

## **Residents' Panel Meeting**

Tuesday 26<sup>th</sup> January 2021

18:00 - 19:30

Virtual Zoom Meeting

Chair: Chris Weavers

### **Agenda**

- |  |               |
|--|---------------|
| 1. Introductions & Welcome                   | Chris Weavers |
| 2. Minutes from November meeting             | Chris Weavers |
| 3. Update from the THH Board                 | Ann Lucas     |
| 4. Transformation Programme                  | Hilton Armand |
| 5. Spotlight session: Repairs re-procurement | Hillary Kelly |
| 6. Social Housing White paper presentation   | Gulam Hussain |
| 7. Complaints update                         | Debbie Palmer |
| 8. Performance update                        | Lesley Owen   |
| 9. Panel & Scrutiny update                   | Gulam Hussain |
| 10. AOB                                      | All           |

Date of next meeting: Tuesday 23<sup>rd</sup> March 2021, 6pm – 7.30pm

**Residents' Panel Virtual Zoom Meeting  
Tuesday 24<sup>th</sup> November 2020**



**Minutes and Actions**

**Attendees**

<b>Members</b>	<b>Role</b>
Chris Weavers (CW)	Chair & Leaseholder
Daniele Lamarche (DL)	Leaseholder
Muhammed Miah (MdM)	Tenant
Shaheda Najmeen (SN)	Tenant
Gibran Afzal (GA)	Tenant
Samira Johnson (SJ)	Tenant
Yasmin Begum (YB)	Tenant
James Wilson (JW)	Tenant of a leaseholder
Amina Rahman (AR)	Leasehold Observer
<b>THH</b>	
Ann Lucas (AL)	Chair of Tower Hamlets Homes Board
Sarah Pace (SP)	Head of Business Development
Lesley Owen (LO)	Business Development Manager
Richard Hards (RH)	Head of Leasehold Services
Gulam Hussain (GH)	Scrutiny and Resident Feedback Manager
Nojmul Hussain (NH)	Senior Resident Feedback Officer
Mas Momin (MM)	Resident Feedback Officer
Shama Bhatti (SB)	Customer Services Manager

<b>Actions</b>	<b>Action Owner</b>	<b>Status/ Date</b>
1. LO to provide statistics on Domestic Abuse. 2. To discuss scrutiny reviews at the January 2021 meeting.	LO	

<b>Item No</b>	<b>Description</b>	<b>Action</b>	<b>Status/ Date</b>
<b>1.</b>	<b>Introduction and Welcome</b>		
1.1	CW welcomed members and staff to the meeting. AR introduced herself as a Leasehold observer.		
1.2	Apologies received from Saleha Jafrin and Saida Begum.		

<b>2.</b>	<b>Minutes &amp; Actions from previous meeting</b>		
2.1	Minutes of 22 <sup>nd</sup> September 2020 were agreed.		
2.2	<p>1. Embed recommendations from panel members update the Engagement Strategy. <b>Recommendations have been considered.</b></p> <p>2. Members to forward comments to Scrutiny Team if they have any further feedback on the Engagement Strategy. <b>No further comments received.</b></p> <p>3. Circulate details of forthcoming Major Works scrutiny review. <b>The scrutiny review consisted of three sessions, which took place between October and November. A number of recommendations had been made which are currently being finalised. The full scrutiny report is expected to be circulated early next year.</b></p>		

<b>3.</b>	<b>Update from Tower Hamlets Homes (THH) Board</b>		
3.1	AL commented that 1 Board meeting and 1 Extraordinary meeting has taken place since the previous Panel meeting.		
3.2	<p>During the September Board meeting a detailed discussion took place on the new legislation on Building and Fire Safety.</p> <p>Whilst legislation is currently going through Parliament, THH has commenced its work programme as per Government advise.</p> <p>The challenges of delivering the regulations on Building/Fire Safety and meeting the zero-carbon emission target was recognised by members.</p>		
3.3	<p>Strengthening Co-Regulation Scrutiny Report was presented to the Board and was well received.</p> <p>Recommendations were unanimously accepted.</p> <p>One recommendation on delivering joint training between board and panel members took place on the 12<sup>th</sup> November 2020. This was on Consumer Standards including regulatory changes which will impact housing providers.</p>		
3.4	Covid-19 recovery plan will be implemented after the second lockdown ends.		
3.5	Extraordinary meeting took place in early October.		
3.6	<p>As previously mentioned, LBTH is looking to commission and outsource its Youth Service rather than deliver the service themselves.</p> <p>THH was considering bidding for some of that work.</p>		

3.7	<p>THH understood that LBTH were looking to procure services boroughwide and thus not enabling THH to focus on our estates.</p> <p>The Board decided that it was not the correct time to pursue this given the limited time to tender and vast amount of work entailed to meet Government legislation on Building and Fire Safety.</p> <p>Despite not tendering directly, THH and the Community Partnerships Team are working in partnership with identified partners to ensure services meet the needs of THH residents.</p> <p>Broader impact to consider in the coming years:</p> <ul style="list-style-type: none"> <li>- London Mayoral &amp; Assembly election 2021</li> <li>- Council elections 2022</li> <li>- THH break clause 2023.</li> </ul>		
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<b>4. Supporting Vulnerable Residents</b>			
4.1	SB provided an overview of services THH provide to vulnerable residents.		
4.2	Approximately 20% of THH residents recorded as vulnerable.		
4.3	<p>Support available to residents who are vulnerable for reasons related to:</p> <ul style="list-style-type: none"> <li>- Physical health</li> <li>- Mental health</li> <li>- Financial</li> <li>- Isolation</li> <li>- Experiencing domestic abuse or neglect</li> <li>- Communication</li> </ul>		
4.4	<p>Some of the key services offered across all areas of the business are:</p> <p>Accessible Services</p> <ul style="list-style-type: none"> <li>- New accessible website</li> <li>- Translation services</li> </ul> <p>Help in the Home</p> <ul style="list-style-type: none"> <li>- Aids &amp; adaptations</li> <li>- Home decoration</li> <li>- Garden maintenance</li> <li>- Respite facilities during major works.</li> </ul> <p>Support with Finances</p> <ul style="list-style-type: none"> <li>- Debt advice</li> <li>- Help with benefit claims</li> <li>- Help to find employment / work training</li> <li>- Food bank referrals</li> </ul>		

