was incorporated here. | |
| 7.6 | <i>THH Board NOTED the Outline Business Plan</i> | |
| 8. | Employee Welfare Policy | |
| | <i>EL entered the meeting at 7.05pm</i> | |
| 8.1 | BG and EL presented this item to the Board. Following the recommendations arising from the Domestic Abuse Housing Alliance (DAHA) Accreditation toolkit, a new policy has been devised for staff who are experiencing domestic abuse. This would be designated as an employee welfare policy. | EL/BG |
| 8.2 | It was noted it is the corporate policy to ensure reporting on domestic violence and that this is our staff corporate policy. This is also to support being awarded the DAHA accreditation. | |
| 8.3 | It was noted the policy outlined THH's responsibilities with a list of agencies and services staff can access. Staff will also be trained via Peoples Services. | |
| 8.4 | ACTION: CT suggested linking domestic violence with children safeguarding. | |
| 8.5 | <i>THH Board AGREED to implement the Staff Welfare Policy with immediate effect.</i> | |
| | <i>EL left the meeting at 7.15pm</i> | |
| 9. | CE Report | |

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| 9.1 | <p>SS Presented this item to the Board. The report provided an update on THH's Vision, Mission and Values following the Board away day and updates from Asset Management, Neighbourhoods and Business Transformation as well as short briefings on the management agreement, meetings with Members, Board Director recruitment, New Builds, Grenfell Inquiry Phase 1 recommendations and the performance report.</p> | |
| 9.2 | <p>With reference to the Vision, Mission and Values statement it was noted this was created to make it more accessible for staff and that we are keen it resonates with them. It was noted the People Strategy would be refreshed using similar language.</p> | |
| 9.3 | <p>KS suggested using the word 'Quality' rather than 'Great'. AL responded one of the attractions of the use of 'Great' was that it is not just down to us and that we want staff to connect to it.</p> | |
| 9.4 | <p>With reference to point 4 of the report on Traffic Management Order Roll Out, PH and IL were thanked for their work and contributions on this project. It was noted it will be going live in March 2020 and that we are looking at increasing the zone sizes so that we can go through them faster.</p> | |
| 9.5 | <p>With reference to point 7 of the report on the update on the Management Agreement, it was noted PD had met with the Council weekly and agreed today on a joint draft management agreement. It was noted he will be meeting with them again the following week and highlight some wording which may need looking at, and the additional functions we will undertake.</p> | |
| 9.6 | <p>KS thanked PD and NI for their work and patience through this process.</p> | |
| 9.7 | <p>SS added in regards to the Grenfell Inquiry Phase 1, the report mainly focused on the background to the fire in 2017 and events that took place on the night of the fire. The report makes 21 recommendations covering the information made available to the fire brigade, the availability of plans for high-rise buildings and the evacuation of the tower.</p> | |
| 9.8 | <p>ACTION: At a future Board meeting, we will have our progress against all the 21 recommendations.</p> | WM |
| 9.9 | <p>WM clarified that Grenfell Inquiry Phase 1 focuses on the the fire service, lifts, on-site storage boxes and more practical issues, the Hackitt Review focuses more about the public information on buildings and changing building regulations. He also added that in the event of a fire, the policy remains 'stay put'.</p> | |
| 9.10 | <p>HC expressed her discomfort that we can not guarantee compartmentalisation and that it is deemed a theoretical assumption. PD commented that the majority of fires are kept within the flat. AC added that it up to the Fire Brigade to move people in relation to a fire and that our view is that we have to tell residents to stay put.</p> | |
| 9.11 | <p>SS added THH have a video which states if you feel in danger, you should leave however the reality is people are leaving the buildings.</p> | |

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| 9.12 | CT queried whether the policy states fire doors which we know we have not got in place for all leaseholders. WM responded that we can only go by what the Government have advised and that the Fire Brigade are currently inspecting our buildings. | |
| 9.13 | KS added that she had attended a LBTH/THH Bi-monthly Operational and Capital Programme meeting the previous week and that the leaseholder fire door issue has not been resolved, this is something which will need to be looked at further. She also added she was impressed with the number of fire safety visits and interested at the Fire Brigades advice on what issues residents have, such as hoarders. Does this compromise the compartmentalisation? It was noted 6000 visits have been carried out in educating tenants and being clear in the Tenancy Agreement has some focus on clutter in balconies and communal corridors. It was noted discussion on enforcement on all these measures has taken place. | |
| 9.14 | With reference to point 11 on Board recruitment, it was noted Nikesh Shah has been successfully appointed as Independent Board Director. He will be invited to the formal Board meeting in February. | |
| 9.15 | <i>THH Board NOTED the contents of the CE Report.</i> | |
| 10. | Social Housing Broadband | |
| 10.1 | AE presented this item to the Committee. The UK Government has set a target that all UK homes should have a fast, full fibre connection by 2025. In order to achieve this target, the Government has encouraged broadband operators to accelerate their network build programmes. New obligations have been levied on landowners to grant access for fibre installation to their properties. | |
| 10.2 | LBTH and THH have taken the opportunity to benefit from the government initiative and intend to upgrade its properties with the potential of full fibre connectivity, leveraging as much social value as its reasonable from interested operators. | |
| 10.3 | It was noted the task of delivering fibre to flats within the Borough is a high profile project to be delivered on behalf of the Council. This will result in up to 1gb to dwellings. | |
| 10.4 | In response to HC's query on whether other providers will be available, AE responded this will not prevent residents from using other suppliers if they wish. | |
| 10.5 | In response to HC's query on whether the pricing is essentially the same as other offerings already available, AE responded that the residents will get much faster broadband at the same price, or lower, than current, slower, services and we are trying to identify the most needy who will receive extra discounts. In response to HC's query whether there are any barriers to residents taking up the offer and whether there are plans to make promote benefits, AE responded there is a pilot underway and that we are trying to get champions in the Borough. Getting over the skills barrier is also a concern but we are looking at the social offer. | |
| 10.6 | In response to HC's query on ingress in the fabric of the building and how we ensure we do not break fire compartmentalisation, AE responded that the conditions of the Wayleave ensure suppliers conduct a survey and have to demonstrate how they are conducting asbestos and fire safety checks. DM added our Health and Safety team also sign off Permits to Work before they can commence. | |

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| 10.7 | It was noted the advice is to check and then carry out spot checks, these are the lessons learnt from the Borough of Hammersmith and Fulham who have carried out the same project. It was noted a variety of sites were chosen and that the operators chose pilot sites from a list recommended by the THH Asset Management department. DM added that pilot sites were partly determined by identifying those which would not be part of the Major works programme during that period. | |
| 10.8 | It was noted that fibre optic cables are much smaller than copper cables so the fabric of our properties will not need to be disturbed in most cases. It was noted installation will be as close to properties as possible and that all our estates and properties will be surveyed. It was noted we are working on a five year programme to complete the majority of installations. | |
| 10.9 | In response to AB's query whether there is anything else that can be provided whilst we are completing the work. AE responded that if we are delivering connectivity in blocks we could use it to connect CCTV, door entry systems, electric notice boards etc. This will require further thought and funding. He added the Government have tried to incentivise this by opening up the infrastructure. There are opportunities to expand further. | |
| 10.10 | A suggestion was made for Claire to become a pilot Board Member since she lives in one of the pilot locations. | |
| 10.11 | <i>THH Board NOTED the Social Housing Broadband report.</i> | |


**Actions Log: Open minutes of THH board
10 December 2019 6.10pm – 7.45pm**

| Item | Action | Who | Due | Status |
|------|---|-------|-----|--|
| 5.6 | Recommendation two – THH to develop a strategic approach to underpin investment planning and responsive repairs to be picked up as an item at the Asset Management Taskforce. | WM/SR | | Completed |
| 6.5 | In response to the review of the Tenancy Agreement, Board agreed a paragraph on resident misuse of social media should be incorporated in it. | AO | | Progress is being made with the discussions being had with the Client for the need to include social media in any clauses we have in our tenancy agreement about tenant behaviour. |
| 6.6 | The policy to be explicit in how staff can use social media and how this can be implemented and roll out a 'Frequently Asked Questions' guide along with the policy. | SPh | | A "drop in" session for staff with questions is scheduled |
| 7.5 | HC suggested in the goals for staff and ways of working section, the importance of empowering staff and good if it was incorporated here. | PD | | Will aim to incorporate the theme of staff empowerment within the narrative of the |

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| | | | | plan. |
| 8.4 | CT suggested linking domestic violence with children safeguarding | EL/BG | | Completed. |
| 9.8 | At a future Board meeting, we will have our priorities against all the 21 recommendations. | WM | | On Forward plan |

Chair

Date

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| <p style="text-align: center;">THH Board of Directors</p> <p style="text-align: center;">20th February 2020</p> |  |
| <p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Hilton Armand, Customer Access Strategic Advisor</p> | <p>Report type: For Decision</p> |
| <p>Title: Customer Access Strategy</p> | |

1. Introduction

1.1 This report requests approval from the Board for the Customer Access Strategy at Appendix 1. The strategy sets out the plans to improve the customer experience when contacting THH and to improve the way in which THH manages this contact. It identifies three priorities, which are:

- Encourage customers to use online self-service, while continuing to offer high-quality alternative ways for customers to access services.
- Increase first contact resolution.
- Reduce the level of avoidable contact.

