

**MEETING OF THE BOARD**  
**25<sup>th</sup> February 2021 16:00 – 18:00**

Via Teams

**AGENDA**

		<b><u>Type</u></b>	<b><u>Lead</u></b>
<b><i>Open Session</i></b>			
<b><i>Introductory items</i></b>			
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.	Minutes of the Special Board meeting to Agree the Accounts on 17 December 2020	For decision	Chair
5.	Open Minutes of the Board meeting held on 17 December 2020	For decision	Chair
<b><i>Items for decision and discussion</i></b>			
6.	Business Plan 2021 – 22	For decision	Paul Davey
7.	Budget 2021 – 22	For decision	Neil Isaac
8.	CE Report	For information	Susmita Sen
9.	Asset Management Task Force Update	For information	Will Manning
10.	Health and Safety Update	For information	Neil Isaac
<b><i>Closed session</i></b>			
<b><i>Items for information and limited discussion</i></b>			
11.	Confidential Minutes of the Board meeting on 17th December 2020	For decision	Chair
12.	Maltings and Brewster Update	For information	Will Manning
13.	Shared Services with LBTH	For information	Paul Davey



- |     |                                  |                 |              |
|-----|----------------------------------|-----------------|--------------|
| 14. | Fire Safety Bill Update          | For information | Will Manning |
| 15. | Appointment of External Auditors | To follow       | Neil Isaac   |
| 16. | Forward Plan                     | For discussion  | Chair        |
| 17. | Any Other Business               | For discussion  | Chair        |

**Date of next virtual meeting – Board Discussion**

Thursday 8 April 2021, 4pm – 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 Neil Isaac, Director of Finance, telephone: 020 7364 7130, [neil.isaac@thh.org.uk](mailto:neil.isaac@thh.org.uk)

Open minutes of Tower Hamlets Homes Special Board Meeting  
 Thursday 17<sup>th</sup> December 2020 **3.55pm – 4:10pm**  
 Via Zoom

<https://us02web.zoom.us/j/81465202029?pwd=dYVvdzJNbtGwZ1N2U2R3ZEVmNEZJQT09>

**Board Directors Present:**

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

**Co – Optees Present:**

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

**Officers Present:**

- Susmita Sen (SS) - Chief Executive
- Paul Davey (PD) - Director of Business Transformation
- Neil Isaac (NI) - Director of Finance
- Wendy Wurola (WW) - Interim Head of Finance
- Sameena Raouf (GO) - Governance Officer

**In Attendance:**

- Rupert Brandon (RB) - Head of Housing Supply at LBTH

**Apologies:**

- Yasin Ahmed (YA) - Co-Optee to the Finance & Governance Committee
- Cllr John Pierce (JP) - Cllr Board Director (emailed in agreement to accounts before the meeting)
- Mahbub Anam (MA) - Resident Board Director (emailed in agreement to accounts before the meeting)
- Helen Charles - Co-Optee to Gov & Remuneration Committee

<b>1</b>	<b>Welcome</b>	
1.1	AL welcomed all to the meeting. It was noted MA would be attending the meeting slightly later and that he and JP had emailed their agreement to the Final Accounts to Chair before the meeting.	
<b>2</b>	<b>Declaration of Interest</b>	
2.1	CT, PH, IL and SH declared their interest as leaseholders of Tower Hamlets Homes.	
<b>3.</b>	<b>2019/20 Final Accounts</b>	
3.1	NI presented this item to the Board. It was noted this item was discussed at the Governance and Remuneration meeting held on 26 November 2020 and that the Committee are content to recommend it to the Board for submission at the THH AGM.	
3.2	AB informed the Board he had met with Joanne Lees (JL) from KPMG regarding his concerns about our reserves being large but that we are recognising that this is a pension asset and not recoverable. JL confirmed that they were satisfied with their	

	findings. AB advised we should accept this and that this should go in a designated account.	
3.3	In regards to tendering external audit, NI advised the Board that we have had no responses to invitation to tender. We are now in the process of contacting external auditors to query why they have decided not to tender. He added we may need to contact KPMG for a quote. As such the AGM notice will need to be amended to reflect this.	
3.4	AB expressed surprised at the lack of responses and suggested we pursue it in the new year.	
3.5	NK queried the process of tendering to which NI acknowledged we should have carried out more market engagement and that we used the 'Crown Services Platform'. AB added there may be particular issues in capacity in the Local Authority market and that the perception is the Crown Services Platform does not get as much engagement.	
3.6	NK queried whether the Council have similar issues to which NI responded the Council have appointed the auditors Deloitte.	
3.7	<b>ACTION: SR to arrange for AL and NI to sign off the final accounts and Letter of Representation.</b>	<b>SR/AL/NI</b>
3.8	<i>The THH Board APPROVED the 2019/20 Final Accounts.</i>	
<b>4.</b>	<b>Any Other Business</b>	
4.1	Chair thanked the Board for their contributions and closed the meeting at 4:10pm	

Actions Log: Special Board Meeting  
17 December 2020 3:55pm – 4:10pm

Item	Action	Who	Due	Status
3.4	SR to arrange for AL and NI to sign off the final accounts and Letter of Representation.	SR/AL/NI		Completed

\_\_\_\_\_  
**Chair**

\_\_\_\_\_  
**Date**

Open minutes of Tower Hamlets Homes Board Meeting  
 Thursday 17 December 2020 **4.20pm – 5:30pm**  
 Via Zoom

<https://us02web.zoom.us/j/81465202029?pwd=dYVvdzJNbtGwZ1N2U2R3ZEVmNEZJQT09>

**Board Directors Present:**

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

**Co – Optees Present:**

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

**Officers Present:**

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

**In Attendance:**

- Karen Swift (KS) - LBTH Divisional Director of Housing & Regeneration
- Rupert Brandon (RB) - LBTH Head of Housing Supply
- Sarah Pace (SP) - Head of Business Transformation
- Gulam Hussain (GH) - Scrutiny & Resident Feedback Manager
- Hilton Armand (HA) - Transformation Programme Manager

**Observing:**

- Elizabeth Skillen - Graduate Trainee

**Apologies:**

- Helen Charles - Co-Optee to Gov & Remuneration Committee
- John Pierce (JP) - Cllr Board Director
- Yasin Ahmed (YA) - Co-Optee to the Finance & Audit Committee

<b>1</b>	<b>Welcome</b>	
1.1	AL welcomed all to the meeting.	
<b>2</b>	<b>Declaration of Interest</b>	
2.1	CT, PH, IL and SH declared their interest as leaseholders of Tower Hamlets Homes.	
<b>3.</b>	<b>Open Minutes of the Board Meeting on 8 October 2020</b>	
3.1	In response to MA's query whether we have opened the Rushmead offices, PD responded we have completed works to the building to remove redundant items the council left behind, reinstated the heating and made the building covid-secure. It was noted we are still finalising the details of the licence with LBTH and that the HSC are finalising their plans for how they will restart a counter service in the new year.	

3.2	MA requested an update on the Engagement Strategy, to which PD responded the Engagement Strategy will be brought to Board early next year. In light of the pandemic and the new Social White paper, we wish to further engage residents to ensure our proposals meet expectations of residents and emerging regulations.	
3.3	With reference to 10.7 of the minutes on the action to provide an update on how quickly refunds can be turned around, AO informed the Board, we have had 17 requests for refunds of which 14 have been actioned and 3 are outstanding. She added we are progressing well in this area.	
3.4	<i>THH Board <b>AGREED</b> the open minutes of the meeting of the Board on 8 October 2020 as an accurate record.</i>	
<b>4.</b>	<b>Consumer Regulations &amp; the Social Housing White Paper</b>	
4.1	GH presented this item to the Board. The report updated the Board with an overview of the Government's Social Housing White Paper and its impact on THH. The report also provided some recommendations for consideration to help THH to strengthen and demonstrate its compliance with both the current and future regulatory regimes.	
4.1	The Social White Paper brings together a range of legislative and policy initiatives already announced by the Government and associated agencies. The seven commitments made by the Government are: to be safe in your homes, to know how your landlord is performing, to have your complaints dealt with promptly and fairly, to be treated fairly and with respect backed by a strong consumer regulator for tenants, to have your voice heard by your landlord, to have a good quality home and neighbourhood to live and to be supported to take your first step to ownership.	
4.2	GH informed the Board that the commitments are broadly in line with what we expected, however the area which is of concern is the new line of inspection. It was noted there will be a triaging of data.	
4.3	With reference to point 6 of the report on 'THH's Compliance with the Consumer Regulations', it was noted one of the recommendations is that we develop and maintain a detailed document library. Quarterly reviews will be carried out to understand the direction of development of the regulations and capture learning from others.	
4.4	It was noted there will also be an annual review of compliance with the Consumer Standards and there will be an action plan to progress from. It was noted, the proposition is to use the internal audit plan to give broad assurance, based on the training Board recently had on Consumer Regulations.	
4.5	NK thanked GH for his report and queried whether we have considered ensuring we are getting the right data to the right people straight away to which PD responded we have considered this and are working on putting the data in a central place and making sure staff can access it easily.	
4.6	AL informed the Board that she had met with SS, CT and GH to discuss how we manage the transitions and details as we do not want too many groups looking at data in isolation.	



4.7	<b>ACTION: Item to come back to the Board at a future meeting.</b>	<b>SR/GH</b>
4.8	SS commented that we are looking at things through different prisms and that we have got the potential of an inspection regime. She reassured the Board that this is very much on our radar and that we could come back to this in April 2021.	
4.9	CT queried how confident we are in terms of data completeness and data integrity for health and safety data? In particular, what assurance do we have that all the remedial work arising from health and safety inspections are completed and could the audit service check our readiness here? PD responded in its compliance gap analysis to determine risk to THH, the Business Development team largely relied on information provided by Heads of Services. These findings did not represent an in-depth assessment of evidence or its strength as held by service areas. Having said that the Health and Safety reports do now track outstanding remedial work. The Business Development team is recommending that the annual audit programme is deployed to provide the challenge and reassurance sought here.	
4.10	In response to MA's query on when the Board will be updated, PD responded the Board will continue to receive updates as it already does on how THH is complying with the Consumer Standards. It will be at the discretion of the Board to determine the most appropriate way it wishes to be kept informed of how THH is working towards meeting the requirements outlined in the White paper.	
4.11	WM informed the Board the recent Fire Safety audit has been completed and that it was awarded reasonable assurance using a new scale of rating which would have been substantial assurance under the old rating scale. He added that this is only one strand of data and it should bode well for all kinds of inspections we do.	
4.12	<b>ACTION: AL suggested questions sent in by Board Members in advance of the meeting be uploaded on Diligent and discussed at the next Board meeting.</b>	<b>SR</b>
4.13	<i>THH Board NOTED the Social housing White Paper and implications for THH.</i>	
	<i>GH and KS left the meeting at 4:45pm</i>	
<b>5.</b>	<b>Outline Business Plan 2020/21</b>	

5.1	PD presented this item to the Board. Under the terms of the new Management Agreement, between London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit a draft Business Plan to the Client for comment no less than 90 days before the end of the financial year.	
5.2	It was noted planning for next year is being undertaken under very unusual circumstances making it exceptionally challenging to provide firm commitments at this point of the year. Despite the uncertainty, 'Create Great' our five-year Business plan, launched in April 2020, remains strategically relevant and is fit for purpose in supporting the Council in meeting its objectives.	
5.3	AL advised we need to concentrate on impending changes in legislation and how we prepare for that.	
5.4	NK commented we have significant risks and based on those risks, we should base our plans. He suggested looking at the resources we require as opposed to what we have.	
5.5	AL added in general terms, the Building Legislation changes will require additional resources. There is one side of asset investment and the other side of us being compliant is essential.	
5.6	SS added we need to establish what is business critical, we have got the HRA under review. During the recent TRA roadshows, the message from residents was clear in that they were struggling financially and require LBTH and THH to support them.	
5.7	<b>ACTION: Update on Operating Model to return to a future Board Discussion.</b>	<b>PD/SR</b>
5.8	<i>The THH Board <b>APPROVED</b> the Outline Business Plan report.</i>	
	<i>SP left the meeting at 4:55pm</i>	
<b>6.</b>	<b>CE Report</b>	
6.1	SS presented this item to the Board. The report provided the Board with an update on Neighbourhood Services, Asset Management, the ongoing work of Community Support Hubs, a recent review of our work with vulnerable residents, the Housing Ombudsman's new code on complaints handling and a proposal from LBTH to consider sharing some services on the grounds of efficiency.	
6.2	CT queried what shared services we were considering sharing with the Council to which PD responded at this stage there has been only one exploratory meeting with LBTH on this proposal. The Executive Management Team have not yet had the opportunity to discuss in any detail. The first meeting did have some written guidance and this gave examples of services that we both provide which we could explore for sharing. These were: Asbestos surveys, office cleaning, Communication Teams, Contact Centres, Environmental Services - green areas maintenance, Human Resources, MOPAC Police teams, Parking Enforcement, ASB patrol service (Parkguard), Reprographics, Training and ASB services to young people.	
6.3	AL added we need to explore this and are willing to look at things provided there is no reduction in services to residents and that there are savings to be made to the	

	HRA, not just the General Fund.	
6.4	In regards to the Mears Action Plan, WM informed the Board, Mears have been requested to recover the position. During the pandemic period, we were carrying out only emergency repairs which has subsequently created a backlog. We have therefore requested Mears to bring in additional resources by filling vacancies and having greater management oversight.	
6.5	It was noted for the call volumes, Mears have sourced additional labour resources and that we have met with Mears every two weeks for the last six to eight weeks. Mears have a designated Officer concentrating on outbound calls although this is an area we are adding more pressure on them.	
6.6	AL suggested looking at contingency planning and arranging for the Organisation to help out the HSC.	
6.7	<i>The THH Board <b>NOTED</b> the CE report.</i>	
<b>7.</b>	<b>New Operating Model</b>	
7.1	PD presented this item to the Board. It was noted the focus of the Transformation Programme over the last two years has been on improving the customer experience. Last summer, a decision was made to review the programme because several of the projects had been completed.	
7.2	The new Transformation Programme will be focused around three strategies – the Customer Access Strategy, the Digital Strategy and the People Strategy. These strategies will help us achieve our Target Operating Model by March 2023.	
7.3	The vision for the new Transformation programme is to deliver great services by offering an outstanding range of online services that residents use as their preferred method of accessing THH services; ensuring our processes are efficient and make the best use of technology to deliver services right first time and achieve our ambitions through the effective management and development of a high performing workforce.	
7.4	The targets could be summarised as having 40% of transactions to take place via online self-serve, 40% of transactions to be handled by the HSC and resolved or triaged and 20% of transactions to be handled directly by teams through the telephone IVR system and e-forms.	
7.5	It was noted the Target Operating Model has been designed to meet the needs of all THH residents and that this meant ensuring that we continue to offer a range of ways for residents to access services.	
7.6	It was noted the Transformation Board would drive the programme forward which PD Chairs. The Executive Management Team would receive progress to ensure the programme is delivering against the corporate objectives.	
7.7	It was noted the Programme Manager will manage the set up and delivery of the Programme and suggested the Customer Experience Taskforce, of which Board are	

