

Residents' Panel Meeting

Tuesday 18th January 2022

6pm – 8pm

Virtual Zoom Meeting

Chair: Chris Weavers

Agenda

1. Minutes from previous meeting	Chris Weavers	10min
2. Update from the THH Board	Ann Lucas	10min
3. Managing ASB during pandemic and levy	Nicholas Spenceley	20min
4. TMO update	Simon James	10min
5. Complaints update	Gulam Hussain	10min
6. Performance update	Lesley Owen	10min
7. AOB	All	10min

Date of next meeting: Wednesday 16th March 2022, 6pm – 8pm

**Residents' Panel Virtual Zoom Meeting
Tuesday 28th September 2021**



Minutes and Actions

Attendees

Members	Role
Chris Weavers (CW)	Chair & Leaseholder
James Wilson (JW)	Vice Chair & Tenant of a leaseholder
Daniele Lamarche (DL)	Leaseholder
Saleha Jafrin (SJ)	Leaseholder
Amina Rahman (AR)	Leaseholder
Corry Blades (CB)	Leaseholder
Gibran Afzal (GA)	Tenant
THH	
Ann Lucas (AL)	Chair of Tower Hamlets Homes Board
Staff	
Gulam Hussain (GH)	Head of Regulatory Assurance
Lesley Owen (LO)	Business Development Manager
Nojmul Hussain (NH)	Senior Resident Scrutiny Officer
Allison Kennedy (AK)	Asst Director of Customer Excellence
Patrice Redhead Smith (PRS)	Customer Services Manager
Tony Lewis (TL)	Strategic Advisor
Fokrul Hoque (FH)	Community Partnerships Manager

***Staff presentations were added at the beginning of this meeting**

Actions	Action Owner		Status/ Date
1. Circulate HSC performance data for period 2020 -21	PRS		
2. Circulate a summary of resident compliments	NH		
3. Circulate TRA fire safety presentation	NH		
4. Send Special Panel meeting invite to members to discuss the New Town Hall and THH's Operating Model	NH		
5. Organise Joint Scrutiny Review Best Practice session for the 23 rd November 2021 and extend invitation to Lewisham Homes	NH		

Item No	Description	Action	Status/ Date
1.	Introduction and Welcome		
1.1	CW welcomed members and staff to the meeting.		
1.2	Apologies received from Mohammed Miah, Saida Begum and Yasmin Begum		

2.	Asset management Strategy update		
2.1	TL provided an update on the People Strategy 2021-26 which was approved by board during mid- 2021. Although approved, the strategy is at an early stage and is taking on a flexible approach so that it can be reshaped in order to meet emerging challenges.		
2.2	<p>The strategy is underpinned by three core themes - these were derived from an examination of four strategic trends affecting the organisation and customers. These are:</p> <ul style="list-style-type: none"> • Technology and automation – there is a strong growth in automation of frontline service delivery, which opens up new ways for customers to access services and new ways for us to provide them. This creates a skills challenge for our staff, and a mindset challenge of how we might embrace new technological opportunities to provide better services. • Agility and workspace – Before the pandemic, there was a shift towards more flexibility in working patterns and locations. The pandemic has catalysed this change. • People and demographics – longevity, the raising of the state pension age and the 2008 financial crisis meaning pension annuity rates have fallen. This means that we now have a “5 generation workforce”. Thus “one size fits all” workforce solutions may not work. With people working longer, it naturally follows that they will need re-skilling and various parts of their working lives, and so the importance of lifelong learning is heightened. • Social expectations of business – Employees and residents are expecting businesses to have a social conscience, whether that relates to Black Lives Matters or other equality issues 		
2.3	TL outlined key actions for 2021-22 which are centred around three priority areas; these are Agile, Inclusion and Learning. TL explained the content of each category and what it entails.		

2.4	<p>People’s Strategy 2020-21 actions</p> <p>Agile – A post pandemic operating model; under this model existing corporate policies will be reviewed, including HR/ people services technology, e.g. performance so that management has the right resources to support its staff.</p> <p>Inclusion – THH worked alongside Housing Diversity Network (HDN) to achieve the DNA accreditation demonstrating how it embeds equalities and diversity within the organisation. THH had a number of areas of distinction recognised by HDN.</p> <p>Learning – There is a range of learning and development opportunities for staff. This includes launching an e- learning system, Hive Academy. The learning content will be reviewed so that its suitable for the organisation.</p>		
2.5	<p>TL provided data on type of development opportunities and number of staff that have taken these opportunities this year.</p> <p>TL explained the changing style of leadership which is transitioning from a business centred leadership style to a human centred one. The differences styles were highlighted and TL outlined staff survey measures which explores the culture of the organisation, alongside resident facing indicators.</p> <p>Member’s question and answers:</p>		
2.6	<p>AR enquired how resident feedback was taken into consideration to inform the strategy and when residents should expect to experience or see changes.</p>		
2.7	<p>TL explained that resident feedback was extrapolated through the customer satisfaction surveys, including wider channels such as Members’ Enquires and residents’ complaints. This identified key areas to address within the organisation and informed action planning, e.g. Leasehold action plan.</p> <p>TL stated that experiencing positive changes is expected to be a continuous process.</p>		
2.8	<p>JW queried around the take up of Yammer amongst caretakers. TL stated that caretakers have been recently connected to Hive (THH’s intranet) and Yammer and have been responsible for providing the bulk of information around estate activities. This includes sending before and after photos of estates following work activity.</p>		
2.9	<p>CW enquired whether training and development covers wider partners such as Board members and residents. TL and GH explained that Board members have training opportunities. Involved Residents such as members of the Panel are also offered</p>		

	<p>training and skills development opportunities. This also includes opportunities to attend joint away days with Board members. GH also mentioned a residents' best practice scrutiny peer review which is being scheduled for November 2021. Further information is provided under item 9 of the minutes.</p>		
2.10	<p>CB enquired how THH communicates with leaseholders around key areas of work such as the leaseholder improvement action plan. GH explained that the leaseholder improvement plan, which started in 2018, included sessions with a wide group of leaseholders and was facilitated by the Housing Quality Network.</p> <p>The consultation informed the leasehold action plan. The plan is monitored by the Board and status updates are published online. Furthermore, there is an upcoming roadshow with THH Executive Team where an update on the leasehold action plan will be provided. Leaseholders can also provide further feedback during the roadshow.</p>		
2.11	<p>AL reported that the Customer Experience Task Force also monitors the progress of the leasehold action plan. Most actions have been completed and leaseholders who participated in the consultation will be given an update on its progress by end of the year.</p>		
2.12	<p>DL enquired about how we ensure accountability. TL emphasised the internal processes in place for identifying weaknesses and channels that address staff performance. Discussion ensued how we embed a culture of putting customers first and meeting the expectations of residents.</p>		
2.13	<p>SJ expressed concerns around naming and shaming staff that perform poorly. GH clarified that this is not a standard approach, rather only done when staff do not respond to complaints within the 48 hour timescale. It is more about enabling a discussion within the respective team to review performance issues.</p> <p>GH outlined the processes around staff appraisals that are used within THH.</p>		

3.	Housing Service Centre spotlight session		
3.1	<p>PRS outlined the operating structure of the access centre. Content of the presentation included the services which were provided during the start of the national pandemic, services which could not be resumed due to Covid-19 restrictions, number of contacts made through a range channels such as calls, emails etc (between April 2020 and March 2021), projects within the HSC services and Estate Facilities Team such as the Traffic Management Orders/ courtyard parking.</p> <p>PRS provided statistical data around offered calls, answer rates, customer satisfaction, yearly first time resolution rates, key challenges and its impact on service delivery.</p> <p>PRS reported that services are getting back to normality and HSC is currently preparing for the winter season.</p>		
3.2	<p>JW highlighted the data provided around answer rates, customer satisfaction etc did not include year 2020 21. PRS agreed to circulate data for that period.</p> <p>ACTION: PRS to circulate data for period 2020 -21.</p>		
3.3	<p>Members queried what system is used to operate ContactUs, how the satisfaction data is compiled and how vulnerable residents are identified and supported.</p>		
3.4	<p>ContactUs PRS explained that emails to ContactUs are managed manually using Outlook. Messages sent via MyTHH are linked with the Housing Management System. All forms of contact are however logged within the CRM to keep a record.</p>		
3.5	<p>Satisfaction data PRS provided details of the process for undertaking satisfaction surveys which is undertaken by Kwest Research and its frequency. This involves calling residents to find out the reasons for being dissatisfied. GH explained that phone surveys have proven to be more effective than online surveys and SMS messaging. Phone surveys provide more details in contrast to online surveys/SMS as details are very limited.</p>		
3.6	<p>Supporting vulnerable residents PRS reported that the Neighbourhood Team has a list of residents that have been identified as vulnerable, e.g. over 70 years of age and calls were made to see they support. This also extends to new mothers and others identified as vulnerable.</p>		

