

**MEETING OF THE BOARD**  
**26 February 2019 18:00 – 20:00**  
 Harford Centre, First Floor, 115 Harford Street, E1 4FG

**AGENDA**

	<b><u>Type</u></b>	<b><u>Lead</u></b>
<b><i>Open session</i></b>		
<b><i>Introductory items</i></b>		
1. Apologies for Absence	For Information	Chair
2. Declarations of Interest	For Information	Chair
3. Questions from Members of the Public	For Discussion	Chair
4. Open Minutes of the meeting of the Board on 11 December 2018	For Decision	Chair
<b><i>Items for decision and discussion</i></b>		
5. LBTH Review Update (Verbal Update)	For Information	Mark Baigent
6. Satisfaction Survey Procurement	For Decision	Gulam Hussain
7. CE Report	For Decision	Susmita Sen
8. Business Plan 2019/20	For Decision	Paul Davey

***Closed session***

***Items for decision and information***

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|-----|--|-----------------|------------|
| 9.  | Confidential minutes of the meeting of the Board on 11 December 2018   | For Decision    | Chair      |
| 10. | Minutes of the Governance & Remuneration Committee meeting held on 18 December 2018  | For Decision    | Chair      |
| 11. | Accommodation Update (Board to formally ratify the decision taken by Board Members on 18/2/19 to agree the lease on City Reach and the extension to the lease at Boatman's House.) | For Information | Neil Isaac |
| 12. | THH Board of Directors Appointments  | For Decision    | Paul Davey |
| 13. | Forward Plan   | For Decision    | Chair      |

***Items for information and limited discussion***

- |     |                    |                |       |
|-----|--------------------|----------------|-------|
| 14. | Any Other Business | For Discussion | Chair |
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## **TOWER HAMLETS HOMES**

### **NOTE BY CHIEF EXECUTIVE**

#### **DECLARATIONS OF INTEREST**

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

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

#### **Personal Interests**

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

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

#### **Prejudicial Interests**

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

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

**Participation in Relation to the Disclosure of Interests**

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

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

Should you require any further information, please contact Paul Davey, Director of Business Transformation, telephone: 020 7364 7328, paul.davey@thh.org.uk

Open minutes of Tower Hamlets Homes Board Meeting  
 Tuesday 11 December 2018 **6.10 to 7:45pm**  
 Room Spices, Harford Street, E1 4FG



**Board Members Present:**

- Ann Lucas (AL) - Chair, Independent Board Member
- Claire Tuffin (CT) - Resident Board Member
- Safia Jama (SJam) - Independent Board Member
- Cllr Sabina Akhtar (SA) - Council Board Member
- Cllr John Pierce (JP) - Council Board Member
- Cllr Tarik Khan (TK) - Council Board Member
- Helen Charles (HC) - Resident Board Member
- Andrew Bond (AB) - Independent Board Member

**Co – Optee Present:**

- Iain Lawson (IL) - Co-Optee to Finance & Audit Committee

**Officers Present:**

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

**In Attendance:**

- Mark Baigent (MB) - LBTH Interim Divisional Director of Strategy, Regeneration & Sustainability
- Gulam Hussain (GH) - Scrutiny & Resident Feedback Manager
- Adam Coates (AC) - Head of Finance

**Apologies:**

- Mahbub Anam (MA) - Co-Optee to Finance & Audit Committee
- Caroline Compton-James (CCJ) - Independent Board Member
- Pam Haluwa - Co-Optee to Gov.& Remuneration Committee
- Cllr Asma Islam - Council Board Member

<b>1</b>	<b>Welcome</b>	
	AL welcomed all to the meeting. Apologies for absence were noted for the above. It was noted item 12 – Draft Final Accounts 2017-18 would need to be approved ahead of the AGM.	
<b>2</b>	<b>Declaration of Interest</b>	
	CT, IL, and HC declared their interest as leaseholders of Tower Hamlets Homes.	
<b>3.</b>	<b>Question from Members of the Public</b>	
	None received	
<b>4.</b>	<b>Open Minutes of the meeting of the Board on 26 September 2018</b>	
	With reference to 10.3 of the minutes on missed positive comms opportunity around Yates House, it was noted that a schedule of events had been agreed and completed with another event scheduled for the following day.  <i>The THH Board <b>AGREED</b> the minutes of the meeting held 26 September 2018 as</i>	