<p>4.5</p> <p>4.6</p> <p>4.7</p> <p>4.8</p>	<p>Some key figures provided by Rents Service since between April and October 2020:</p> <ul style="list-style-type: none"> <li>- <b>5800</b> Universal Credit verification forms completed via landlord portal and UC inbox.</li> <li>- <b>361</b> Alternative Payment Arrangements (APA) via landlord portal and UC inbox which has generated income of <b>£155,266.10</b>.</li> <li>- <b>2360</b> referrals processed via Task Manager, Welfare Reform inbox, Financial Health Centre &amp; Universal Credit inbox.</li> <li>- <b>51</b> referrals made to local Foodbank.</li> <li>- <b>96</b> referrals made to external agencies for multiple debts / income maximisation</li> <li>- <b>3</b> tenancies sustained with lump sum backdated housing benefits of <b>£30,000</b>.</li> <li>- <b>£47,744,00</b> in backdated housing benefits from identifying gaps in entitlement.</li> <li>- <b>£55,941.71</b> DHP ongoing and lump sum payment received to reduce rent arrears residents affected by bedroom tax /benefit cap</li> <li>- <b>£10,893.30</b> HE received from UC by assisting residents with making claim for UC over the phone under current lockdown.</li> </ul> <p>Our Financial Health Centre opened in September 2018, with 10 partners offering money and welfare benefit advice and employment services.</p> <ul style="list-style-type: none"> <li>- Since lockdown, the service has been delivered remotely via phone and email</li> <li>- The numbers accessing the service has dropped, which is in line with feedback that we are getting from the advice sector as a whole, as people are only accessing services in urgent cases, as residents prefer face-face advice.</li> </ul> <p>Since the initial lockdown began on March 23<sup>rd</sup> to the end of October 31<sup>st</sup> 2020, THH have worked with 3 community hubs offering:</p> <ul style="list-style-type: none"> <li>- Shopping delivery</li> <li>- Prescription collection &amp; delivery</li> <li>- Hot meal delivery</li> <li>- Befriending calls</li> <li>- Emergency homes visits</li> </ul> <p>Telephone calls have also been made to residents:</p> <ul style="list-style-type: none"> <li>- Aged 70 and over likely to be living alone</li> <li>- Aged 60 to 69 with a declared disability</li> <li>- Known to be vulnerable</li> </ul>		
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4.9	<p>Key data on services provided during the pandemic:</p> <table border="1" data-bbox="220 237 1150 987"> <thead> <tr> <th data-bbox="220 237 879 304">What has been done so far</th> <th data-bbox="879 237 1150 304">Grand Total</th> </tr> </thead> <tbody> <tr> <td data-bbox="220 304 879 371">Number of volunteers engaged</td> <td data-bbox="879 304 1150 371">129</td> </tr> <tr> <td data-bbox="220 371 879 439">Number of volunteer hours</td> <td data-bbox="879 371 1150 439">11,653</td> </tr> <tr> <td data-bbox="220 439 879 506">Number of THH residents supported</td> <td data-bbox="879 439 1150 506">304</td> </tr> <tr> <td data-bbox="220 506 879 573">Number of non-THH residents supported</td> <td data-bbox="879 506 1150 573">380</td> </tr> <tr> <td data-bbox="220 573 879 640">Number of food parcels delivered</td> <td data-bbox="879 573 1150 640">1,915</td> </tr> <tr> <td data-bbox="220 640 879 707">Number of hot meals delivered</td> <td data-bbox="879 640 1150 707">10,478</td> </tr> <tr> <td data-bbox="220 707 879 797">Number of welfare checks &amp; befriending calls</td> <td data-bbox="879 707 1150 797">2,875</td> </tr> <tr> <td data-bbox="220 797 879 864">Number of medication pick-ups</td> <td data-bbox="879 797 1150 864">143</td> </tr> <tr> <td data-bbox="220 864 879 931">Number of shopping trips</td> <td data-bbox="879 864 1150 931">985</td> </tr> <tr> <td data-bbox="220 931 879 987">Number of Emergency home visits</td> <td data-bbox="879 931 1150 987">74</td> </tr> </tbody> </table>	What has been done so far	Grand Total	Number of volunteers engaged	129	Number of volunteer hours	11,653	Number of THH residents supported	304	Number of non-THH residents supported	380	Number of food parcels delivered	1,915	Number of hot meals delivered	10,478	Number of welfare checks & befriending calls	2,875	Number of medication pick-ups	143	Number of shopping trips	985	Number of Emergency home visits	74		
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4.10	<p>Listed below are some additional services that have been provided during the pandemic to assist residents:</p> <ul style="list-style-type: none"> <li>- Home visits by Parkguard to check on resident welfare</li> <li>- Shielding residents identified and info shared to inform safe working practices</li> <li>- Pre-repairs appointment calls</li> <li>- Full decoration of void properties</li> <li>- Extra time provided for moving into new home</li> <li>- Telephone appointments with Financial Health Centre Partners</li> <li>- Referral of rough sleepers to gain accommodation</li> </ul>																								
4.11	<p>DL enquired how the FHC is currently operating? SB confirmed that remote appointments are taking place and information has been circulated to all residents through flyers and THH Open Door magazine in addition do digital channels.</p>																								
4.12	<p>DL also enquired how can fellow residents refer potentially vulnerable residents. SB confirmed this can be done by contacting the HSC on 0207 364 5015 or by informing a member of staff such as a caretaker.</p>																								
4.13	<p>AR enquired is there a standard definition of vulnerability? SP confirmed there is no standard definition, however residents have self-referred their vulnerabilities. In addition THH have certain triggers which may be noted as “potentially vulnerable” as residents do not always want to be categorised.</p>																								

4.14	AR acknowledged the great service delivered by Community Hubs but suggested more promotion of such initiatives which may allow local residents and community groups to get involved.		
4.15	MDM enquired are THH aware of residents experiencing issues with connectivity? GH confirmed that THH have not been directly involved with connectivity issues however during the pandemic have assisted over 6000 applications for Universal Credit.		
4.16	YB mentioned that their local TRA has signposted local residents to Age Concern to assist with digital technology to ensure that residents do not feel isolated.		
4.17	CW queried whether domestic abuse cases had increased. LO confirmed there has been an increase. LO explained the complexity in addressing cases under the current lockdown. This has resulted in victims residing with the perpetrators.  <b>ACTION: LO to provide statistics on Domestic Abuse.</b>		