1.2 Some of the research and trends that have informed the strategy are:

- Although there is a growing appetite for online services, there is still a demand for services to be accessed using more traditional methods such as face-to-face and telephone channels.
- Evidence from the Institute of Customer Service shows that customer satisfaction is influenced by the speed of resolution of enquiries and the ease with which customers can contact the right person (both of these factors are linked to maximising the number of enquiries resolved at the first point of contact).
- Customer satisfaction generally increases as the proportion of avoidable contact decreases.

1.3 Customers were involved in the development of the strategy through a workshop attended by various residents from the Getting Involved Register and several THH staff were also involved in producing the strategy. Finally,

the Customer Experience Task Force was consulted about the strategy and provided various comments, which were reflected in the strategy, including:

- Members reiterated the need to improve the website and MyTHH in order to enable greater engagement with residents.
- There was a view that the out of hours service should be reviewed.
- The Task Force noted that the number of visitors to Rushmead / Watney Market had increased and commented that it is frequently used by vulnerable residents. They felt that further analysis was needed to understand why the figures had increased.
- The importance of having a good social media policy was emphasised and the need to keep this policy up-to-date to take account of new social media apps was also mentioned.
- We need to make more use of the door entry screens in residents' homes to communicate with them.

1.4 The Customer Experience Task Force requested a six-monthly progress update.

1.5 The Board is now invited to approve the strategy.

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| <p>2. Recommendation</p> <p>2.1 The Board approves the attached Customer Access Strategy.</p> |
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Customer Access Strategy 2020-2023

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1. Introduction

At Tower Hamlets Homes, we pride ourselves on putting customers at the heart of everything we do. We want to ensure customers receive a consistently high-quality service using their preferred method of contact.

We know that technology is developing quickly and digital channels are becoming the preferred method of contact for many people. Customers expect to be able to communicate with organisations anytime and anywhere. We therefore want to use technology to make access to our services easier and better for customers, and in particular, we want to ensure customers can use digital channels to contact us 24/7.

We will continue encouraging customers to use our online self-service options by improving our website and our online portal, MyTHH. We recognise, however, that some customers will prefer to access our services in more traditional ways and we will therefore continue to offer customers a choice of ways to access services, including telephone and face-to-face options.

Our Housing Service Centre (HSC) will continue to be the first point of contact for our customers and therefore through this strategy we will ensure the HSC has the right technology and support to resolve as many enquiries as possible at the initial point of contact. We will also ensure there are efficient and effective processes in place so they can refer more complex enquiries seamlessly to specialist teams where necessary.

A key priority of this strategy is to reduce the level of avoidable contact, i.e. contact that is of little or no value to the customer. It includes instances where customers contact us because of poor signposting or where customers are seeking a progress update because a service has not been delivered on time. Reducing avoidable contact will involve redesigning services to meet customers' needs more effectively and efficiently, which will enable us to focus our attention on matters that are of value to customers and on customers who need extra support.

This Customer Access Strategy builds on the work of the Customer Access and Experience Programme and the wider business transformation programme, both of which have already delivered positive results in terms of customer satisfaction, shaping our digital offer and improving services more generally. We are confident that this strategy will play an important role in the next stage of our transformation journey.

Susmita Sen
Chief Executive

Paul Davey
Director of Transformation

2. The strategy and how it supports our purpose and values

The Customer Access Strategy sets out our plans for improving how customers interact with Tower Hamlets Homes (THH) and access the information and services needed. Customer access is a cornerstone of providing excellent customer service and enabling us to provide homes residents can be proud of. The strategy is therefore fundamental to achieving our overall purpose, which is “*Great Homes, Great Services, Great Communities.*” The strategy also supports our corporate values, which are:

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

3. Developing the strategy

As part of the development of this strategy a consultation workshop was held with residents in order to discuss their experiences and priorities for accessing services. The main points from the workshop have been reflected in this strategy and were:

- The HSC call handling service has improved significantly in recent years.
- The Watney Market and Rushmead front-counters provide a valuable service, particularly for vulnerable residents.
- Some residents are unable to go online and therefore it is important to maintain a range of ways to access THH services.
- The offer to translate the Interactive Voice Response (IVR) message into Bengali or Somali is a good initiative.
- The ‘out of hours’ service should be reviewed in order to identify any areas for improvement.
- Waiting times to get through on the main telephone number can be longer during busy periods.
- Greater use needs to be made of texts and social media to notify residents about block outages.

4. The national context

The key national trends that have informed this strategy are:

- The continued growth in the use of online services. Data from the Office for National Statistics (ONS)ⁱ shows that in 2019, 93% of all households in the UK had access to the internet, which was a rise of 3% from 2018 and an increase of 23% in the last decade. Also, 87% of all adults used the internet daily, which is an increase of 32% in the last decade. The increase in online use means there is a greater expectation among customers that they will be able to access more services online.
- The need for efficiencies continues to be a priority for social landlords, many of whom are still dealing with the impact of the 1% rent reduction introduced in 2016. The Social Housing Regulator has also signalled the continued importance of value for money and the need for efficient services by introducing new value for money metrics in 2019. The continued emphasis on efficiency makes it essential to make full use of online channels as these are generally more cost-effective than other access channels (research by Price Waterhouse Coopers showed that the cost of an online transaction is £0.08p compared to £3.39 for a telephone transaction and £10.53 for a face-to-face transactionⁱⁱ).
- According to the Institute of Customer Service (ICS), there has been a steady reduction in customer satisfaction across all sectors, including the local public services sector which has been declining since 2017ⁱⁱⁱ. The ICS report shows that the top three areas customers believe organisations in our sector should improve are all closely linked to customer access and are:
 - Making it easier to contact the right person to help;
 - Speed of response/resolution; and
 - Availability of the service.
- Research carried out by HouseMark^{iv} showed that customer satisfaction generally increases as the proportion of avoidable contact decreases.

5. Our customers

THH has responsibility for managing over 21,000 homes on behalf of the council (53% of these are tenanted properties and 47% are leasehold properties). The demographic make-up of the tenants and leaseholders who live in these homes reflects the diversity of the borough:

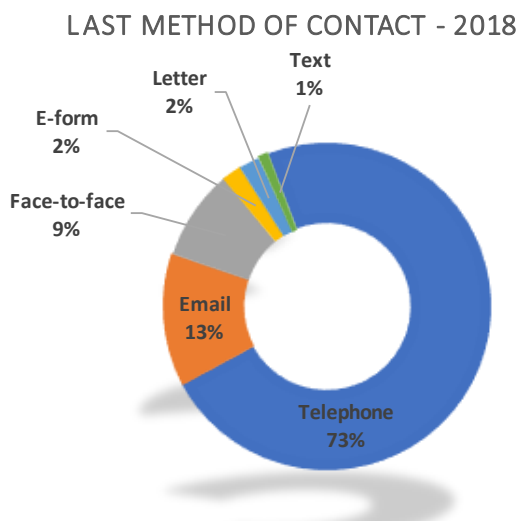
- The average age for THH tenants is 52.2 years and for leaseholders it is 54.2. These figures are very similar to the average age for UK social housing tenants (53 years old)^v, but are much higher than the average age for all adults living in the borough of Tower Hamlets (39.1 years). The percentage of

adults over 65 is also much higher among THH tenants and leaseholders (22.3% and 12.5% respectively) than for the borough as a whole (8.1%).