	<i>Accurate</i>	
<b>5.</b>	<b>Scrutiny Review Report</b>	
5.1	<p>GH presented this item to the Board. The report provided recommendations from an action plan in response to the Scrutiny Review on Health &amp; Safety during Major Works.</p> <p>It was noted the 'Better Neighbourhoods Programme' is up and running and that there are four key recommendations in the report.</p> <p>Whilst carrying out the review we looked into other reviews to help residents feel empowered.</p> <p>AL expressed her gratitude to GH and the Residents Panel for the clear and succinct report given the short time frame in which they delivered it.</p> <p>On a Members request, clarity was given around recommendation 2 of the appendix. It was noted the wording of this part of the report was left fairly generic intentionally.</p> <p><b>ACTION:</b> Risk Strategy to be brought back to Board</p> <p>In response to JP's query, GH responded that engagement with residents is left with Contractors to manage and that there were no serious objections to this.</p> <p>SA added it was reassuring to see good communication between THH and residents whilst works were going ahead.</p> <p>It was noted contractors have designated Resident Liaison Officers (RLO's) onsite and that THH employ Resident Liaison Co-Ordinators (RLC's). RLO's carry out the day to day tasks whereas RLC's work through a number of various projects.</p> <p>It was noted progress would be reported back to the Residents Panel in 12 months.</p> <p><i>The THH Board <b>NOTED</b> the Scrutiny Review Report</i></p>	SR
	<i>GH left the meeting at 6:40pm</i>	
<b>6.</b>	<b>Joint Working Group on Fire Safety</b>	
6.1	<p>PD presented this item to the Board. In response to the Government's recent Social Housing Green Paper, the recommendations made by Dame Judith Hackitt and residents requests, THH is proposing to complete the arrangement for meaningful engagement with residents on fire safety.</p> <p>It was noted Members of the Federations of TRA's and TRA Chairs were invited but that this was not successful. The Green paper on social housing provided some pointers. It was noted the joint working group fits with green paper themes. It was noted the first meeting will be in January 2019.</p> <p>HC commented it was a good idea and that some of the ideas coming out of the Hackitt review and Grenfell could help form the Terms of Reference.</p> <p>SS added that this was a co-production piece and that one of our struggles is getting people to cooperate.</p> <p>In response to JP's query on what discussions have been had with the Federation, SS clarified we do need a body like this and that the conversation with the Federation is that their appointees have to be a THH resident.</p> <p>It was noted the Terms of Reference need to be revisited and made very clear.</p> <p>It was noted it needs a group which is known and established and have a clear fire safety strategy and that there are elements coming from the Hackitt report and Green paper on social housing.</p> <p>AL added Simon Hart (Chair of the Residents Panel) has been approached about Chairing the meeting.</p> <p><b>ACTION:</b> Once the Terms of Reference are revised, we will be looking for Resident Board Members.</p>	

	<i>The THH Board <b>APPROVED</b> the proposal to create a Residents Fire Safety Strategic group as detailed in section 1.2 of the report.</i>	
<b>7.</b>	<b>Outline Business Plan 2019/20</b>	
	<p>PD presented this item to the Committee. The report presented the Outline Draft Business Plan 2019/20 for approval prior to submission to the Client by 31<sup>st</sup> December as required by the Management Agreement.</p> <p>It was noted the final draft will be presented at the February 2019 formal Board meeting.</p> <p>It was noted due to the THH review, we are in a different situation and that we have taken the opportunity to add place-shaping. It was noted this will be discussed further at the Board Discussion scheduled for January 2019.</p> <p>In response to HC's query whether it was risky to add this to the Business Plan given THH may go in-house, SS responded although it depends on the Altair report, it is something which needs to be explored and discussed as a Board and the Executive team.</p> <p>AL added that this is an item which needs to be highlighted in our outline otherwise it will get lost.</p> <p>IL expressed the importance of needing concrete plans on how to get ahead on this and queried how it will be monitored, whether it is helping people and whether they are using it.</p> <p><i>The THH Board <b>APPROVED</b> the Outline Draft 2019/20 Business Plan and agreed the inclusion of place-shaping as a priority.</i></p> <p><i>The THH Board <b>NOTED</b> the timetable for the delivery of the full 2019/20 Business Plan by the end of this financial year to meet the terms of the Management Agreement.</i></p>	
<b>8.</b>	<b>Risk Register</b>	
	<p>CS presented this item to the Board. The Finance and Audit Committee reviewed the Strategic and Operational Risk Registers at their meeting in October 2018. At their July meeting the Chair of the Board had been tasked, along with the Chief Executive and senior officers, to review the existing risk registers and propose a fresh approach to the management of risk in THH.</p> <p>In response to JP's query on whether something became high risk when an incident happens, CS clarified that a range of different risk factors could arise and that there have been data breaches.</p> <p>AL added changes in legislation make the consequences far greater. It was noted there were five strategic risks which came out of the previous Board Discussion. The key risks which Board identified were agreed at the Finance and Audit Committee with the view that they would be reviewed quarterly.</p> <p>In response to CT's query in regards to Health and Safety and whether there was a risk that we do not know our properties well enough, WM responded that if there is a risk we should know all of the finer details by the end of this financial year. We may see compliance levels drop but there is a huge amount of stock. It would be expected that there may be surprises.</p> <p><i>The THH Board <b>APPROVED</b> the proposed Strategic Risk Register.</i></p>	
<b>9.</b>	<b>CEO Report</b>	