7.8	Members of, monitor progress.  The Board were encouraged to consider the residents perspectives as residents would need to be consulted. With regards to online transactions, it was noted there is resident consultation which line up with consumer standards.	
7.9	SH queried whether there are plans to benchmark or test what is out there in regards to technology? Are there forums or professional institutions to understand best practice? PD responded Housing Providers are generally quite behind and very few have done it for booking repairs which generates an instant appointment time. PD welcomed the suggestion and advised we will be looking at where this is done well.	
7.10	NK queried how does the collaboration piece with LBTH impact this to which PD responded we have tried throughout the digital strategy to keep it in line with the Council's. On a strategic level we are aligned, the more challenging side of all these mini projects are that they are very IT dependent and we have a very small ICT team. Pressure was put on the team to support us with these projects. He added discussions are required with the Council on THH having more control over Northgate.	
7.11	SS added that until a few years ago, the repairs calls were handled by the Council. That function came over to THH and has worked very well. The Contact Centre is usually used to report repairs and this is a very important function.	
7.12	AL commented this would be the most logical direction to go in if we can get the transactional functions right.	
7.13	<i>The THH Board <b>NOTED</b> the New Operating Model presentation.</i>	
<b>8</b>	<b>Minutes of the Fire Safety Group Held on 10 November 2020</b>	
8.1	AL informed the Board that the minutes of the Fire Safety Group meeting held on 10 November 2020 were withdrawn because they had not yet been approved.	
8.2	<b>ACTION: Fire Safety Group meeting minutes to be circulated once they have been approved.</b>	<b>SR</b>

**Actions Log: Open minutes of THH board  
17 December 2020 4:05-5:45pm**

Item	Action	Who	Due	Status
4.7	Item to come back to the Board at a future meeting.	GH/SR	April 2021	Pending
4.12	AL suggested questions sent in by Board Members in advance of the meeting be uploaded on Diligent and discussed at the next Board meeting.	SR	25.02.21	Complete
5.7	Update on Operating Model to return to a future Board Discussion.	PD/SR	April 2021 following resident consultation	Pending


8.2	Fire Safety Group meeting minutes to be circulated once they have been approved.	SR		
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**Chair**

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**Date**

Item number/name	Action/Committee Member comments	From	Officer	THH response
<b>Minutes of the Meeting on 8 October 2020</b>	Where are we with the Mears Action Plan? Have we re-opened Rushmead?	Mahbub	Hillary/Chris	Rushmead: We have completed works to the building to remove redundant items the council left behind, reinstate the heating and make the building covid-secure. We are still finalising the details of the licence with LBTH. The HSC are finalising their plans for how they will restart a counter service in the new year.
	Any Update on the Engagement Strategy?	Mahbub	Gulam	The engagement strategy will be brought to Board early next year. In light of the pandemic and the new white paper, we wish to further engage residents to ensure our proposals meet expectations of residents and emerging regulations.
<b>Social Housing White Paper</b>	Did the council consider shortening the complaints response timescale to bring it in line with the Complaints Handling Code? I am unclear on the reasoning why the council believes council tenants and leaseholders should have to wait twice as long as other housing association residents to get a response to their complaint.	Claire	Gulam	Discussions were held with the Corporate and Divisional Directors in the Place Directorate on THH moving to the 10 day target. The Council expressed some concern as to how well THH may be able to meet this target. The Council was reminded that prior to August 2018 THH followed a 10 day process under which performance was at 89%. The Council felt that in light of the exemptions allowed for local authorities operating a single complaints procedure, THH should formally retain the 20 day target but internally aspire to respond to complaints much sooner. Our systems are set up to prompt, monitor and report on compliance with the 10 day target and staff will be expected to meet this. This dual system will allow us to transition to the shorter timeframes whilst managing resident expectations. It could also allow us the opportunity to revisit this issue in future if THH is able demonstrate that it can maintain performance in excess of 90% with the 10 day target in place.
	How confident are we in terms of data completeness/data integrity for health and safety data? In particular, what assurance do we have that all the remedial work arising from health and safety inspections are completed? Could the audit service check our readiness here?	Claire	Lesley	In its compliance gap analysis to determine risk to THH, the BDT Team largely relied on information provided by Heads of Services. These findings did not represent an in-depth assessment of evidence or its strength as held by service areas. Having said that the Health and Safety reports do now track outstanding remedial work. BDT is recommending that the annual audit programme is deployed to provide the challenge and reassurance sought here.
	Following the presentation to EMT on the White paper, will the Board be updated?	Mahbub	Gulam	The Board will continue to receive updates as it already does on how THH is complying with the Consumer Standards. It will be at the discretion of the Board to determine the most appropriate way it wishes to be kept informed of how THH is working towards meeting the requirements outlined in the White paper.
	What will the routine inspections look like? (Rep p.6 of report)	Mahbub	Gulam/Lesley	The White Paper does not provide any specific details on what routine inspections would entail. The government has however that the regime will target higher risk landlords. The determination of risk will be made based on data published by landlords as required by the White Paper alongside ant referrals received from the Housing Ombudsman or the Building Safety Regulator
	Big focus on engaging tenants. Can we 1. stream board meetings? 2. Where are we with the app development? (Ref p.7 of report)	Mahbub	Gulam/Lesley	In terms of streaming meetings, it would be technically possible but it's down to the Board to decide if they want to.

	When do we expect the White paper to be passed as a bill? And we need to ensure resident engagement strategy reflects it. (Ref p.8 of report)	Mahbub	Gulam/Lesley	The White Paper is not expected to lead to a single cohesive piece of legislation. It sets out a number of individual policy initiatives being led on by the government with a view to strengthening regulation of the social housing sector. Some aspects such as commitments to improve building safety or enhance complaints handling are well underway due to the publication of the Building Safety Bill and the Housing Ombudsman's Code. Others have yet to be timetabled in. It is likely to take a number of years before all elements of the White Paper are addressed.
	How do TMO's work in practice? (Ref p.9 of report)	Mahbub	Gulam/Lesley	TMO's have varying levels of agreement with THH/LBTH. This determines the level of independence they have in day to day running. THH typically retains direct responsibility for administering rents, major works and managing compliance.
<b>CE Report</b>	What shared services are we considering in terms of sharing with the council?	Claire	Paul	At this stage there has been only one exploratory meeting with LBTH on this proposal. EMT have not yet had the opportunity to discuss in any detail. The first meeting did have some written guidance and this gave examples of services that we both provide which we could explore for sharing. These were: Asbestos surveys, office cleaning, Communication Teams, Contact Centres, Environmental Services - green areas maintenance, Human Resources, MOPAC Police teams, Parking Enforcement, ASB patrol service (Parkguard), Reprographics, Training and ASB services to young people
	I recognise we are 99.8% compliant on gas certifications, but as I understand it, this is a legal requirement, and so how many properties does 0.2% equate to and have they been resolved now?	Claire	Will	Where the Landlord cannot gain access to carry out a gas service the legal test is whether the Landlord has made reasonable and timely attempts to gain access to the property. Currently THH has 19 properties that require a gas service and are over due. Action on these properties is: 9 forced entries are being carried out this week, 9 warrants are due on 21/12/2020, 1 property due legal action is on hold pending resolution of a complaint.
<b>Future Years Great Places Programme</b>	Are the residents on the estates which have not yet got works aware that other estates have received work as part of this programme and they might be missing out?	Claire	Paul Horgan	Its not possible to fully determine the level of knowledge / awareness of the programme of residents on estates where works have not been carried out. Estates often adjoin other estates however and public meetings have been held , notifications of the proposed works have also been issued by letter, poster as well as to Tenant & Resident Associations, Members and through the section 20 process where it applies. This is aside from the direct information exchange from visiting friends relatives etc and the obvious visual changes to estates .

<p><b>Board of Directors</b></p> <p>25<sup>th</sup> February 2021</p>	
<p><b>Report authorised by:</b> Paul Davey, Director of Business Transformation</p> <p><b>Report Author:</b> Sarah Pace, Head of Business Development</p>	<p><b>Report type:</b> For decision</p>
<p><b>Title:</b> Tower Hamlets Homes Business Plan – 2021-2022</p>	

**1 Introduction**

- 1.1 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 31<sup>st</sup> March each year.
- 1.2 This paper presents a working draft of the 2021/22 THH Business Plan for amendment by and approval of the THH Board, in advance of its submission to the Client. It builds on the outline plan agreed by Board on 17<sup>th</sup> December 2020.

<p><b>2 Recommendation:</b></p> <p>2.1 That Board comment on the draft 2021/22 Business Plan and suggest any amendments it wishes to make.</p> <p>2.2 That Board comment specifically on the suggested highlights to be included in the narrative for the foreword</p> <p>2.3 That Board delegate authority for future amendments, including finalisation of deliverables and Business Critical Indicators (BCIs) and targets to the Chair and Chief Executive in negotiation with the Client.</p>
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**3 Business Plan 2021/22**

- 3.1 In April 2020 we launched ‘**Create Great**’ the new five-year Business Plan for THH. In consultation with residents, the Board, staff and the Council we refreshed our vision to inspire staff to work together for the common purpose of creating **great homes, great services and great communities.**



- 3.2 The Business Plan was developed to guide our next steps forward in the transformation of services, respond to what residents told us was most important and directly contribute to achieving the Council's priorities as established in the Strategic Plan.
- 3.3 The operating context for the current year has been unique. Despite the many challenges brought about by the onset of Covid-19, we have remained focussed on delivering what we committed to do and the priorities established in the Business Plan remain strategically relevant in supporting the Council in meeting its objectives.
- 3.4 Much of the work we committed to last year was long term in nature and in consequence many deliverables were planned to carry forward into future years. The draft Business Plan for 2021/22, set out as Appendix 1, therefore reflects the ongoing nature of work planned in the previous year.
- 3.5 Ongoing transformation and modernisation of service delivery coupled with cultural change remains a core ambition. In addition, and at a high level, the draft plan responds to emerging changes resulting from the forthcoming regulatory changes set out in Social Housing White Paper, findings from the Grenfell Tower Enquiry and requirements of the new Building Safety Regulator.
- 3.5 Feedback from residents reaffirms the importance they place on the delivery of core housing management services. In light of the pandemic, there has however been a marked shift in attitude towards the importance of THH responding to the needs of the more vulnerable, including financially vulnerable residents. Further consultation with TRAs is planned for early March and the draft Business Plan will take account of any significant feedback provided.
- 3.6 Aside from the ongoing uncertainty related to the pandemic, work to review the HRA has not concluded and decisions on financial resources remain unknown at this point. These areas of uncertainty require that the Business Plan is kept under review and adjusted to reflect changing circumstances where needed.

## **Appendix 1**

# **First Draft THH Business Plan 2021 - 2022**

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## **Foreword**

Suggested highlights:

- Response to pandemic
- Headline performance
- Focus on regulatory compliance/white paper (including building safety) and our preparedness
- Ongoing transformation / modernisation of service delivery
- Optimism for the future

## **COVID-19 Statement**

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

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

## **PART 1: Looking Forward**

## Context Overview

### National Context

The announcement of the White Paper '*The Charter of for Social Housing Residents*' in November 2020 marks a major shift in the regulatory framework. Whilst much of the detail has yet to emerge and the timing of legislation is, as yet unknown, work is underway to support the Council in delivering the requirements of the new legislation.

The Social Housing White Paper is a significant driver for this Business Plan. Our commitment to working for and with residents, our prioritisation of building safety and our desire to create great communities reflect the obligations to residents set out in the White Paper:

- To be safe in your home
- To know how your landlord is performing
- To have your complaints dealt with promptly and fairly
- To be treated fairly and with respect
- To have your voice heard by your landlord
- To have a good quality home and neighbourhood

Beyond the changes signalled by the White Paper, a new building safety regulator and a strengthened role for the Housing Ombudsman will have an effect on the delivery of services. In rising to the challenge that a new regulatory framework will bring we are reviewing structures and processes to strengthen our approach to ensuring compliance.

### Local Context

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

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

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

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

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

***Our Residents***

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

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

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



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

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

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

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

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

## Delivery

### Our Purpose

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

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

### Our Values

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

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

### Our Ways of Working (WOWs)

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



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

**Great Homes**

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

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

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

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

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

We have a plan for delivering great homes that means we will:

2021/2022 Major Deliverables	
Deliver and meet the targets of our Better Neighbourhoods Programme	
Work with partners to implement actions in response to the Fire Safety Bill	
Put in place plans for a pilot on our place shaping initiative	
Let and mobilise four new repairs contracts	
Continue the roll-out of Traffic Management Orders	
2021/2022 Business Critical Indicators	
Indicator	Target
Major works programme spend against profile	
% residents rating caretaking as excellent/good/fair	
% tenants rating repair as excellent/good/fair	
% tenanted homes with gas safety certificate	
% repairs completed right first time	
Major works charges collected	
% fire risk assessments in place	
Fire risk reduction measure - to be discussed with LBTH	
% homes non-Decent	
Average repair cost per property	

## Great Services

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

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

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

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

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

We have a plan for delivering great services that means we will:

2021/2022 Major Deliverables	
Go live with on-line repairs ordering for those who wish to access services	
Deliver the next phase of our mobile working plan	
Go live with on-line parking permits	
Roll-out process automation plans	
Continue to deliver actions specified in our Leaseholder Services Action	
Deliver leadership development programmes to reinforce a customer first culture	
Pursue Investors in People and Diversity Network accreditations	
Support implementation of new tenancy agreement in accordance with LBTH delivery plan	
Work with LBTH to explore the potential for shared services	
2021/2022 Business Critical Indicators	
Indicator	Target
Rent collected as % of rent due	
Service charge collection	
% tenants rating overall service from THH as excellent/good/fair	
% leaseholders rating overall service from THH as excellent/good/fair	
% stage 1 complaints answered on time	
% complaints escalating to stage 2	
% residents rating housing service centre as excellent/good/fair	
Average cost of management	

**Great Communities**

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

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

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

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

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

We have a plan for delivering great communities that means we will:

2020/21 Deliverables	
Strengthen the voice of residents through the implementation of a new Resident Engagement Strategy	
Refresh our Community Investment Strategy (taking account of available resources)	
Work with LBTH to ensure benefits to THH residents from Youth Services contracts	
Work with LBTH to agree strengthened application of private sector housing powers	
Re-procure ASB diversionary activity contract	
Deliver the Safeguarding Action Plan (including work with LBTH to achieve DAHA accreditation)	
Work with LBTH to explore rooftop development as a means of increasing the supply of new homes	
Manage new homes to support the Mayor’s new homes commitment	
2021/2022 Business Critical Indicators	
Indicator	Target
% residents satisfied with handling of ASB	
Average short-term void re-let (days)	
Average long-term void re-let (days)	
% Void rent loss	

## **Our Culture and People**

To Create Great, we need great people.

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

It remains important to us that we create a thriving culture that places customers at its heart. During the year we will pursue accreditation with Investors in People and Housing Diversity Network in support of our focus on organisational culture.