- The percentage of THH tenants from Black and Minority Ethnic (BME) groups is 72.8% and for leaseholders the figure is 40.9%. Bangladeshi residents are the largest ethnic group, making up 39% of Tower Hamlets Homes’ tenants and leaseholders.
- The most widely spoken languages , other than English, among our residents are: Bengali, Somali, Chinese, Vietnamese, Polish and Arabic.
- The percentage of THH tenants with a disability is 18.6% and for leaseholders the figure is 3.3%.
- Based on research carried out by the council^{vi}, we estimate that 84% of THH tenants and 95% of leaseholders have access to the internet.

6. Customer access channels

Telephone calls continue to be the most popular method of contact for THH residents as confirmed by a survey of tenants and leaseholders carried out in 2018^{vii}:



Despite being the most popular method of contact, our data shows that the volume of telephone calls is reducing, whereas online visits and email volumes are increasing (illustrating the growing use of digital technology). It is noticeable that the number of visitors to the Watney Market and Rushmead offices has increased, which shows that there is still a demand for face-to-face facilities:



Telephone calls

- In 2018/19, the Housing Service Centre (HSC) received 179,555 calls (down from 197,497 in 2017/18).
- In 2018/19, 61% (110,359) of the calls were about repairs.



Online

- As at 30th Nov 2019, 5,423 residents had registered on MyTHH (an increase of over 2,000 in 12 months).
- In 2018/19, there were 114,189 unique visits to the THH website compared to 112,077 in 2017/18.



Email

- In 2018/19, 13,105 emails were received by the HSC, while the projected number for 2019/20 is over 16,000.



Face-to-face

- In 2018/19, THH received 31,461 visits to the Rushmead and Watney Market 'One Stop Shops' (up from 27,477 in 2017/18).

Customer surveys carried out by an independent company, Kwest, show that most customers who have telephoned the HSC or visited one of our front counters at Watney Market or Rushmead say their enquiry was resolved first time. In 2018/19, 90.3% of the customers surveyed said this was the case and in 2019/20 (Apr-Nov) the figure was 94.0%. While these are excellent results, we need to do more to understand how many enquiries are fully resolved at the first point of contact, without the need to transfer the customer or phone the caller back. Research recently carried out by HouseMark shows top quartile performance among social landlords for this indicator to be 84%^{viii}.

7. Our customer access priorities 2020-23

Research has shown that online services provide a cost-effective and convenient way for customers to access services. However, we recognise that for various reasons, not all of our customers will be in a position to access online services. Therefore, our Customer Access Strategy is based on the principle that we will continue to provide a range of channels for customers to access services while encouraging customers to make use of online self-service where possible (encouraging greater use of online services will enable us to spend more time assisting customers who need extra support). We will therefore continue improving our online offer, and in particular, will provide a more effective online system for customers to report repairs and book appointments.

We will maximise the number of enquiries resolved at the first point of contact, which in most cases will be via the Housing Service Centre (HSC). Research by the Institute of Customer Service shows there is a close link between how quickly enquiries are resolved and the level of customer satisfaction. We will therefore

ensure that our staff have the necessary tools, skills and knowledge to resolve as many enquiries as possible at the first point of contact. Also, we will make our processes more efficient by automating transactions and minimising the level of avoidable contact, for example, by providing timely progress updates via SMS and ensuring that customers are given clear information about our service standards. Our research shows that there is a great deal of scope for reducing levels of avoidable contact; for example, over 40% of repair calls received by the HSC during 2019/20 did not result in a repair order being raised, which suggests that many of the calls are avoidable contact such as customers chasing a repair.

We know that many of the telephone calls we receive about anti-social behaviour (ASB) and rent or service charge arrears involve detailed conversations and therefore we will continue to offer separate options for these services on our Interactive Voice Response (IVR) telephone menu so that customers can get straight through to our specialist teams. At the same time, we will build the capacity of the HSC to deal with rent enquiries, including low-level arrears, so they can provide a more comprehensive service to customers.

We intend to reduce the volume of emails received by encouraging customers to use electronic forms via MyTHH. These forms will make it easier to track enquiries to ensure customers receive a timely response. The completed forms will automatically be routed to specialist teams or to the HSC for triaging / action.

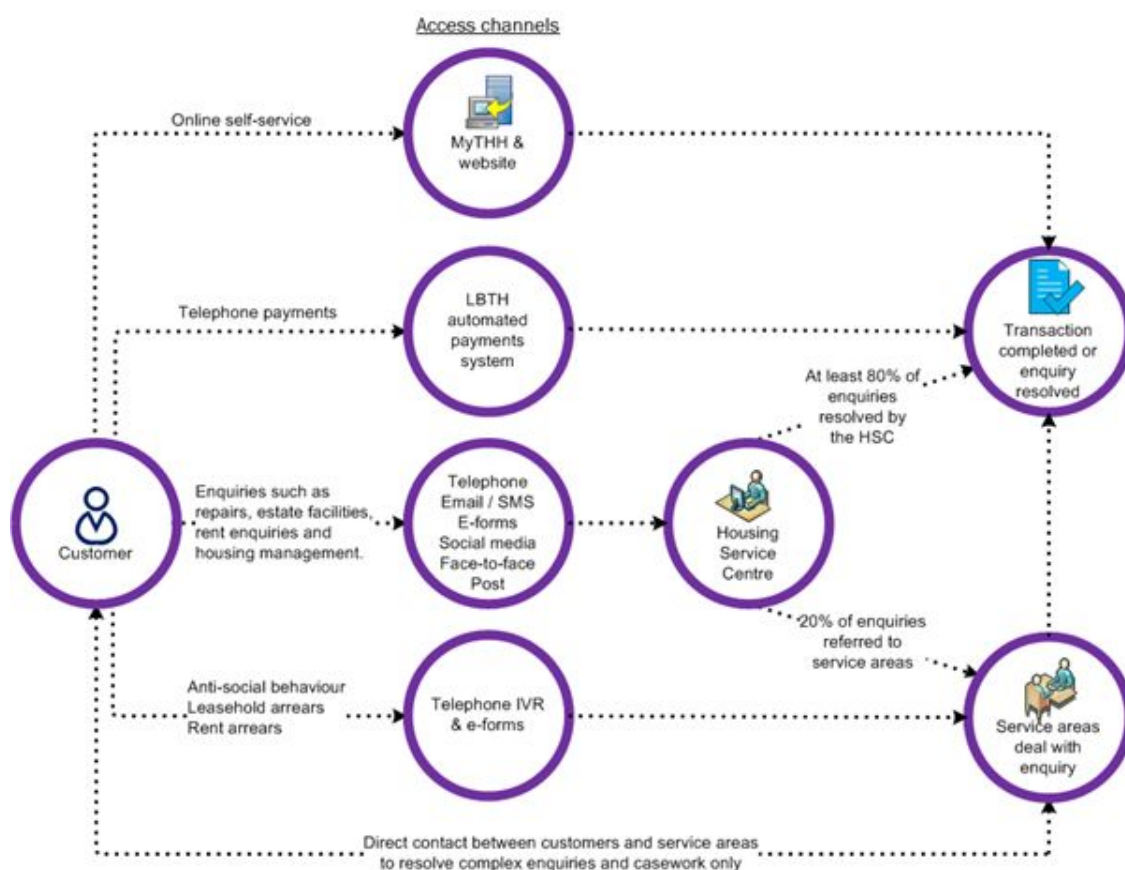
Our research shows that there is still a demand for customers to report issues face-to-face and therefore we will continue to provide a high-quality front-counter service. However, given the relatively high costs of providing this type of service, we will keep the front-counter service under review, including monitoring the number of visitors to the Watney Market and Rushmead offices. We will also carry out analysis to understand the reasons for customers' visits to these offices.

The growing number of people using social media platforms such as Twitter and Facebook means there are now more opportunities to communicate and share information with customers using these communications channels. We will therefore review our social media policy in order to maximise these opportunities and look into the possibility of introducing an overall social media management platform which is integrated with the telephony system.

Improving value for money is a key theme of this strategy and is reflected in our priorities of encouraging more online self-service, maximising the percentage of enquiries resolved at the first point of contact and reducing the level of avoidable contact.

In order to deliver the priorities contained within this strategy, our preferred operating model is:

Tower Hamlets Homes Preferred Operating Model



During the period of this strategy, we will focus on three priorities to improve the quality and efficiency of our customer access channels:

- i. ***Encourage customers to use online self-service, while continuing to offer high-quality alternative ways for customers to access services.***
 - Complete the review of the THH website to ensure it is intuitive, simple and useful for customers, and clearly signposts customers to the online self-service options.
 - Upgrade and improve the functionality of MyTHH, including increasing the visibility of leaseholder service charge transactions and enabling customers to view key documents.
 - Develop a range of integrated e-forms that are accessible via MyTHH to replace email as the main form of digital communication.
 - Introduce the new online self-service repairs portal for customers, including the facility to book appointments using a 'resource scheduler'.