	<p>SS presented this item to the Board. The report provided briefings from the Neighbourhood Services and Asset Management directorates and updated the Leasehold Services Review, October performance, THH's relationships with Thames Water, workforce diversity, perpetrators of ASB and Fire Safety.</p> <p>JP complimented the details in the report, particularly around the ASB update and found it useful to have figures incorporated.</p> <p><i>The THH Board <b>NOTED</b> the CEO Report.</i></p>	
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**Actions Log: Open minutes of THH board  
11 December 2018 6:10 to 7:45pm**

Item	Action	Who	Due	Status
5.1	Risk Strategy to be brought back to Board – add to Forward plan	SR		Completed
6.1	Once the Terms of Reference are revised, we will be looking for Resident Board Members.	All Resident Board Members		

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

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**Date**



<p><b>THH Board of Directors</b></p> <p>February 2019</p>	
<p><b>Report authorised by:</b> Sarah K Pace, Head of Business Development</p> <p><b>Report Author:</b> Gulam Hussain, Scrutiny &amp; Resident Feedback Manager</p>	<p><b>Report type:</b> Decision</p>
<p><b>Progress Update – Commissioning Satisfaction Survey Service 2019 – 2023</b></p>	

**1. Introduction and summary**

- 1.1 In September 2018, the THH Board authorised officers to undertake a new commissioning exercise to extend the satisfaction survey service for a further period of four years. The current contract fulfilled by Kwest Research Ltd is set to end in May 2019. This briefing paper provides an update on progress and highlights the impact of delays to the commissioning timetable, caused by additional financial and legal requirements requested by LBTH.

<p><b>2. Recommendation</b></p> <p>The Board is recommended to:</p> <ul style="list-style-type: none"> <li>• Note the impact of delays to the commissioning timetable; and</li> <li>• Delegate authority to the Chair of the Board and the Chief Executive to award the contract in March 2019 in order to ensure continuity in service.</li> </ul>
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**3. Background**

Commissioning satisfaction survey progress update


- 3.1 In line with the original commissioning timetable proposed to the THH Board in September 2018, officers have undertaken a programme of engagement; working closely with internal stakeholders and the market to understand the needs of the organisation, and new developments within the sector.
- 3.2 In late November 2018, a revised specification was developed. This factored in legal advice which required the new contract to commence with a two week overlap period. This is to ensure that any new supplier responsible for the handling and transfer of historical data is clearly bound by a formal contract. This will require the new contract to commence from mid-April 2019.
- 3.3 Officers factored in a lead period of approximately four weeks starting in mid March 2019. During this period the successful bidder would be expected to work closely with service areas to review and challenge our current practices around the collection and use of satisfaction data. In light of the Public Contracts Regulations 2015, the tender would need to be advertised for 30 days, and include an additional standstill period of 10 days following the notification of an award decision. This calls for a decision to be confirmed no later than end of March 2019 (in line with the original timetable) to secure the proposed lead in period.

3.4 Below is the original timetable proposed to THH Board members:

Key Activity	Timescale
1. EMT / Board sign-off	September 2018
2. Market engagement	September/October 2018
3. Revise specifications	Late October/Early November 2018
4. Out to tender	November/December 2018
5. Supplier presentations / Evaluation	January 2019
6. Award new contract	Late February 2019
7. Handover period	March/April 2019

**4. Delays Experienced**

- 4.1 In late December 2018, LBTH Procurement issued new advice previously not communicated to THH. This required THH’s Finance Team to undertake a number of additional steps before the tender could be published on the Official Journal. These steps included requiring THH Finance to set a pass mark to assess the financial stability for each bidder by sourcing the financial statements of all potential bidders from Companies House.
- 4.2 THH faced an additional setback to the commissioning process as a result of the need to seek additional legal advice to ensure the terms and conditions and process for transferring historical data is compliant with the requirements of GDPR. The delays in advertising the contract have meant THH will no longer be able to benefit from the proposed additional lead in period to support the mobilisation of the contract. Officers will instead seek to ensure an award is completed to enable a start date no later than mid-April to facilitate the transfer of historical data.
- 4.3 In light of the delays, it is no longer possible to seek a decision on the potential award of a contract at the February Board meeting. A decision on the award however must be made in March 2019 in order to maintain continuity between the current and new contracts. As this falls outside of the regular schedule for Board meetings, the Board is requested to delegate powers to the Chair of the Board and the Chief Executive to award the contract in March 2019 following the conclusion of the evaluation process.

<p><b>Board of Directors</b></p> <p>26<sup>th</sup> February 2019</p>	
<p><b>Report authorised by:</b> Susmita Sen - CEO</p> <p><b>Report Author:</b> Paul Davey – Director of Business Transformation</p>	<p><b>Report type:</b></p> <p>For information</p>
<p><b>Title:</b> CEO Report</p>	

**1. Introduction**

<p><b>2. Recommendation</b></p> <p>2.1 That Board Directors note the contents of this report.</p>
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**3. Update from Business Transformation Directorate**

**3.1 Business Transformation**

As we approach the third phase of business transformation and our Business Plan for 2019/20, we have been taking stock of the journey so far. Driven by the need to meeting savings targets and improve performance we initially embarked on establishing a new operating model which focused on a programme of planned structural reviews.