	FH also highlighted the support which the Community Partnership Team offered elderly residents during the pandemic.		
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4.	Digital Inclusion		
4.1	<p>FH presented work the Community Partnership Team has done in relation to digital inclusion and future work plans. Work activities included a range of initiatives, including partnership work with London Borough of Tower Hamlets in taking forward the 'We are Digital' project and working with the provider Limehouse Project on targeted work with women.</p>		
4.2	<p>Other activities included supporting older residents connect digitally during the pandemic.</p>		
4.3	<p>FH explained despite the wide publicity digital inclusion training, turn out poor. Thus, this questions whether or not digital inclusion training is a priority.</p>		
4.4	<p>There is also a wider digital partnership initiative which is being led by Counsellor Mufeedah Bustin, Cabinet member for Inclusion. Partners includes the NHS, Third sector and the private sector. The aim of the initiative is to effectively coordinate work and for identifying gaps in provision. Areas of recommendations include providing devices for families, connectivity, skills and building motivation/trust. This informs a robust action plan and the Community Partnership Team has paused its individual work in order to utilise current resources and opportunity.</p>		
4.5	<p>FH provided information around its distribution of laptops to primary schools, working with internet companies, to offer free broadband for one year to TRA Halls, details about resident training opportunities and support offered towards elderly residents during the pandemic.</p>		
4.6	<p>DL emphasised the importance of taking forward initiatives through social networks as this encourages residents to participate.</p> <p>AR queried how the Digital Strategy and digital inclusion work complements each other. FH explained that the digital inclusion work outlined was part of the overall strategy, however take up was poor. Thus, the wider partnership approach is expected to be more effective.</p> <p>The challenges of getting residents that are not digitally fluent sign up to MyTHH was discussed.</p>		

5.	Minutes of the previous meeting		
5.1	Minutes of the previous meeting was agreed as an accurate record.		
5.2	All actions have been taken forward. GH explained that the resident compliments summary will be circulated after the meeting. ACTION: Circulate a summary of resident compliments		

6	THH Board update		
6.1	AL provided the following updates: <ul style="list-style-type: none"> • THH has been given 11 areas of distinction by HDN accreditation. This is an improvement from 2015, where there was only 5 areas of distinction • HDN made some recommendation which are theme based, e.g leadership • THH has been shortlisted for the National Housing Award for its work around domestic violence • The implications of the New Town Hall was provided, the move is expected to take place in 2023. This would mean losing Rushmead as well as the current lease in the Harford Centre. This will restrict our ability to provide face to face service but THH is looking at how best to address this • The changes in THH governance structure was outlined. This includes two new sub groups of the Board which are the Customer Experience and Asset management task force. These were introduced to strengthen our work against the Regulators Compliance and expectations under the Social Housing White paper. 		

7	Complaint's bulletin		
7.1	GH provided the following update for Q1: <ul style="list-style-type: none"> • Managed 97.1% of our 10 day target, 20 day external target for responding to stage 1 complaints has been 100% • There was a miniature dip in responding to members' Enquiry, by 0.5 %, within target but this is now back on track • Call back following complaints has increased to 60% due to strengthening internal processes • LBTH had to halt recruitment for additional staff due unavailable funding • Received six housing Ombudsman's determinations, three of which were maladministration. 		

7.2	GA raised concerns around staff failing to leave their contact details and using a withheld number. GH explained that as most staff are continuing to work from home, they are using their personal mobiles which is why numbers are withheld. This is an ongoing challenge of hybrid working. However, staff are required to provide details on who to contact and how. Also, phone calls should be supplemented with further correspondence.		
7.3	GA also recommended that emails are adopted as part of the correspondence so that there is a communication trail. GH confirmed this can be arranged but speaking to someone enables staff to ascertain the details of the issue better and coordinate a response with the relevant service.		
7.4	AR requested the TRA fire safety presentation is circulated to members. ACTION: Circulate TRA fire safety presentation		

8.	Performance																								
8.1	LO provided an update on Q1 performance.																								
8.2	<p>Performance on the individual monthly indicators from April 2021 – August 2021 is set out in <i>Appendix 1</i>. Table 1 below shows for the 10 <i>monthly</i> indicators performance compared to target.</p> <p>Table 1: Status – August 2021</p> <table border="1" data-bbox="233 1319 1166 1476"> <thead> <tr> <th>Trend</th> <th>Red</th> <th>Amber</th> <th>Green</th> <th>N/a*</th> <th>All</th> </tr> </thead> <tbody> <tr> <td>No. of indicators: August 21</td> <td>0</td> <td>4 40%</td> <td>4 40%</td> <td>2 20%</td> <td>10 100%</td> </tr> </tbody> </table> <p>Table 2: Direction of Travel from July 2021 – monthly indicators</p> <table border="1" data-bbox="233 1653 1195 1809"> <thead> <tr> <th>Trend</th> <th>Weakened</th> <th>No change</th> <th>Improved</th> <th>All</th> </tr> </thead> <tbody> <tr> <td>No. of indicators: August 21</td> <td>7 70%</td> <td>0</td> <td>3 30%</td> <td>10 100%</td> </tr> </tbody> </table> <p>Table 3 below shows for the 10 monthly indicators the direction of travel compared to the same month the previous <i>year</i>.</p>			Trend	Red	Amber	Green	N/a*	All	No. of indicators: August 21	0	4 40%	4 40%	2 20%	10 100%	Trend	Weakened	No change	Improved	All	No. of indicators: August 21	7 70%	0	3 30%	10 100%
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Table 3: Direction of Travel from March 2021 – all indicators					
Trend	Weakened	No change	Improved	N/a *	All
No. of indicators: August 21	2 20%	0	7 70%	1 10%	10 100%

9 Any other business						
9.1	<ul style="list-style-type: none"> GH proposed holding a special meeting next month to focus on implication of the New Town Hall. Members agreed to take this forward. <p>ACTION: NH to send Special Panel meeting invite to members</p> <ul style="list-style-type: none"> NH provided an update on the action to organise a joint scrutiny review best practice exercise, this was part of a recommendation from the Strengthening Co – Regulation review. NH reported he had an initial meeting with external partners which includes Southern Housing Association, Cross Key Homes, Soha Housing and West Kent Housing. <p>NH proposed if the November business meeting could be replaced with the joint scrutiny best practice session. Members agreed the proposal.</p>					
9.2	<p>AL noted that Lewisham Home is interested in a joint best practice exercise.</p> <p>ACTION: Organise Joint Scrutiny Review Best Practice session for the 23rd November 2021.</p> <p>ACTION: To extend invitation to Lewisham Homes</p>					

Q2 - 2021/2022

★ STARS of the Quarter

Well done to the Repair Teams, Housing Service Centre, Health and Safety, Neighbourhood Fire Safety and Customer Relations for responding to all your queries, Stage 1 complaints and Members Enquiries within target. 😊

Performance Overview: July to September 2021

We are exceeding our internal 10-day target (94% against 90% target) and our external 20-day target (99.9% against 95% target) for responding to Stage 1 complaints. We need to be mindful however that performance for September has deteriorated and if this trend continues we are at risk of failing to meet our year-end target.

We have exceeded our Member Enquiries target (91%) for Q2.

10 Day internal performance for complaints

Period	Stage 1 (90%)		
	20/21 Q4	487/517	94.2%
21/22 Q1	331/341	97.1%	📈
July 21	107/112	96%	📈
Aug 21	147/154	95%	📈
Sept 21	116/127	91%	📉
21/22 Q2	370/393	94%	📈

20 Day target reported to the Council for complaints

Period	Query (90%)			Complaints						Mayor & Members Enquiries (90%)		
				Stage 1 (95%)			Stage 2 (90%)					
YTD 20/21	411/496	83%	📉	1222/1251	97.7%	📈	29/106	27%	📉	974/1084	89.9%	📉
21/22 Q1	173/195	89%	📉	364/364	100%	📈	24/57	42%	📉	316/353	89.5%	📉
21/22/Q2	160/181	88%	📉	383/384	99.7%	📈	44/55	80%	📉	341/374	91.2%	📈
2021/22 TOTAL	333/376	89%	📉	747/748	99.9%	📈	68/112	61%	📉	657/727	90.4%	📈

Team Performance: (10-day target)

Division	Query (90%)			Stage 1 (95%)			Stage 2/3 (90%)			Member/Mayor Enquiries (90%)		
	%	Count	Icon	%	Count	Icon	%	Count	Icon	%	Count	Icon
ASB	71%	10/14	⬇️	79%	19/24	⬇️	67%	2/3	⬇️	93%	28/30	⬆️
Asset Management and Compliance	0%	0/0		67%	2/3	⬇️	0%	0/0		67%	10/15	⬇️
Capital Delivery	100%	6/6	⬆️	25%	1/4	⬇️	50%	1/2	⬇️	92%	11/12	⬆️
Community Partnership	100%	2/2	⬆️	100%	1/1	⬆️	0%	0/0		25%	1/4	⬇️
Customer Relations	0%	0/0		100%	1/1	⬆️	0%	0/0		0%	0/0	
Environmental Services	84%	16/19	⬇️	96%	46/48	⬆️	100%	3/3	⬆️	93%	28/30	⬆️
Finance & Rent Accounting	100%	1/1	⬆️	100%	2/2	⬆️	100%	1/1	⬆️	60%	3/5	⬇️
Health & Safety	0%	0/0		100%	1/1	⬆️	100%	2/2	⬆️	100%	1/1	⬆️
Housing Service Centre	98%	42/43	⬆️	100%	56/56	⬆️	67%	2/3	⬇️	100%	30/30	⬆️
Leasehold Services	100%	4/4	⬆️	100%	19/19	⬆️	100%	1/1	⬆️	77%	17/22	⬇️
NHO Fire Safety	100%	1/1	⬆️	0%	0/0		0%	0/0		100%	1/1	⬆️
THH TMO Project	0%	0/0		0%	0/2	⬇️	0%	0/0		0%	0/0	
NHO North	73%	16/22	⬇️	69%	9/13	⬇️	0%	0/1	⬇️	97%	29/30	⬆️
NHO South	70%	16/23	⬇️	60%	6/10	⬇️	100%	1/1	⬆️	82%	23/28	⬇️
New Build	100%	1/1	⬆️	0%	0/1	⬇️	0%	0/0		0%	0/0	
Rent Arrears	100%	3/3	⬆️	0%	0/0		0%	0/0		75%	3/4	⬇️
Repairs North	100%	19/19	⬆️	100%	66/66	⬆️	85%	11/13	⬇️	96%	94/98	⬆️
Repairs South	100%	12/12	⬆️	98%	65/66	⬆️	80%	8/10	⬇️	94%	32/34	⬆️
Repairs M&E	100%	11/11	⬆️	100%	76/76	⬆️	80%	12/15	⬇️	100%	30/30	⬆️
	88%	160/181	⬇️	94%	370/393	⬆️	80%	44/55	⬇️	91%	341/374	⬆️

Days Taken to Respond

Considering the volume of complaints received by the Repair teams and the Housing Service Centre they have performed extremely well in responding to complaints within the 10-day time scale. ASB, Capital Delivery, Environmental Services and the Neighbourhood teams however need to act more quickly in responding to complaints.