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

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

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

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

## **Our Governance Board**

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

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

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

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

### ***Residents' Panel***

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

The Panel is made up of five tenants, four resident leaseholders and two tenants of leaseholders, each serving a maximum three-year term. Meetings are attended by senior managers and strong links with our Board are maintained through the regular participation of the THH Board Chair. Observers are also encouraged to attend as part of our drive to embed transparency in our engagement and decision-making processes.

We are ambitious to strengthen the voice of residents and we continually strive to simplify the way in which we communicate with residents. We aim to break down any potential barriers and enable residents of all backgrounds to find it easy to engage with us. We will work to modernise and extend engagement methods to attract broader representation, embedding plain English in all our communication, enhancing our digital offer by making better use of our website and social media platforms, as well as exploring new ways to involve residents in shaping how we deliver services.

### **Our Finances**

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

In 2017/18, the Council set us a savings target of £6m over five years. Through structural and process changes, coupled with the introduction of on-line services, we have met our annual targets.

*Create Great* supports our commitment to achieving greater value for money through the continued implementation of our Value for Money Strategy. This comprises six work streams:

- budget savings
- efficiency improvements
- transformation programme (return on investment)
- social value
- income optimisation
- partnership working.

Working with the Council on the review and remodelling of the Housing Revenue Account (HRA), we will look to derive the optimum balance across complex resourcing priorities.

The financial pressures faced by the Council make it ever more important to continuously explore avenues to generate greater efficiency. During the course of the year we will work with the Council to identify savings that may be achieved through the sharing of services.

#### ***Financial Position {LAST YEARS TEXT TO BE REVISED}***

*Budgets have been set for 2020/21 that will enable THH to continue to deliver valued services. The Management Fee (£32.4m) has increased by £350k in*

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*2020/21, a budget growth item to deal with the impact of the Hackitt Review. All other inflationary growth in management fee budgets has been contained within existing budgets, with other areas of growth funded through compensatory savings.*

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

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

*In 2017/18 we introduced a 3-year programme to tackle ASB on LBTH estates. This has proved very successful and it is now proposed that the scheme become permanent. We have included growth in the 2020/21 budgets to ensure that this valued service can continue.*

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

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

Our financial resources are further outlined at Appendix 2



## **PART 2: Looking Back**

## Our Performance

The disruption to services due to the outbreak of Covid 19 meant targets were not agreed with the Client until late in the year. The agreed targets were pitched at a realistic level, taking account of the sector wide impact the pandemic.

<b>2020/21 Business Critical Indicators</b>		
<b>Performance to 31<sup>st</sup> December 2020</b>		
<b>Great Homes</b>		
	<b>Target</b>	<b>Result</b>
Major works programme delivery	86%	89.4%
Major works invoices issued (residual decent homes)	9	9
% residents rating major works as excellent/good/fair	86%	89.4%
% residents rating caretaking as excellent/good/fair	86%	86.3%
% tenants rating repair as excellent/good/fair	82%	84.2%
% tenanted homes with gas safety certificate	100%	99.83%
Major works charges collected (% of target value)	100%	100%
% of blocks with fire risk assessment in place	100%	100%
<b>Great Services</b>		
Rent collected as % of rent due	98%	100.6%
Service charge collection (% of target value)	100%	100%
% tenants rating overall service from THH as excellent/good/fair	85%	81.7%
% leaseholders rating overall service from THH as excellent/good/fair	75%	77%
% stage 1 complaints answered on time	95%	96.8%
% complaints escalating to stage 2	10% or below	4.5%
% residents agreeing with statement 'THH does what it says it will do'	75%	69%
<b>Great Communities</b>		
Average short-term void re-let (days)	65 days	59.9 days
Average long-term void re-let (days)	65 days	61.6 days
% Void rent loss	0.8%	0.89%

### Service Improvement

Progress to December 2020 against 2020/21 Business Plan deliverables is reported in full at Appendix 3.

The table below provides a summary of outputs and outcomes achieved during the year, themed against our purpose: **{SMT input to be included}**

Purpose	Achievement
Great Homes	<p>100% blocks covered by fire risk assessment</p> <p>Investment over the life of the Business Plan includes:</p> <ul style="list-style-type: none"> <li>• Fire safety works completed in x blocks</li> <li>• xxxx homes benefited from new heating systems</li> <li>• xx lifts replaced benefitting xxxx homes</li> <li>• xxxx homes benefited from door entry installation</li> <li>• Investment was made in over xxxx homes</li> </ul> <p>Informal TMO consultation carried out for xx estates</p> <p>Statutory consultation completed/.commenced in x TMO areas</p> <p>TMO works completed in x areas</p> <p>X TMO operational</p> <p>Repairs service stats.....</p>
Great Services	<p>Total number of residents registered for MyTHH on-line services increased to over 8,000</p> <p>100% office staff transitioned to Office365 and enabled to work remotely</p> <p>Implemented Northgate Task Manager workflow for priority processes:</p> <ul style="list-style-type: none"> <li>• Insurance claims</li> <li>• No access</li> <li>• Leaks management</li> </ul> <p>Mobile working operational for estate based staff</p>

	<p>New THH website launched</p> <p>New THH intranet 'the Hive' launched</p> <p>Staff connectivity enhanced through THH Workplace and Yammer social media applications</p> <p>Rents service review completed and above target performance maintained at X% collection</p> <p>Senior and middle manager Leadership Development Programmes commenced – attended by xx managers</p> <p>Reduction in staff sickness from x to y</p> <p>X apprentices/graduate trainees started with THH</p> <p>New complaints procedure adopted and self-assessment published in line with the requirements of the new Housing Ombudsman Code</p> <p>Leaseholder action plan .....</p>
<p>Great Communities</p>	<p>Over xxxx calls made to vulnerable residents to offer support in response to pandemic</p> <p>Supported the setup of 3 community support hubs</p> <p>Xxxx residents benefitted from community hub assistance</p> <p>Xx residents took part in online resident training programme</p> <p>xxx residents benefitted from Financial Health Centre services</p> <ul style="list-style-type: none"> <li>• Over £650k debt consolidated</li> <li>• Over £1.6m benefits applied for</li> </ul> <p>Xx community gardens remained accessible to residents and plans for a further 4 agreed</p> <p>Xxx young people involved in summer detached youth programme</p>

	<p>X community organisations received £xx in small grants to run community led Corvid 19 projects</p> <p>Xx residents supported to find employment</p> <p>Xx Kickstart placements agreed</p> <p>Xxx residents supported through safeguarding intervention</p> <p>ASB achievements.....</p>
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## Appendix1 – Delivering LBTH Priorities

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

#### Great Homes:

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

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

#### Great Services:

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

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

#### Great Communities:

- Cohesive communities
- Active communities
- Sustainable communities

## **Appendix 2 – Resources**

### **MANAGEMENT FEE 2021/22**

**MEDIUM TERM FINANCIAL PLAN 2020/21 – 2025/26**

**INDICATIVE HRA BUDGETS**



## INDICATIVE THH HOUSING CAPITAL PROGRAMME

Budget Areas	2021-22 (£'000)	2022-23 (£'000)	2023-24 (£'000)	2024-25 (£'000)	2025-26 (£'000)	2026-27 (£'000)	2027-28 (£'000)	2028 / 29 (£'000)
Better Neighborhoods Programme								
Fire Safety – FEDs and emergency lighting								
Safety Works (Brewster & Malting)								
Estate Improvements/Curtilage								
Lifts								
Door Entry								
Door Entry New Install (G/Floor)								
Mechanical (Boosted Water, Communal Vents, Water Tanks)								
Communal Heating								
Electrical (R&Ls)								
Electrical Heat metering								
Aerials/IRS								
Planned Domestic Boiler Replacement								
Emergency Domestic Boilers								
Compliance Surveys								
Communal Play Areas								
Capitalised Voids								
Aids & Adaptations								
Overcrowding Initiatives								
EWI (DECC funding)								
Contingency								
Project Management fees								
<b>Total</b>								
Over Programming (30%)								
<b>Revised Total</b>								

### **Appendix 3: 2020/21 Service Improvement Plan Deliverables**

**Appendix 3: Draft THH Business Plan 2021 - 2022**

**2020 - 2021 Service Improvement Plan Delivery to 31st December 2020**

THH Business Plan 2020/21


Great Services 2020/21 Deliverables	Lead	2020/21 Key milestones							
		Quarter 1	Q1 Update	Quarter 2	Q2 Update	Quarter 3	Q3 Update	Quarter 4	Q4 Update
Deliver on-line repairs ordering for residents who chose to access services electronically	Hillary K			The online repairs ordering system for customers (Interfinder) is built and configuration work complete. SMS Surveys Phase 1 - go live with SMS Updates	<b>Complete</b> - SMS element ready to go live. Interfinder build ready.	Interfinder - go live SMS Surveys- Phase 2	<b>Delayed</b> - InterFinder - There are technical problems interfacing with the test system. LBTH is liaising with Northgate to resolve. Test system became available 10/02/21.	SMS Updates - Go live with SMS Updates for all of THH on track. InterFinder Delayed.	<b>On track</b> - SMS updates scheduled to go live Progress on implementing Interfinder dependant upon technical fix being found
Deliver 2 <sup>nd</sup> phase of mobile working	Chris S			Reassess programme in light of COVID-19 impact and future decision concerning post lockdown operating model	<b>Complete</b> : Meeting 21st September to discuss and agree a set of priorities around which a plan will be put together for Qs 3 & 4 and presented to CA&EPB.	Initial Design Sessions with Environmental Services for Caretaker Block Fire Safety Inspections	<b>Complete</b> - Overview of process was taken on board - Identified need for Admin Unit review - caretakers seemingly overlap an estate managed by another Team - Initial meeting with Project Team held - Initial meeting with ASB held - Initial meeting with reps from Caretaking Team Leaders held - Initial draft criteria to selecting block for inspection received	-Re-Engage ASB team with Veronica and Nick -Veronica to provide inspection criteria -Veronica to verify patches and blocks	<b>On track</b>
Reduce the level of avoidable contact as per the Customer Access Strategy	Hilton A					Review the system for recording avoidable contact via Northgate and make the required changes to the system.	<b>Complete</b> - new contact reason and classification codes were introduced and are now used by the HSC to properly categorise customer contacts.	Analyse the reasons for avoidable contact and make recommendations for the redesign of services to reduce avoidable contact.	<b>On track</b> - this has already commenced with analysis of overdue repairs and analysis of out of hours calls.  Analysis of the reasons for contact has commenced (so far, approx. 9,000 emails and 5,000 have been checked to understand the reasons for customers contacting THH). The results will be used to design various e-forms that will be tracked when completed by customers.
Increase first contact resolution and efficiency by automating key processes as per the Customer Access Strategy.	Hilton A			Build new workflow in Northgate Task Manager for dealing with insurance claims and non-access.	<b>Complete</b> - the insurance claims workflow went live on 3/8/2020 and the non-access workflows have been built and are in the test phase.			Build new workflow in Northgate Task Manager for dealing with the remaining priority functions identified (water leaks, disrepair and vulnerability).	<b>On track</b> - the leaks process was finalised and went live in Northgate in December 2020.
Go live with on-line parking permits	Simon J	Request for integration made	<b>Complete</b> - Request for integration services from LBTH ICT has been developed.	Acceptance of WSP bid by EMT, for the online parking permit application system.	<b>Delayed</b> : Specification to be strengthened to ensure system allows for roll out of TMDs. There must be capability to manage a mixture of courtyard parking schemes and individual parking spaces. Requires manual intervention at THH.	Agreement of revised process with Council	<b>Delayed</b> - resolution being worked through with LBTH	Go live for WSP	<b>Delayed</b>
Deliver due actions in the Leaseholder Services Action Plan	Richard H	Action Plan - training completed	<b>Complete</b>	To update scripts for HSC to improve communication with LHs regarding low level queries	<b>Complete</b>	Update and Publicise policy regarding THHs approach to Major Works	<b>Complete</b>	To review success of measures implemented	<b>On track</b> : Success measures are being implemented via the Leasehold Action Plan.
Deliver leadership development programmes to reinforce customer first culture	Steve P	<b>Note: Programme paused due to pandemic</b>		Reassess programme in light of COVID-19 impact	<b>Complete</b> : Revised programme agreed. 1st event 'culture Lab' planned for 6/9 Oct	Delivery commences – 'culture lab' events and first programme events. Project work gets underway.	<b>Complete</b> : Culture lab events have taken place and projects defined for launch in Dec.	First workshops and action learning events take place. Related projects (IP and HDN accreditations) commence.	<b>On track</b> - first workshops and action learning events have taken place and publication of related programmes underway.
Review the Rent service to meet the challenges of the future	Beverley G	Review agreed	<b>Complete</b>	Consultation on planned changes undertaken	<b>Complete</b>	Changes Implemented	<b>Complete</b> : Recruitment to some posts unsuccessful and further interviews planned	Full implementation	<b>On track</b> - pending successful recruitment
Support implementation of new tenancy agreement in accordance with LBTH delivery plan	Sarah P/ Lesley O	<b>Note: Deliverable to carry forward to 21/22</b>						Combined consultation on Tenancy Agreement & rescinding 2nd succession policy to commence via LBTH consultation portal mid-March; to run for 12 weeks	<b>On track</b> : requires sign off by Lead Member for Housing & Mayor Feb 21.