<b>5.</b>	<b>Leasehold Services Spotlight</b>		
5.1	RH provide an overview of THH's Leasehold Service.		
5.2	Currently there are just over 10,000 leaseholders/freeholders in a portfolio of 21,000. We have around 30% of lessees formally registered as sublet, so effectively operating a business.		
5.3	The stock itself was not built with Leaseholders in mind which has brought its own complexities.		
5.4	No leaseholders in early 1980's compared to now where 48% of the stock is leasehold. Which represents the highest proportion in London.		
5.5	33% of the stock is resident leaseholders.		
5.6	The number of complaints since 2017 have remained consistent around 220 per annum. However during the same period Members Enquires have decreased by 53%, this translates to around 100 enquiries per annum.		
5.7	Satisfaction levels prior to Covid-19 was at 68%.		
5.8	Historically THH have struggled to collect service charges.		
5.9	Over the last 3 years, THH have not only collected 100% of the debit raised but on average, collected an additional £1,000,000 per year. This would suggest that on the whole the vast majority of leaseholders are happy to pay for the services that they receive.		

5.10	<p>Last year we collected £15.9m (day to day), which is a similar amount for this year given the ongoing pandemic.</p>		
5.11	<p>Previously Major Works bills were invoiced after the works had been completed, this would mean issuing bills sometimes 3/4 years after works had commenced.</p> <p>This has now changed, bills are issued annually on a project basis where costs have been incurred for Major Works.</p> <p>This has meant s20B notices do not have to be issued which is a considerable saving on resources.</p> <p>By using this billing method it brings greater certainty to protect significant income into the Housing Revenue account, thus ensuring the business is solvent.</p> <p>This also provides a longer period to plan and pay bills opposed to receiving one larger bill at the end of the works.</p>		
5.12	<p>Leaseholders and other residents are encouraged to work with us on Major works projects.</p>		
5.13	<p>Unfortunately works sometimes have to be carried out even though some lessees may disagree. An example being ground floor flats who oppose a new lift or door entry system.</p> <p>We have also had opposition to carrying out fire prevention works. This is likely to become more of an issue when the Government enact the Fire Safety Bill.</p>		
5.14	<p>Leaseholders can raise their concerns through our 3 Leasehold Advisors who investigate queries and action/respond accordingly.</p> <p>Court action is taken as a last resort.</p>		
5.15	<p>Within the team there is Financial Inclusion Officer who operates out of the Financial Health Centre 2 days a week assisting leaseholders. The average case load for such referrals are around 100.</p>		
5.16	<p>In comparison to other Housing Associations and Local Authorities, THH has had one Housing Ombudsman determination over a 3-year period.</p> <p>The average determinations for Housing Associations is 14 and Local Authorities is 9 over a 2-year period. This highlights how well THH have been performing.</p>		



<p>5.17</p> <p>5.18</p> <p>5.19</p>	<p>THH continuously works to improve services for all residents.</p> <p>THH continue to strive for value for money for lessees and an efficient service and have managed to reduce the Leasehold Management fee for lessees over the last few years reduced from £224 to £131. A cumulative saving for our lessees of around £900,000; just over £90 for each lessee.</p> <p>Currently implementing a Leasehold Action Plan, which was formed in partnership with leaseholders and is overseen by Councillor Pierce and members of the THH Board. This is scheduled to be delivered by March 2021.</p> <p>CW enquired about issues frequently raised by leaseholders. This includes leaseholders receiving a disparity of cost estimates and actuals for major work, whether bills could be explored further to ascertain details of costings and options around repayment.</p> <p><b>A) Estimated cost</b></p> <p>RH explained due to challenges in estimating cash flow for major work, THH stopped issuing estimates since April 2020. RH also explained that some projects had extended beyond section 20 estimates. This particularly occurs in old stock where additional work is identified upon site visit and inspection. Poorly conducted initial surveys is one reason for this disparity, for example requiring full roof replacement instead of repairing it. RH reported that this will be addressed through the new Qualified Long-Term Agreements (QLTA). However, whilst this has been a problem, the majority of actual costs have been lower than what had been estimated and outlined under Section 20 notifications.</p> <p><b>B) Billing</b></p> <p>Since the billing process had amended, from regular billing to annual billing, providing a breakdown of the bills have been challenging. This is mainly due to extrapolating the data. Next year, THH will try to provide details of top line costs using Northgate.</p> <p><b>C) Repayment for leaseholders</b></p> <p>LBTH instructed THH to explore repayment options for leaseholders. The current option being drafted is the Buy Back Plus option. This entails the Council to repurchase the property and give leaseholders the opportunity to transition to a secure or assured tenant.</p> <p>As part of the 2020 -21 programme of works, Section 20 notice and cost estimates will continue to be issued.</p>		
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**6 Performance**

6.1 18 indicators in total. Some indicators are measured monthly with others being quarterly. Not all indicators have been measured this year due to the pandemic.  
17 out of 18 indicators have now recommenced.

6.2 **Table 1: Direction of Travel from September 2020**

Trend	Weakened	No change	Improved	All
No. of indicators October 20	4 50%	0	4 50%	8 100%

6.3 **Table 2: Direction of Travel from Q1 June 2020**

Trend	Weakened	No change	Improved	All
No. of indicators: Q2 September 20	1 25%	0	3 75%	4 100%

6.4 **Table 3: Direction of Travel from October 2019 – all**

Trend	Weakened	No change	Improved	All
No. of indicators October 20	10 67%	0	5 33%	15 100%

Table 3 below shows the direction of travel compared to the same point in the previous year.

- 6.5 Not all indicators have not been reported due to them not being measured during the pandemic.
- 6.6 Leasehold Satisfaction has improved and is at its highest at 79%.
- 6.7 Keeping residents informed during Major Works have improved.
- 6.8 The use of My THH has also increased.
- 6.9 Repairs satisfaction has improved slightly since the previous month, however it remains low at 83% compared to previous years where in general averages around 90%.
- 6.10 LO explained that performance is on a downward trend in the HSC Performance which has decreased for the 3<sup>rd</sup> consecutive month. The sheer volume of calls received have increased, coupled with the new IT system issues whilst working from home.