Complaints Days to close due Q2	0-5	6-9	10	11 & up	Total
ASB	1	11	7	4	23
Asset Management and Compliance		1	1	1	3
Capital Delivery			1	3	4
Community Partnership		1			1
Customer Relations	1				1
Environmental Services	4	17	25	2	48
Finance and Rent Accounting		1	1		2
Health and Safety		1			1
Housing Service Centre	21	20	14		55
Leasehold Services	1	4	14		19
Neighbourhood North		2	7	3	12
Neighbourhood South		3	3	4	10
New Build				1	1
Repairs General Build North	2	16	48		66
Repairs General Build South	1	14	50	1	66
Repairs Mechanical & Electrical	1	11	64		76
TMO Project				1	1
Total	32	102	235	20	389

Cases responded to outside of 10-day target

Closed Complaint Cases out of Target Q2			
Service Area	Case Number	Reason for delay	Explanation
ASB	30413694	Workload	Reason for delay: Workload and staff absence within the team
	30753557	Workload	Reason for delay: Workload TL working reduced hours
	30976257	Workload	
	31092761	Workload	
	31289658	Complex case	Requiring intervention to move perpetrator. Provision of a full response was required rather than a holding letter. Complainant in contact with ASB manager during this time.
Asset Management and Compliance	29993393	Complex case	Complex case – needed CEO signoff
Capital Delivery	29710593	Staff absent or unavailable	
	30316395	Staff absent or unavailable	Resident has been waiting for his front door to be fixed. AD Construction Group have been unable to fix this due to staff shortage.

	31231759	Complex case	
Environmental Services	29859893	Other reason	Allocated late to responding officer.
	30835557	Workload	
NHO North	30222194	Other reason	ASB case not logged on Comino by ASB Team. Case has now been assigned to NHO to deal with.
	30648858	Staff absent or unavailable	
	30713858	Staff absent or unavailable	
	31288857	Other reason	clarification as to whether it should be a complaint or query
NHO South	30063994	Complex case	
	30200895	Complex case	
	30236593	Staff absent or unavailable	Head of Service did not have access to iCase
	30778763	Other reason	
New Build	31000257	Staff absent or unavailable	
THH Repairs General Build South	29924597	Other reason	
THH TMO Project	29800094	Other reason	

We may be asked by the Housing Ombudsman to provide reasons for why a response is not sent out within 10 days. It is therefore important that when Other reasons is used an explanation is given why the response was not sent within the 10 days.

48-hour Phone Call task performance

Only 60% (241/404) of residents were phoned within 48 hours of the complaint being assessed. This is very disappointing as this is one of the key tasks for resolving complaints quickly and efficiently. We also advise residents in the acknowledgement letter that they will receive a phone call. It is also apparent that some service areas are deleting the task, which is totally against the principles of the Housing Ombudsman code and our own procedures. Currently we are unable to run a report on deleted tasks but hopefully this will be possible when the iCase work is upgraded when the contract is renewed.

Team	In Target	Out of target	Total
THH ASB	11	9	20
THH Asset Management and Compliance	3		3
THH Capital Delivery	4		4
THH Community Partnership	1		1
THH Complaints Team	1		1
THH Environmental Services	9	6	15
THH Finance and Rent Accounting	1	2	3
THH Health and Safety	1		1
THH Housing Service Centre	34	17	51
THH Leasehold Services	5	7	12

THH Neighbourhood North	1	14	15
THH Neighbourhood South	1	6	7
THH New Build	1		1
THH Repairs General Build North	48	22	70
THH Repairs General Build South	45	23	68
THH Repairs Mechanical & Electrical	45	34	79
THH TMO Project		1	1
Grand Total	211	141	352

Preventing Cases Escalating to Stage 2

In Q2 there were 64 Stage 2 complaints received and 55 cases which were due for response. As a result of our new Stage 2 escalation protocols, we managed to withdraw 7 Stage 2 requests as we managed to agree a resolution with the complainant without the need for a formal stage 2 investigation.

The main reasons for the escalations continue to be:

- Delays in resolving leaks and carrying out follow on works
- Failure to agree to decorate after a leak
- Delays in commencing enforcement to resolve leak issues
- Poor communication and failing to keep residents updated when appointments were cancelled or updating on follow on works.
- Failure to complete corrective actions and to do's within time scales.
- Request for more compensation due to delays linked to insurance claims for the damage caused by leaks
- Delays in resolving window repairs V replacement – ongoing issue
- Compensation for missed appointments
- Delays in Mears applying for pavement licences
- Failure to address ASB issues, namely noise nuisance
- Failure of some service areas following the new stage 2 protocols to contact complainant to agree an action plan of resolution
- Reduced standard of the cleaning provided by Environmental Services
- Delays in repairing door entry systems
- Delays in resolving heating and hot water issues and offering adequate compensation
- Failure to communicate effectively with leaseholders on decisions relating to the communal heating systems and how we will provide these services in the future
- Failure to respond to all aspects of the complaint

To resolve Complaints and ME's quickly and effectively we need to make sure corrective actions/To Do's are set up where follow on works or promises have been made in responses. It is the responsibility of the case owner to set these up. Meetings with the Repair Contractors on open cases need to be recorded in iCase work.

Although Heads of Service, Directors and the Chief Executive are notified of all requests for Stage 2 escalations it is disappointing that some cases need formal investigation because we have failed to follow the Stage 2 protocols.

It is essential that service areas provide assurance to EMT that cases escalating to Stage 2 are performance managed, identifying the cause for the escalation so this can be quickly addressed.

Due to the spotlight on leaks/dampness/mould and general disrepair we are seeing an increase in the number complaints and Member Enquiries. This has been exacerbated by the pandemic and Brexit, which has caused resourcing issues both in terms of manpower and supplies in delivering the service. To support our colleagues in Repairs to manage the increase in Complaints and ME's, we ask that EMT seriously consider redeploying officers from other service areas to increase the number of case handlers to investigate and resolve complaints and ME's initially for 6 months.

We are in the process of setting up a new virtual Leaks Team who will manage leak/dampness/mould cases. This team will be led by the new Senior Customer Relations Officer, supported by the Customer Relations Manager and representatives from the HSC, Inspector/Surveyor from repairs and the Repair Officers/Mears Insight Officers (case owners) investigating, resolving and being the key point of contact for the resident. More complex cases will be escalated to the Senior Customer Relations Officer to review and agree the best way to manage the case.

To improve the management of these cases we will create a new iCase team called Leaks which will have representatives from all service areas involved in leak cases. This hopefully will eliminate cases ping ponging between service areas as this team will work closely with each other to address all aspects of the case in an effective and efficient way. The new Senior Customer Relations Officer starts on the 13 December and the new team will hopefully be fully up and running by January 2022.

Ombudsman determinations

In Q2 and up to the 11 October we received Housing Ombudsman determinations as follows:

- 2 maladministration
- 1 service failures
- 2 adequate redress
- 2 outside jurisdiction

Case 1 – Repairs North - 26933733 – Received 1 July 2021. The complaint was about THH response to the resident's reports about damage to his walls and floors

Determination - there was **service failure** regarding our response to the resident's reports about damage to his walls and floors.

Orders

The Ombudsman orders THH to pay compensation of £50 for any distress and inconvenience caused to the resident by its failure to explain how it had reached its conclusions following its initial investigation, and its failure to provide its promised update following a review of its condensation survey report.

THH to write to the resident within four weeks of the date of this determination and include the following (if it hasn't already done so):

- a. update the resident as to its position following its review of its condensation survey report and in particular the comments made therein regarding the floorboards;
- b. reiterate its request for a copy of the insurer's loss adjustor's report and advice that it will update the resident about its position following a review of this report.

THH to provide a copy of the abovementioned correspondence to this service within four weeks of the date of this determination.

Reasons for the determination

While it was reasonable that the landlord investigated the resident's initial reports by allowing its surveyor to oversee an investigation carried out by its Repair Inspector, it was not evident this was explained to the resident, causing him distress that the investigation had not been carried out correctly.

While the landlord appropriately explained how it had carried out its investigation in its formal responses, and that it also appropriately arranged for a further condensation survey report, it is not evident that it outlined its position regarding this report, despite promising to do so. Given this report contradicted its own investigation, this failure to provide an update would also have caused distress to the resident. This constituted service failure and it is appropriate that an amount of compensation be offered.

This case is now subject to a new Stage 2 investigation (31134857)

as when the Repairs Manager investigated further after the determination it was found that the issue was misdiagnosed as condensation and as a result the insurance would not pay out. It was subsequently found that the damp proof course (DPC) may have been breached by a combination of a blocked gulley/drain, a full water butt and rainwater having nowhere to drain to. It is likely this is attributed to brickwork becoming saturated and rainwater penetrating through the wall and causing the damage to the resident's solid wood flooring.