Appendix 2: THH Business Plan 2020/21 Progress Update to December 2020

Great Homes 2020/21 Deliverables	Lead	2020/21 Key milestones							
		Quarter 1	Q1 Update	Quarter 2	Q2 Update	Quarter 3	Q3 Update	Quarter 4	Q4 Update
Deliver Better Neighbourhoods Programme, including fire safety work	Ben C			Launch Better Neighbourhoods Framework	<b>Complete</b> - We have held an online webinar conference Framework Launch on Thursday 25th June 2020.	Mobilise the consultants - Start surveying the capital works for the next two years of the capital programme.	<b>Complete</b> - ERs & Brief have been produced for the 1st year of the framework.	Mobilise Contractors - Start wider BNP blocks delayed by Covid.	<b>On Track</b> - In final stages of agreeing the first contracts
Work with partners to adopt Grenfell and Hackitt recommendation	Darren C			Understand the implications for THH and LBTH for the implementation of the recommendations from the Grenfell Inquiry and the Hackitt Recommendations, including the required strategic change and potential cost implications	<b>Complete</b> : Consultation for the FSO and draft Building Safety Bill has been started and investigations into the implications of the new legislation is underway.	Develop a forward plan for the implementation of the recommendations, Building Safety Cases and the introduction of BIM, develop BICs to measure progress in conjunction with LBTH	<b>Delayed</b> - We have begun to assess the implications of the Draft Building Safety Bill and FSO in relation to how this will impact both THH and LBTH and we have established a series of meetings with relevant LBTH officers to take these issues forward.	Implement fully costed forward plan to tackle the challenges of Grenfell outcomes, from both a capital remediation perspective and also revenue requirements for investment in IT technology. Cross referenced against the viability of the HRA, NPV and Sustainability of the Housing Portfolio.	<b>On Track</b> - Consideration of the various combination of work streams is underway. A degree of this work is dependent on the conclusion of the Savills studies into the carbon reduction agenda and the long term viability of the portfolio.
Put in place plans for a pilot on our place shaping initiative	Paul D		<b>Note: Deliverable to carry forward to 21/22</b>	Agreed pilot site. Commissioned designed proposal.		Received design and proposed costings.		If funding agreed, commencement of work on site by end of Q4.	
Refresh Asset Management Strategy	Darren C			Agree main areas of focus for strategy within Asset Management Task Force, linked to corporate objectives and the commitments of the Council.	<b>Complete</b> : Asset Management Task Force has met and agreed the major principles	Produce draft Strategy for discussion with LBTH following consultation regarding measurable objectives	<b>Delayed</b> : The Savills SHAPE and zero carbon exercise is not yet complete (due by mid Feb). In addition staff changes have delayed the completion of the plan.	Complete AMTF workshops and finalise SHAPE/carbon assessment exercises with Savills. Produce draft plan for end of quarter to go through governance in April 2021	<b>Delayed</b> - Workshops are already underway. Savills consultancy work to be completed by 19.2.21 following which work on asset man plan will commence in early March. AMTF advised of revised timetable
Develop the first THH Sustainability Strategy	Sarah P		<b>Note - withdrawn</b> . Development to follow outcome of HRA spending review.	Scope, principles and approach agreed through Executive Management Team	<b>Complete</b> - EMT approved proposal to pursue SHIF accreditation. Gap analysis will inform strategy.				
Commence procurement of new repairs contracts	Hillary K		<b>NOTE: The Repairs Procurement Project was paused due to Covid-19 - plan reflects revised timeline</b>			Issue tenders for all four new contracts	<b>Delayed</b> Some delays from revised timetable but good progress made. Gas Tender moving to IT stage, M&E and Fire SQ stage currently live	evaluate tender returns and prepare for mobilisation of new contracts in 2021/22	<b>On track</b>
Roll-out of Traffic Management Orders in line with agreed delivery plan	Simon James			Wapping works completed	<b>Complete</b>	Wapping TMO operational Shadwell consultation finished Shadwell Gardens TMO in place	<b>Delayed</b> - some delay in processing applications for Wapping, Shadwell orks scheduled now completed	Whitechapel TMO operational	<b>Delayed</b> - consultation due to commence

THH Business Plan 2020/21

Great Communities 2020/21 Deliverables	Lead	2020/21 Key milestones							
		Quarter 1	Q1 Update	Quarter 2	Q2 Update	Quarter 3	Q3 Update	Quarter 4	Q4 Update
Refresh Resident Engagement Strategy	Sarah P / Gulam H			Resident Engagement Strategy drafted	<b>Complete:</b> Draft Resident Engagement Strategy considered by Residents Panel 23/09	Commence consultation	<b>Complete -</b> Discussions have been held with the Residents' Panel which have broadly agreed the principles outlined in the strategy. In light of the announcement of the Social Housing White paper, further consultation may be required before the strategy can be taken for approval to board.	Strategies agreed by Board	<b>Delayed:</b> Draft strategy is ready but requires further consultation. Work is also underway to agree a consultation toolkit to complement high level vision outlined in strategy. Expect to see strategy approved by board in early Q1 21/22
Refresh Community Investment Strategy	Sarah P / Fokrul H	<b>Note: Deliverable to carry forward to 21/22</b>		Community Investment Strategy drafted	<b>Delayed:</b> Community Investment Strategy delayed due to teams focus on covid19 response work.	Seek agreement from LBTH to carry forward budget to support delivery in future years	<b>Complete -</b> Budget confirmation received	Commence work on new strategy	<b>On-track -</b> outline draft produced
Renegotiate contract for the provision of policing and security	Nick S	Approval to enter into 3 year agreement with MOPAC approved at Cabinet. Letter of intent sent from LBTH to MOPAC	<b>Complete:</b> Approval given to a further 3 years given at 3rd June 2020 Cabinet Meeting. Letter of intent sent to MOPAC and provision of 14 additional officers approved by MOPAC on 31st July 2020.	SS2 Agreement completed and signed by LBTH / MOPAC. 1 year extension of existing Parkguard contract confirmed.	<b>Complete:</b> 1 year extension of Parkguard contract confirmed August 2020. Draft SS2 Agreement reviewed in August 2020 and with LBTH for final sign off.	Procurement of new Neighbourhood Patrol Service initiated.	<b>Complete</b>	Procurement of new Neighbourhood Patrol Service concluded.	<b>On-track</b>
Commission youth services contract	Sarah P / Fokrul H	<b>Note: Deliverable revised in light of LBTH youth services tender</b>		Let short-term summer detached youth work contracts.	<b>Complete:</b> Short term summer detached work commissioned and delivered		Short term summer programme completed. There has been further delays to LBTH youth service commissioning. Even though THH is no longer bidding for this, we was awaiting outcome so that our service could complete the LBTH commission. As there is uncertainty when LBTH will complete its commissioning, we will start our commissioning in Q1 of 21/22.		
Re-procure three-year contract employment support contract	Sarah P / Fokrul H			Re-start procurement process	<b>Complete:</b> Re-procurement work commenced.	Contract out to tender	<b>Complete:</b> Tenders received Jan 21	Contract mobilization	<b>At risk -</b> tender
Re-procure ASB diversionary activity contract	Sarah P / Fokrul H			Contract extension with Streets of Growth agreed by LBTH Revised contract targets agreed with Street of Growth	<b>On track:</b> Waiver with LBTH for approval		Waiver approved by LBTH and contract with Streets of Growth started on 2/01/21 for a 9 month period.	Quarter 3 contract targets achieved and reported	<b>On-track</b>
Explore feasibility of transferring the management of temporary accommodation to	Ann O / Lesley O	<b>Note: activity delayed in light of COVID-19</b>		Explore options with LBTH and agree plan	<b>Delayed:</b> Options under consideration - plan to be agreed	Explore options with LBTH and agree plan	<b>Delayed:</b> Options under consideration - plan to be agreed		
Work with LBTH to agree strengthened application of private sector housing powers	Ann O / Lesley O	<b>Note: activity delayed in light of COVID-19</b>		Explore options with LBTH and agree plan	<b>Delayed:</b> Options under consideration - plan yet to be agreed	Explore options with LBTH and agree plan	<b>Delayed:</b> Options under consideration - plan to be agreed		
Deliver THH Safeguarding Action Plan	Beverley G	- New procedures agreed - Implement new remote working practices to manage safeguarding caseload	<b>Complete</b>	Deliver Q2 actions as per agreed revised plan	<b>Complete</b>	Deliver Q3 actions as per agreed revised plan	<b>Complete</b>	Deliver Q4 actions as per agreed revised plan	<b>On-track</b>
Work with LBTH to explore increasing supply of new homes through roof-top development	Ben C			Understand the priorities of the scheme, with particular reference to the HRA, and compliance perspectives	<b>Complete:</b> Joint working group set-up that meets weekly to provide the project steer.	Establish, the location of potentially viable sites for the development of rooftop homes. Assess the viability models for the deliver of such units.	<b>Complete:</b> Pilot projects have been selected, residents have been informed and stage 1a/2 consultation has been completed	Establish a forward plan for the delivery of the Council's objectives for the provision of rooftop developments within the borough.	<b>On-track</b>
Manage new homes to support the Mayor's new homes commitment	Beverley G / Ann O	Plan for effective handover of 3 infill sites	<b>Complete</b>	Support 140 residents to settle into new homes and new communities -Support the Herriot regeneration project	<b>Delayed -</b> Now expecting handover of Banchester from LBTH at the beginning of Q4.				

<b>Board of Directors</b>  <b>February 25<sup>th</sup> 2021</b>	
<b>Report authorised by: Neil Isaac</b>  <b>Report Author: Wendy Wuraola</b>	<b>Report type:</b>  For Decision
<b>Title:</b> Budget Update for 2021/22	

## 1 Summary

- 1.1 This report sets out the processes that have been followed in identifying the savings required by the Council for 2021/22. Savings of £500k have been identified from the management fee with the balance to come from additional leasehold income.
- 1.2 Budget submissions have been made to LBTH finance colleagues and have been included in the budget report that was presented to Cabinet on the 27 January 2021.
- 1.3 This paper was discussed at Finance and Audit Committee on 11 February 2021.

## 2 Background

- 2.1 THH has a savings target of £1m from LBTH for 2021/22. This is the final year of our £6m savings target set by the Council in 2016, starting in the financial year 2017/18.
- 2.2 Savings of £5m have already been delivered in previous years, from both the management fee and delegated budgets.
- 2.3 The star chamber process ran through the autumn and savings were identified, along with some growth proposals.
- 2.4 The budget process was led by the Finance team, but with significant oversight and involvement from EMT. Managers across THH were reminded of savings requirements early in the financial year. The star chamber process ran through the autumn and savings were identified, along with some growth proposals.

## 3 Management Fee

**3.1 Staffing Savings**

Staffing savings have been identified in three areas:

- **The Communications team review**  
Following an external review of the Communications function a new streamlined structure has been proposed that puts greater emphasis on digital communications and internal communications. These proposals were endorsed by EMT; the staff affected are currently being consulted on the proposals. A saving of £51k is anticipated from the implementation of the new structure.
- **Leasehold Services**  
A saving of £100k has been identified by Leasehold services as a result of holding vacant posts, 1 RTB Fraud Officer and 1 Consultation Officer with an additional reduction on agency costs of £10k.
- **Agency cover for the Director of Finance role**  
When the interim Director of Finance was appointed an agency staff budget was established to ensure that the full costs of the assignment could be met as the pension on cost was reduced. Following the appointment of the DoF on a permanent basis there is no requirement for the agency budget. This generates a saving of £18.5k.

**3.2 Non Staffing Savings**

A thorough review was undertaken on all cost centres to identify budgets that had not been utilised in previous years and for which no plans are in place for future expenditure. The table below summarises the savings by CIPFA headings.

<b>CIPFA</b>	<b>SAVINGS (Non Pay)</b>
Employees	<b>-45,793</b>
Supplies & Services	<b>-249,515</b>
Property Related	<b>-5,892</b>
Transport Related	<b>-20,600</b>
Third Party Payments	<b>-8,099</b>
<b>Total</b>	<b>-329,899</b>

**Employee Cost:**

The £45k savings relate to training, of which £40k was a one-off bid for the current year.

**Supplies and Services:**

The main areas of savings are in consultancy budgets. £131k, Computing costs, £50k, general supplies & services, £36k and stationery £32k.

There is a £30k reduction from leaving the MET SLA, however this budget has been used to fund business rates in Estate Services. Across the organisation, further savings were identified on Staff Transport costs, Property and Third Party Payments.



**3.3 Growth**

Growth of £188k was initially sought by budget managers on the management fee.

THH wish to seek accreditations (For example the Housing Diversity Network and Investors in People) and undertake the STAR satisfaction survey. The associated costs relating to this is estimated to be £32k.

There is a requirement to undertake Fire Risk Assessment Surveys and develop the Asset Management system to improve record keeping, both of FRA and building data. A growth bid of £60k for FRA and £20k for Keystone have been submitted.

3.4 Following discussion of the budget report at the Mayor’s Advisory Board (MAB) the Council asked THH to reconsider its growth. The Covid -19 crisis has had a profound impact on the Council's budget and its ability to deliver services and, consequently, on its financial planning assumptions, and so THH were asked to revisit all growth bids and put forward only those that are business critical.

3.5 Based on this, the growth bid relating to the cost of seeking accreditation was withdrawn.

**3.6 Reprourement of Agency Provider Contract**

LBTH is looking to procure a new agency provider, that will provide a wider range of options in terms of agency staff. As a result, THH will no longer receive a rebate on the cost of agency staff employed.

**3.7 Summary**

There are proposed savings on the management fee of £500k. This will be reduced by the £80k growth that has been submitted for approval by EMT. The table below shows the calculation of the proposed 2021-22 Management.

<b>THH 2021/22 Approved Management Fee</b>	
<b>Description</b>	<b>£££</b>
<b>Management Fee 2020/21</b>	32,415,000
2020/21 Pay Award	620,000
<b>Total 2020/21 Management Fee</b>	<b>33,035,000</b>
Total Savings	-500,000
Growth	80,000
<b>2021/22 Management Fee</b>	<b>32,615,000</b>
Decrease in Management Fee	-420,000

## **4 THH Costs outside the management fee**

### **4.1 Background**

In 2018/19 a decision was taken to charge the capital programme delivery team direct to the Capital programme. This produced a headline reduction in the management fee without directly affecting the services provided by THH. This approach was adopted in part because of concerns from Council colleagues that the management fee had been increased in previous years to reflect additional costs in delivering the capital programme, without the transparency of costs when there was slippage on the capital programme.

This has resulted in the THH budget showing a contra entry for additional income to reflect the costs of the capital delivery team. Although savings generated in this area do not have a direct impact on the revenue account there is a reduction in the overall cost charged to the HRA Business Plan so can reasonably be regarded as savings.

### **4.2 Staffing Savings**

Staffing savings of £165k are proposed in this area. This will require a restructure which was discussed at star chamber. Approval has been sought from EMT to progress this proposal.

### **4.3 Non Staffing Savings**

Savings in consultant fees, training and car allowances have been identified at £42k. In part these are dependent on the restructure outlined above.

## **5 Delegated Budget**

### **5.1 Expenditure**

There is one growth item of £250k in the R&M budget for a five year programme of electrical testing. Following discussions at star chamber it was agreed that some of this growth could be absorbed within the existing budget, a growth bid was therefore required at £137k. This growth bid was approved at Cabinet on 27 January 2021.

It was advised that all inflationary repairs increases were to be absorbed within next years' repair budget. This includes an inflation provision of £95k included to reflect contractual obligations, and an uplift of £104k allowed for the PFI indexation on Dame Collet and Poplar baths development.

### **5.2 Income**

It is not always easy to determine growth in income that can be taken by THH as a saving as opposed to income that will happen naturally e.g. from rent increases and service charge increases. We are not proposing to "claim" the rent increase or the inflation related service charge increases. A grey area is the service charge to pay for the MOPAC continuation, although THH put in the work to set up the service charge as it is offsetting the growth that was approved last year it doesn't seem likely that such a claim would be successful although it

will generate additional income of £717k from tenants from £667k leaseholders.

What has been claimed however is an element of the leasehold service charge income that is generated by increased diligence on ensuring that service charges are recoverable from leaseholders and from the modest redirection of repairs expenditure to communal works. This is prudently estimated at £500k.

Additionally, we will generate additional income of £140k from Major works charges to leaseholders. This is based on current levels of performance so isn't dependant on any other actions and so doesn't represent a risk.

### 5.3 Rents and Service Charges

From 2016-17 local authorities were asked to implement a rent reduction of 1% for four years, the last year to which the rent reduction applied was 2019-20. The Rent Standard published in 2018 allowed for local authorities to apply a maximum increase of CPI + 1% increase on rents and service charges, starting from April 2021.

5.4 The current year's budget for rents is £65.497m. As a result of the rent increase and the movements in stock arising from property acquisitions and disposals (including right to buy sales), voids and bad debt, the 2021-22 budget is estimated at £66.990m. September 2020 CPI was 0.5%, therefore the average weekly increase equated to an average weekly rent increase of £1.23 and a weekly increase of £0.55 on service charges. The energy charges were based on actual costs incurred.