6.11	63% of residents experience during the first lockdown was okay with 37% either disliking or hating it.		
6.12	83% of residents were positive with the service provided by THH during the first lockdown.		
6.13	Of the 49% vulnerable or shielding residents, 43% were positive in the support provided by THH.		
6.14	The majority of residents felt that THH priorities post lockdown should focus on: <ul style="list-style-type: none"> <li>- Supporting residents mental and physical well-being.</li> <li>- Tackling ASB</li> <li>- Financial and employment support</li> </ul>		
6.15	AL provided some context for Mears performance. Operatives can only be confirmed on the morning of appointments due to Covid-19 related issues such as isolating, which in some instances means the workforce is down by up to 20% on any particular day.  This impacts on appointments not being met and increased number of calls coming into the HSC. Discussions are taking place to make more flexible appointments and HSC staff to inform residents that a “provisional appointment” has been booked but will be confirmed on the morning of the appointment.		

<b>7.</b>	<b>Panel &amp; Scrutiny Update</b>		
7.1	CW confirmed the Major Works scrutiny review sessions have recently taken place (see item 2.2).  This review has the potential to have a direct impact on many residents.		
7.2	GH confirmed currently no scrutiny reviews have been planned for the new year and welcomed suggestions from Panel members.  <b>ACTION – In depth discussion on scrutiny reviews at next meeting in January.</b>		

<b>8.</b>	<b>Any Other Business</b>		
8.1	GH confirmed some members membership term is due to end soon and has currently been extended given current circumstances.  Officers will be in touch with members to discuss if they would be interested in remaining on the panel and then a recruitment plan to recruit members will be made accordingly		

<b>9.</b>	<b>Date of next meeting</b>		
9.1	Tuesday 26 <sup>th</sup> January 2021		

# **The Transformation Programme**

**Residents' Panel**

**26 January 2021**

- Various projects have been completed as part of the Transformation Programme over the past two years, including:
  - Digital Strategy projects (MyTHH, mobile working, new website, new intranet, upgrading Northgate, etc).
  - ASB – introduction of new procedures and online reporting.
  - Communal repairs improvements.
  - Leasehold subletting – robust registration processes in place.
  - Merger of Caretaking Support Team and Drainage Team to create one multi-skilled Response Team.
  - People Strategy projects (reward and recognition programme – THH Buzz, PerformanceHub, Nurse-led absence reporting, new competency framework, etc)

# **The New Business Transformation Programme**

- The new programme focusses on delivering **Great Services**, which is part of our purpose (*Great Homes, Great Services, Great Communities*).
- The suggested 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 for accessing THH services.*
- *Ensuring our processes are efficient and make the best use of technology to deliver services right first time.*
- *Achieving our ambitions through the effective engagement and development of a high performing workforce.*

# Components of the New Transformation Programme

- The new Transformation Programme will be focused around three strategies:
  1. The Customer Access Strategy.
  2. The Digital Strategy.
  3. The People Strategy.
- These strategies will help us achieve our Target Operating Model by March 2023, which can be summarised as:
  - 40% of transactions to take place via online self-service
  - 40% of transactions to be handled by the HSC and resolved or triaged.
  - 20% of transactions to be handled directly by teams through the telephone IVR system and e-forms.

# Key Projects Within the Programme

- Some of the key projects within the programme are:
  - Developing an online repairs portal to enable residents to report at least 70% of non-emergency repairs online. These orders will go directly to the contractors.
  - Introduction of an online portal for parking permits to enable at least 80% of parking transactions to take place online. Also, the continued roll-out of parking TMOs.
  - Development of e-forms and associated workflow so that 30% of the non-repair enquiries that currently go to the HSC would go directly to the relevant team.



# Ensuring the Programme Meets Residents' Needs

- The Target Operating Model has been designed to meet the needs of all THH residents.
- This means ensuring that we continue to offer a range of ways for residents to access services, i.e:
  - **Telephone** (main 5015 number and freephone number).
  - **Face-to-face** (Rushmead Office, home visits, residents' meetings, estate inspections, TRA meetings, etc).
  - **Digital online** (e-forms, MyTHH, parking portal, social media, SMS).
  - **Post** – some residents still prefer to send letters and complete hard copies of forms.

**Thank you for listening. Are there any questions?**

**Discussion:**

- To what extent do you agree with the suggested vision and priorities for the next phase of our Transformation Programme?
- Are there any other priorities or areas you would like the Transformation Programme to focus on?

# **Repairs Contract Re-procurement**

Residents Panel – Tuesday 26 January 2021

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# **Background and context**

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- Three current contracts with Mears:
  - Responsive Repairs
  - Domestic Gas
  - M&E
- All were due to expire 31 March 2021
- Contracts have had to be extended due to procurement delays as a result of Covid-19

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# The way forward

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- Similar approach but FOUR contracts
  - Responsive Repairs, Gas, M&E and Fire
- Procurement commenced 2019
- Residents were involved in early consultation
- Specialist Procurement Lead managing
- Mears contract extended by Cabinet to provide interim solution

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# Gas contract

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- Evaluation of SQ nearing completion
- Around a month behind schedule
- LBTH has this week asked for further review by THH
- After sign-off by LBTH, proceed to ITT stage.
- Timetable already tight, hopeful no material impact
- Still intended to go live on 01 July.
- In the course of SQ evaluation,
  - 15 tenders were received,
  - 2 excluded on financial assessment and 1 on GDPR
  - Remaining 12 were scored
  - 5-7 will be selected to go through to ITT stage

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# M&E contract

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- SQ published on Wednesday 13 January with a response date of 17 February
- Short delay before Christmas, waiting for LBTH Finance to review/set threshold
- Approximately two weeks behind schedule
- Still anticipated go live on 01 September
- NB: this has utilised the slippage we had in the timetable, further delays will impact negatively
- Important not to slip, due to Communal Heating switch on in mid-September.