- Use the resource scheduler to offer appointments for other areas of work such as settling in visits, property viewings, etc.
- Introduce webchat.
- Intensively promote the benefits of using MyTHH and the website.
- Review the front-counter service at Watney Market and Rushmead, including monitoring the number of visitors to both offices and understanding the reasons for the increased number of visitors.
- Review the social media policy to ensure that posts from customers are managed effectively and look into the possibility of introducing an overall social media management platform which is integrated with the telephony system.
- Evaluate and improve the effectiveness of the 48-hour call back system.

ii. *Increase first contact resolution.*

- Analyse the reasons for customer contact and redesign processes where appropriate to enable the HSC to resolve at least 80% of calls at the first point of contact. Ensure the HSC staff have the necessary tools, knowledge and skills to resolve the enquiries.
- Enable customer-facing staff to have a single view of the customer, including contact history by moving the remaining processes in Comino to Northgate Task Manager and exploring the potential use of Northgate's CRM module.
- Store all procedures and policies centrally with version control for ease of access by staff and clear ownership of individual documents.
- Rationalise management reports so that data is used to provide customer insight and aid decision-making. Explore the possible use of the Northgate data warehouse solution for generating reports.
- Consider booking appointments for other staff as part of HSC processes (this includes access to Neighbourhood Housing Officer and Repair Inspectors' electronic calendars)

iii. *Reduce the level of avoidable contact.*

- Collect and analyse data to identify the main reasons for avoidable contact and use this information to redesign services in order to reduce avoidable contact and reduce telephone wait times.
- Review working arrangements to ensure enquiries can be transferred from the HSC to other teams as quickly and seamlessly as possible.

- Review the out of hours service, including understanding any areas of dissatisfaction, to ensure customers can easily access the service, and they receive an effective response.
- Improve the callback service for customers and reduce the level of manual intervention required to manage the system.
- Review the Interactive Voice Response (IVR) system to ensure it is user-friendly, efficient and effective and makes the best use of skills within the HSC.
- Ensure staff have access to an effective repairs diagnostic system.
- Review the suite of repairs schedule of rates codes used by the HSC and provide ongoing training on repairs ordering to help ensure repairs are carried out right first time.
- Increase the use of automated SMS messages and emails to keep customers informed and allow tracking of their enquiries (this includes increasing the use of texts, social media and emails to notify customers of block outages and faults with door entry systems).
- Automate key processes using workflow in Northgate Task Manager to improve service delivery.
- Make use of the door entry system and lifts screens to communicate with residents.

8. How we will measure success

The key outcomes we want to deliver through this strategy are to:

- i) Increase customer satisfaction with the handling of enquiries by maximising the number of enquiries resolved at the first point of contact and by ensuring customers receive a high-quality service via their chosen method of contact.
- ii) Improve the customer experience by reducing levels of avoidable contact.
- iii) Increase efficiency by encouraging customers to use digital communication channels where possible and by automating repetitive transactions.

The performance indicators we will use to monitor the success of this strategy are:

- The percentage of calls received by the HSC that are resolved at the first point of contact;

- Percentage of calls answered by the HSC;
- Customer satisfaction with the ease of getting hold of the right person;
- Customer satisfaction with the way their enquiry was handled;
- Reduction in the number of calls received by the HSC;
- Reduction in telephone calls as a proportion of all contacts;
- Increase in the number of online enquiries;
- Increase in the number of online payments;
- The number of unique visitors to MyTHH;
- The number of visitors to the THH website.
- Reduction in the level of avoidable contact.

9. Monitoring and reviewing the strategy

The Customer Access and Process Automation Project Board will be accountable for the successful delivery of the Customer Access Strategy and will be renamed the Customer Access Strategy Group. The group will provide the necessary direction to enable the successful implementation of the strategy. The Customer Access and Experience Programme Board, which is comprised of senior managers, will ensure that the strategy is delivering the required benefits to customers and the organisation and will provide monthly progress reports to the Executive Management Team. The Customer Experience Task Force, which includes members from the THH Board of Directors, will provide the necessary Board level scrutiny.

As technology is rapidly changing and will play an important role in the successful delivery of this strategy, it is essential that the strategy is flexible and remains a 'live' document. Therefore, it will be kept under review by the Customer Access and Experience Programme Board.

10. Communicating the strategy

In order to successfully deliver the Customer Access Strategy it is essential that all THH staff are aware of the strategy and are committed to its delivery. We will therefore involve a wide range of staff in delivering the actions and will communicate the contents of the strategy to all THH staff using the following methods:

- Roadshows and team meetings
- The e-communications weekly newsletter
- The intranet and Workplace
- Internal TV screens
- Drop-in sessions for staff to ask questions about the strategy.

We will also ensure that our customers are aware of the strategy by publicising it in Open Door (our quarterly newsletter for residents) and on our website. Finally, we will ensure that our partners such as the Council and contractors receive information about the strategy.

11. Our action plan

A separate action plan has been produced to show the specific actions that will be taken to deliver the priorities contained in this strategy. The necessary resources will be brought together from across the organisation to deliver the actions.

-
- ⁱ *Internet Access - Households and Individuals, Great Britain: 2019*, ONS
 - ⁱⁱ *The Economic Case for Digital Inclusion*, Price Waterhouse Coopers, Oct 2009.
 - ⁱⁱⁱ *UK Customer Satisfaction Index, July 2019*, Institute of Customer Service
 - ^{iv} *Customer Excellence Benchmarking Report 2016*, HouseMark
 - ^v *English Housing Survey, Social Rented Sector, 2017-18*, Ministry of Housing, Communities and Local Government, 2019
 - ^{vi} *Tower Hamlets Annual Residents' Survey 2017 - Digital Inclusion and Communications*, LBTH
 - ^{vii} *Institute of Customer Service - Business Benchmarking Survey, Nov 2018*
 - ^{viii} *Customer Experience Comparison Project - Analysis Report 2019*, HouseMark

| | |
|---|---|
| <p>Board of Directors</p> <p>20th February 2020</p> |  |
| <p>Report authorised by: Paul Davey, Director of Business Transformation</p> <p>Report Author: Sarah Pace, Head of Business Development</p> | <p>Report type: For decision</p> |
| <p>Title: Tower Hamlets Homes Business Plan 2020/21 – 2025/26</p> | |

1. Introduction

- 1.1 This paper presents a working draft of the THH Business Plan for comment and approval of the THH Board, in advance of its submission to the Client by 31st March 2020.

| | |
|-----|--|
| 2 | Recommendation: |
| 2.1 | That the Board suggest any amendments to the draft 2019/20 Business Plan. |
| 2.2 | That the Board delegate authority for future amendments, including finalisation of deliverables and business critical indicators and targets to the Chair and Chief Executive, in negotiation with the Client. |
| 2.3 | That Board comment on and propose any changes to the Board suite of supplementary indicators and delegate authority to the Chair and Chief Executive to finalise. |

2. Business Plan

- 2.1 Under the terms of the Management Agreement between the London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit an annual Business Plan to the Client for agreement on or before 31st March each year.
- 2.2 This year marks the first year of a new 5 year Business Plan for THH. The plan has been developed to take account of and align with the Councils Strategic Plan. Furthermore, it has been informed by residents priorities and reflects feedback previously provided by the

Board.

- 2.3 The draft Business Plan is attached as **Appendix A**.
- 2.4 The recommended structure of the document seeks to clearly align what we will do and what we will measure to our organisational purpose. The document also clearly links the Business Plan to related strategies (most of which are due to be refreshed this year).
- 2.5 Work to refine the 'Delivery' section of the plan is underway. Finalisation is dependent upon detailed resource planning internally and budget confirmation from the Client. Approval is therefore sought from the Board to delegate authority to the Chair of the THH Board and CEO to agree future amendments in negotiation with the Client.
- 2.6 Work is also planned to edit the document, with the help of a communications expert. Through this process we are seeking to replicate the clarity of language provided by our new purpose and values, providing an accessible and engaging plan that all staff understand and can commit to.
- 2.5 **Appendix B** provides the current suite of additional indicators that have historically been reported to the Board to provide a more rounded view of performance. Board are invited to comment on any changes they would like made. This suite is entirely at the discretion of the Board and changes can be made at any point in the year
- 2.7 As is the case for finalising the detail of the Business Plan, delegated authority is sought to conclude work on Board suite indicators and targets to the Chair of the THH Board and CEO.