### 5.5 Energy

The 2021-22 energy budget has been held at the same level as current year. The new energy contract with Total Gas is expected to generate some savings but this has not yet been quantified

### 5.6 Summary

The delegated budget proposals are appended to this report.

## 6 Other issues

### 6.1 Roll forward of growth for Community Initiatives

A three year programme of community activities was approved by Cabinet in in 2018/19 we submitted and got approved a growth bid to expand our community investment programme.

This was to further enhance a range of our community investment programmes to allow us to reach out to and support even more residents enhance their life chances. The council approved the following 3-year budget/programme:

Project	2019-20	2020-21	2021-22	Total
ASB Diversionary Programme with Streets of Growth Project - 17 plus	50,000	50,000	50,000	150,000
Estate youth centres & outreach - under 16	150,000	200,000	200,000	550,000
Community Food Gardens (CFG)	75,000	50,000	50,000	175,000
Health & Wellbeing programme	75,000	100,000	100,000	275,000
Financial Health and Employment & Enterprise	75,000	100,000	100,000	275,000
Capacity building & small grants programme for TRAs	75,000	75,000	75,000	225,000
<b>TOTAL</b>	<b>500,000</b>	<b>575,000</b>	<b>575,000</b>	<b>1,650,000</b>

## 6.2 Procurement & Covid19 delays

We started procurement for key projects in January 2020 with plans to start these projects in April 2020. However, there was significant delays in procurement of key projects, due to shortage of legal staff at LBTH thus unable to move the procurement forward. This followed a freeze on procurement activities due to Covid-19. Some of the procurement work has recommenced in readiness for works to be commissioned 2021.

## 6.3 Budget reprofile

Due to the issues in the first year with incorrect budget uploads and then the procurement and Covid-19 delays, we requested that the growth budget that was approved by LBTH gets reprofiled over the next 3 years, so we are able to deliver the programme that we had approved by LBTH and have the impact we aimed to achieve.

The table below shows the proposed reprofile:

Projects	3 year approved budget	2019/20 Budget	19/20 Outturn	2020/21 Budget	20/21 Forecast	Proposed reprofile			Total
						2021/22 Budget	22/23 Budget	23/24 Budget	
Expanding Streets of Growth Project - 17 plus	150,000	50,000		50,000	0	50,000	50,000	50,000	150,000
Estate youth centres & outreach - under 16	550,000	150,000	93,607	200,000	0	150,000	150,000	150,000	543,607
Inspiring Communities Fund (ICF) & Capacity Building programme for TRAs	225,000	75,000	50,000	75,000	0	75,000	50,000	50,000	225,000
Community Food Gardens (CFG)	175,000	75,000	26,570	50,000	50,000	50,000	25,000	25,000	176,570
Employment & Enterprise programme	275,000	75,000	25,000	100,000	0	100,000	75,000	75,000	275,000
Health & Wellbeing programme	275,000	75,000	44,440	100,000	20,000	75,000	75,000	60,000	274,440
<b>TOTAL</b>	<b>1,650,000</b>	<b>500,000</b>	<b>239,617</b>	<b>575,000</b>	<b>70,000</b>	<b>500,000</b>	<b>425,000</b>	<b>410,000</b>	<b>1,644,617</b>

## 6.4 Building Safety

A one-off growth bid was approved for 2020/21 to start the process of assessing the building safety requirements arising from the Grenfell enquiry. Due to Covid related delays in the publication of draft requirements it has not been possible to determine the necessary staffing structure and costs relating to enhanced building safety

requirements. It was proposed to roll forward the unused budget from the current financial year and to make any necessary growth bids for 2022/23 not 2021/22 as had been envisaged.

## 6.5 Digital Solutions

The digital solutions budget was originally agreed to run for 3 years starting 2017/18 This expenditure is necessary on a spend to save basis, but savings will have to be generated from this programme as it represents a use of reserves that will not last forever.

6.6 These proposals were reported to Members in the Cabinet report.

## 7 Financial Implications

7.1 The overall position on the management fee is shown in the table below:

FUNDED	CIPFA	BASE BUDGET 2020/21	PAY AWARD	BUDGET TRANSFERS	SAVINGS (Non Pay)	SAVINGS (Salaries)	GROWTH (Salaries)	GROWTH (Non-Pay)	BUDGET ESTIMATE 2021/22
Man Fee	Employees	22,909,450	609,714	-19,126	-45,793	-174,198		2,000	23,282,047
	SLA	4,807,207		44,569				1	4,851,777
	Supplies & Services	2,193,629		-62,093	-249,515			82,000	1,964,021
	Property Related	1,603,030		36,350	-5,892				1,633,488
	Contingency	707,355	9,800	-167,000					550,155
	Transport Related	120,490		3,300	-20,600				103,190
	Third Party Payments	74,693		-3,000	-8,099				63,594
	Depreciation	25,000		167,000					192,000
	Interest	-25,000							-25,000
<b>Man Fee Total</b>		<b>32,415,854</b>	<b>619,514</b>	<b>-</b>	<b>-329,899</b>	<b>-174,198</b>		<b>84,001</b>	<b>32,615,272</b>
THH Reserves	Employees	-					250,000		250,000
	Supplies & Services	-						220,000	220,000
<b>THH Reserves Total</b>		<b>-</b>					<b>250,000</b>	<b>220,000</b>	<b>470,000</b>
LBTH	Employees	-1,057,921	-		-9,869	-165,000	165,000	42,498	-1,025,292
	Supplies & Services	969,860		-500	-23,630				945,730
	Property Related	4,000							4,000
	Transport Related	70,562		500	-9,000				62,062
	Third Party Payments	13,500							13,500
<b>LBTH Total</b>		<b>1</b>	<b>-</b>	<b>-</b>	<b>-42,499</b>	<b>-165,000</b>	<b>165,000</b>	<b>42,498</b>	<b>0</b>
<b>Grand Total</b>		<b>32,415,855</b>	<b>619,514</b>	<b>-</b>	<b>-372,398</b>	<b>-339,198</b>	<b>415,000</b>	<b>346,499</b>	<b>33,085,272</b>

## 8 Legal Implications

N/A


## 9 Risk Management Implications

N/A

### Appendix 1: 2020/21 Delegated Budget

Description	COST CENTRE	2020/21 BUDGET	CHANGE	2021/22 BUDGET
		£000	£000	£000
R&M Contracts		16,090	137	16,227

Building Insurance	10677	3,537		3,537
Communal Energy	10656	3,551		3,551
Dame Colett & Poplar Baths	10695	1,467	0	1,467
Mayoral Bid - ASB	10665	1,388		1,388
TMO Allowances	10650	901		901
Community Investment	10696	750		750
Cleaning Materials	10652	513		513
Concierge	10654	430		430
Estate Parking	10627	410		410
NNDR Community Centre	10671	245		245
Service Charge Payments	10674	230		230
Rent Payments	10673	65		65
Neighbourhood Action	17706	50		50
ASB Initiatives	10642	40		40
		<b>29,667</b>	<b>137</b>	<b>29,804</b>
Tenants Rents	10610	-65,497	-1,493	-66,990
Leasehold Service Charges	10626	-16,500	-500	-17,000
Communal Electricity - Income	10614	-671	-21	-692
Grounds Maintenance - Income	10615	-443	-17	-460
Concierge Income - Tenants	10616	-249	-19	-268
Refuse Service income - Tenants	10617	-2,949	-162	-3,111
Caretaking Income - Tenants	10618	-1,377	-65	-1,442
Boiler Fuel Income - Tenants	10620	-1,894	76	-1,818
Anti Social Behaviour Income - Tenants	10619	-	-692	-692
Garage Rents	10611	-1,423	-21	-1,444
Major Works Income - Leaseholders	10630	-500	-140	-640
Home Ownership Admin Fee	10625	-154	0	-154
Estate Parking Income	10627	-135	0	-135
CDM Fees	10623	-3	3	-
Mortgage Interest	10691	-1	1	0
		<b>-91,796</b>	<b>-3,050</b>	<b>-94,846</b>
		<b>-62,129</b>	<b>-2,914</b>	<b>-65,042</b>

<p><b>Board of Directors</b></p> <p>25<sup>th</sup> February 2021</p>	
<p><b>Report authorised by:</b> Susmita Sen - CEO</p> <p><b>Report Author:</b> Paul Davey – Director of Business Transformation</p>	<p><b>Report type:</b></p> <p>For information</p>
<p><b>Title:</b> CEO Report</p>	

**1. Introduction**

This report provides the Board with an update from Neighbourhood Services, Asset Management and the Business Transformation division.

**2. Recommendation**

2.1 That Board Directors note the contents of this report

**3. Business Transformation Update**

**3.1 Business Development**

Our work to support business transformation projects, engage with residents and ensure effective complaints handling continues to be managed through home working. The teams have embraced the introduction of MS Teams and have been using the technology to stay connected and work collaboratively. The move to online resident meetings has been successful and we have seen greater levels of participation being achieved. Staff have also worked flexibly to get behind initiatives to support vulnerable residents and help HSC colleagues to assist in managing enormous demand during the pandemic.

Increasingly the team are working to ensure THH is prepared for the changes being introduced through the Social Housing White Paper. The recently completed work on complaints handling, including the transition to a 10-day response time for stage 1 complaints and publication of our self-assessment is ensuring we can show compliance with the new Housing Ombudsman Complaints Handling Code. Two scrutiny reviews have been completed; the first making recommendations to strengthen the voice of residents in the decision-making process and more the involvement of residents in the delivery of major works. Both of these have a strong relationship to proposals within the White Paper about the importance of listening to and responding to what residents say.

The normal operation of the Community Partnership Team was more widely disrupted by Covid 19 restrictions in the early days, necessitating a more creative approach to be deployed. The team have been instrumental in ensuring the smooth operation of support

Page | 1

offered by the Community Hubs, keeping community food gardens open, providing small grants to support Covid safe community projects, running on-line resident training and keeping much needed financial support services operating remotely for residents. More recently the team have helped TRAs run AGMs on-line and commissioned services such as our combatting loneliness and employment projects are soon to restart.

### 3.2 People Services

All HR services have been fully operational throughout the pandemic.

Our recruitment process is fully online, and we have been able to keep the service running via virtual interviews. Right-to-work checks are being undertaken virtually in line with Home Office guidance – these will need to be rechecked when the pandemic is over. Similarly, the DBS has enabled online document checking; we are currently planning the triennial renewal of existing staff checks to commence later in the year. We have put in place all necessary adjustments in light of Brexit and the introduction of the Settled Status scheme. Our new employee onboarding portal, launching imminently, incorporates DocuSign technology to make the joining process easier for staff.

Staff wellbeing has been a key focus throughout the pandemic. We gathered details of underlying health conditions early on, so that we could manage staffing resources safely and in line with changing Government guidance. Our risk assessment approach has included an individual tool that draws discussion to these and other increased risk factors. We released tools to help staff manage their wellbeing and have included a range of ongoing online social events and awareness-raising webinars/guest speakers. We have provided staff with £100 contribution towards any expenses connected with setting up home workstations, as well as providing redundant monitors/keyboards/mice and opening a 'chair loan' scheme. We sent homeworking staff a 'thank you' gift of chocolates in the run-up to Christmas, and our estate services staff have received regular similar 'treats' alongside supplies of PPE. Caretaking staff have received additional time off during lockdowns 1 and 3, to reflect the additional physical exertion of their work (i.e. using stairs due to the limited capacity of lifts). Our new intranet at Workplace/Yammer sites have help staff to stay connected with each other through the pandemic and has allowed them to take pride and feel recognised by peers for their hard work during this time.

Our Firstcare nurse-led absence reporting service has been a critical tool during the pandemic, in enabling staff to access clinical advice (equal to NHS 111) 24/7, to help them discern the symptoms of coronavirus with those of cold/flu and take the appropriate actions. In turn, management can have confidence in the real-time information that is available about the nature of staff absence and anticipated return dates. This has also given us robust information on which to mount our own contact tracing and employer-led testing approach, to keep staff, contractors and residents safe.

Our online 121 tool has helped us to ensure that staff have had regular check-ins with their managers during the pandemic. Managers were offered online coaching/action learning support in making the adjustment to managing a remote team, which included consideration of the pastoral elements of management and the need for increased empathy and compassion.

Our HR Self Service platform was expanded in April 2020 to include online annual leave booking, which has enabled staff to continue to use annual leave despite lockdown travel restrictions as well as providing us with insight to usage levels.



Limited use of the Furlough scheme was made for shielding Caretaking staff during lockdown 1, where THH had to obtain cover for their services at additional expense. This will be repeated during lockdown 3.

#### **4. Asset Management Update**

##### **4.1 Repairs service**

The new lockdown has taken its toll on our staffing levels, and this is true also of our repair contractor Mears who have been affected by unwell or shielding staff since before Christmas which has affected the service. This initially led the main responsive repairs contractor Mears to have a build-up of delayed repairs.

Mears has produced a comprehensive Recovery Plan to ensure their performance improves across the range of BCIs and Board indicators. This is being closely monitored and we are starting to see some early positive signs. The volume of overdue orders has reduced by around 40% and continues to show steady improvement. Additional resources have been brought in to plug gaps and to increase capacity in areas of pressure. Thorough housekeeping is underway, to ensure accuracy and transparency in our visibility of outstanding repairs.

Due to the pandemic lockdown restrictions and these recent staff shortages, we are currently prioritising emergency and essential repairs. We have advised customers that any repair that is not an emergency will not be completed in our normal timescales until the pandemic eases. We have also published information on the THH website of what constitutes an emergency repair.

Just to give some context, from 1st Nov 2020 to 31st January 2021, 18,440 repair jobs were completed by all THH contractors (Mears being the largest). Of these, 10,162 of the jobs were routine non-emergencies and 8,278 were emergencies.

The backlog of repairs also had an impact on call handling in our contact centre as tenants understandably chased up their repair. This too is being resolved as we improve the repairs performance. To help with call wait times we are asking residents to report non-emergencies via MyTHH rather than the phone. This helps ensure that customers with emergencies can get through to the contact centre during the current period when the HSC have been experiencing exceptionally high call volumes. However, for those who are elderly, vulnerable or with no access to IT, their non-emergency repair details will still be taken over the phone.

Repairs operatives working in tenants' homes are, of course, following Government guidelines. These include communicating with households prior to arrival to ensure that residents understand the social distancing and hygiene measures that must be followed. There are some types of repairs that cannot yet be carried out. For example, jobs requiring two repairs operatives whilst observing social distancing, is difficult. We ensure that repairs operatives understand their obligations and are safely equipped with Personal Protective Equipment (PPE) including gloves and respiratory equipment such as face masks where appropriate.

#### **5. Neighbourhood Services Update**

5.1 Monthly Estate Inspections by the housing officers resumed in November 2020 following work with staff and Trade Unions on activity, office and personal risk assessments. A total of 112 estates have been inspected since the

function was resumed. In addition, our Fire Safety Team has also been out and about dealing with obstructions in shared areas and following up on other issues impacting on fire safety in blocks that we manage.