ASB - 23723541. Determination received 6/7/2021 The complaint was about our response to the resident's reports of Anti-Social Behaviour (ASB) by way of noise nuisance, from the neighbour at the property above. The complaint is also about the complaints handling

Determination

There was maladministration in respect of the complaint about our response to reports of ASB and also in respect of our complaint handling.

Order

1. THH to pay complainant £350 compensation, comprised of:

- £250 for its failures in responding to the reports of ASB, and;
- £100 for its failures in complaints handling. **Credited rent account**

2. The landlord to arrange to speak with complainant about the situation to identify whether the noise nuisance is ongoing. In circumstances where it is, the landlord to put together an action plan and communication plan with complainant and to provide a copy of this plan or plans to this Service. Within any action plan, the landlord to ensure it sets out what tangible actions it will take and by when, to investigate and address the noise nuisance occurring.

ASB team to action. **Completed**

3. The landlord to carry out a lessons-learned exercise in respect of the complaint and the findings made in this report. The landlord to review the way it responds to reports of ASB, in particular, its processes and ownership of cases. **The ASB Guide for Neighbourhoods and ASB case management process have a clear process and guidance for the handling of reports of ASB from the initial report, ownership of the case, the investigation and collation of evidence, enforcement as appropriate and case closure.**

Built in are case review and escalation processes. Following the findings of the HO, refresher training for the relevant staff will be completed by the end of September to ensure this process is understood and being followed.

Any subsequent complaints raised regarding the handling of an ASB case will be signed off by a Head of Service.

If then escalated to a stage two complaint, or Ombudsman enquiry, the relevant Heads of Service (in the case of a cross departmental issues) will meet to confirm the ownership of the case and relevant staff responsible for completing the associated requests for information or actions to be completed.

**ASB guide for Neighbourhoods
ASB Case Management process**

Recommendations

1. The landlord to carry out ASB training to all staff involved, including the teams referred to in this report. **Scheduled for the end of Sept**
2. The landlord to carry out complaints handling training to all staff involved in complaints. **Carried out every 6 weeks by CRT**
3. The landlord to review its ASB policy considering the findings made in this report and given that the policy provided to this Service is outdated. **Still waiting update on the review of the ASB Policy by LBTH**
4. The landlord to review its complaints procedure in light of the findings made in this report, in particular a review of the procedure around escalation. **We have reviewed our Complaints Procedure taking into account the principles of the Housing Ombudsman code and this is readily available on our website. We have also reviewed our practises around the escalation of complaints and included this in a guide we provide to staff.**

Reasons for Determination

There was maladministration by the landlord insofar as it failed to respond to the reports of ASB appropriately and in accordance with its ASB policy. There was no action plan or communication plan put together at any point and there was a lack of ownership of the issue.

These failures led to inaction on the part THH in response to the reports of ASB, which it is obliged to investigate and take any appropriate action accordingly. Writing letters to the neighbour and closing the case when it received no response was inappropriate because it did not do enough to investigate or resolve the issue.

There was maladministration in respect of the landlord's complaint handling insofar as the

landlord did not investigate and seek to resolve the complaint in the way that it should have done and in accordance with its complaints policy. The responses provided no way forward or outcome and failed to recognise the impact on the resident and to demonstrate that it had heard and understood what he was saying.

The stage two response was also delayed and while an escalation request could not be found, the landlord missed an opportunity to apologise for the length of time it had taken to respond – even where this was due to miscommunication.

Repairs North - 23875841 - Received determination 19/7/2021. The complaint is about our handling of a leak into the resident's property and our Complaint handling.

Determination

The Housing Ombudsman Scheme determined that there was:

- a. Maladministration by THH in response to its handling of a leak into the resident's property.
- b. Service failure by the landlord in respect of its complaint handling.

Orders

THH to pay the resident the following compensation within four weeks of the date of this determination:

- a. £400 in respect of its handling of his report of a leak into the property.
- b. £100 in respect of its complaint handling.

Recommendations

THH should share the Ombudsman's Complaint Handling Code with its staff members who deal with complaints to ensure that it deals with complaints in line with best practice.

Refresher held with the Repairs Team on the 18 August on the Complaint Handling Code

Reasons for order

THH failed to provide the resident with an update on the appointment to investigate the kitchen and bathroom ceiling following the cancelled appointment on 27 March 2020.

While it was appropriate that THH did attend the property to inspect it following the resident's contact in June 2020 it is unsatisfactory that THH advised the resident that it was his responsibility to liaise with the leaseholder regarding the leak and make good works. This is because the resident had no relationship with the leaseholder. Further as the lease agreement for the flat was between the landlord and leaseholder, it was THH's responsibility to liaise directly with the leaseholder to ensure that we took appropriate steps to investigate and remedy the leak which was impacting on the property which we owned. Whilst it was reasonable to suggest that the resident contact the leaseholder (as this may have resulted in a quicker resolution), this should not have been the only action THH took. THH therefore failed to take a proactive approach to managing the situation and supporting a resident, who was experiencing issues with a leak through no fault of his own.

While THH did eventually contact the leaseholder regarding the leak, this action should have been undertaken by THH at a much earlier time and following the inspection in early July 2020, when we identified that the damage to the ceiling was caused by a leak from the

flat above.

Furthermore, THH did not take appropriate steps to satisfy itself that the source of the leak had been identified and addressed considering the information available to it from the resident. The evidence does not suggest that THH took into account the discrepancy in location of the source of the leak reported by both parties in accepting that the leak had been remedied.

While THH has made good the damage caused by the leak from the leasehold property, this does not amount to reasonable redress. This is because it does not take into account that while the complaint was live it did not take appropriate steps to support the resident to ensure that the leak from the leasehold flat was addressed.

The landlord's complaint handling

The handling of the complaint was unsatisfactory as it delayed in responding to the complaint under its complaint procedure and it failed to provide the resident with details of the policy which it had referred to in supporting that it was not responsible for the make good works.

The delay was caused by the **HSC actioning the request for a formal complaint escalation**. The resident sent an email to Contactus on the 8 August, but this did not action this until the 14 August. Whilst the acknowledgement stated that the resident would receive a response on the 7 September, they failed to amend the due date on icasework and so the due date showed as the 14 September not the 7 September. The repairs team responded on the 11 September and therefore iCasework showed the case as in target. **This issue was raised with the HSC and will also be picked up with the Council when the icaseork contract is renewed to ensure these dates can be amended as iCase works out the due date from the date the case is processed not received. It therefore assumes cases are processed within 24 hours. We also need to ensure complaint cases are prioritised to ensure that there are no delays in processing complaints**

The Stage 2 was also out of target

Repairs North – 20834385 – Received determination 30/7/2021. The complaint is about THH's response to the resident's water ingress and mould reports.

Determination

Tower Hamlets Homes made reasonable redress for the service failures identified in its response to the resident's water ingress and mould reports.

Reasons

THH appropriately responded to the resident's complaint, acknowledged service issues and took action within the timeframes of the complaint to complete and monitor repairs in April 2020 and March 2021.

THH was resolution focused and sought to make redress to the resident in recognition of delays, distress and inconvenience, which in the Ombudsman's opinion appears suitable financial redress for the service issues and delays identified.

Recommendations

THH to re-offer the compensation of £800.

THH to ensure it responds to complaints in line with its repairs policy and complaints policy, and avoids treatment of issues as continuous complaints, unless this is line with policy or appears necessary/reasonable.

THH to ensure it maintains and supplies accurate records in regard to repairs and complaint handling

Leasehold Services - 15261697. Determination received 5/8/2021. The complaint concerns the liability to pay for service charges and the resident's request to purchase the freehold

Determination

Outside of Jurisdiction

Reason

The Housing Ombudsman considers that it is quicker, fairer, more reasonable or more effective to seek a remedy through the First Tier Tribunal.

The issue regarding the purchasing of the freehold falls within the jurisdiction of another Ombudsman

Neighbourhood North – 22916845. Determination received 23/9/2021. The complaint is about THH’s response to the resident’s concerns that a neighbouring flat had not received appropriate planning permission for a knock through of two one-bedroom flats into one, four- bedroom flat. The resident also complained about THH’s handling of their reports of noise disturbance.

Determination

Outside of jurisdiction

The Ombudsman will not investigate complaints which, in the Ombudsman's opinion, were not brought to the attention of the member as a formal complaint within a reasonable period which would normally be within 6 months of the matters arising; complaints should be made to the landlord within six months of an issue's occurrence.

The issues raised regarding the noise nuisance has not exhausted the complaints procedure

The resident's reports of noise disturbance

The resident's stage one response concerned two issues

- a. The decision to allow the two properties above theirs to be combined into one
- b. Noise nuisance they were experiencing from the property above

THH provided a stage one response on both issues on 25 June 2020.

The resident then wrote to THH explaining the following:

- a. They were not happy with the response about the alterations to the property above.
- b. They were satisfied with the landlord's response concerning their complaint about noise nuisance.

Repairs South – 26101169. Received determination 11/10/2021. The complaint is about THH’s handling of repairs to resolve a leak in the resident’s ceiling.

Determination – Adequate offer of redress

THH has identified and acknowledged service failings and made an apology and an offer of

redress to the resident which, in the Ombudsman's opinion, satisfactorily resolves the complaint about the landlord's handling of the resident's reporting of a leak.

However, the issues remain ongoing, and the Ombudsman expects THH to do all it can to finally resolve the repairs issue and to then review its compensation offer to the resident.

Recommendation

Re-offer the £400 previously offered as an interim payment

Reasons

THH took appropriate steps to try and resolve the leak and it identified and apologised for shortcomings in keeping the resident informed and for the leak still not being resolved. The redress offer of £400 was an appropriate amount to compensate the resident up to the point of the stage 2 complaint response in July 2021.