CREATE GREAT

4.1

THH Business Plan 2020/21 – 2025/26

Working draft V. Board

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Forward

We have travelled a long way in the last four years. What residents think about the services we provide is the ultimate measure. Guided by our previous Business Plan, *Working Together*, we are pleased to have consistently increased satisfaction with our services. Since 2016 all resident satisfaction has risen by x% and tenant satisfaction now stands at x%..

Our solid track record in improving performance was a major factor in the Council's extension of the Management Agreement which is set to run for eight years.

Create Great, is our Business Plan to March 2026. In consultation with residents, our Board, staff and the Council we have refreshed our vision to inspire and galvanise staff to work together for a common purpose – a purpose that places great homes, great services, and great communities at its heart.

This plan will guide the next big step forward in the transformation of services for residents. It directly contributes to achieving the Council's priorities as established in the Strategic Plan and importantly responds to what residents have told us is important to them.

The plan takes account of the changed context in which we now operate including new regulatory changes heralded by the Social Housing Green Paper, findings from the Phase 1 Grenfell Tower Enquiry and the requirements of the new Building Safety Regulator.

{Forward to highlight}:

- *How we do things (culture) as important as what we do – doing the right things in the right way*
- *Changed context – regulation & safety (we're in a good place)*
- *Efficiency / VfM – it's getting tougher*
 - *collaboration with partners to maximise outputs and impact*
 - *leaseholder expectations*
 - *digital delivery*
- *Focus on sustainability*

PART 1: Looking Forward

4.1

Context Overview

National Context

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

The Social Housing Green Paper is one of the drivers for the Business Plan. Our ongoing commitment to working for and with residents, together with our prioritisation of building safety and creating great communities are reflective of the core themes of the Green Paper.

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

Beyond the changes signalled by the Green Paper, a new building safety regulator, outcomes from the Grenfell Tower Inquiry and climate change will all impact on the delivery of services – this Business Plan ensures our strategic focus.

Alongside, forthcoming regulatory and policy changes we are working to mitigate workforce pressures. Later retirement, an overall aging population, scarcity of labour brought about by current high employment and changes in immigration practices are leading us to find new and more creative ways of attracting and growing our talent.

Local Context

Council Strategy

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

Our Business Plan is anchored to the Councils Strategic Plan and all that we aspire to is framed by it. **Appendix 1** provides an at a glance reference to show the linkages which in summary are:



Our Residents

We are proud to provide services, on behalf of the Council, for approximately 11,500 tenanted homes 9,500 homes in leasehold ownership. The makeup of residents who live in the homes we manage reflects the rich and valuable diversity of the borough.

- Over 70% of tenants are from a black and ethnic minority background with approximately 39% of all residents coming from the Bangladeshi community.
- The average age for THH tenants is 52.2 years and for leaseholders it is 54.2 - much higher than the average age for all adults living in the borough which stands at 39.1 years.
- X% of leaseholders have privately let their home and this tenure group is anticipated to increase in size.
- The percentage of adults over 65 is also much higher among THH tenants and leaseholders, 22.3% and 12.5% respectively, than for the borough as a whole (8.1%).
- The most widely spoken languages, other than English, among our residents are: Bengali, Somali, Chinese, Vietnamese, Polish and Arabic. - 7% of residents require a language other than English to access services,
- One in ten residents identify themselves as having a disability.

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

The priorities set out in the business plan were developed in collaboration with residents. We worked closely with TRAs and actively involved residents across a series of workshops led by our Executive Team. To ensure we heard a broader range of views, workshops were complemented by a borough wide survey.

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

Delivery

Our Purpose

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

Developed in response to the Council’s priorities and after listening to our residents’ hopes and aspirations, our Purpose provides a clear way forward, helping to shape our focus on residents, supporting strategies, delivery actions and performance measurement.

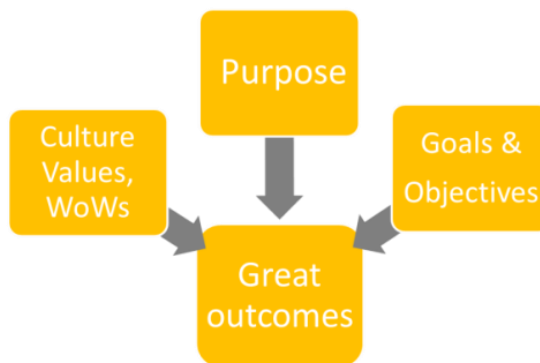
Our Values

Beneath the clarity and simplicity of our Purpose sit our Values, which provide a constant guide to our thinking and our actions; and, our Ways of Working – our golden rules.

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

Our Ways of working (WoWs)

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



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

Great Homes

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

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

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

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

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

| 2020/21 Deliverables {tbc} | | |
|---|--------|----------|
| Deliver Better Neighbourhoods Programme. Including fire safety work | | |
| Work with partners to adopt Grenfell and Hackitt recommendations | | |
| Deliver place shaping pilot | | |
| Refresh Asset Management Strategy | | |
| Develop the first THH Sustainability Strategy | | |
| Tender / Mobilise new Repairs Contracts | | |
| Tender / Mobilise new major works contract | | |
| Continue the roll-out of TMOs | | |
| 2020/21 Business Critical Indicators {tbc} | | |
| Indicator | Target | Rep freq |
| B N Programme satisfaction | | |
| ASB satisfaction {may move to communities} | | |
| Programme delivery / spend | | |
| Caretaking satisfaction | | |
| Repairs right first time | | |
| Repairs satisfaction | | |
| FRA's measure | | |
| Gas safety | | |
| MW collection | | |

Great Services

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

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

To achieve **modern and value for money** services we will extend the range of services available on-line so residents can access us when and how it suits them.

Maximising the potential for mobile working will mean staff can be more effective and efficient.

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

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

| 2020/21 Deliverables {tbc} | | |
|---|--------|----------|
| Deliver on-line repairs ordering for residents who choose to access services electronically | | |
| Deliver 2 nd phase of mobile working - extend provision to x, y & z | | |
| Refresh Customer Access Strategy and establish efficiency targets | | |
| Roll-out process automation - first x number of processes automated | | |
| Go live with on-line parking permits | | |
| Deliver Leaseholder Services Action Plan | | |
| Deliver leadership development programmes to reinforce customer first culture | | |
| Review the rent service to meet the challenges of the future | | |
| Agree and implement a tenant management strategy | | |
| Implement new tenancy agreement | | |
| 2020/21 Business Critical Indicators {tbc} | | |
| Indicator | Target | Rep freq |
| Rent collection | | |
| Service charge collection | | |
| Tenant satisfaction | | |
| L/H satisfaction | | |
| THH does what it says | | |
| Complaints – on time/ escalation | | |

Great Communities

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

Our approach to delivering great communities detailed primarily in the: Community Investment Strategy.

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

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

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

| 2020/21 Deliverables {tbc} | | |
|---|--------|----------|
| Refresh Community Investment and Resident Engagement Strategies | | |
| Renegotiate contract for the provision of policing and security | | |
| Commission 3 year youth services contract | | |
| Evaluate current employment contract and re re-procure 3 year contract | | |
| Evaluate current ASB diversionary activity and re-procure 3 year contract | | |
| Explore feasibility of transferring the management of temporary accommodation to THH. | | |
| Work with LBTH to agree strengthened application of private sector housing powers | | |
| Deliver THH Safeguarding Action Plan | | |
| Work with LBTH to increase supply through roof-top development | | |
| Manage new homes to support the Mayors new homes commitment | | |
| 2020/21 Business Critical Indicators{tbc} | | |
| Indicator | Target | Rep freq |
| Employment contract target | | |
| ASB diversionary contract target | | |
| Youth services contract target | | |
| Social isolation contract target | | |
| FHC target | | |
| Void Management long term | | |
| Void Management – short term | | |

Our Culture & People

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

Enhancing the efficiency of our services in order to deliver *Great Services* will mean the introduction of new technologies and more agile working methods. This will mean we need to change the way we work and the way we lead our workforce, strengthening a culture where we manage by impact and outcome rather than by time and presence, and where staff are recognised for the value they add and protect for our residents and organisation.