To minimise disruption to services, we adopted a phased approach, prioritising back office savings to preserve front line services.

Against a historic backdrop of, what can be described as difficult industrial relations, since the programme’s approval by Board in September 2016, reviews have been successfully concluded for:

- Business Development
- Resident Engagement
- Complaint Resolutions
- Finance
- Communications
- Human Resources
- Repairs Service (including the integration of the repairs call centre, formally managed by LBTH, into the HSC)
- Health and Safety
- Neighbourhood Housing Services

- Antisocial behaviour Team
- Executive Support

Reviews are currently in progress for Environmental Services and Rents.

The first phase of the programme also saw the launch of our People Strategy and Digital Strategy which sought to underpin our Transformation Programme with the ambition and tools to create a more customer focused culture and extending technology to achieve organisational goals.

Last year saw the advent of the Customer Access and Experience Programme, with the vision to be an organisation that provides an excellent customer experience by delivering services right first time in a way that customers can easily access. Formalised project management, project support and governance structures were established through the Business Development team. Tranche one of the programme, informed by residents priorities, covered:

- Parking improvements
- Communal repairs review
- Anti-social behaviour (including online reporting)
- Responsive repairs (online access and SMS updates)
- The introduction of mobile working using digital devices and coordinating the further development of MyTHH, the online portal
- Culture change through the People Strategy
- The Residents' Services Improvement Project (this project involved reviewing a number of tenancy and leasehold management procedures).

Regular progress reports have been provided to the Board and progress is summarised in the Business Plan report elsewhere on the meeting agenda.

Second tranche projects, the majority of which are underway, were agreed by Board in 2018:

- Review of leaseholder services
- Management of leaseholder subletting
- Membership of the Institute of Customer Services to improve services
- Digital inclusion for customers
- Next phase of mobile working
- Review of the THH website

Feedback from customers and staff used in the formulation stages of these projects is being used to inform the third phase of our Transformation Programme. Whilst we have seen an improving trend against most service and satisfaction performance indicators, common themes from customer feedback tell us we need to do more to improve communications with residents in terms of:

- Keeping them informed of progress when dealing with their enquiries.
- Improving the way we deal with written communication (email / letters / e-forms).
- Providing regular updates (e.g. regarding planned work and proposals for MWs)
- More use of digital channels to keep residents updated.
- Improving the timeliness of communication
- Increasing the speed of resolving issues when things go wrong.

These themes are already central to the aims of the Customer Access and Experience Programme and we have the building blocks in place. In the third phase, we want to assess the feasibility, from a resource and capacity perspective, to accelerate delivery; ensuring IT

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systems are developed in conjunction with processes and the flow of customer services. Rationalisation and simplification of a complex picture of customer contact channels, work processes and multiple systems will help in encouraging a customer centric culture and in turn an improved experience for customers.

### **3.2 Resident Engagement and Involvement**

The 2018/19 financial year has seen significant progress to the way in which THH has embedded resident involvement in the delivery of improvements to our services. In April 2018, the organisation refreshed its engagement model working in partnership with residents and TPAS to ensure our approach was transparent and delivered clear outcomes for all involved. The new model significantly simplifies the ways in which residents can get involved and ensures there is a clear management of expectations from the outset. This has played a key role in has helped us to increase satisfaction and build trust between THH and its involved residents. Since adopting this approach we have worked closely with residents on a number of areas. This has included projects on improving the handling of communal repairs, increasing satisfaction with caretaking, reducing bulk waste on THH estates and refreshing our in-queue messages heard during call waiting periods. Residents have also been engaged in supporting the HQN led review of leasehold services and are expected to play a part in delivering some of the recommendations from the report.

There has also been a significant body of work that has taken place to strengthen the role of the Residents' Panel and develop its capacity to provide constructive challenge to the organisation. As part of this drive, recruitment processes have been simplified enabling the recruitment of a new and more diverse membership. Steps have also been undertaken to ensure the work of the panel is kept transparent and accessible to all by publishing meeting information online and encouraging participation from observers.

Since April, the panel has delivered two scrutiny reviews exploring the use and management of energy efficiency solutions in new council homes and how THH manages Health & Safety during Majors Works and is in the process of completing a third review exploring communication standards within THH. The Residents Panel has also partnered with the Council's Housing Scrutiny Sub-Committee to explore how housing providers can better manage open spaces, and will be carrying out a review on how THH can explore retrofitting energy efficiency solutions in existing stock by working with resident groups to draw on the Mayor of London's Community Energy Fund and the Council's Carbon Offset fund.

On the back of this success, we have now also set up a resident led Joint Working Group on Fire Safety drawing from all of our resident involvement structures. As well as setting an example within the sector, the group serves as a valuable sounding board in addition to the feedback obtained from roadshows to ensure residents have sight of and continue to measure and influence how we deliver our programme of fire safety improvements.