Further works have been carried out on the 6 October. The Repairs Inspector (Hubert) is visiting the property on the 12 October to check the work and to arrange follow on works

KEY LEARNING

As one of the key focuses in the Housing Ombudsman Complaint Code is learning from complaints from Q2 Heads of Service are responsible for identifying the top 3 service failures for their service area and more importantly what action will be taken to prevent similar issues re-occurring.

The Customer Relations Team will still continue to send out monthly exception reports which identifies where there are gaps in the information being recorded , so that Managers and Team Leaders can performance manage to improve the recording of information within their teams and then use the data to provide the summaries each quarter.

Service Area	Service Failure	Service Improvement
Repairs	<p>Leaks/Damp related cases</p> <p>Scaffolding and Roofing works delays</p> <p>Lack of Communication,</p>	<p>Holding a number of leaks meetings to keep oversight on various cases to ensure they are being progressed. We have also carried out some Members Briefings and are due to report to a Board Committee to update them as to what we are doing. We are also carrying out roof outlet checks on 49 flat block to try and proactively manage and prevent leaks occurring through blocked outlets and debris (leaves etc) We are currently 50% through this programme. We are working with Mears to try and find a way for them to work safely on the remaining 200+flat roofs (without safety handrails) and are looking at portable man-safe systems.</p> <p>We have a joint Recovery Plan with Mears, and are looking to set up an additional Planned Maintenance team to try and clear the backlog by re-inspection and batching these works up and seeking alternative contractor resources.</p> <p>There continues to be a lack of communication and updating residents in good time as to what is going on with their repair. The Repair Team is working</p>

The Complaints Bulletin

	Updating Residents	closely with the HSC and Mears to carry out specific chase up calls so the resident gets the correct person and a relevant update. We have also overhauled our scaffolding pre-letter process to keep residents informed of delayed works and what we are planning to do with them. IT are currently working on a system to update residents by SMS on a block by block basis.
Capital Delivery	None received	
Asset Management	Delays carrying out external wall surveys so that leaseholders can sell their homes	We are currently proposing to award a project to a company that will focus on 17 of our highest risk buildings. Whilst we are completing these we will put in place longer term procurement arrangements.
ASB	<p>First report (ie residents using complaints system for first reporting)</p> <p>Lack of response to complainant which was due to workload and staff absence within the team.</p> <p>Cases not being logged correctly</p>	<p>Raise awareness about ASB services by leaflet dropping, organising ops and estate actions days. Door knocking in 'challenging blocks'. Active on Twitter.</p> <p>Additional temp staff (ALOs and ASB Officers) to help with the workload. Permanent recruitment to start soon. Manage sickness levels.</p> <p>ASB met with NHO to clarify the process for escalating cases. Team Leaders to have access to individual officers trays and reassign in case of absence. ALOs to double check and log to correct (current) tenant</p>
Environmental Services	<p>Caretaking/cleaning not to an acceptable standard</p> <p>Blocked and smelly hoppers/chutes</p> <p>Delays in tree works</p>	<p>TLs to monitor standards and take appropriate formal action if required. During the pandemic our teams were able to maintain a strong presence on our estates and we amended our caretaking duties with a focus on regular cleaning of high-volume touch points including an increased focus on cleaning entry doors, lifts, door handles and banisters. We have planned post lockdown works such as deep cleaning of 'challenging blocks', 13-week estate jet washing programme covering all the neighbourhoods managed by THH. This includes jet washing of paving and low-level brickwork. We have further planned improvement works to grey seal communal staircases to improve their look and make them easier to clean and a flat roof clearance programme during the autumn with the aim of preventing potential leaks to flats due to blocked gulleys.</p> <p>Daily checking of waste chutes for blockages. Annual cleaning of bins and chute hoppers by external contractor. Additional cleaning of chute hoppers by caretakers when required. Air fresheners and cleaning deodorant applied and bin liners available for internal bins/new builds. Available extra resources for removal of missed collections and overspills by the Council.</p> <p>The next cyclical programme survey to be completed by March 2022. We are also reprocurring our tree maintenance contract to coincide with the completion</p>

		of the survey with the successful contractor then undertaking the work recommend from the survey over the next 3-5 years with the work programme based on the priority/risk level associated to the recommended works. Fortnightly meetings with ES and THH Procurement in place to track progress and manage risks. Meanwhile, undertaking P3/4 tree works and emergency works only.
Leasehold Services	<p>Delays in Deeds of Postponement and RTB and other interactions/delays with LBTH Legal.</p> <p>Delays in response to enquiries</p>	<p>LBTH Legal have a new Head of Commercial & Contracts.</p> <p>We are in liaison with LBTH legal and will move to more constructive interactions with them in the new year.</p> <p>Pending any future transference to 'e-forms' we will utilise the lcase system to record and so better track incoming queries/ complaints.</p>
HSC	<p>Parking Applications Our Parking database was not compatible with Windows 10; therefore, we were unable to open the parking application portal until the IT issues had been resolved.</p> <p>Fob Requests – The HSC programmes fob requests on the POAC (Cloud system) but where we receive requests on standalone systems, we send the requests to OpenView to programme. OpenView has had some delays in programming these fobs which has led to complaints from residents.</p> <p>Parking Enforcement – This has been a long-term problem on our estates.</p>	<p>Once a new system was introduced to help us receive/process parking applications (Case viewer) we were able to open the parking application portal however, we had some back log due to the high volume of applications received. We are currently working on the applications back log and reducing the numbers daily with more advisors trained to process parking applications</p> <p>We have met with Openview managers and they have assured us that requested standalone fobs will be programmed within 10 working days and delivered to our front counter. Also, more blocks are being upgraded to go on the cloud system so the HSC can programme the fobs directly.</p> <p>We are in the middle of introducing Traffic Management Orders (TMOs) to eradicate the issue so NSL can tow away vehicles that are found to be in parking contravention. This is very effective in the blocks that TNOs have been introduced in Wapping as we have not received complaints about enforcement from the residents.</p>

Themes and issues identified with progress updates	Service
<p>Leaks Process – The biggest cause of complaints is about leaks/mould and dampness. Whilst we have the Leaks process within Northgate, not all cases are recorded and updated and so it is difficult produce data quickly on the extent of the problem. To improve the management of leaks cases we are in the process of setting up a New Leaks Group, which will be led by the new Snr Customer Relations Officer. The team will comprise of officers from the</p>	<p>CROSS DEPARTMENTAL</p>

<p>HSC, CRT, Repairs, Neighbourhoods and Mears who will work closely together to resolve all aspects of any leak case. We will create a new cross service area team in iCase work called Leak. This will enable us to work in a more collaborative way across all of the service areas. The Leaks update note will be regularly updated within the case until the issues are totally resolved. Repairs will still meet regularly with Mears to go through the outstanding leaks cases. Currently a summary report is produced via Northgate and is emailed on a fortnightly basis to EMT and senior managers. This will be reviewed in the coming months with a view of providing a more detailed report within iCase work. We have already introduced the new LEAK UPDATE Note on all new cases from 1 November and on any case at Stage 2 or with the Housing Ombudsman. The new Leaks group will be fully up and running from January 2022.</p>	
<p>Increase in Building insurance and Public liability insurance claims We need to look at ways to minimise the number of insurance claims as we have seen a significant increase in both building and public liability claims. There are concerns by the Council Insurance team that this will lead to an increase in our premiums next time the insurance contracts are re-tendered by the Council's Insurance Team.</p> <p>Although we promoted the benefits of tenants and leaseholders taking out contents insurance in the Summer edition of Open Doors only 1 have signed up to the Crystal Insurance policy since August 21.</p> <p>We have promoted the leaseholder responsibilities in maintaining their homes to prevent damage to other properties, especially within bathrooms where failing mastic is one of the main causes of water penetration to neighbouring properties. We do not however have a mechanism for checking whether this advice reduced the number of incidents.</p> <p>With an aging housing stock and constant cutbacks on budgets it is extremely challenging to work up a planned maintenance programme which will reduce the responsive repair budget and lead to a reduction in public liability claims.</p> <p>We have recently completed a review of the HRA with the Council and as part of this we submitted a 30-year investment plan.</p> <p>The plan provides financial sum for all of our responsibilities in relation to managing the housing stock i.e., for repairs and major works projects. This includes roof leaks, new bathrooms, as well as sum of money for external works in communal areas</p> <p>We have a rolling programme of stock condition surveys, carried out by a high-profile surveying consultancy, and we aim to complete a detailed survey of all homes over a 5 year period. These surveys feed into the investment plan.</p> <p>It is difficult to balance all the priorities that we have and of course we are dependent on the Council to make sufficient financial provision. Our investment plan identified the need for £35 million per annum but for the next 3 years we will only receive 30 million per annum.</p> <p>In terms of identifying issues that may lead to insurance claims we are looking at how we use data to analyse where we have issues i.e., roof leaks.</p> <p>We have had to reprioritise our investment plan for the next few years to make provision for fire safety works following surveys but at the same time to ensure that we reduce leaks we will roll out a flat roof renewal programme which will use our data records, staff knowledge and more detailed roof surveys to highlight those buildings that need more urgent investment.</p>	<p>CROSS DEPARTMENTAL</p>