The Voids Team have been undertaking viewings and sign ups since the summer (once Covid regulations allowed) and have in that time let four new build schemes. Performance on turnaround times for void work has been greatly affected by the pandemic in this year. It was not permitted to let voids for four months to July in the first lockdown. Covid also required more rigorous processes which also caused some delays. Performance for this function is unlikely to improve greatly in the short-term not least because there are other large new build schemes such as Barchester to be handed over to us for letting which takes up much of the available resource.

The ASB team are working from home on follow up case work by phone but estate based ASB patrols continue and the team have had a visible presence on estates as part of a range of operations.

Despite the change of working practice, the ASB team's results for 2020 are their best yet. They carried out targeted enforcement resulting in hundreds of arrests, drug intervention referrals and the seizure of tens of thousands of pounds worth of illicit drugs and cash from the borough's streets.

- 2020 ASB results:
- 297 Arrests/cautions
- 2090 Antisocial behaviour warnings
- 577 Criminal intelligence reports
- 209 Drug intervention referrals
- Cash seizures of £40K
- Drug seizures of £50K
- Five Closure Orders Obtained via the Courts
- Nine Warrants Obtained and Executed
- Three Tower Hamlets Homes targeted ASB Operations
- 38 Civil Injunctions

## 5.2 Safeguarding

Further to the last CE report, we have now reviewed the recommendations from three recent Domestic Homicide Reviews which took place in the Borough but not in Council stock. The relevant recommendations are  
All agencies have robust Domestic Abuse Policies and Procedures in place.  
Such policies are in place in THH

Family members are not used as translators and there is easy access to appropriately trained professional translation, including provision for Sylheti where required.  
When interpretation is needed an appropriate officer that speaks the language interviews the client. The language line is also available for interpretation  
Pre-Action Protocols to include question around domestic abuse, with particular focus on financial abuse as a possible reason for rent arrears.

The pre action protocol has been amended for the income collection teams in rents and leasehold services

Housing providers to consider achieving DAHA Accreditation which would ensure they are good practice providers in supporting their residents affected by domestic abuse. Joint accreditation with LBTH is being planned and scheduled for December 2021

Other positive progress from the plan includes:

Information on DA services running on loop in the lift screens those blocks equipped with lobby screens

Resident at Risk Concern process was launched before Christmas to make it easier for staff and contractors to report concerns about residents

Safeguarding and hoarding training organised for NHDs staff in March and April

## **6. Performance**

### **6.1 Performance Summary January 2021**

THH performance to January 2021 is set out in *Appendix 1*.

#### **Monthly indicators**

Of the nine business critical indicators (BCIs) with targets set, 7 [78%] are meeting or exceeding target.

Of the 15 monthly indicators, 11 [73%] show a reduced performance compared to the 2019-20 out-turn or equivalent month last year for profiled indicators.

[20%] show an improved performance in January compared to December. These are: *Repairs satisfaction; Rent collected; and Rent arrears*.

#### **Quarterly indicators**

Of the nine BCIs with targets set, 6 [67%] are meeting or exceeding target.

Of the 19 quarterly indicators with results for both quarters, 9 [47%] have improved or stayed the same and 10 [53%] have weakened since Quarter 2.

Of the 23 indicators with a comparable result, 12 [52%] show a weaker performance for the year to date compared to 2019-20 whilst in 11 [49%] performance has strengthened or remained the same.

Areas of strong performance include: *Leaseholder satisfaction, MyTHH registrations; Satisfaction with caretaking; Major works – both programme delivery and satisfaction; and Major works invoices* where all outstanding invoices have now been issued.

### **6.2 Key operations**

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

#### **Calls answered**

The Housing Service Centre [HSC] continues to experience high call volumes. A significant proportion of the calls and emails are repairs-related including chase-up calls following the resumption of non-emergency repairs post lockdown. Performance at the HSC continues to be adversely affected by intermittent VPN connection and other system failures following the roll out of Windows 10.

Remedial action being taken includes training staff from other sections to help take calls, Mears taking on additional operatives and THH recruiting four FTE call agents.

### **Income collection**

#### **Rents**

Collection including pre-payments remains above 100%. Rent arrears, having increased significantly from £3.48m at the end of March 2020 to £4.05m at the end of July, have stabilised to £3.83m at the end of January. This is 5.2% of the rent roll.

We continue to support tenants to prevent the build-up of unmanageable rent arrears by checking welfare and benefit entitlement, making advice referrals, and agreeing affordable repayment arrangements. SMS payment reminders and arrears alerts went live in September.

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

#### **Service charges**

Collection remains down compared to last year; day-to-day service charge income is holding up reasonably well at 94% of amount billed whilst major works charges are more significantly affected. The issues of court availability will be similar to those affecting the rent service.

#### **Voids**

The initial period of lockdown when properties were only let in emergencies left a backlog of voids. When full re-letting resumed on the 20<sup>th</sup> July, the need for socially distanced working and viewings only being conducted after all void repair works had been completed also impacted on performance. This was compounded by the requirement to let a number of new build schemes.

Neighbourhood colleagues were assisting the Voids Team, but the re-introduction of lockdown has slowed the tackling of the backlog.

#### **Gas safety**

Gas compliance had stabilised at 99.76% by the end of January with just 23 properties non-compliant. THH continues to go to court on a small number of properties to secure access.



January 2021

Tower Hamlets Homes Key Monthly Performance Indicators

Year to date performance: January 2021	●	At or above target
	●	Below target, above minimum
	●	Below target, below minimum

KPI Name	Target YTD	Minimum Score <sup>1</sup>	YTD	TREND <sup>2</sup>
<b>Customers</b>				
1 % of calls answered			76.9%	▼
2 % of Complaints responded to in target STAGE 1 ONLY	BCI	95%	97.0%	▼
3 Complaints Escalation: % of Complaints Upheld at Stage 2	BCI	10%	4.6%	▼
<b>Homes &amp; Neighbourhoods</b>				
4 Repairs: Appointments kept				
5 % of properties with a current gas safety certificate	BCI	100%	99.76%	▼
6 Repairs: Emergency repairs in target			98.9%	▼
7 Repairs: Non-emergency repairs in target			96.9%	▼
8 % of repairs completed right first time	BCI			
9 % of tenants rating the repairs service as excellent, good or fair	BCI	82%	84.9%	▲
10 Unauthorised Occupancy: Homes Recovered			8	◀▶
<b>Organisational</b>				
11 Average time to relet empty homes - Short term (days)	BCI	65	62.3	▼
12 Average time to relet empty homes - Long term (days)	BCI	65	67.8	▼
13 % rent collected (of rent due)	BCI	98%	100.3%	▲
14 Current arrears as % of rent roll			5.2%	▲
15 % of Members' Enquiries responded to in target			89.03%	▼
16 Service charge collected	BCI	100%	104.1%	▼
17 Major works charge collected	BCI	100%	121.0%	▼

PREVIOUS YEAR				
YTD Jan 2020	Year on Year Trend	Out-turn 19/20	Trend: YTD Against Out-turn	TARGET 19/20
88.5%	▼	87.6%	▼	92.0%
94.7%	▲	95.7%	▲	95.0%
6.5%	▲	6.5%	▲	10.0%
94.3%		94.0%		95.0%
100%	▼	100%	▼	100%
98.3%	▲	98.3%	▲	98.5%
98.0%	▼	98.0%	▼	98.5%
81.3%		80.8%		83.0%
88.5%	▼	87.8%	▼	92.0%
45	▼	56	▼	55
21	▼	21	▼	22
42	▼	40	▼	35
101.7%	▼	101.3%	▼	99.5%
4.5%	▼	4.6%	▼	5.3%
91.1%	▼	91.0%	▼	90.0%
102.1%	▲	101.2%	▲	100%
128.9%	▼	126.8%	▼	100%


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



**Business Critical Indicators & Key Service Indicators**  
**QUARTERLY INDICATORS**

Q January 2021

		Target YTD	Minimum Score	YTD	TREND	
<b>Customers</b>						Out-turn 19/20
1	Percentage of residents rating the HSC as excellent, good, or fair			88.4%		92.8%
2	Percentage of residents agreeing with the statement 'THH does what it says it will do'	75%	71%	69.0%	◀	78.7%
3	Overall Satisfaction: Tenants	85%	81%	81.7%	▼	89.1%
4	Overall Satisfaction: Leaseholders	75%	71%	77.0%	▼	71.9%
5	No. of MyTHH registrations			7,821	▲	5860
6	No. of unique MyTHH visits as a % of residents registered			46.9%	▼	40.1%
7	Reduction in the number of telephone calls about parking			0		
<b>Homes &amp; Neighbourhoods</b>						
8	Satisfaction With Caretaking	86%	82%	86.3%	▼	88.1%
8a	Satisfaction With Caretaking : Tenants	86%	82%	88.3%	▲	89.4%
8b	Satisfaction With Caretaking : Leaseholders	86%	82%	82.5%	▼	85.3%
9	% of residents satisfied with the service provided by the caretaker			93.3%	▲	92.9%
10	% of residents satisfied with the neighbourhood			81.2%	▼	84.5%
11	ASB: % of cases successfully resolved			98.9%	◀	98.5%
12	ASB: % of residents satisfied with handling of ASB			52.2%		53.6%
13	Reduction in the number of telephone calls about repairs			29,146		97.2%
14	% of communal repairs completed right first time			83.2%	▲	87.1%
15	% of Overdue Outstanding repairs			37.1%	▼	
16	Major Works Programme Delivery	86%	82%	89.4%	▼	99.3%
17	Major Works Invoices Issued	9	9	9	▲	87.4%
18	Percentage of residents rating capital works as excellent, good or fair	85%	81%	87.0%	▼	92.8%
19a	Reduction of blocks with Substantial Fire Risk to Moderate	3	3			
19b	Reduction of blocks with Moderate Fire Risk to Tolerable	60	57			
20	% of blocks with Fire Risk Assessment in place	100%	95%	100%	◀	100%
21	% of contractor schemes subject to additional health & safety monitoring					
<b>Organisational</b>						
22	Void Rent Loss as % of Rent Due	0.80%	0.84%	0.89%	▼	0.48%
23	% of managers trained in health & safety					74.7%
24	People Strategy: Staff positively rating "Residents are at the heart of what we do"					90.3%
25	Average Days Staff Sickness			9.1	▲	10.6
26	% of Agency Staff			12.0%	▼	17.0%
27	Staff Turnover			4.9%	▲	9.3%

<p><b>Board of Directors</b></p> <p>25th February 2021</p>	
<p><b>Report authorised by:</b> Susmita Sen, Chief Executive</p> <p><b>Report Author:</b> William Manning, Director of Asset Management</p>	<p><b>Report type:</b> For Information</p>
<p><b>Update on work undertaken by the Asset Management Task Force</b></p>	

## 1. Introduction

The Asset Management Task Force (AMTF) works as a sub-committee of the Board to oversee and support the work of the Asset Management Team. The AMTF meets every six weeks and is regularly attended by Board Directors. There is an ongoing open invitation for any members of the Board to participate. The meeting is chaired by Board Director, Claire Tuffin.

## 2. Work over the past year

Whilst much of our operations have been directly affected by the C19 pandemic the work of the AMTF has continued and has covered considerable ground across the Asset Management directorate:

Work undertaken is as follows:

- Monitoring the delivery of four new repairs contracts to replace the current single contract currently carried out by Mears.
- Jointly with Customer Experience Task Force (CETF) reviewed the arrangements for consultation on major works. This was reviewed by a working group of the Residents' Panel and reported back through CETF.
- Received reports on the Fire Safety Bill and Building Safety Bill, the roles and functions of the new responsible persons regime and the new fire safety framework.
- Recent reports on compliance matters covering the range of compliance areas.
- Capital programme delivery
- Outline Framework of the Asset Management Plan

### **3. Asset Management Plan**

Currently, to support the work being carried out on the HRA Business Plan, THH have commissioned stock condition surveys, a carbon assessment and an asset performance evaluation tool (SHAPE).

These tools will inform the Asset Management Plan as well as the HRA Business Plan.

Currently the AMTF force is undertaking a series of workshops – repairs, major works and asset planning. The remaining workshop (asset planning) will touch on the outcomes of the above material.

The AMTF is due to receive its first asset management plan draft 1 in March 2021.

### **4. Future items**

The Chair of the AMTF has determined the following items should be covered in the coming year:

- HRA Business Plan
  - Asset Management Plan
  - Fire and Building Safety – translating the requirements into actionable steps
  - Compliance and focussing on the big five H&S areas
  - Repairs Contract Renewal
  - Major works – Better Neighbourhoods Contracts
  - At least one joint meeting with CETF
-





<b>Board of Directors</b> <b>25<sup>th</sup> February 2021</b>	
<b>Report Author:</b> Michelle O'Brien	<b>Report type:</b> For information
<b>Title:</b> Corporate Health and Safety update	

### 1. Introduction

The Head of Health and Safety (H&S) joined the organisation in October 2020 and since then significant progress has been made towards changing the culture, providing clarity of the direction of the team and further embedding H&S into each department. There is a great understanding of the importance of H&S in the organisation however continuous improvement is still required to ensure this is rooted in the day-to-day work processes/practices and we are well placed to deliver these improvements.

### 2. Recommendations

That the board note:

- The content of this report.
- THH Health and Safety policy.
- The Boards H&S obligations and how they are being delivered by THH as set out in the report (4.1).

### 3. Coronavirus-19 compliance

**3.1.** The current situation with COVID-19 presents significant challenges. THH is stringently following and implementing Government guidance with collaborative working alongside Public Health England, Trade Unions and our employees to ensure appropriate and accurate information is cascaded to all. Our absolute priority remains to provide our essential public services to our residents and communities in a way that keeps our staff, partners and residents safe.

**3.2.** The essential site visits and re-active (fires, accidents/incidents etc.) aspects of the Health and Safety team have been maintained during the pandemic. Our team have supported THH departments in the response to Covid-19 to enable them to continue with their essential services, ensuring their health, safety and well-being is prioritised and sufficient controls are applied and followed.

Our activities continue to be guided by the specific requirements and characteristics of our departments and residents, in line with advice from the UK Government and Public Health Bodies.

**3.3.** Summary of how THH are ensuring safe working environments and practises during Covid-19

Legal provision's applicable to Covid-19	THH actions
	<ul style="list-style-type: none"> <li>• Covid-19 risk assessments (RA)</li> </ul>

<p><b>Health and Safety at Work Act 1974</b></p> <p><b>Management of Health and Safety at Work Regulations 1999</b></p> <p><b>Control of Substances Hazardous to Health 2002 (COSHH)</b></p>	<ul style="list-style-type: none"> <li>- Building RA, Personal RA, Department RA &amp; safe systems of work with robust controls in place.</li> <li>• Personal RA which considers CEV, CV and personal circumstances. <i>*Above documents are fluid live documents which are under continuous review following changes to Government guidance, regulations, legislations and best practices*</i></li> <li>• Where possible, employees can work from home. Home working initiative scheme rolled out to ensure compliant workstations.</li> <li>• Where employees are unable to work from home, our core office locations have been made Covid secure &amp; safe.</li> <li>• Flexible working patterns to ensure employees avoid peak travel times.</li> <li>• New working ways i.e. video calls, electronic sign ups etc. Reducing the contact with residents.</li> <li>• Information provision to employees via signage, internal communication, RA, internal meetings etc.</li> <li>• Information provision to residents via signage, leaflets and TRA meetings.</li> <li>• Personal Protective Equipment (PPE) provision – disposable gloves, overalls, face coverings, visors.</li> </ul> <p><i>*Please note, this is an overview of the controls THH have put in place and is not a full representation of compliance with legislation.</i></p>
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**4. Key changes/updates made to policies/procedures**

The following policies and procedures have been consulted with the Trade Union and employees. These papers were then brought to EMT for successful approval in December 2020. They are now live documents available on the Hive to our employees. The below is a summary of updates that need to be brought to the Board’s attention.