Building inclusive services means that we will need to unlock the value of our diverse workforce. This requires us to develop our organisational culture to be truly inclusive, with our staff feeling confident to bring their full selves to work, and having a voice in the organisation that enables them to share and use their own experience to improve services. We will also need to develop the way we design work within the organisation, maximising flexibility of job roles in order to attract the best skills from a diverse talent pool. This will be accompanied by the continued development and evolution of our employment offer, with THH adopting a clear competitive position in the social housing marketplace to ensure that we can attract and retain the best talent for years to come.

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

These changes will require us to deliver a step change in the way we lead and manage our staff, as well as driving forward increased skills and professionalisation within our workforce.

Our Governance

Board

Our Board provides leadership to ensure that the requirements of the Management Agreement are met. Comprising of twelve directors, the Board’s membership is four residents, four councillors and four independents.

The Board work closely with our Executive Team and through collaboration and effective challenge they drive us forward.

Strong linkages with the Council are maintained through formal quarterly meetings with the Mayor.

Residents Panel

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

The Panel consists of five tenants, four resident leaseholders and two tenants of leaseholders; each serving a three year term.

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

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

Our Finances

Value for Money

{In development}

Financial Position (

{In development}

More detailed financial information is provided at Appendix 2

PART 2: Looking Back

4.1

Our Performance

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

{All figures to be verified}

Resident Satisfaction

| Measure | Q4 15/16 YTD | Q3 19/20 YTD | Trend |
|--|--------------|--------------|-------|
| Tenant satisfaction with overall service from THH | 83% | 89% | |
| Leaseholder satisfaction with overall service from THH | 65% | 70% | |
| Resident satisfied that THH does what it says | 77% | 81% | |
| Tenant satisfaction with repairs | 90% | 89% | |
| Resident satisfaction with major works | 77% | 93% | |
| Resident satisfaction with caretaking | 84% | 87% | |
| Residents satisfied with grounds maintenance | 87% | | |
| Residents satisfaction with condition of their home | | | |
| Resident satisfaction with their neighbourhood | | | |
| Resident satisfaction with being kept informed | | | |
| Keeping residents informed | 84% | | |
| Taking residents views into account | 70% | | |
| Resident satisfaction with Housing Service Centre | | 93% | |

Service Indicators

| Indicator | Q4 15/16 YTD | Q3 19/20 YTD | Trend |
|---------------------------------------|-----------------|-----------------|-------|
| % gas safety | 100% | 100% | |
| Average short term void re-let (days) | 30 | 22 | |
| Average long term void re-let (days) | 106 | 42 | |
| Rent collected as % of rent due | 99.7% | 101.7% | |
| Major works charges collected | 106% | 130% | |
| Service charge collected | 104% | 103% | |
| Void rent loss | 0.7% | 0.5% | |
| Complaint response on time | 64% | 95% | |
| Member enquiry response on time | 54% | 91% | |

4.1

Service Improvement Projects

Service improvement has been driven through our Customer Access and Experience Programme an ambitious transformation programme designed to:

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

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

| Project | Measure |
|--|---|
| Better Neighbourhoods / Safe Homes | {to follow } |
| Community Partnership | <p>188 residents secured jobs (April 17 to Dec 19)</p> <p>150 residents benefited from accredited training (April 17 to Dec 19)</p> <p>Approximately 2,500 residents accessed support through the Financial Health Centre (Sept 18 to Dec 19)</p> <ul style="list-style-type: none"> • Over £650k debt consolidated • Over £1.6m benefits applied for <p>96 community organisations received £108k in small grants to run community led projects *April 16 to Dec 19)</p> <p>Almost 4,500 residents have attended THH hosted events in the last 2 years</p> |
| Digital Strategy – On-line services & mobile working | <p>5,500 residents registered for MyTHH (Jan 20)</p> <p>Non-repairs calls reduced by 1/3rd (year 1)</p> <p>xNo of repairs and estate inspection transactions completed using mobile working.(x to Y)</p> <p>£x saving attributable to mobile working (y to Z)</p> <p>Introduction of any day direct debits – 42% increase in residents paying by direct debit (March 19)</p> |
| Communal Repairs | Percentage of repairs completed right |

| | |
|------------------------------------|--|
| | <p>first time increased from 62.5% to 84.5% (March 18 to Sept 19)</p> <p>Repairs completed on time increased by 4% to 98.7%(March 18 to Sept 19)</p> <p>The proportion of repairs where the contractor was recalled reduced from 19.4% to 4.2%f (March 18 to Sept 19)</p> |
| Parking | <p>Over 3,000 less calls per year (51% reduction) in calls concerning parking</p> <p>Informal TMO consultation carried out {xxxxx}</p> <p>Statutory consultation commenced in 2 TMO areas (Wapping & Shadwell)</p> |
| People Strategy | <p>Increase in staff saying “residents are at the heart of what we do” from 73% to 90% (Nov 17 to Jan 20)</p> <p>Reduction of sickness lost due to mental illness down from an average of 160 days a month to 50 days</p> <p>Net staff satisfaction with their job up from 46% to 57% (Nov 17 to Jan 20)</p> <p>25 apprentices started with THH between Jan. 18 and Jan. 20t</p> <p>50% reduction in disciplinary cases (March 16 to March 18)</p> |
| Anti-social behaviour | <p>10% increase in residents satisfaction with how cases are handled</p> <p>{other stats to follow}</p> |
| Management of leaseholder sub-lets | <p>Over 5,500 leaseholders contacted</p> <p>Registered subletting increased from 3.7% to 21% (Dec 18 to Dec 19)</p> |

Appendix 1 – Delivering LBTH Priorities
{in development}

Appendix 2 – Resources
{in development}

Appendix 2 – Resources

MANAGEMENT FEE

4.1

2019/2020

2020/2021

Income

Management Fee
Rechargeable salaries
Additional Management Fee
Other Income

Total

Expenditure

Employee Costs
Agency Costs
Other Employee Costs
Non Salary

SLAs

Total

MEDIUM TERM FINANCIAL PLAN 2019/20 – 2024/25

INDICATIVE HRA BUDGETS


| Housing Revenue Account | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|---------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | Forecast Outturn £'000 | Draft Budget £'000 | Draft Budget £'000 | Draft Budget £'000 | Draft Budget £'000 | Draft Budget £'000 |
| INCOME | | | | | | |
| Dwelling & non dwelling rents | | | | | | |
| Tenant & Leaseholder service charges | | | | | | |
| General Fund contributions | | | | | | |
| GROSS INCOME | | | | | | |
| EXPENDITURE | | | | | | |
| Repairs & Maintenance | | | | | | |
| Supervision & Management | | | | | | |
| Special Services, Rents rates & taxes | | | | | | |
| Increased/(Decrease) provision for bad debts | | | | | | |
| Capital Financing charges | | | | | | |
| GROSS EXPENDITURE | | | | | | |
| NET COST OF HRA SERVICES | | | | | | |
| Investment Income received | | | | | | |
| Debt repayment | | | | | | |
| Appropriations | | | | | | |
| Revenue Contribution to Capital (RCCO) | | | | | | |
| NET POSITION | | | | | | |
| Balances | | | | | | |
| Opening balance | | | | | | |
| (Surplus)/ Deficit on HRA | | | | | | |
| Closing balance | | | | | | |

INDICATIVE THH HOUSING CAPITAL PROGRAMME {version 1}

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

INDICATIVE THH HOUSING CAPITAL PROGRAMME {version 2 - 30% over programme}

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

| | |
|---|---|
| <p>Board of Directors</p> <p>20th February 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 from Neighbourhood Services, Asset Management and the Business Transformation division.

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

3. Neighbourhoods Update

3.1 Caretaking restructure

Board Directors will recall that we have been restructuring the caretaking service. The caretakers have been undertaking and recording their regular monthly fire safety inspections, and this is working well. We intend to look at ways to automate the largely manual process in the coming months.

Recruitment to new roles in the combined drainage and support team have been taking place. The new manager has been recruited and we will have completed the recruitment to the team leader roles by week commencing 17th of February.

The new combined team are being trained in the broader range of combined duties and we anticipate the new arrangements being fully operational by April this year.

3.2 Services to leaseholders

We are now moving forward with the leasehold improvement plan following the work undertaken by the Housing Quality Network and the Leasehold Steering Group. As board Directors will recall the report contains a phase one action plan and we have prioritised 36 recommendations specified in the report. We have published the headline report on our website and sent a copy to members and the local MPs. We have also written to all

leaseholders who were involved in the work on the review and improvement plan and sent them a link to the item on our website. The action plan will be over seen by the Customer Experience Task Force.