<p>Calling residents – Only 60% (241/404) of residents were phoned within 48 hours of the complaint being assessed. This needs to be given high priority to ensure that we do not have a Complaint Handling Failure Order made against us by the Housing Ombudsman. To improve performance we will include the phone performance with the weekly complaint report so that service areas can performance manage this critical taskl.</p>	<p>CROSS DEPARTMENTAL</p>
<p>Making policies accessible – The Ombudsman requires THH to make available its policies and procedures online. We have gathered all the procedures into one place and the process of adding them to the website is still in progress. This has been deferred until next year to resource availability</p>	<p>CROSS DEPARTMENTAL</p>
<p>Scaffolding Delays Still a major cause for complaints in Q2. Mears have taken on another additional company to reduce the backlog. As at 02 Nov, there are 296 outstanding orders which require scaffolding and we have 104 scaffolds currently erected. Week on week however, since July, we are receiving more new requests each week than we are completing, which is obviously presenting a difficulty in making progress. A minor planned works team has been approved but yet to be appointed. They will focus on areas of work like this.</p>	<p>REPAIRS</p>
<p>Quality of void Works. There has been an increase in complaints regarding the condition of properties when re-let and subsequent delays in completing all the additional works. The Repairs Team have liaised with the Voids team to request that they provide greater information to new residents at handover in regard to works are programmed in once they have moved in to speed up the turnaround time. Quality and satisfaction continues to be monitored</p>	<p>REPAIRS</p>
<p>Repair Partner performance/Impact of the Pandemic – THH Head of Repairs continues to meet weekly with Mears to review progress with the Recovery Plan. Most of the more routine items have been addressed and the focus is now on additional challenges and the Director of Asset Management is also now engaged in this. The focus is largely around communication to customers (proactively and reactively) and includes work around block notifications and updates by SMS, communication in response to reactive works e.g. scaffolding notifications, plus a review of “avoidable contact” and chase-up contact. A significant chunk of the focus remains on communication, both on SMS but also on directing chase-ups</p>	<p>REPAIRS/MEARS</p>
<p>Compensation for residents on the Collingwood Estate – lack of heating and hot water In early 2020, LBTH commenced works to replace and reroute communal heating pipework, to accommodate a new build development in Barnsley Street. The works carried out affected The Collingwood Estate and caused significant disruption to the provision of heating and hot water. In recognition of the inconvenience letters have been sent to residents offering £100 compensation and the service charges will also be capped. The take up of the offer has been low – only 67/167. A further reminder is to be included in feedback letters following the residents meeting held on 03 Nov. The letter has been drafted by Head of Repairs and circulated for input/approval. not claimed we will credit their rent or service charge accounts</p>	<p>REPAIRS</p>
<p>Windows Repairs– A new process (Window Repair Protocol) has been agreed via consultation and input from our repair partner who predominantly employs specialists to deal with most repair/replace windows. This should reduce the number of inspections, remove incorrect information being relayed to the customer at the point of inspection and enable a more structured way forward in the decision-making process. The Repairs Team have worked hard to streamline the window request process. The number of requests however has increased dramatically due to Major Work’s and replacements being held during covid. There have also</p>	<p>REPAIRS/ CAPITAL DELIVERY</p>

<p>been delays in the manufacturing of new windows at the factories. There is also a shortage of scaffolding which is generally needed for new window installations due to priority being given for using scaffolding for repairing roof leaks</p>	
<p>Laminate flooring policy – Review required of the terms of the tenancy agreements to fall in line with leases within the same block.</p> <p>The statutory consultation on the proposed revised tenancy conditions ran from the 6 September – 17 October 2021. All survey results and comments will now be written up into a report. . The various tiers of the Council [DLT, CLT up to Cabinet] then consider this and make their decisions. Tenants will be written to in the New Year with a copy of the new conditions. They must be given a minimum of 4 weeks’ notice prior to implementation. The revised tenancy agreement will be implemented hopefully from April 2022.</p>	<p>NEIGHBOURHOODS</p>
<p>Improve the turnaround time for processing compensation from receipt of the request to payment</p> <p>Finance have set up a logbook (sort of a ‘track and trace’) that records the date Finance receives the request, when it was sent to LBTH, when it was returned from LBTH and when it was paid. The file notes if the request was rejected by Finance, the reasons why and what corrective actions were taken. The log is now shared with members of the Customer Relations Team so we can identify any bottlenecks. The new process has improved the turnaround times for processing compensation claims. The Finance Officer now updates iCase work when the final payment is made, and the remittance is attached. To further improve the process Finance have been asked to acknowledge receipt of the AP1 and to confirm they have all of the correct info to process the claim to avoid any delays.</p>	<p>FINANCE</p>
<p>Better communication between the HSC/Mears/Repairs - Weekly meetings with Mears and Allison / Patrice to understand any issues that lead to service failure, it’s in its infancy however progress is already being made. Daily error report is being received daily to ensure we are picking up any errors on a daily basis and coaching our team around their mistakes.</p> <p>HSC are making outbound calls on all closed leaks that fall into the leaks process and any stage 1 complaint leaks to ensure the leak has been fully resolved and to stop any escalation to stage 2</p> <p>Chaser calls are now supposed to be going straight to Mears, which should help.</p>	<p>Cross Departmental</p>
<p>Provision of dedicated parking bays for new build disabled adapted properties and disabled parking spaces generally. This issue will be resolved when the TMO’s are activate. In the meantime we will try and create additional disabled parking bay where possible. This issue needs to be addressed for any future new builds.</p>	<p>New Build/Council</p>
<p>Management of ASB cases</p> <p>We have received a further detrimental determination by the Housing Ombudsman because we failed to respond to the reports of ASB appropriately and in accordance with its ASB policy. We need to review the way we respond to reports of ASB our processes and ownership of cases between Neighbourhoods and ASB team. This is to include ASB training. Need to ensure that every case has an action plan agreed with the complainant. To improve the management of ASB type complaints the Neighbourhood Directorate may want to consider setting up a cross service area team within iCase work for the management of ASB/Noise etc which will comprise of colleagues from the Neighbourhood and ASB teams.</p>	<p>ASB</p>
<p>Major Repair Programme – Clear specification of works</p> <p>We had an obligation to inform residents that we were changing the outlook of the property, namely changing the glazing from clear to obscure. Going forward we need to ensure that we carry out a clear consultation when any aspects of the building is to change. As a result of this order, we have now</p>	<p>Capital Delivery</p>

<p>replaced the panes of glass</p>	
<p>Disruption caused by alterations to leasehold properties To minimise disruption caused to other residents when leaseholders carry out alterations the following conditions are now set.</p> <ul style="list-style-type: none"> • Works can only take place between 10am and 4pm. • No works at all during the weekend. • We will write to the immediate neighbours setting out the works that are going to take place and that they may sometimes be very noisy. • We are asking the lessee to pay us a £2,000 bond - should they breach the conditions and/or we need to give respite accommodation to a neighbour. • Provision of a detailed and diarised schedule of works indicating when the noisiest works are scheduled to take place. 	<p>Leasehold Services</p>
<p>Delays in residents receiving missed payment vouchers from Mears There were some delays during covid and as a result THH raised a cheque or BACs payment. As things are getting back to normal Mears have gone back to hand delivering the vouchers.</p>	<p>Repairs/Mears</p>
<p>Delays with the HSC processing compensation claims Additional members of staff have been trained in processing the claims to prevent delays. HSC staff have also been requested to send a progress update to the resident when the compensation acceptance is processed and that it can take 2 weeks for bank account to be credited</p>	<p>Housing Service Centre</p>
<p>Consider re-introducing love to shop vouchers for compensation payments under £50 The current process of sending out compensation acceptance forms to residents and having to get them to provide bank details is not cost effective and is a long-winded process for small amounts of compensation. Look to streamline the process and to introduce vouchers which can be instantly sent out to resolve complaints and acknowledge service failure for relatively minor issues.</p>	<p>Housing Service Centre</p>
<p>Key Management We had a high-profile leaks case where it was not clear who held the keys to gain access to the tank room and further delays occurred sourcing the keys. Review the management of keys to make sure all key service areas are made aware of how to source keys to avoid unnecessary delays in resolving issues</p> <p>The only issue outstanding with keys is around the blocks which had ASB prevention devices fitted to main doors. No other excuses for contractors not having keys.</p>	<p>Repairs</p>
<p>Disrepair/Housing Ombudsman cases – Need for better joined up working There is no visibility on complaint cases where there is a live disrepair claim. Consider adding a flag up on Northgate. We have just sent off a Housing Ombudsman bundle and it would have been useful if we could have flagged up that this was a legal disrepair case.</p> <p>The cost benefit analysis of using iCase for Disrepair does not stack up and the volumes (until recently) also didn't justify the cost or effort. There are too many other high profile projects to reconsider at the moment.</p>	<p>Repairs</p>

Residents' compliments

Date	Team	Resident compliment
January 2022	Neighbourhoods	<p>"I want to also take the opportunity to thank you for being my housing officer and for always making me feel welcome. You've always been very kind and bubbly; easy to contact and speak to, very quick at dealing with any issues I've had throughout my tenancy.</p> <p>Definitely the best housing officer in tower hamlets! I wish you all the best in your career."</p>
January 2022	Voids	<p>"Dear lettings manager,</p> <p>I was told this is the email address I could direct any feedback to in regards to your officers.</p> <p>I just wanted to highlight my experience with one of your officers, Zawhaira Khanom, who was the best experience I have had with Tower Hamlets Homes so far. She was very quick to respond to all my queries (there were quite a few) and kept me updated daily.</p> <p>I am a final year student and I have my first semester exams coming up, so I wanted to move in as soon as possible to not collide with my exam period. I put quite a lot of pressure but Zawhaira was really helpful. I was particularly impressed and appreciated that she offered to stay back after hours for me to sign my tenancy and accommodated my busy schedule.</p> <p>It's nice to see the level of care as a landlord. Please pass on my many thanks and happy holidays to you and your team."</p>