The successes across our engagement front have won us recognition from other housing providers and industry bodies such as TPAS. The Scrutiny & Resident Feedback team have worked closely with resident panels and colleagues from South Cambridgeshire County and Basildon Councils and has presented to partners locally through the Community Involvement Network, a sub-committee of the Tower Hamlets Housing Forum. THH was also invited to contribute to the joint LGA and TPAS enquiry into engagement good practice in the sector. In March 2019, officers will be leading on a number of workshops at the invitation of TPAS at their annual conference presenting on THH's journey over the last year and supporting other housing organisations to evaluate their approaches.

### 3.3 Community Investment

The Community Partnership Team, created as part of phase 1 of the Transformation Programme, is delivering tangible benefits for residents and helping to take us closer to achieving our organisational vision.

Streets of Growth, commissioned to deliver the ASB Diversionary Programme have contributed to the reduction of reported ASB, which in targeted neighbourhoods has almost halved.

Similarly, our Employment Programme has served residents well with over 70 residents securing employment with our help so far this year.

The launch of our innovative Financial Health Centre in September 2018 has been a major achievement. In establishing the centre, we have brought together nine local community organisations and THH financial inclusion staff to offer a customer centric, one stop approach to assist residents who face financial difficulties. Shortlisted for a UK Housing Award, services provided through the centre have benefited over 750 residents.

Beyond these bigger projects, the team have worked tirelessly to promote and enable communities to thrive. Highlights of the year include:

- Provision of a resident training programme benefiting over 200 residents
- Ongoing support of 24 resident led community food gardens
- Provision of a capacity building programme for TRAs in which 76 residents are involved
- The facilitation of numerous community events, including Iftar event, health and wellbeing days, Christmas events, major works completion events
- Three rounds of Inspiring Communities Fund, providing small grant to 27 community groups to provide a broad range of community led initiatives.

Our successful growth bid to LBTH will ensure we are able to build on the solid foundations we have laid. Significantly, approval means we can extend our ASB diversionary work, currently with young adults, to work with a younger age group.

Next year we will commission and deliver young people's ASB diversionary activity, targeted specifically to estates where there is currently an absence of estate based youth provision.

## 4. Update from Asset Management Directorate

### 4.1 Maltings & Brewster update

The project timetable has been updated since the previous report. Work has been continuing on finalising the design and works methodology and risk matrix. In light of this the tender submission period has been extended to w/c 8th March. On receipt THH will undertake an evaluation and clarification exercise; taking an estimated two weeks.

Concurrently the Council has been considering the form of procurement and has decided that the contract will be awarded via the new Framework Contract. The Framework is expected to be fully signed off by the Council in early – mid March. Thereafter THH will serve a formal S20 30 day consultation notice on leaseholders. Once this is concluded works could commence subject to any further Council required approvals. The TRA, residents and members have been kept informed of the situation and a public meeting will be held at an appropriate point. Work is also underway in assessing the impact of the works on

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individual residents and establishing respite and decant options for those who would find it difficult to remain in occupation.

## **5. Update from Neighbourhood services Directorate**

### **5.1 Leasehold income recovery.**

Officers have worked with the LBTH client team to agree a revised methodology for setting and monitoring major works income collection targets.

The basis of the major works (MW) target has developed from the relative complexity of the decent homes programme to a totally new way of billing and accounting for MWs. We now seek to match the cash-flow of MWs projects to our billing profile. Whilst this may appear rather mundane, it represents a radically different approach.

The new approach to the target setting also takes into account for the first time, the Council's repayment options agreed in 2016. We are also harmonising it to our approach to forward planning and developing a clear asset management strategy that allows for an accurate 5-year programme. This provides for the first time, relative certainty around customer expectation of works taking place, budgetary provision, customer and staff awareness of what is happening and when on estates, along with relatively accurate information to prospective purchasers and Right to Buy applicants.

Board members will recall that MW's will be billed either in advance (MW's estimate on 1<sup>st</sup> April) or will be billed at the end of each financial year (the September actual). This provides for the complete elimination of the service of s20B Notices to lessees. Over the last 3 years we have issued these to around 256 blocks. This has not only been an administrative burden but often a source of confusion for leaseholders. It also means that we will never again be in the position of backlog billing (as per Decent Homes).

The MWs target is now composed of two elements. There is, on the one hand, the historic and decent homes elements of MWs bills, and, for the very first time; an actual MWs debit. The timeframe of 30 months is seen to reflect the Council's repayment options, most notably, 5% discount with payment in full, 24 months interest free and the 5 year option (2 years interest free and 3 years interest payable). The new targets were agreed to be implemented from November 2018.

### **5.2 The Major Works target on DH & Historic MW Invoices**

The balance for these invoices as at October 2018 was £4,802,075 therefore the monthly target set from November is £160,000 per month.

### **5.3 The Major Works target on actualised MW Invoices (September 2018)**

The total actual cost for 2017/18 was £6,784,632 and over 30 months the target is calculated to be £226,000 per month.

So combined cash total of £386,000 per month.

Going forward we will add any DH invoices billed between now and April and also add the MW's estimate for 2019/20. These will again have a 30-month target starting from May 2019. Subsequent DH invoices will be added from November 2019 and if applicable, May 2020.