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# Fire contract

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- Slight delay – need to go back to Cabinet in March to ratify an anomaly between the Tollgate and Appendix 1
- This is a formality, which needs approved, however was OK to proceed to tender meantime.
- Tender SQ live on Tuesday 19 January 2021
- Return date of 22 February 2021
- Approximately three weeks behind schedule
- Still anticipate go live on 01 September 2021



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# **Responsive Repairs contract**

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- Responsive Repairs AKA General Build
- Not yet due to go out first SQ stage
- Preparation of documentation is ongoing, but vast
- Anticipated delay of up to one month in publishing the SQ, which will have a knock on to the overall timetable.
- It is hoped we can pull this back and still go live on 01 December.

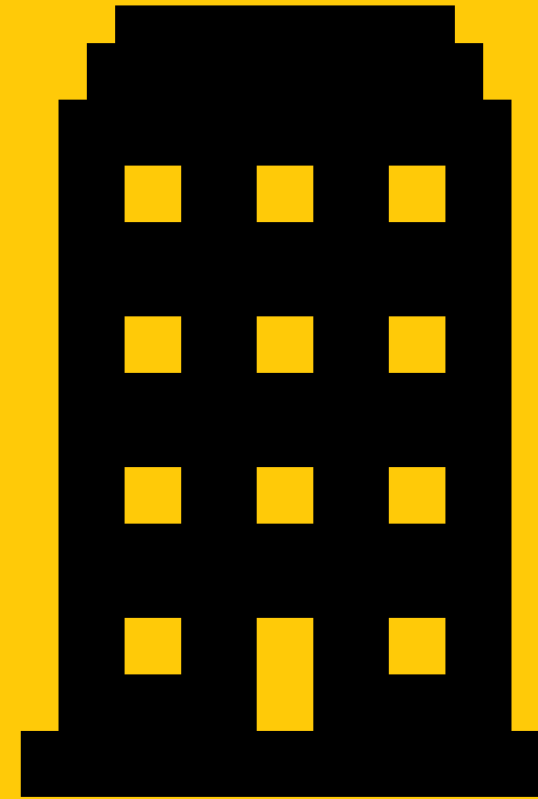
# Tower Hamlets Homes

# Project timetable

	1/2 Oct	2/2 Oct	1/2 Nov	2/2 Nov	1/2 Dec	2/2 Dec	1/2 Jan	2/2 Jan	1/2 Feb	2/2 Feb	1/2 March	2/2 March	1/2 April	2/2 April	1/2 May	2/2 May	1/2 June	2/2 June	1/2 July	2/2 July	1/2 Aug	2/2 Aug	1/2 Sep	2/2 Sept	1/2 Oct	1/2 Nov	2/2 Nov	1/2 Dec	
publish OJEU notice	gas					M&E and fire	GB																						
SQ submission			gas					M&E and fire	GB																				
issue ITT						gas				M&E and fire																			
ITT submission							gas					M&E and fire		GB															
Tollgate 2												gas	gas		M&E and fire	M&E and fire			GB	GB									
standstill period													gas			M&E and fire					GB								
section 20 consultation																		M&E and fire	M&E and fire	M&E and fire	fire	GB	GB	GB	GB				
contract mobilisation														gas	gas	gas	gas	gas	M&E and fire	M&E and fire	M&E and fire	M&E and fire	M&E and fire	GB	GB	GB	GB	GB	
contract goes live																			gas					M&E and fire					GB

# The charter for social housing residents: **social housing white paper**

January 2021



**Tower  
Hamlets  
Homes**

# The White Paper

1. **To be safe in your home.** A commitment from Government to work with industry and landlords to ensure every home is safe and secure.
2. **To know how your landlord is performing.** . A requirement for landlords to publish information on how it spends its money and performance on repairs, complaints and safety amongst others, so residents can hold it to account.
3. **To have complaints dealt with promptly and fairly.** A strengthened Ombudsman who will give swift and fair redress when needed.
4. **To be treated with respect.** A strengthened consumer regulator and improved consumer standards for tenants.
5. **To have residents' voices heard by their landlord.** Ensuring residents have access to regular meetings, scrutiny panels or opportunities to be on its Board.
6. **To have a good quality home and neighbourhood to live in, with landlords keeping homes in good repair.**
7. **To be supported to take the first steps to ownership.**

## Key themes

Safety as part of the consumer regulations

Social landlords to identify a nominated person responsible for complying with their health and safety requirements (Draft Building Safety Bill)

Regulator of Social Housing to share information on non-compliance

Consult on strengthening measures for electrical safety

Ensure resident voices are heard.

# Chapter 1: Safety in the home

## What have we done/are doing?

- THH has a dedicated Fire Safety Team which has visited almost 6,500 properties.
- Publication of our FRAs
- Development of the Joint Working Group on Fire Safety
- Fire Safety inspections built into Caretaker and other staff roles
- Development of new policies on hoarding, alterations and enforcement
- Bringing forward fire safety works where possible and adopting stringent measures to test the compliance of fire doors.
- Closely following legislative developments
- Commission surveys of residents in HRRB blocks to identify those with vulnerabilities that could affect their ability to evacuate.

## Key themes

### Chapter 2:

Create tenant satisfaction measures to be reported to residents

Transparency of income and spend

Require a senior person in an organisation to be responsible for monitoring compliance

### Chapter 3:

Housing Ombudsman complaints handling code

Enable referrals to the regulator on persistent failures by landlords

## Chapters 2 & 3: Landlord performance and effective resolution of complaints

### What have we done/are doing?

- THH has a robust suite of satisfaction measures. We will be looking to the regulator for more guidance on new measures/definitions and implement them
- We are revisiting our annual report to provide greater accountability to residents on our performance/spend
- We are looking at internal processes to strengthen how we report and demonstrate compliance.
  
- We have revisited our processes to ensure we are compliant with the new Housing Ombudsman code
- Although the Code suggests landlords should respond to complaints within 10 days there are some exceptions. The Council has asked THH to continue with the current 20-day target, but we will always aim to respond sooner.

## Key themes

### Chapter 4:

Regulator to monitor landlords and drive compliance

Remove serious detriment test and introduce routine inspections every 4 years

### Chapter 5:

Require landlords to seek out best practice and consider how they can continually improve the way they engage with residents.