**4.1 Health and Safety policy – live.**

The main changes to this document can be found under the Roles and responsibilities, *part 2 page 4-9.*

- Inclusion of the EMT
- Change of Lead Director for Health and Safety
  - EMT made the decision to move the H&S team from Property Services to Finance. The team now sits under the directorship of Neil Isaac which allows the team to concentrate on Corporate H&S aspects of THH.
- Inclusion of agency workers
- Inclusion of the Health and Safety advisors
- Inclusion of contractors.

*Part 2 page 4 references THH Board Roles and Responsibilities (no changes).*



The Board complies with their function through the power of delegation to the Chief Executive who then sub-delegates to those individuals with accountability, qualifications and skills to enable and ensure a robust and compliant organisation is operational.

#### **4.2 Permit to commence work (PTCW) – live.**

- Reviewed alongside Asset Management & Compliance team.
- Modified process to obtain a PTWC. Two step process between CHST & Asset Management & Compliance team. Improves contractor management.

#### **4.3 Customer of Concern Note Procedure – live.**

- Reviewed no changes.
- This review caused for a call to re-launch and remind employees of the CCN procedure.

H&S team published a blog which provided information on the CCN procedure. In addition, we carried out an online drop-in session, providing our colleagues with an opportunity to discuss any concerns or to provide clarification on the process and to raise questions directly to our team.

#### **4.4 Construction (Design & Management) Regulations “CDM” 2015 procedure – live.**

- Reviewed and no changes required.

#### **4.5 Display Screen Equipment Regulations 1992 procedure – live.**

- Minor amendments, inclusion of a section on home working. DSE is discussed further in *section 8* of report.

#### **4.6 Control of Substances Hazardous to Health 2002 procedure – live.**

- Creation of a new policy.
- Whilst THH does not deal with a great number of hazardous substances, a COSHH policy is still required to cover the low quantities used by the Environmental services

#### **4.7 Stress Management policy – live.**

- Creation of a new policy.
- Collaborative working with the HR department in the review of this document.

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## **5. Accident/Incident report for year 2020**

### **5.1 Summary:**

- 1) Verbal abuse – 23 cases (caretaking, Neighbourhoods, HSC & Mears (contractors) predominately – over the phone & in person).
- 2) Lifting and handling injuries (manual handling) – 4 (moving bins or materials on the district)
- 3) Slips, trips and falls – 4 (trip on kerb, obsolete material on the ground)
- 4) Struck by object – 4 (kids throwing items, item falling onto them)
- 5) Physical assault – 3 (by residents)
- 6) Struck against – 2 (closing door)
- 7) Fall from height – 1

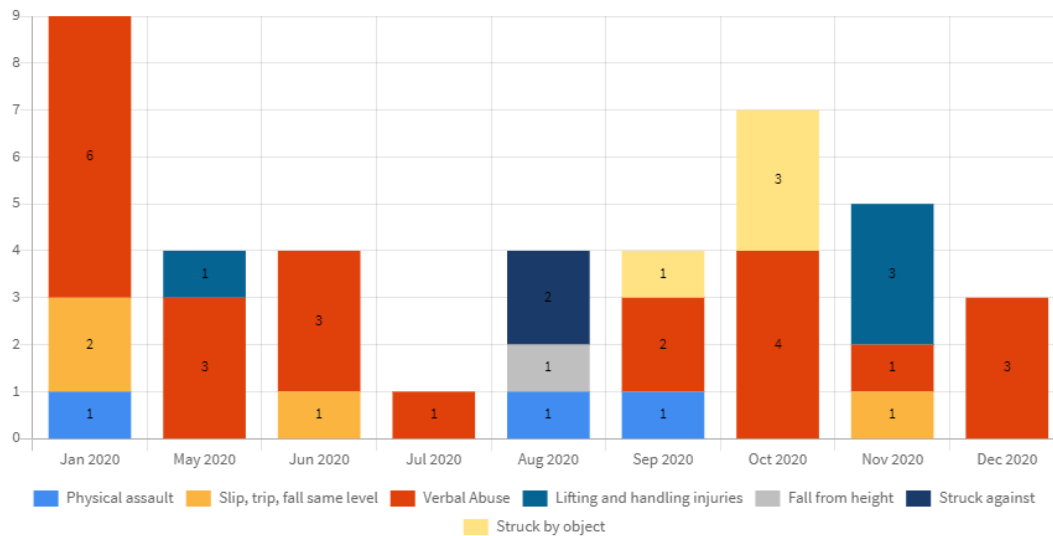


## 5.2 RIDDOR reported in 2020

- 14/01/2020 fractured arm as a result of a slip/trip on staircase.
- 09/06/2020 dislocated finger as a result of finger being trapped by closing door.
- 12/10/2020 incident resulted in three stitches from a physical assault.
- 14/12/2020 non resident involved in a lift incident as a result of a potential failure of a load bearing part – *investigation on-going*.

Prior to arrival of the new Head of H&S to THH, the online reporting system would report directly to the HSE on our behalf. This permission has been removed from Alcumus as it was computer driven and compiled an undetailed report, thus going forward the H&S team will make the formal decision to report to HSE and lead on the investigation.

Accidents/incident graph



## 5.3 January – February 2021

- 1) Verbal abuse – 5 incidents (FST, Caretakers)

## 5.4 What are THH doing to tackle violence (verbal or physical abuse) in the workplace?

- Re-launch of the CCN procedure, this has provided our colleagues with the information and guidance they require to report such incidents and understand what actions THH can take to safeguard our employees & hold the culprits accountable.
- Close working with THH anti-social behaviour team and the police to conduct investigations.
- Procurement of lone working devices – discussed further in *section 6* of report.
- Communication & information cascaded from the H&S team and communications. Internal project will be conducted on conflict management.

## 5.5 Fire incidents in 2020

- 10 fires, 1 resulted in a fatality of an 88 year-old man. On-going LFB investigation. This fire was a result of combustible material (clothing) in proximity to a criterion hot plate.
- Summary of others; arson (outside doors, cars, bins), kitchen related fires (small), electrical fires.



## 5.6 H&S investigations

Employees report accident/incident or near misses to Alcumus, an online reporting system used by THH. Through this channel their line manager and the H&S team are notified via email. It is the responsibility of the line manager to carry out an initial investigation into the accident/incident or near miss and provide updated, accurate information to the reporting system.

The H&S team will always review the content of the report to ensure that a root cause analysis has been carried out. If this is not the case the H&S team may request further investigation, if deemed appropriate. In complex accident/incident/near misses or potential RIDDORs the H&S team will take the lead in carrying out the investigation.

## 6. Compliance agenda update

As mentioned above the Health and Safety team are now under the Finance directorship, this is to allow the team to concentrate solely on the Corporate H&S responsibilities of THH and enables us to support all departments fully, in order for them to meet their statutory requirements. Compliance board reports (asbestos, gas, lifts, water hygiene, electrical, FRA etc) will now be shared with the Board by the Head of Assets and Compliance team.

### 6.1 Our team will:

<b>Advise &amp; Assist:</b>	<ul style="list-style-type: none"> <li>On THH H&amp;S compliance, legislation, regulations, guidance, best practice and professional recommendations.</li> <li>Risk assessments</li> <li>SSOW</li> </ul>
<b>Support &amp; Engage:</b>	<ul style="list-style-type: none"> <li>All departments to comply and achieve best practice.</li> <li>Training needs and requirements.</li> <li>Employees/trade unions concerns regarding H&amp;S.</li> </ul>
<b>Promote:</b>	<ul style="list-style-type: none"> <li>A positive health and safety culture in THH.</li> <li>Positive behaviours associated with H&amp;S.</li> <li>H&amp;S communications</li> </ul>
<b>Review:</b>	<ul style="list-style-type: none"> <li>Trend analysis on accident/incident and near miss reports. Going forward, to be reported in monthly SMT.</li> <li>THH Corporate policies/procedures/codes and their implementation.</li> <li>Operational management of H&amp;S</li> <li>Risk assessments</li> </ul>
<b>Do, Maintain &amp; Manage:</b>	<ul style="list-style-type: none"> <li>Pro-active work with each department</li> <li>Audits</li> <li>Inspections</li> <li>All H&amp;S policies, procedures and safe systems of work</li> <li>Conduct investigations into serious accidents/incidents.</li> </ul>

## 7. Lone working



THH have a legal responsibility to ensure the safety of our employees and, as such, must establish a robust lone working solution.

**7.1 What are THH currently doing to ensure compliance with Lone Working?**

- Lone working policy.
- Lone working is identified as a risk to employees and controls put in place. Document via department risk assessment.
- Updated calendars with visits & notify line managers.
- Fully charged mobile phone with relevant phone numbers saved.
- Recording of high-risk residents on Northgate system which notifies THH employees and details the requirement of a buddy visit.

**7.2** THH are currently in a tender process for procuring circa 330 lone working devices (fobs/ID cards). This system/solution will be implemented to further ensure that THH complies with its obligations and duty of care, as an employer, in line with Health and Safety Executive standards.

**7.3** Mandatory lone working devices will be rolled out to the following departments;

Anti-social behaviour team	Property Services	Rents
HSC	Neighbourhoods	ECO
Repairs	Environmental Services	H&S
Assets Management & Compliance		

**8. Homeworking**

In the last 3 months there has been a push to complete homeworking DSE assessments. This decision was taken as the circumstances surrounding “temporary” homeworking have been prolonged. It is also being considered that the seismic shift in working arrangements that has taken place since March will continue in THH with a blended approach utilised.

Once a DSE assessment is completed the H&S team review the content and advise the employee accordingly. As of February, THH have re-instated the homeworking scheme. This was rolled out in 2020 but it was identified that there was a further need for those who choose not to utilise. This scheme consists of providing desktop screens, a £100 initiative to use towards DSE and the loan of a chair.

Currently 65% of THH workforce have completed a homeworking DSE assessment.

**8.1 How do we increase this percentage to 100%?**

- As of January, a new process has been created whereby employees who have not completed their DSE assessment will be emailed as a reminder. This will occur every two weeks for a period of six weeks. On the third email their Line Manager will be CC'd in to ensure action to complete is taken.
- DSE compliance is discussed in IMT situational report which provides statistics of department compliance to Heads of Service.
- Health and Safety team have began publishing monthly blogs on relevant topics. February's blog is a reminder to complete their DSE.

## 9. H&S training

We are in the process of carrying out a H&S training needs assessment (TNA) which will outline, via a training matrix, mandatory H&S requirements across the organisation, dependent on the job role.

Certification of H&S training will be held centrally with the HR department to ensure compliance can be tracked and to have a central location for record keeping.

For the purpose of this report, compliance percentages have been provided for several training program rollouts, see below. Additional training such as legionella awareness, manual handling, conflict management training and asbestos awareness will be reviewed in line with the TNA to ensure organisational compliance. Once the TNA has been completed these findings will be shared with the board.

Training	Comments
Asbestos awareness <i>*will be mandatory dependent on job role*</i>	<b>79% compliance.</b> This was carried out in 2018. As part of the program Asbestos awareness E-learning will be available on the Hive.  <b><i>*Refresher training required in 2021 and compliance percentage needs improvement*</i></b>
Fire safety awareness <i>*will be mandatory dependent on job role*</i>	<b>47% compliance.</b> This was carried out in 2018 predominately with Housing & Environmental Services. As part of the program Fire Safety awareness E-learning will be available on the Hive.  <b><i>*Refresher training required in 2021 and compliance percentage needs improvement*</i></b>
H&S for Managers <i>*all managers*</i>	<b>75% compliance.</b> This was carried out by the British Safety Council in 2020.  <b><i>*Mop-up session required*</i></b>
H&S induction for staff <i>*all*</i>	<b>100% compliance.</b> Incorporated into THH induction.
Lone working / personal safety <i>*will be mandatory dependent on job role*</i>	Lone working device training will be an integral part of the roll-out. On completion the H&S team will carry out internal training with each department.



# Tower Hamlets Homes

## Corporate Health & Safety Policy

<b>Policy</b>	
<b>This document sets out our policy for the organisation and arrangements for the H&amp;S of our employees and others affected by our service delivery.</b>	
<b>Previous version edited:</b>	30/06/2016
<b>Date edited:</b>	January 2021
<b>Author:</b>	Michelle O'Brien
<b>Owner:</b>	Corporate Health and Safety
<b>Approved by:</b>	EMT 02/12/2020
<b>Review cycle: (years)</b>	Annually
<b>Next review date:</b>	December 2022

The electronic version of this procedure will always supersede any printed version






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## 1. Part One – Statement of intent

Tower Hamlet Homes (THH) recognised and accepts its responsibility and an employer and a provider of services to provide, maintain and promote healthy and safe working environment for its employees, living conditions for residents, equipment and systems, so far as is reasonably practicable. THH is committed to achieving a positive and effective health and safety (H&S) culture throughout the organisation.

### 1.1

This document sets out our policy for the organisation and arrangements for the H&S of our employees and others affected by our service delivery. Implementation of this Corporate H&S Policy and associated policies, guidance and management systems will contribute to improving corporate performance and where applicable the outcome will be above and beyond mere compliance with legal standards. We strive for continuous improvements in our H&S performance to achieve this aim.

At THH, we:

- Work on the principle that accidents, assaults, injuries and dangerous occurrences at work can be prevented and actively promote amongst all employees and service delivery partners, contractors and other third parties associated with our activities the high standards of H&S consciousness, discipline and individual accountability that this principle demands;
- Recognise the vital importance of the continued commitment of all employees and will ensure that they have the necessary skills and support to achieve high standards of H&S;
- Actively promote employee participation and cooperation in establishing and maintaining measures to improve H&S at work;
- Have systematic risk assessment management systems that ensure any significant risks inherent in the services delivered by THH are identified and then eliminated, reduced or adequately controlled;
- Provide adequate finance and resources to achieve our H&S aims and objectives and to implement our H&S management system;
- Recognise that an effective H&S culture and management system will further benefit us by reducing financial and resource losses;
- Require that our service delivery partners, contractors and other third parties delivering services have H&S standards consistent with our own;
- Inform all elected Members of THH about the significant H&S implications of any matters determined by them.

Working together, those outlined below are required to implement this policy by assessing the level of risk of work activities and ensuring measures are in place to control significant risks.

This Corporate H&S Policy is fully supported and endorsed by the trade unions.