December 2021	Neighbourhoods	"Hi Shelley, I hope you are feeling better and making good progress with your treatments. I add my thanks to you for your sorting out the storage area, it is a great help. All the best"
December 2021	Neighbourhoods	"Shelley, thank you so much for organizing this - we really appreciate it, as do several other neighbours who have also been frustrated by the actions of just a couple of households. There's no excuse for me not to cycle now!"
December 2021	Voids Team	<p>"Dear Shamima</p> <p>I wanted to inform you about the service we have received from Naz Khan. From the moment my mums new residence was discussed Naz was on the case, clarifying information for me and ensuring that my mum was supported through the often stressful process of moving home.</p> <p>My mum has Vascular Dementia, she finds most situations difficult to manage and her anxiety grows quickly. With the solid and consistent support and guidance from Naz I was able to coordinate effectively for my mum and find the right pathways to ensure that I was informing the right people in a timely fashion.</p> <p>Naz shows great humility and care, to be honest this can be rare in a world where elderly people can seem insignificant and invisible. Naz allowed me to focus on my mum who is so vulnerable whilst he did everything and some more for her and me.</p> <p>Naz is approachable, professional, reliable and knowledgeable, I truly would have struggled without his help. A lot of other Tower Hamlets service people did not reply to my inquiries, when this happened, Naz guided me. A truly good person who knows the meaning of customer service and helping others, showing respect always. Incredible person.</p> <p>I felt strongly that you should be aware as his line manager, he deserves praise and recognition. He has made such a massive difference to my mum today. Her moving day, a big one for her. He made it stress free.</p> <p>Thank you very much for everything. Truly grateful."</p>

Report to: Residents' Panel
 From: Lesley Owen
 For: Information/discussion
 Topic: **Performance Report: December 2021**

1. Introduction

1.1 The Residents' Panel has a duty, outlined in its Terms of Reference, to monitor and review performance across Tower Hamlets Homes [THH], and to explore and challenge under-performance as appropriate. To enable this, the Panel selects a set of measures to be reported on regularly.

2. Performance: December 2021

2.1 The indicators from 2020-21 were carried forward into 2021-2022, with the exception of ASB resolution and unique MyTHH hits. There are ten monthly indicators and a further seven quarterly ones.

2.2 THH performance on these indicators to December is shown at summary level in the Table 1 below. Results are shown as 'green' if the target is being met or exceeded, 'amber' if the result is close to target (generally within 5%), or 'red' if the target is not being met. Targets are aligned where applicable with those agreed by the Council and/or Board.

2.3 Performance on the individual indicators from April 2021 – December 2021 is set out in *Appendix 1*.

2.4 Table 1 below shows for the all the indicators performance compared to target.

Table 1: Status – December 2021

Trend	Red	Amber	Green	N/a*	All
No. of indicators: December 21	3 18%	7 41%	5 29%	2 12%	17 100%

* *No targets yet formally agreed for call average wait measures*

2.5 Table 2 below shows, for the 10 monthly indicators, the direction of travel compared to the previous *month*.

Table 2: Direction of Travel from November 2021 – monthly indicators

Trend	Weakened	No change	Improved	All
No. of indicators: December 21	4 40%	0	6 60%	10 100%

2.6 Table 3 below shows for the seven quarterly indicators, the direction of travel compared to the previous *quarter*.

Table 3: Direction of Travel from September 2021 – quarterly indicators

Trend	Weakened	No change	Improved	N/a *	All
No. of indicators: December 21	2 33%	0	4 57%	1 14%	7 100%

* No major works satisfaction surveys carried out in Q2

2.7 Table 4 below shows for all the indicators the direction of travel compared to the same month the previous *year*.

Table 4: Direction of Travel from same month in 2021 – all indicators

Trend	Weakened	No change	Improved	All
No. of indicators: December 21	10 41%	0	7 41%	17 100%

3. Performance analysis

3.1 Areas of strength in 2021-22 include:

- Call answering
- Repairs Right First Time
- Major works satisfaction
- MyTHH registrations

3.2 Other areas are down on the previous year's performance but not significantly. These include:

- Leaseholder satisfaction
- Repairs satisfaction
- Satisfaction with being kept informed
- Satisfaction with views being taken into account

3.3 Three indicators are currently 'red'. These are:

Tenant satisfaction & THH does what it says

Taken from the main resident perception survey, performance on the tenant satisfaction measure is down 8 percentage points on performance in 2019-20. Also taken from the main resident perception survey, performance on the *THH does what it says* measure is down almost 167 percentage points on performance in 2019-20. Difficulties in accessing the HSC and delays to non-emergency repairs seem to be negatively impacting on these ratings even though performance in both these areas has been improving.

Satisfaction with ASB handling

Performance on this measure is down almost 7 percentage points on performance in 2019-20 though performance in Quarter 3 [October – December] was almost 6 percentage points better than in Quarter 2 [July to September].

3.4 The service areas most significantly challenged by the pandemic as previously reported include Repairs and the Housing Service Centre:

Repairs

THH had returned to offering a near normal repairs service but with a backlog which had developed due to the emergencies-only period during lockdown and socially distanced working practices thereafter. Performance continues to be affected across a range of measures although the number of overdue jobs was reducing, and many of the indicators were showing positive trends. Issues had also developed in relation to supplies especially scaffolding, roofing and 'wet trades'. More recently illness and absences due to the Omicron variant have reversed some of the gains made and the number of overdue jobs has increased significantly.

Housing Service Centre [HSC]

The service was adversely impacted last year by high call volumes including significant numbers of chase ups of repair jobs, as well as IT and staffing issues. In August the HSC began accepting non-urgent repair calls again.

Additional recruitment of call advisors has taken place in advance of the more challenging winter period, with all six additional staff now in post. The HSC is experiencing staff shortages due to the Omicron variant but is currently exceeding its 'recovery targets' for call answering and the average wait time for call answering is significantly down on the previous unacceptably long times.

4. Call answering targets

- 4.1 No targets have formally been agreed for the two call-answering average wait time indicators; this was also the case for the whole of 2020-21. The targets in 2019-20 were 140 and 73 seconds for repair and non-repair calls respectively. Cumulative performance to the end of December is 196 seconds for repair calls and 173 seconds for non-repair calls. Performance on these measures has been steadily improving month on month, and in December was 83 seconds and 84 seconds respectively.
- 4.2 It is therefore suggested that the Panel revert to the 2019-20 targets for the second half of the year which will still be challenging with the more difficult winter months still to come.

5. Recommendations

- 5.1 The Panel is recommended to:
 - (i) note THH performance to December 2021;
 - (ii) consider whether to explore in more detail any areas of service delivery; &
 - (iii) consider targets for call average wait times suggested in 4.1 and 4.2 above.

Tower Hamlets Homes Performance Indicators - RESIDENT PANEL

Year to date performance:

M	Monthly Indicators: December 2021
Q	Quarterly Indicators: December 2021

K E Y	At or above target
	Below target, above minimum
	Below target, below minimum

Performance Indicator	Frequency	Year-End Target	Perf in Latest Period	Perf YTD
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1	Overall Satisfaction: tenants	Q	85.0%	78.5%	80.6%
	No. of tenants rating THH as excellent, good, or fair			230	696
	Total No. of tenants responding			293	863

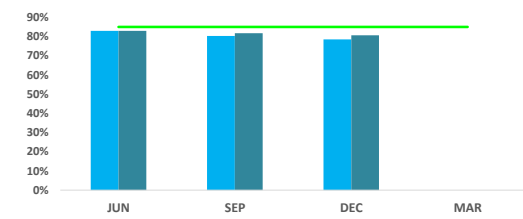
2	Overall Satisfaction: leaseholders	Q	75.0%	70.9%	71.9%
	No. of leaseholders rating THH as excellent, good, or fair			107	332
	Total No. of leaseholders responding			151	462

3	% non-repair calls answered	M	80.0%	95.6%	89.1%
	Total non-repair calls answered			3427	37777
	Total non-repair calls received			3584	42392

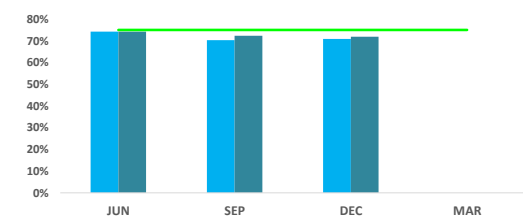
4	% repair calls answered	M	80.0%	96.9%	89.5%
	Total repair calls answered			7573	66889
	Total repair calls received			7817	74710

Latest Result	
YTD	
Target	

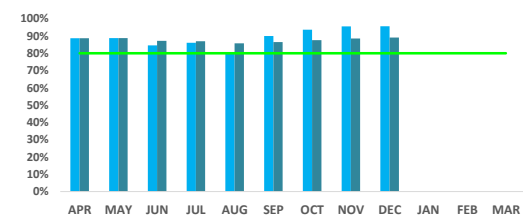
Trends	
Last Period	Year on Year



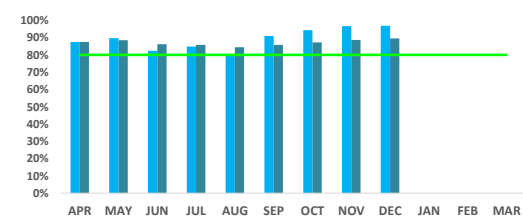
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Tower Hamlets Homes Performance Indicators - RESIDENT PANEL

Year to date performance:

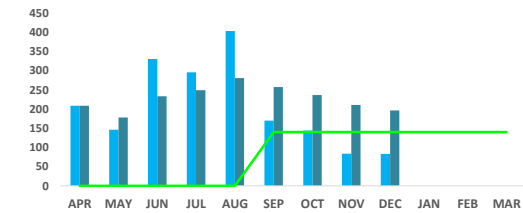
M	Monthly Indicators: December 2021
Q	Quarterly Indicators: December 2021

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	Below target, below minimum

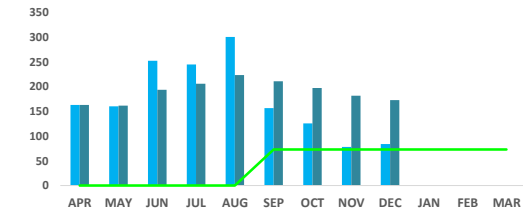
Performance Indicator		Frequency	Year-End Target	Perf in Latest Period	Perf YTD
5	Repair calls average wait (secs)	M	140	83	196
	Total repair calls answered			7573	66889
	Total wait time for repair calls answered			627947	13122519
6	Non-Repair calls average wait (secs)	M	73	84	173
	Total non-repair calls answered			3427	37777
	Total wait time for non-repair calls answered			287827	6535886
7	Percentage of residents rating the HSC as excellent, good, or fair	Q	90.0%	87.6%	87.6%
	No. of residents rating HSC as excellent, good, or fair			248	742
	Total No. responding			283	847
8	Percentage of residents agreeing 'THH does what it says it will do'	Q	75.0%	59.6%	63.4%
	No. of residents agreeing THH did what it said			180	560
	Total No. of residents responding			302	883

Latest Result	
YTD	
Target	

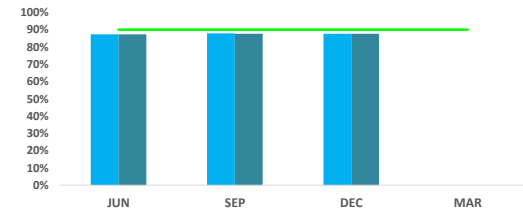
Trends	
Last Period	Year on Year



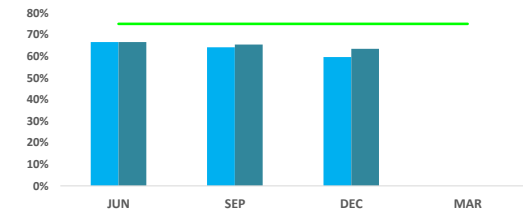
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Tower Hamlets Homes Performance Indicators - RESIDENT PANEL

Year to date performance:

M	Monthly Indicators: December 2021
Q	Quarterly Indicators: December 2021

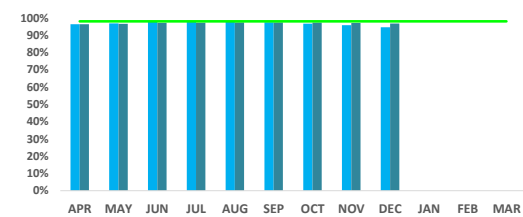
K E Y	At or above target
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Performance Indicator	Frequency	Year-End Target	Perf in Latest Period	Perf YTD
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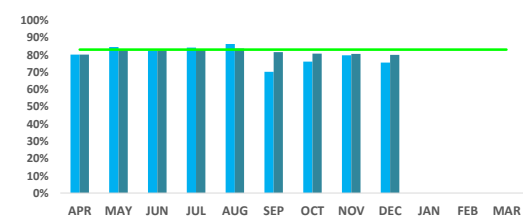
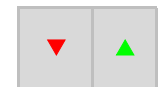
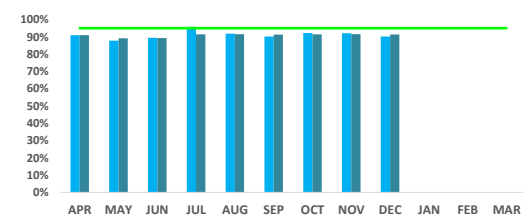
9	% of repairs completed in target	M	98.0%	94.6%	96.8%
	No. of repairs completed in target			5817	52083
	Total repairs completed			6149	53827

10	% of repair appointments kept	M	95.0%	90.2%	91.3%
	No. of appointments kept			321	2777
	No. of appointments made			356	3040

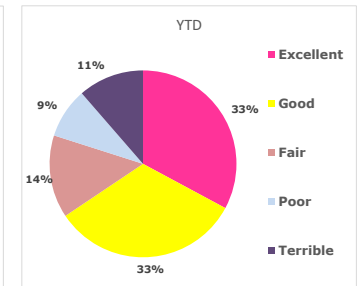
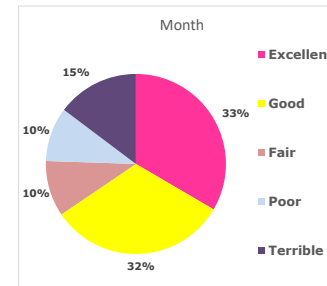
11	Percentage of tenants rating the repairs service as excellent, good, or fair	M	83.0%	75.5%	79.9%
	No. of residents rating excellent, good, or fair			287	2479
	Total No. of residents responding			380	3102



Trends	
Last Period	Year on Year



B R E A K D O W N	Category	MONTH	YTD
		Excellent	127
Good	122	1016	
Fair	38	444	
Poor	37	270	
Terrible	56	353	
N	TOTAL	380	3102



Tower Hamlets Homes Performance Indicators - RESIDENT PANEL

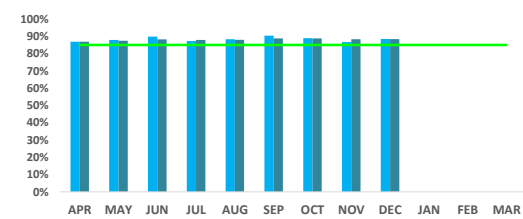
Year to date performance:

M	Monthly Indicators: December 2021
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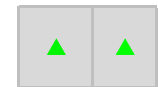
K E Y	At or above target
	Below target, above minimum
	Below target, below minimum

Performance Indicator	Frequency	Year-End Target	Perf in Latest Period	Perf YTD
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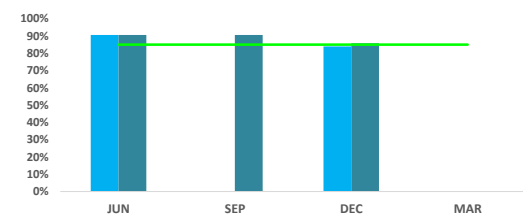
12	% of Repairs completed right first time	M	85.0%	88.4%	88.4%
	No. of repairs completed right first time			4546	34124
	Total repairs completed			5141	38623



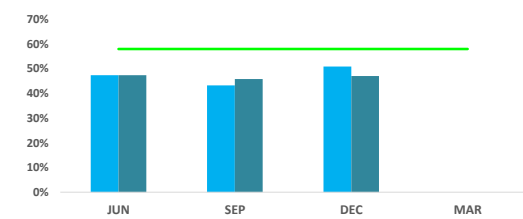
Trends	
Last Period	Year on Year



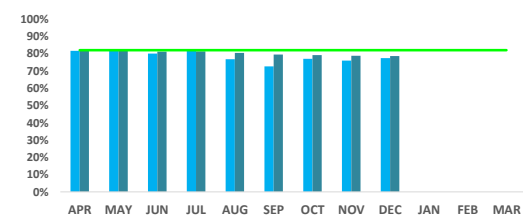
13	Percentage of residents rating capital works as excellent, good, or fair	Q	85.0%	84.0%	85.8%
	No. of residents rating capital works as excellent, good, or fair			68	97
	Total No. of residents responding			81	113



14	ASB: % of residents satisfied with handling of ASB	Q	58.0%	50.9%	47.1%
	No. of residents satisfied			29	112
	Total No. of residents responding			57	238



15	% of residents rating THH as excellent, good, or fair at keeping informed	M	82.0%	77.4%	78.6%
	No. of residents rating excellent, good, or fair			120	1094
	Total No. of residents responding			155	1392



Tower Hamlets Homes Performance Indicators - RESIDENT PANEL

Year to date performance:

M	Monthly Indicators: December 2021
Q	Quarterly Indicators: December 2021

K E Y	At or above target
	Below target, above minimum
	Below target, below minimum

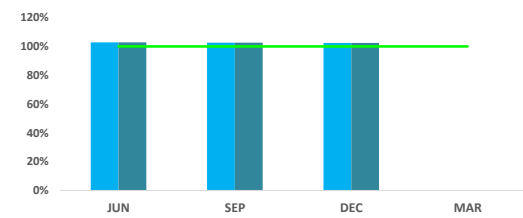
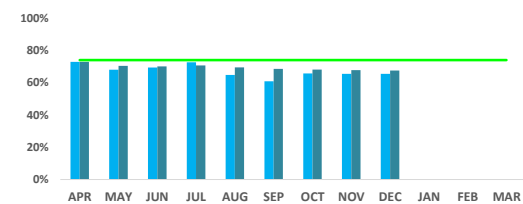
Performance Indicator	Frequency	Year-End Target	Perf in Latest Period	Perf YTD
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16	% of residents rating THH as excellent, good, or fair at taking views into account	M	74.0%	65.5%	67.5%
	No. of residents rating excellent, good, or fair			91	821
	Total No. of residents responding			139	1216

17	No. of MyTHH Registrations	Q	100.0%	102.4%	102.4%
	No. of MYTHH Registrations			9876	9876
	Target			9644	9644

Nos. Registered in MyTHH	Q1	Q2	Q3	Q4
	9190	9562	9876	

Latest Result	
YTD	
Target	



Trends	
Last Period	Year on Year

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