Work is also underway between Finance and Leasehold Services to prepare the 20/21 service charge estimate. This year we plan to use the improved letters that the external communications company helped us with which take account of feedback from leaseholders.

3.3 Update from the Fire Safety Team

Phase 2 of the Fire Safety Team (FST) programme started on 23rd April 2019. To date the Team have completed 1721 visits across 31 blocks. Access has been gained to 1586 homes.

Communal Areas in 25 blocks have been cleared and handed back to the Neighbourhood Housing Officers to maintain.

To date 225 vulnerable residents have been identified and 21 referrals have been made for additional support and eight residents with hoarding tendencies have been referred to the Neighbourhood Housing Officers to offer continuing support.

Twenty nine suspected sublet properties have been referred to the tenancy fraud team for investigation.

Eleven HMO's and 187 leaseholder sublet properties have been referred to the Leaseholder Services and the Council's Licencing Team.

One hundred and fourteen leaseholders have been referred to the London Fire Brigade to fit smoke detectors and 96 repair works orders have been raised for faulty smoke alarms in tenanted properties.

Improvements have been made to written communications from the team following some resident feedback.

Phase 3 is currently being programmed and will have a focus on high risk blocks using feedback from the Fire Risk Management Group on stock complexity and materials and emerging themes from Grenfell 1 recommendations.

3.4 TMO update

Final Stage Consultation-Wapping and Shadwell Gardens

Final stage consultation at Wapping and Shadwell Gardens is now complete and reports are being prepared for the LBTH Divisional Director who will seek Lead Member approval. No substantive objections have been received in either area. Construction plans are now being prepared for both areas. Implementation dates are reliant on the extent of the works schedule although April remains the target date. Allocation of permits for these areas will take place in March.

1st Stage consultation

First stage consultation is either underway or shortly to be undertaken in Solander Gardens, Berners Estate, Martineau Estate, Pitsea Estate and Royal Mint. Consultation events have been organised for all schemes. Consultation is also underway on the Boundary Estate.

Although this area has no parking provision, the introduction of 24 hour controls has meant that some car users are seeking to use these forecourt areas for parking

Online applications

This remains a risk as LBTH's current provider has not met additional requirements regarding MyTHH. THH are in discussions with WSP the provider but progress is slow. Initial roll out of TMO's will therefore be done manually.

4. Asset Management Update

4.1 Better Neighbourhoods Investment Programme (BNIP)

Works are underway on 35 blocks on the LCP Programme. Additionally, the Front Entrance Door (FED) replacement programme commenced in January, which covers replacement FED's to tenanted flats in approximately 50 blocks across the borough. The team is currently in the mobilisation phase of the Better Neighbourhoods Framework, with the scoping surveys for the 2020/21 programme likely to be the first orders placed through the consultants' framework during February.

Pre-start meetings have been held with Cosmur Construction and AD Group ahead of works starting under the fire safety workstream of the LCP Programme. Mears are carrying out works to five street conversion properties to mitigate the fire risk in these buildings.

Fire safety works are ongoing on the Cranbrook Estate – Mears are likely to finish their works in March which includes replacement of doors to flats and doors in communal areas, such as tank rooms and intake cupboards. A planning application has been submitted to the council in respect of Velletri House to cover the necessary works to the foyer and Door Entry System. This block has been selected as a pilot block due to it being the only block in a conservation area of the six that require works. These works will not be recharged to leaseholders.

The Mechanical & Electrical workstream is progressing well. Of 60 projects programmed to start in 2019/20, 13 are now complete and three are still in Section 20 consultation stage – the remainder either have works currently on-site or are in their lead-in period (e.g. manufacturing of components).

The team has also replaced approximately 950 domestic boilers so far during 2019/20 through the domestic boiler replacement programme, with an additional 344 identified for the fifth and final phase of this year's programme. Resident satisfaction with the works undertaken on the boiler replacement programme is currently 95%.

5. Business Transformation Update

5.1 Management Agreement

As you will know, since September 2019 a joint working group comprising officers from both THH and the Client section of LBTH have been working together to refresh and renew the management agreement between us in light of the Cabinet decision to extend the life of THH for up to a further eight years.

The negotiations on our side have been led by Neil and Paul and I was on the Steering Group overseeing work on the management agreement as well as our own internal changes to the company's Memorandum of Articles and Memorandum of Association (Mem and Arts).

Ann as Chair of the Board has been consulted throughout the process.

At the end of January the text of the management agreement was agreed by LBTH and THH. This will now be tested by lawyers to ensure that it fills legal requirements. It is hoped that this will be in place to start the new agreement from April 2020.

5.2 Board Appointments

I am happy to confirm Nikesh Shah's appointment as a new independent Board Director. His appointment along with Mahbub Anam's as a tenant Director was signed off by the Mayor in January with the relevant changes made in Companies House on the 10th February. We are very pleased to now have Nikesh and Mahbub with us on the Board.

In late January, interviews were carried out for the role of Leaseholder Board Director, the interview panel unanimously agreed to recommend Simon Hart for appointment to Board. Further to the Board's endorsement, we will seek the Mayor's approval. There is a further tenant vacancy on the Board which we will be recruiting to shortly.

5.3 Performance Summary to December 2019

Performance to December 2019 relates to 17 Business Critical Indicators [BCIs] agreed with the Council, and 26 additional indicators selected by the Board. The latter include a number of measures reflecting the focus on Fire Safety, Communal Repairs, ASB and MyTHH.

Year-to-date targets are being achieved for 10 of the 17 BCIs with a further three close to target. Overall of the additional indicators selected by the Board, 21 are at or very close to target with five missing target at this stage of the year. Areas of strong performance include:

- Rent and service charge collection
- Gas servicing
- Housing Service Centre
- Caretaking
- Major works [resident satisfaction and programme delivery]
- Members Enquiries

The detail by individual indicator is shown in Appendices 1 and 2 to the CE report.

Overall nine of the 43 indicators are currently 'red':

Unauthorised occupancy: homes recovered

By the end of December we had recovered 38 properties, three short of the projected target. We continue to encounter delays with Legal casework and evictions. Legal has reported a lack of capacity to deal with cases in a timely manner. These delays have been escalated. In addition we are currently reconciling all data sources including the Social Housing Fraud Team to ensure we have accurately captured all recoveries. We are currently waiting in excess of six months for eviction dates so we have asked Legal to explore using High Court bailiffs to reduce wait times.

Long term re-lets

Between April and December 2019, there were 76 long term re-lets, of which 45 were out of target. Reasons for delay include: viewing refusals; delays with raising orders, post inspections or variations, delays with void works particularly around asbestos removal and meter debt delays. This analysis and recovery actions have been discussed with Mears and revised work turnaround targets agreed.

Unique visits to MyTHH

As previously reported, MyTHH currently has limited functionality so residents log in infrequently, for example to check their account balances. The upgrade to Housing Online will be delivered as part of the migration of Northgate to the NPS Cloud. The development of online repairs ordering via InterFinder and enabling the detail view of leaseholder invoices will encourage more frequent use of MyTHH.

Satisfaction with ASB handling

Performance on this measure met target in the third quarter, a significant improvement compared to the first and second quarters. ASB officers are continuing to call residents before closing cases and case closures are reviewed by the ASB manager. Analysis of the *Kwest survey results is completed monthly to see if there are any patterns or trends for the satisfaction/dissatisfaction.*

Major Works invoices issued

Two temporary Quantity Surveyors have been appointed within Property Services to review and sign-off the historic Decent Homes final accounts for leaseholder billing. Billing stopped around 10th December for the Christmas period.

Fire risk reduction

The nine high-rise blocks that THH manages have a fire risk assessment rating of 'high'. The aim of the indicator is to reduce that risk to 'tolerable'. Works to the blocks are being carried out, and a compliant front entrance door [FED] has now been sourced. The indicator will remain 'red' however, as the issue of leaseholders' FEDs remains unresolved.

Void rent loss

Void rent loss remains above target partly due to the Dickinson House fire-damaged voids and partly to properties being held for Malting and Brewster decants. Remedial works at Dickinson House have now been completed and the properties handed back for re-occupation. At 0.46% performance on this indicator remains at upper quartile.