SIGNED:

DATE:

**Susmita Sen – Chief Executive – Tower Hamlets Homes**



## 2. Part Two – Roles and Responsibilities

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### 2.1 The THH Board

The THH Board is ultimately responsible for ensuring suitable:

- Resources are made available, both in terms of finance and staff capacity, to manage risk;
- Competent managers / staff are in place;
- Reporting and monitoring arrangements; and
- Provision for competent H&S advice, both internally and where appropriate via 3<sup>rd</sup> party specialists.

### 2.2 Chief Executive

The Chief Executive is responsible for implementing the direction / strategy for risk management set by the THH Board in line with the agreed corporate 'risk appetite'.

The Chief Executive is responsible for ensuring:

- That the Executive Management Team (EMT) members are committed to the objectives of this policy and that they support the Chief Executive in actively pursuing these objectives.
- Acting upon matters relating to H&S that:
  - EMT members cannot resolve;
  - Relate to issues outside the control of EMT members;
  - Form the subject of a report, complaint or concern from the HSE and/or by any of the other statutory enforcement agencies.
- Reviewing this policy when significant changes affect the implementation and/or effectiveness of the policy (but at least on an annual basis).
- Ensuring the implementation of an audit process throughout THH to determine the efficiency, effectiveness and reliability of the overall H&S management system and that where necessary, plans are drawn up for corrective action.
- Ensuring that annual corporate H&S plans and objectives are produced and effectively implemented. These will highlight initiatives and areas where improvements are required.
- Reporting to the elected Members on:
  - H&S matters with significant resource implications;
  - significant H&S failings and any enforcement action by statutory H&S agencies taken against THH.
- Regularly monitoring the H&S performance of EMT members to ensure they have carried out their H&S responsibilities.
- The provision of suitable and sufficient advice to elected Members to enable them to give due regard to H&S matters when making decisions.

### 2.3 Executive Management Team (EMT)

- The EMT is chaired by the Chief Executive. The purpose of the EMT is to set the business strategy and objectives considering all relevant H&S implications.
- The EMT meetings provide the Chief Executive with the forum to consult with EMT members on matters of H&S affecting THH and its business operations.
- Specifically, EMT members have executive responsibility for:
  - ensuring they make strategic business decisions that give consideration to all the H&S implications;



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- monitoring the impact of their strategic business decisions on THH H&S management system and for taking appropriate action on any matters of concern that may result;
- ensuring the commissioning, delivery and support units appropriately considers all relevant H&S implications when taking business decisions likely to affect the day to day business operations.
- Keeping the Chief Executive informed of H&S matters likely to have a negative impact upon the Council's business activities arising from their business decisions.
- Monitoring the H&S performance of the departmental unit.

## 2.4 Directors

The directors are accountable to the Chief Executive for ensuring:

- Sufficient resources in terms of time, finance and facilities are allocated for maintaining effective safety arrangements;
- Suitable health and safety procedures are in place for their area;
- Their team has sufficient competent individuals to suitably manage risks created by the activities of their department / within their remit;
- Business planning arrangements have integral consideration of H&S / risk to ensure safety is seen as a routine part of planning rather than an 'added extra';
- They promptly highlight any significant concerns they have over risk management with the Head of H&S / the Chief Executive; and
- Suitable arrangements are in place to ensure that contractors are judged against set H&S standards before they are engaged and compliance with this is monitored.

## 2.5 Lead Director for Health and Safety

The Chief Executive has given specific responsibilities to the **Director of Finance** for the corporate organisation and arrangements for H&S. This is to assist the Chief Executive to fulfil their responsibilities detailed in this policy.

### The specific responsibilities of the Director of Finance are:

- To ensure that the Corporate Health and Safety team (CHST) fulfils their responsibilities for ensuring that the CHST objectives are progressed and acted upon where necessary;
- To provide EMT with high level monitoring of H&S performance;
- To oversee the Corporate Health & Safety Management Review process;
- To oversee the creation, auditing and review of the corporate H&S documents.
- Chair the organisations H&S Forum;
- Champion H&S at EMT/SMT level to ensure other senior management are aware of their role/responsibilities when it comes to H&S; and
- Work with the Head of H&S in setting and monitoring the organisations H&S Strategy.

## 2.6 Head of Health & Safety

The Head of H&S, in their role as the 'competent person' for the organisation, will advise on the implementation of this policy and other safety related procedures. This includes, but is not limited to:

- Advising the organisation/directors on compliance with legislation/guidance including recommending/setting organisational standards;
- Providing timely, authoritative guidance/advice;



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- Produce regular update reports to EMT, the THH Board, THH H&S Forum and other relevant groups;
- Keeping this policy and other relevant safety procedures, up to date;
- Advising managers how on risk assessments and how to manage significant risks;
- Checking the operational management of health and safety;
- Supporting the key health and safety role carried out by Project Managers in relation to construction/refurbishment works;
- Undertaking, sample inspections of 10% of active works sites per month;
- Undertaking projects that are aimed at the improvement of service departments within THH.
- Ensuring suitable and sufficient health and safety training is provided; and,
- Reviewing accident, incident and near miss reports and where necessary undertaking further investigation.

### 2.7 Head of Asset Management & Compliance

The Head of Asset Management & Compliance will lead on operational compliance measures, including but not limited to ensuring:

- There is a robust and, as far as is reasonably possible, objective process for prioritising capital works;
- There are suitable contract management arrangements in place in relation to planned preventative testing, inspection and maintenance (e.g. asbestos surveys, water hygiene risk assessments, gas compliance)
- Their team has sufficient competent individuals to undertake the necessary contract oversight;
- Suitable and robust arrangements are in place to sample check / quality review compliance related documentation (e.g. fire risk assessments, periodic lift inspections);
- Recommendations made by 3<sup>rd</sup> party contractors (e.g. fire risk assessors, asbestos surveyors) are 'sense checked';
- As far as is possible, a robust and systematic process is in place for tracking recommended actions and ensuring they are completed to the correct standard within agreed timescales; and
- The Keystone asset management system is maintained, fit for purpose, kept up-to-date and is accessible to all those that need the information.

### 2.8 Heads of Service

The Heads of Departments within their remit of responsibility (having due regard for the level of risk and regardless of the service delivery mechanisms adopted) shall:

- Lead in creating a reasonably healthy, safe working environment and will set the example through visible leadership of their staff and others.
- Demonstrate a genuine commitment to pursuing high standards of H&S;
  - Embed sound H&S principles into other business objectives,
  - Drive incrementally improvements of H&S standards in their area of responsibility;
- Ensure that their departments:
  - Responding to the safety concerns of staff and residents and if no action can be taken, explaining why;
  - Ensuring that discussions of health and safety are included in performance reviews and assessments.



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- Establish systematic risk assessment programmes to ensure that the risks inherent in the areas of service delivery for which they are responsible are identified and then eliminated, reduced or adequately controlled with guidance where needed from the CHST) and these are appropriately reviewed.
- Ensure the participation and involvement of employees and their H&S representatives;
- Keep up-to-date with relevant changes in H&S legislation, standards and good practice relevant to their service area;
- Identify employees within their departments with specific H&S responsibilities, detail these responsibilities and include them in the job descriptions i.e. team leaders/h&s representatives.
- Detail the specific H&S participation necessary by employees at all levels;
- Communicate changes and developments in H&S to their employees ensuring this is a 'two-way' process, feeding staff and other comments/concerns up the organisational structure
- Provide for effective cooperation and communication with the commissioning units and other delivery and support units to ensure the elimination of, or effective control of risks;
- Establish procedures to establish roles and responsibilities with contractors and other third parties to ensure that respective H&S responsibilities are met; and
- Identify and keep H&S records in accordance with THH Record Retention policy.
- Ensure that all accidents, incidents, near misses are appropriately investigated with appropriate remedial action taken.
- As appropriate, participate in a H&S forum consisting of management, trade unions appointed and other H&S representatives.
- Ensure proper consultation with the trade unions appointed and other H&S representatives.
- Ensure that an effective monitoring system is in place to record the achievement of the objectives and compliance with the standards of performance that have been set.
- Implement all actions required by EMT following the H&S management review.

### 2.9 Line Managers

Line Managers at all levels within the organisation have specific H&S responsibilities, over and above their general obligations as employees. These responsibilities are detailed in their job descriptions and annual performance objectives. Line managers are required to:

- Identify hazards, initiate risk assessments, record the significant findings and implement any necessary control measures.
- Check and document that the working environment is safe; equipment, products and materials are used safely; that H&S procedures are effective and complied with and that any necessary remedial action is taken.
- Inform, instruct, train, supervise and communicate with employees and provide them with equipment, materials and personal protective clothing, equipment and devices as is necessary to enable them to work safely.
- To complete the H&S induction checklist for all new employees at the commencement of their employment.
- Report all accidents, incidents and near miss events via the online platform, undertake an investigation into the cause and take appropriate remedial action to prevent recurrence.
- Act on all DSE H&S self-assessments and initiate occupational referrals.



## 2.10 All THH Employees and Agency Workers

All staff, whether employed directly or as 'agency' will ensure they:

- Constructively engage with their manager in the risk assessment process;
- Take responsibility for their own health and safety as well as those who may be affected by their activities;
- Co-operate with their manager and others in relation to local work procedures / processes;
- Attend and then utilise safety related training / instruction;
- Appropriately use any personal protective equipment they are issued;
- Raise any concerns they have regarding health and safety with their manager; and
- Promptly report accidents, incidents and near misses via the THH Accident / Incident Procedure.

## 2.11. Corporate Health & Safety Advisors

Located within the CHST, the H&S Advisors are responsible for:

- Providing H&S advice to the Chief Executive, EMT, Directors, managers and staff.
- Assist the Chief Executive in H&S policy formulation, development and implementation.
- Providing specific advice around the H&S responsibilities when entering partnerships and working agreements with other third parties.
- Giving advice in order to promote a positive H&S culture and to secure the effective implementation of policy.
- Giving advice as required in planning for H&S, including the setting of realistic short- and long-term objectives, deciding priorities and establishing adequate performance standards.
- Maintaining up-to-date information systems on relevant law (civil and criminal) and on guidance and developments in H&S management practice.
- Assisting the Chief Executive in the annual review of this Corporate H&S objectives.
- Managing the content of the mandatory H&S training available through the corporate H&S online platform, making changes where necessary.
- Assisting the Chief Executive when requested in developing and maintaining monitoring systems to ensure that EMT members have carried out their responsibilities.
- Managing the audit process across THH to determine the efficiency, effectiveness and reliability of the overall H&S management system, drawing up plans for corrective action.
- Maintaining systems and procedures for the reporting of accidents, assaults, injuries, diseases and dangerous occurrences.
- Conducting investigations into serious incidents and where necessary, report to the Chief Executive, recommend and monitor remedial action and interim measures where necessary.
- Preparing quarterly reports to the EMT on the performance of H&S management system.
- Analysing accident, ill health and incident data, including the immediate and underlying causes, trend.
- Coordinating and monitoring the provision and implementation of corporate safety policies, codes and procedures.
- Ensuring appropriate communication channels are created and maintained for appropriate levels and types of external information to be received.
- Liaising with other departments to ensure that the H&S function is coordinated with the wider risk management process.



## **2.12. Contractors Working for THH**

Contractors working for THH have legal duties placed on them under the Health and Safety at Work etc. Act 1974 and subordinate legislation to safeguard the H&S of their own employees and anyone who may be affected by their business activities. Therefore, contractors when working for THH must conduct their activities in such a way that they do not endanger THH employees or anyone for whom THH has a duty of care. Contractors will be selected according to THH specifications and approval procedures. All contractors will be required to meet relevant statutory duties and THH policies. THH procurement arrangements when establishing a contract will include systems and protocols that will ensure adequate public and professional liability cover.





### 3. Part 3 – Arrangements

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#### 3.1 Health and safety procedures

A series of internal H&S related procedures and guidance are in place to provide corporate direction, set standards and assist staff / managers. Key documents which all those working for or on behalf of THH must familiarise themselves with include, but is not limited to, the:

- THH Fire Policy;
- Fire Safety Management Framework;
- Asbestos Management Plan and associated flow charts / guidance;
- Risk assessment procedure and associated templates;
- Accident / incident procedure;
- CCN procedure; and
- Lone working / violence at work procedure.

#### 3.2 Risk assessments

It is the responsibility of managers to ensure that suitable and sufficient risk assessments are in place covering the activities of their team/s, these will:

- Follow THH corporate guidance in relation to risk assessments;
- Where appropriate, be completed using the THH corporate risk assessment template;
- Liaise with the Head of H&S / the H&S Team to ensure significant risks are identified and suitable control measures identified / put in place;
- Be completed in consultation with those who may be at significant risk and the findings suitably shared; and
- Focus on significant risks.

#### 3.3 Training

Training, instruction and supervision are key to suitable health and safety arrangements. Generalised mandatory safety training will be given to all staff in a relevant format (1-to-1 induction, e-learning, classroom etc.) and to a suitable level of detail. In addition, specialised training will be given to staff and others where they have specific / technical safety related duties.

#### 3.4 Accident reporting and investigation

All THH staff and those working on behalf of THH will ensure:

- They promptly report all accidents, incidents and near misses via the THH Accident & Incident Line on 029 2026 6784; and
- They co-operate with any subsequent investigation so any necessary lessons can be learnt.

#### 3.5 Project / refurbishment work planning

- THH will include risk consideration and mitigation as key part of planning refurbishment work. Through the project scope evaluation process THH will also ensure the areas where works is being specified / undertaken are brought into line with current Building Regulation / other requirements.



#### Corporate Health and Safety policy

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- During the course of refurbishment work suitable consideration will be given to the original design risk mitigation measures (e.g. fire compartmentation) and their current condition.
- Residents will be consulted and will be given suitable opportunities to engage with / influence the works planning process.
- THH will work closely with relevant 3<sup>rd</sup> parties in relation to project / planned works including the Principal Designer, contractors, consultants, Building Control, LBTH Planning Team.

### 3.6 Consultation with staff / staff representatives

A quarterly internal H&S Forum will be held to ensure suitable liaison across the organisation in relation to safety matters. The THH H&S Team will produce and circulate an update report in advance of this and other attendees will have the opportunity to raise issues / concerns.

Trade Union appointed safety representatives will be consulted and encouraged to contribute towards the monitoring of health and safety performance, including the inspection of work activities.

## 4. Part 4 – Monitoring and review

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### 4.1 Arrangements for monitoring

Appropriate monitoring systems shall be in place, proportionate to the risk. These processes will be proactive and will be informed by:

- the results of previous monitoring;
- the findings of work site inspections / review;
- the outcomes of risk assessments; and
- the findings of any accident / incident investigations.

Monitoring will include but is not limited to:

- 10% of active works sites inspected by the H&S team per month;
- Periodic / ad hoc site visits / inspections by the H&S Team;
- Ongoing monitoring / supervision by THH Project Managers / Clerk of Works;
- Sample post work completion inspections by Repairs Supervisors / other staff; and
- Documentation reviews / checks.

### 4.2 Audit / review

The Head of H&S/the THH H&S Team will periodically undertake audits across the organisation. The audit programme will be informed by the organisational risk register and include a mixture of site, team and theme based (e.g. accident/incident trends/project team specific/contractors) audits.

Audits will be undertaken in conjunction with managers and staff and where appropriate work will be carried out to assist others in undertaking remedial action