When we actualise in September 2019 we will debit/credit accordingly.

#### 5.4 Day to day service charge recovery.

Officers are currently in discussion with LBTH client about the target for 2019/20 for day to day service charge collection.

The current target is 110% of the debit raised. This has become unsustainable due to the excellent rate of collection over the last 3 years. As shown in the table below:

Year	Annual Debit Raised	Income Collected	Collection over Debit raised	Collection Rate (%)
2015/16	£13,520,196	£14,669,402	-£1,149,206	108%
2016/17	£14,025,998	£14,356,253	-£330,255	102%
2017/18	£13,535,262	£15,109,386	-£1,574,124	112%
<b>Total</b>	<b>£41,081,456</b>	<b>£44,135,041</b>	<b>-£3,053,585</b>	<b>107%</b>

Due to this performance the brought forward balance has dropped from around £7m in 2015 to a current level of around £5m. This will be reduced to around or below £3m by 31<sup>st</sup> March. Some of this will need to be written off and the target (unofficial) will be to narrow historic debt to near zero by 31<sup>st</sup> March 2020 or at least have CCJ's on any remaining debt. This provides for a very improved aged debt position.

#### 5.5 Preparation the 19/20 Service charge estimate

Work is underway in preparing the 2019/20 service charge estimate. This will consist of the estimate for day to day service charges and planned major works spend for the year ahead on individual blocks. We are proposing to take a reasonably prudent approach to the latter in terms of the percentage of spend that we include, particularly on schemes due on site later in the year. We will update board members once work is finalised on the figures.

We will also be writing to ward councillors in advance of the estimates going out informing them of the headline figures for any blocks in their ward.

### 6. Gascoigne Greening Project

**6.1** Since April 2018, a working group from THH has been liaising with the Council to progress a funding bid to develop the green spaces and estate curtilage on the Gascoigne estate, in the area surrounding Dunmore Community Hut, Dunmore Point and to the north of Wingfield House. Following consultation with residents and Green Dreams (the landscape architects who drew up a masterplan for redevelopment in 2014), a Capital Growth Bid for the works was entered into the Council's review process.

This bid was approved by Cabinet on January 9th 2019 and designated as a 'Priority 1' project by the Mayor in recognition of resident and Councillor expectations that the landscaping works will commence by the end of the summer. A Project Initiation Document has now been submitted to the Capital Delivery Board, which will meet on 26th February. The next steps will be for the PID to go to the Capital Strategy Board and back to Cabinet in the next quarterly monitoring report.

Once final approvals have been granted, there will be further consultation with residents, followed by the competition of detailed drawings and procurement of a landscaping



contractor. Ideally, work will begin in August 2019, with a prospective end date before colder weather returns.

Although subject to further consultation, the following are the key expected outcomes of the project:

- A greener, more pedestrian-friendly and better lit space at the Virginia Road entrance to the estate.
- Improved raised beds space by the Gascoigne Place entrance to the estate.
- An upgraded play area behind the Dunmore Community Hut.
- The removal of the caretakers' storage unit in front of Wingfield House.
- Better, more secure bike storage space in front of the Leopold Buildings.

The total costs for these works will be £301,486, which we expect to be met fully by Capital Funds.

## 7. Awards

### 7.1 LGC Award entry

On Monday 28 January THH presented to a panel of LGC judges about the success of the partnership work between our ASB team, police team and the council in the category of Public/Public Partnership Awards. Yvette Holmes, ASB Manager, Sergeant Paul Stock from our police team and Anwar Miah from the Council's Drug and Alcohol Action Team (DAAT) delivered the presentation followed by questions from the panel. The presentation focussed on the innovative approach we have adopted to tackle ASB in the borough from ASB warnings to the use of Partial Premises Closure Orders on our estates, as well as the intervention work by DAAT and Streets of Growth. The winners will be announced in March 2019.

### 7.2 UK Housing awards

I'm delighted to tell you that Tower Hamlets Homes is shortlisted four times in three categories in the 2019 UK Housing Awards.

The awards are run by the Chartered Institute of Housing (CIH) and sponsored by Inside Housing. They recognise excellence in public housing.


We are shortlisted in Landlord of the Year category for significant improvements to services. In particular the CIH recognised increases in resident satisfaction over the last three years.

Two projects, the women into work childcare training project and our Financial Health Centre are shortlisted in the employment and training category.

Our Betar Bangla radio show is in the running for the diversity award.

Making the finals for Landlord of the Year is a huge achievement and one in which everyone has played a part. We should be proud of this and confident that we can achieve so much more in the future.

While it's always great to be shortlisted for awards, of course what really matters is providing a first-class service to residents. I know that we still have a long way to go on our improvement journey but as we continue, I am sure that more recognition will follow.

<p><b>THH Board</b></p> <p>26<sup>th</sup> February 2019</p>	
<p><b>Report authorised by:</b></p> <p><b>Report Author:</b> Sarah Pace, Head of Business Development</p>	<p><b>Report type:</b></p> <p>For decision</p>
<p><b>Title:</b> Tower Hamlets Homes Business Plan 2019/20</p>	

## 1. Introduction

- 1.1 This paper presents a draft of the 2019/20 THH Business Plan for amendment by and approval of the THH Board, in advance of its submission to the Client by 31<sup>st</sup> March 2018.