Sickness

Sickness levels are measured on a 12-month rolling basis and so historic levels of sickness have a longstanding impact on figures. Excluding leavers, the rolling figure is nearer to target at 8.36 days, suggesting that this is the case and that we are managing well where we can (i.e. in respect of current staff). Nonetheless the level is still higher than we would like, and more action is needed. We continue to push on Return to Work [RTW] compliance, and boosting customising of RTW forms in relation to complications of pregnancy has been identified as an action. In addition the management of casework within the Firstcare system is due to be switched on.

Tower Hamlets Homes Key Monthly Performance Indicators

| Year to date performance: December 2019 | | | | | ● | At or above target | |
|--|------------|----------------------------|--------|--------------------|---------------|-----------------------------|----------------|
| | | | | | ● | Below target, above minimum | |
| | | | | | ● | Below target, below minimum | |
| KPI Name | Target YTD | Minimum Score ¹ | YTD | TREND ² | PREVIOUS YEAR | | |
| | | | | | YTD Dec 2018 | Year on Year Trend | Out-turn 18/19 |
| Customers | | | | | | | |
| 1 % of calls answered | 92% | 87.4% | 89.3% | ▲ | 89.2% | ▲ | 90.8% |
| 2 % of Complaints responded to in target STAGE 1 ONLY | 95% | 90.3% | 94.8% | ▼ | 91.8% | ▲ | 93.7% |
| 3 Complaints Escalation: % of Complaints Upheld at Stage 2 | 10% | 10.5% | 6.1% | ▼ | | ▲ | |
| Homes & Neighbourhoods | | | | | | | |
| 4 Repairs: Appointments kept | 95.0% | 90.3% | 94.2% | ▲ | 95.7% | ▼ | 93.5% |
| 5 % of properties with a current gas safety certificate | 100% | 100% | 100% | ◀▶ | 100.0% | ◀▶ | 99.97% |
| 6 Repairs: Emergency repairs in target | 98.5% | 93.6% | 98.3% | ▼ | 98.1% | ▲ | 97.7% |
| 7 Repairs: Non-emergency repairs in target | 98.5% | 93.6% | 98.1% | ▼ | 98.6% | ▼ | 98.3% |
| 8 % of repairs completed right first time | 83% | 78.9% | 81.6% | ▼ | 78.9% | ▲ | 81.5% |
| 9 % of tenants rating the repairs service as excellent, good or fair | 92% | 87.4% | 88.9% | ▼ | 90.0% | ▼ | 88.7% |
| 10 Unauthorised Occupancy: Homes Recovered | 41 | 39 | 38 | ▲ | 32 | ▲ | 43 |
| Organisational | | | | | | | |
| 11 Average time to relet empty homes - Short term (days) | 22 | 23.1 | 21.5 | ▼ | 21 | ▼ | 21 |
| 12 Average time to relet empty homes - Long term (days) | 35 | 36.8 | 42.6 | ▲ | 59 | ▲ | 36 |
| 13 % rent collected (of rent due) | 100% | 99.0% | 101.7% | ▼ | 99.0% | ▲ | 99.1% |
| 14 Current arrears as % of rent roll | 5.30% | 5.33% | 4.8% | ▼ | 4.7% | ▼ | 4.3% |
| 15 % of Members' Enquiries responded to in target | 90% | 85.5% | 90.7% | ▼ | 84.1% | ▲ | 90.4% |
| 16 Service charge collected | 100%* | 99% | 103.4% | ▲ | 90.0% | ▲ | 91.9% |
| 17 Major works charge collected | 100%** | 95% | 130.4% | ▲ | 115.0% | ▲ | 116.4% |

Notes

1 Minimum Score: Lowest value to avoid indicator showing 'red' 2 TREND: Compared to previous month

* The target for Service Charge Collection is £15.75m which means that the performance target for each month is therefore 100% of the projected collection figure for that month.

** The target for Major Works Charge Collection is £5.3m which means that the performance target for each month is therefore 100% of the projected



Business Critical Indicators & Key Service Indicators
QUARTERLY INDICATORS

Q December 2019

| | | Target YTD | Minimum Score | YTD | TREND | PREVIOUS YEAR | | | |
|-----------------------------------|--|------------|---------------|--------|--------|---------------|--------------------|----------------|-------|
| | | | | | | YTD Dec 2018 | Year on Year Trend | Out-turn 18/19 | |
| Customers | | | | | | | | | |
| 1 | Percentage of residents rating the HSC as excellent, good, or fair | BCI | 92% | 87% | 92.8% | ▼ | 86.57% | ▲ | 90.4% |
| 2 | Percentage of residents agreeing with the statement 'THH does what it says it will do' | BCI | 82% | 78% | 80.6% | ▼ | 84.2% | ▼ | 80.6% |
| 3 | Overall Satisfaction: Tenants | BCI | 89% | 85% | 89.4% | ▼ | 91.2% | ▼ | 88.5% |
| 4 | Overall Satisfaction: Leaseholders | BCI | 73% | 69% | 70.4% | ▼ | 74.6% | ▼ | 69.8% |
| 5 | No. of MyTHH Registrations | | 4,890 | 4,646 | 5,509 | ▲ | | | |
| 6 | No. of unique MyTHH visits as a % of residents registered | | 50% | 48% | 39.4% | ▲ | 44.9% | ▼ | 45.2% |
| 7 | Reduction in the number of telephone calls about parking | | 1,810 | 1,901 | 1,785 | ▲ | | | |
| Homes & Neighbourhoods | | | | | | | | | |
| 8 | Satisfaction With Caretaking | BCI | 86% | 82% | 87.2% | ▼ | 86.6% | ▲ | 86.0% |
| 8a | Satisfaction With Caretaking : Tenants | | 86% | 82% | 88.4% | ▼ | 91.2% | ▼ | 89.0% |
| 8b | Satisfaction With Caretaking : Leaseholders | | 86% | 82% | 84.6% | ▼ | 74.6% | ▲ | 78.1% |
| 9 | % of residents satisfied with the service provided by the caretaker | | 92% | 87% | 87.9% | ▼ | 95.1% | ▼ | 93.4% |
| 10 | % of residents satisfied with the neighbourhood | | 88% | 84% | 85.1% | | 86.8% | ▼ | 85.1% |
| 11 | ASB: % of cases successfully resolved | | 95% | 90% | 98.5% | ▼ | 97.2% | ▲ | 90.9% |
| 12 | ASB: % of residents satisfied with handling of ASB | | 55% | 52% | 51.4% | ▲ | 45.0% | ▲ | 44.9% |
| 13 | Reduction in the number of telephone calls about repairs | | 73,800 | 77,490 | 86,266 | ◀▶ | | | |
| 14 | % of communal repairs completed right first time | | 80% | 76% | 87.7% | ▲ | 78.7% | ▲ | 85.1% |
| 15 | Major Works Programme Delivery | BCI | 86% | 82% | 105.7% | ▼ | 43.6% | ▲ | 89.4% |
| 16 | Major Works Invoices Issued | BCI | 94 | 89 | 71 | ▲ | 126.7% | ▲ | 67.5% |
| 17 | Percentage of residents rating capital works as excellent, good or fair | BCI | 80% | 76% | 92.6% | | 87.4% | ▲ | 85.2% |
| 18 | % of 9 High-rise blocks with Fire Risk Reduction to Tolerable works completed | BCI | 9 | 9 | 0 | | | | |
| 19 | % of eligible blocks with an up to date Fire Risk Assessment in place | | 100% | 95% | 100% | ▶ | 100% | ◀▶ | #N/A |
| 20 | % of contractor schemes subject to additional health & safety monitoring | | 8% | 7% | 10.0% | ▲ | | | |
| Organisational | | | | | | | | | |
| 21 | Void Rent Loss as % of Rent Due | BCI | 0.4% | 0.42% | 0.46% | ▲ | 0.5% | ▲ | 0.4% |
| 22 | % of managers trained in health & safety | | 75% | 71% | 74.7% | ▲ | 75.9% | ▼ | 98.3% |
| 23 | People Strategy: Staff positively rating "Residents are at the heart of what we do" | | 90% | 86% | 94.0% | ▼ | 90.4% | ▲ | 92.0% |
| 24 | Average Days Staff Sickness | | 8.0 | 8.40 | 10.4 | ▲ | 8.8 | ▼ | 9.5 |
| 25 | % of Agency Staff | | 15% | 15.8% | 15.3% | ▼ | 19.8% | ▲ | 16.8% |
| 26 | Staff Turnover | | 10% | 11% | 7.8% | ▲ | 2.0% | ▼ | 11.2% |

5.1