Review professional training to ensure residents receive a high standard of customer service.

## Chapters 4 & 5: To be treated fairly and have your voice heard

### What have we done/are doing?

- The Government is proposing a more proactive regulatory and inspection regime. THH is looking at how we can evidence strong governance and compliance with requirements.
- THH working with the Council and engaging the sector as a whole to understand changes yet to be fully defined so we can be proactive in meeting emerging requirements
- On the resident engagement front, THH has been recognized by TPAS, NI Housing Executive and peers in the sector for having good practice. Since 2017 we have -
  - Simplified recruitment processes for our engagement forums
  - Opened meetings of the Residents' Panel to observers and publishing its minutes online to promote transparency
  - Adopting a new outcomes focused scrutiny model to facilitate the delivery of more focused scrutiny activity
  - Adopting a task and finish model for the Service Development Group allowing residents to dip in and out of activities based on their interest

## Key themes

### Chapter 6:

Review Decent Homes standard which may extend to cover standards for energy and communal spaces

Tackling anti – social behavior – provide clarity for agencies

Ensure fairness in housing allocation

Green Homes Grant

### Chapter 7:

New £11.5 billion Affordable Homes Programme to deliver new homes.

## Chapters 6 & 7: Good quality homes and support into home ownership

### What have we done/are doing?

- Review of the Decent Homes standard is likely to introduce significant challenges as it will be competing against other priorities such as Fire Safety Upgrades and becoming carbon neutral.
- THH will look to the Green Homes Grant to see where it may be used to help meet the Council's objectives to become Carbon neutral which THH is also expected to contribute to.
- THH has invested in ASB reduction measures (Parkguard and additional police officers). The commitment from government to provide further clarity to all agencies involved on roles and responsibilities is welcome as this often a source of frustration.



# Key differences from the Green Paper

- **Family and friend's test**  
This has been dropped from the White paper as residents do not have the ability to freely choose their landlord, therefore can not measure 'loyalty'
- **League tables**  
This received widespread criticism and was seen counterproductive, thus dropped.
- **Addressing stigma**  
Addressing stigma through street parties and best neighborhood competitions has been replaced by promoting good quality neighbourhoods underpinned by good design, and higher quality services to residents.
- **Mental health and domestic abuse**  
The White Paper strengthens expectations of landlords to respond to mental health and domestic violence. This comes as a result of the experiences and learning from the lockdowns to manage COVID-19

Q3 - 2020/2021

## Dealing with complaints through the pandemic

Well done to everyone for managing complaints through the pandemic.

### ★ STARS of the Quarter

Well done to Capital Delivery, HSC, Asset Management and Compliance for responding to all your comments, Stage 1 complaints and Members Enquiries within target. 😊

Special well done to the Repair Teams who responded to 196 complaints all in the 20-day target

**PLEASE NOTE THAT FROM QUARTER 4 WE WILL ONLY BE REPORTING TO YOU THE 10 DAY COMPLAINT PERFORMANCE**

## Performance Overview: October – December 2020

Although we failed to respond to 9 complaints, we managed to meet our target for this quarter, despite a significant increase in complaints. Regrettably the same cannot be said for ME's where we failed to respond to 35 cases and failed to meet our target.

Period	Comments/Query (90%)			Complaints						Mayor & Members Enquiries (90%)		
				Stage 1 (95%)			Stage 2 (90%)					
YTD 19/20	168/20 4	82%	🔴	945/98 7	95.7%	🟢	74/13 9	53%	🔴	1046/1155	90.6%	🟢
20/21 Q1	65/73	89%	🔴	161/16 7	96.4%	🟢	4/23	17%	🔴	101/119	85%	🔴
20/21 Q2	93/122	76%	🔴	215/22 3	96.4%	🟢	4/17	24%	🔴	301/328	91.8%	🟢
Oct	70/85	82%	🔴	102/10 5	97.1%	🟢	0/5	0%	🔴	121/132	91.7%	🟢
Nov	46/51	90%	🟢	130/13 5	96.3%	🟢	0/2	0%	🔴	98/116	84.5%	🔴
Dec	16/20	80%	🔴	93/94	98.9%	🟢	1/6	17%	🔴	82/88	93.2%	🟢
20/21 Q3	132/15 6	85%	🔴	325/334	97.3%	🟢	1/13	8%	🔴	301/336	89.6%	🔴
2020/21 TOTAL (YTD)	290/35 1	83%	🔴	701/724	96.8%	🟢	9/53	17%	🔴	703/783	89.8%	🔴

## Team Performance: October – December 2020 – 20 Day Target

Division	Comments Target (90%)			Stage 1 Target (95%)			Stage 2/3 Target (90%)			Member/Mayor Enquiries Target (90%)		
ASB	100%	6/6	🟢	60%	3/5	🔴	0%	0/1	🔴	95%	36/38	🟢
Capital Delivery	67%	4/6	🔴	100%	10/10	🟢	0%	0/2	🔴	100%	9/9	🟢
Community Partnership	0%	0/1	🔴	0%	0/0		0%	0/0		0%	0/1	🔴
Environmental Services	85%	11/13	🔴	95%	21/22	🟢	0%	0/0		94%	17/18	🟢
Finance	0%	0/0		50%	2/4	🔴	0%	0/0		0%	0/3	🔴
Health & Safety	0%	0/0		0%	0/0		0%	0/0		0%	0/0	
HSC	94%	34/36	🟢	100%	47/47	🟢	0%	0/2	🔴	100%	27/27	🟢
Asset Management & Compliance	0%	0/0		0%	0/0		0%	0/1	🔴	100%	7/7	🟢
Leasehold Services	81%	13/16	🔴	93%	26/28	🔴	50%	1/2	🔴	89%	24/27	🔴
NHO North	59%	10/17	🔴	100%	9/9	🟢	0%	0/0		96%	22/23	🟢
NHO South	83%	10/12	🔴	75%	6/8	🔴	0%	0/0		90%	18/20	🟢
Rent Arrears	0%	0/1	🔴	100%	3/3	🟢	0%	0/0		0%	0/1	🔴
Repairs North	78%	7/9	🔴	100%	56/56	🟢	0%	0/4	🔴	89%	67/75	🔴
Repairs South	92%	12/13	🟢	100%	76/76	🟢	0%	0/0		84%	42/50	🔴
Repairs M&E	96%	25/26	🟢	100%	64/64	🟢	0%	0/1	🔴	86%	32/37	🔴
<b>TOTAL</b>	<b>85%</b>	<b>132/156</b>	<b>🔴</b>	<b>97%</b>	<b>325/334</b>	<b>🟢</b>	<b>8%</b>	<b>1/13</b>	<b>🔴</b>	<b>89.8%</b>	<b>301/336</b>	<b>🔴</b>