<p>2 <b>Recommendation:</b></p> <p>2.1 That the Board suggest any amendments to the draft 2019/20 Business Plan.</p> <p>2.2 That the Board delegate authority for future amendments, including finalisation of the Service Improvement Plan and BCI targets to the Chair and Chief Executive in negotiation with the Client.</p>
--

## 2. Business Plan 2019/20

- 2.1 Under the terms of the Management Agreement between the London Borough of Tower Hamlets and Tower Hamlets Homes, we are required to submit an annual Business Plan to the Client for agreement on or before 31<sup>st</sup> March each year.
- 2.2 Our Business Plan, adopted in April 2016, was intended to be a three-year plan. Under normal circumstances we would have looked to develop a new three year business plan from April 2019. The current uncertainty about the ALMO's future beyond July 2020 means that this is not possible and it was therefore agreed that we would extend the existing plan by a further year.
- 2.3 The draft Business Plan is attached as **Appendix A**.
- 2.4 The Service Improvement Plan (Draft Business Pplan Appendix 3) is shown in outline. Detailed planning of the resources necessary is being

carried out and delivery timescales for project milestones are currently being developed. Approval is therefore sought from the Board to delegate authority to the Chair of the THH Board and CEO to agree project milestones before submitting to the Client for approval.

- 2.5 Draft Business Critical Indicators (BCI) and targets are set out in Appendix 4 of the Draft Business Plan.
- 2.6 **Appendix B**, of this report proposes a further suite of indicators and targets for reporting to the Board. These are proposed to provide the Board with a more detailed view of performance over the coming year.
- 2.7 As is the case for finalising the detail of the Service Improvement Plan, delegated authority is sought to conclude work on indicators and target setting to the Chair of the THH Board and CEO.

# **Appendix A**

## **DRAFT 2019/20 Business Plan**

**Version 5: 18<sup>th</sup> February 2019**

## Business Plan 2019/20

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## Introduction

### Foreword

In launching our Business Plan, 'Working Together', in 2016 we committed to an ambitious transformation programme, designed to deliver services right first time in ways that customers can easily and conveniently access. We have travelled a long way and are proud of our track record of improvement. The positive impact, as measured through independently conducted resident surveys, is evident; overall satisfaction has increased by 2 percentage points in the year and tenants' satisfaction is at an all-time high of 89%.

Our focus on improving performance and achieving greater value for money is set to continue through our wide ranging Customer Access and Experience Programme. Momentum is being maintained through the implementation of second tranche projects which includes the review of services provided for leaseholders who now make up almost 50% of our management portfolio.

In the wake of the Grenfell Tower fire, safety became of urgent concern to residents. We reacted quickly to assure residents about their safety and worked closely with the London Fire Brigade to provide advice and reassurance. Fire risks assessments were and remain fully up to date and form the basis for prioritising work through our £33m fire safety programme. 2018 saw the launch of our innovative Fire Safety Team which visits residents in their homes to advise, check and where necessary take enforcement action to ensure safety. During the year we also revised our governance structure, establishing a resident led Joint Working Group on fire safety to work together with officers to ensure we get this critical aspect of service right.

Preventing and tackling ASB remains a top priority for residents. In less than a year, we have achieved a dramatic increase in targeted actions on THH estates with the help of partners, including our directly recruited police teams, security patrol service and street-based outreach and detached youth work with young adults whose behaviour is blighting the lives of others. Reports of ASB in targeted areas have almost halved and across all neighbourhoods a reduction of 18% has been achieved.

While our core offer of housing management services remains central to what we do we have not stopped there.

In launching our current Business Plan, we also committed **to create thriving, safe, and sustainable neighbourhoods where residents can be proud of their homes, respect one another and realise their potential.** Our vision goes way beyond the bounds of traditional housing management to make a positive difference to the communities we serve and one that chimes well with the spirit of the 2018 Social Housing Green Paper.

With the ever-increasing impact of welfare reform, large numbers of residents are experiencing even greater poverty and financial exclusion. Alongside established employability and training programmes, THH identified the need for more assistance around financial matters and developed the borough's first Financial Health Centre. This service, brings together nine local community organisations in conjunction with THH's own staff to offer much needed advice and support on debt; welfare benefits; universal credit; employment; money management; training; job searching; disability matters and more. Since launching in September 2018 over 750 residents have benefited from services offered by the centre and with our help over 70 residents have found work this year.

## Introduction

This new service complements our long-standing work with communities which includes ongoing support to 24 resident led community food gardens; an annual training programme which in the last year benefited over 200; 28 tenants and residents associations and an associated capacity building programme through which 76 residents are developing their skills. Take up of our annual Inspiring Communities fund has so far benefited 27 community groups to support a broad range of community led initiatives in the year.