### Complaints Performance overview – 10-day target

On 2<sup>nd</sup> November we began trialling responding to stage 1 complaints within 10 working days in order that we comply with the principles laid down in the Housing Ombudsman code. The figures below show our performance against the 10-day target. Whilst the performance was poor at the beginning of the process, as you can see from the week on week figures we have made significant progress within an extremely challenging working environment. In the last week before Christmas we were nearly hitting 90%. To make it easier to manage performance we have now successfully had iCase work amended so that the case due target is now 10 days as opposed to 20 days.

Stage 1 10-day target performance		
15/11/2020	5/28	18%
22/11/2020	11/25	44%
29/11/2020	17/22	77%
6/12/2020	23/32	72%
13/12/2020	20/29	69%
20/12/2020	31/35	89%
	107/171	63%

Report to: Residents' Panel  
For meeting dated: 26<sup>th</sup> January 2021  
From: Lesley Owen  
For: Information/discussion  
Topic: **Performance Report: December 2020**

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## **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 2020**

2.1 The indicators from 2019-20 were carried forward into 2020-2021. There are ten monthly indicators and a further eight quarterly ones.

2.2 All the satisfaction surveys have now resumed following suspension in April.

2.3 The Council has now agreed 2020-21 targets for THH's Business Critical Indicators, 5 of which are included in this suite. For the other measures performance is reported compared to the previous month or quarter where applicable, and to the previous year.

2.4 New methodologies based on system data for the *Repairs Right First Time* and *Repair Appointments Kept* measures are being developed but have not yet been agreed.

2.5 For December we can report results for 8 of the 10 monthly indicators and all 8 measures for Quarter 3.

2.6 A Guide to how to read the detailed performance report is included as *Appendix 1*.

THH performance on these indicators to December 2020 is set out in *Appendix 2*.

2.7 Table 1 below shows, for the 5 indicators with an agreed target, performance compared to target.

**Table 1: Status - December 2020**

Trend	Red	Amber	Green	All
<b>No. of indicators December 20</b>	1 20%	1 20%	3 60%	5 100%

2.8 Table 2 below shows, for the 8 *monthly* indicators with a December result, the direction of travel compared to the previous month.

**Table 2: Direction of Travel from November 2020 – monthly indicators**

Trend	Weakened	No change	Improved	All
<b>No. of indicators December 20</b>	7 88%	0	1 13%	8 100%

2.9 Table 3 below shows, for the 7 *quarterly* indicators with a result for both Q2 [September] and Q3 [December], the direction of travel between the two quarters.

**Table 3: Direction of Travel from Q2 September 2020 – quarterly indicators**

Trend	Weakened	No change	Improved	All
<b>No. of indicators: Q3 December 20</b>	2 29%	2 29%	3 43%	7 100%

2.10 Table 4 below shows the direction of travel compared to the same point in the previous *year*.

**Table 4: Direction of Travel from December 2019 - all**

Trend	Weakened	No change	Improved	All
<b>No. of indicators: December 20</b>	12 75%	0	4 25%	16 100%

### **3. Housing Service Centre [HSC]**

3.1 The performance of the HSC on calls answered and average call wait times for non-repairs has dropped further since last reported to the Panel. The wait times for repair calls in December was an improvement on November but still averaging over 6 minutes.

3.2 Reasons for the continuing fall in performance include:

- High call volumes – 638 per day in December; 3,998 repairs raised
- Intermittent IT problems with the phone and Northgate systems

3.3 Chase ups accounted for 15% of all calls and 21% of repair calls though this is down significantly on previous months.

The recruitment of 3 additional full-time advisors took place in the month with all positions filled and in post from Monday 11<sup>th</sup> January.

### **4. Repairs**

4.1 THH has returned to a near normal repairs service but a backlog has developed due to the emergencies-only period during lockdown and socially distanced working practices thereafter. This in turn is generating delays and chase up calls impacting on the HSC as set out in 3.3 above.

4.2 The repairs satisfaction survey has resumed, and the breakdown of responses as requested by the Panel is shown *in Appendix 2*.

### **5. Covid-19 impact and response**

5.1 Services continue to be adversely affected in a number of other measures THH is monitoring but there are signs of recovery:

- Gas safety compliance, whilst still below the statutory 100% due to residents shielding or refusing access, has improved from 99.22% in May to 99.83% now; this latter figure equates to 16 non-compliant tenanted properties.
- Lettings were suspended during lock down with empty properties held for emergency temporary use. Socially distanced viewings commenced in June. Neighbourhood Housing Officers are helping the Voids Team which has set itself a target of at least 40 viewings a month to address the backlog and to let four new-build blocks including Angela Court. The Voids team is currently working on introducing virtual viewings and digital sign ups.

- Rent arrears increased by from 4.61% at the end of last year to 5.57% at the end of July. This has improved to 5.25% of the rent roll.
- Service charge collection is down £380,000 on this time last year.

5.2 The disruption to some services due to the Covid-19 pandemic is likely to affect the performance and/or reporting of some of the indicators for some yet.

## 6. Domestic Abuse

6.1 The Panel, at its meeting of 24 November, asked for trend information on domestic abuse cases. The Domestic Abuse and Safeguarding Co-ordinator has provided the following quarterly comparison of 'open' domestic abuse cases.

**Table 4: Open Domestic Abuse cases 2019-20 & 2020-21**

	<b>No. of open cases</b>	
	<b>2019/20</b>	<b>2020/21</b>
<b>Q1</b>	33	48
<b>Q2</b>	42	60
<b>Q3</b>	50	65
<b>Q4</b>	50	

## 7. Recommendations

7.1 The Panel is recommended to:

- (i) note THH performance to December 2020; &
- (ii) consider whether to explore in more detail any areas of service delivery

**Tower Hamlets Homes** Residents' Panel **September 2017**

Indicator	2017/18 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency
						Latest Result	YTD Target	

**Complaints**

<b>A</b>	% Stage 1 complaints answered in target	90%	<b>90.2%</b>	90%	<b>85.1%</b>	90%		<b>M</b>
	Stage 1 complaints answered in target		<b>46</b>		<b>319</b>			
	Stage 1 complaints answered		<b>51</b>		<b>375</b>			

The % result for the month or quarter...

... and the actual numbers the % is based on

Results for the year to date (cumulative performance from April to the current month/quarter)

Results colour coded

Graph shows performance by month and for the year to date (YTD) against target



Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter			Frequency Trend Prev. year
						Latest Result	YTD Target	Target	

**Overall Service**

**1 Overall Satisfaction: tenants**      85%      **80.14%**      85%      **81.68%**      85%

No. of tenants rating THH as excellent, good, or fair	222	379
Total No. of tenants responding	277	464

Q ▼▼

**2 Overall Satisfaction: leaseholders**      75%      **75.50%**      75%      **77.05%**      75%

No. of leaseholders rating THH as excellent, good, or fair	114	188
Total No. of leaseholders responding	151	244

Q ▼▲

**Customer Access**

**3a % non-repair calls answered**      0%      **70.40%**      0%      **79.96%**      0%

Total non-repair calls answered	2,286	30,071
Total non-repair calls received	3,247	37,608

M ▼▼

**3b % repair calls answered**      0%      **65.40%**      0%      **77.55%**      0%

Total repair calls answered	5,389	53,030
Total repair calls received	8,240	68,379

M ▼▼

**4a Repair calls average wait (secs)**      0      **397**      0      **331**      0

Total repair calls answered	5,389	53,030
Total wait time for repair calls answered	2,136,845	17,534,988

M ▲▼

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter		Frequency Trend Prev. year
						Latest Result	YTD Target	
<b>4b</b> Non-repair calls average wait (secs) Total non-repair calls answered Total wait time for non-repair calls answered	0	237	0	265	0			M ▼
		2,286		30,071				
		541,639		7,973,658				
<b>5</b> Percentage of residents rating the HSC as excellent, good, or fair No. of residents rating excellent, good, or fair Total No. of residents responding	0%	88.37%	0%	88.37%	0%			Q ▼
		152		152				
		172		172				
<b>6</b> Percentage of residents agreeing 'THH does what it says it will do' No. of residents agreeing THH did what it said Total No. of residents responding	75%	69.03%	75%	69.03%	75%			Q ▼
		234		390				
		339		565				

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Latest Result YTD Target	Perf by month/quarter	Frequency Trend Prev. year
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**Homes**

**7** % of repairs completed in target

0.0%	<b>96.6%</b>	0.0%	<b>98.1%</b>	0.0%
No. of repairs completed in target	<b>4,460</b>		<b>35,332</b>	
Total repairs completed	<b>4,617</b>		<b>36,024</b>	

M ▼▼

**8** % of repair appointments kept

0.0%		0.0%		0.0%
No. of appointments kept				
No. of appointments made				

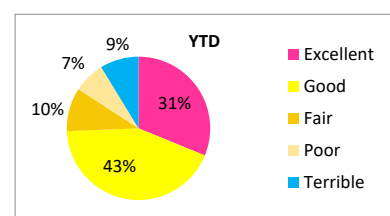
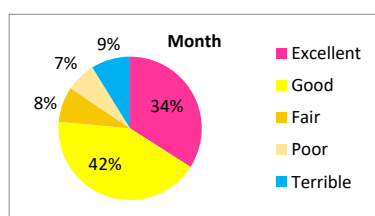
M

**9** Percentage of tenants rating the repairs service as excellent, good, or fair

82%	<b>84.5%</b>	82%	<b>84.2%</b>	82%
No. of residents rating excellent, good, or fair	<b>201</b>		<b>1,091</b>	
Total No. of residents responding	<b>238</b>		<b>1,296</b>	

M ▼▼

	MONTH	YTD
Excellent	<b>81</b>	<b>404</b>
Good	<b>101</b>	<b>560</b>
Fair	<b>19</b>	<b>127</b>
Poor	<b>16</b>	<b>92</b>
Terrible	<b>21</b>	<b>113</b>
TOTAL	<b>238</b>	<b>1296</b>



**10** % of repairs completed on 1st visit

0%		0%		0%
No. of repairs completed on 1st visit				
Total No. of repair completions				

M

**11** Major Works Satisfaction

85%	<b>85%</b>	85%	<b>87.0%</b>	85%
No. of residents rating excellent, good, or fair	<b>193</b>		<b>321</b>	
Total No. of residents responding	<b>227</b>		<b>369</b>	

Q ▼▼

Indicator	2019/20 target	Perf in month/quarter	Monthly/quarterly target	Perf YTD	YTD target	Perf by month/quarter			Frequency	Trend	Prev. year
						Latest Result	YTD	Target			

**ASB**

ASB: % of cases successfully resolved	0%	<b>100%</b>	0%	<b>98.9%</b>	0%				Q	▲
12										
No. of closed cases with a satisfactory outcome		52		263						
Total No. of closed cases		52		266						

**Communication**

% of residents rating THH as excellent, good, or fair at keeping informed	0%	<b>80.0%</b>	0%	<b>80.7%</b>	0%				M	▼
13										
No. of residents rating excellent, good, or fair		132		658						
Total No. of residents responding		165		815						

% of residents rating THH as excellent, good, or fair at taking views into account	0%	<b>66.7%</b>	0%	<b>74.6%</b>	0%				M	▼
14										
No. of residents rating excellent, good, or fair		92		523						
Total No. of residents responding		138		701						

**Corporate**

No. of MyTHH Registrations	0		0		0				Q	▲
15										
No. of MYTHH Registrations		718		7,821						
Target										

No. of unique MyTHH visits as a % of residents registered	0%	<b>46.0%</b>	0	<b>46.9%</b>	0%				Q	▲
16										
Unique Visits		3,505		9,676						
Av. Registrations		7,614		20,637						