Residents experiencing work carried out through our Better Neighbourhoods Programme are rating their satisfaction considerably higher than under the now completed Decent Homes Programme. Investment through this programme, coupled with recently commenced estate curtilage works and improved communal repairs management is starting to improve the overall look and feel of neighbourhoods.

Our achievements this year have been accelerated with the help of our internal cultural change programme with 90% of staff believing that THH puts the customer at the heart of everything we do.

This year heralds the potential transition to a new housing management offering for tenants and leaseholders. We relish the opportunities brought about by the review of our Management Agreement and welcome the potential it offers to build on our track record of improvement and to provide additional value to the Borough in meeting its strategic priorities.



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



**Ann Lucas**  
**Chair of the Board**  
**Tower Hamlets Homes**



## **Introduction**

### **Our Organisation**

Formed as an Arm's Length Management Organisation (ALMO) in 2008, Tower Hamlets Homes (THH) is a not-for-profit company responsible for the management, maintenance, and improvement of over 21,000 homes owned by the London Borough of Tower Hamlets.

### **Our Shareholder**

Our sole shareholder is the London Borough of Tower Hamlets (LBTH).

### **Our Board**

THH is governed by a Board of 12 directors. The Board consists of four resident members, four councillors, and four independents.

The Board oversees the delivery of our vision and objectives. They also work closely with the Mayor and the Lead Member for Housing, through monthly bilateral meetings and quarterly Mayor's Housing Meetings, to ensure that our work helps to deliver Mayoral priorities.

### **Our Business Plan**

This Business Plan explains the context in which we work and provides an update on our plans as we continue to work towards our vision. This includes the continuation of business transformation through the next phase of our Customer Access and Experience Programme and our 2019/20 Service Improvement Plan.





## Delivering Our Vision

### National and Local Context

#### National Policy

Since we first published our Business Plan the national context has shifted considerably. Most recently, last year saw the publication of the Social Housing Green Paper which in the words of the Government:

“proposes a rebalancing of the relationship between residents and landlords. We will ensure our social homes are safe and decent, that issues are resolved and residents’ voices are heard. We will begin to tackle the stigma which for too long has been associated with social housing. And we will ensure we build the good quality social homes that we need”.

The Green Paper has five core themes to which we are well placed to respond:

**Ensuring homes are safe and decent:** Better Neighbourhoods will deliver £154 million of improvements over a period of five years including external major works and communal decorations. It includes £33m of fire safety work.

**Effective resolution of complaints:** THH has a strong and improving record on complaints. 96% of our stage one complaints are responded to within target (90%). The proportion upheld is 7% (target 10% or less).

**Empowering residents and strengthening the regulator:** The relationship between a landlord and residents differs from that for other council services. We have obligations to involve, consult and seek active participation in developing services. Democratic engagement and participation are therefore part of our culture. We already had a strong relationship with our resident organisations and an active Residents’ Panel. As part of our review of our engagement structures, we made changes to the Residents’ Panel. These changes have resulted in greater interest from prospective members and are supporting the drive to improve representation from groups currently under-represented.

**Tackling stigma and celebrating thriving communities:** The Social Housing Green Paper describes how tenants often feel they are treated as “second class citizens” and “benefits scroungers”, rather than “honest and hardworking”. We will promote social housing as valuable and legitimate rather than a stepping stone to home ownership. We cannot reduce any stigma around social housing if we imply people should get out of it as soon as they can. We will move away from simply focusing on what’s wrong, and seek out and promote the skills and inventiveness of local communities. We will use social media and new technology to hear new tenants’ voices and avoid casting ourselves as experts to be listened to.

**Expanding supply and supporting home ownership:** We support the London Borough of Tower Hamlets mayoral priority to build more council homes. Our ambition is to be the landlord of choice for the council and we have a track record of successfully managing new builds. We have also highlighted roof-top development as a way to create new affordable homes.

The publication of Dame Judith Hackitt's final report in May 2018, heralded reforms to Building Regulations and fire safety through its eight key recommendations:

- New regulatory framework
- Clear responsibilities
- Three 'gateways'
- More rigorous enforcement
- Higher competence levels



## Delivering Our Vision

- More effective product testing
- Better information
- Better procurement

Through the delivery of our Fire Safety Strategy and specific Hackitt Review Action Plan, we will continue to ensure fire safety remains at the forefront of priorities for the year.

### London Borough of Tower Hamlets Priorities

The Tower Hamlets Partnership Community Plan sets out the Council's vision for Tower Hamlets as:

- A Great Place to Live
- A Fair and Prosperous Community
- A Safe and Cohesive Community
- A Healthy and Supportive Community

These priorities were reflected in the Councils Housing Strategy 2016 – 21 and further reinforced by the Mayor who upon re-election reemphasised the importance of:

- building council homes to give local families the decent, affordable homes they deserve;
- helping people to secure employment and improve their household incomes
- bringing new jobs to Tower Hamlets and expanding the opportunities for work experience, volunteering and mentoring
- tackling crime and anti-social behaviour; and
- improving the quality of the environment, street cleaning and public amenities

As demonstrated throughout this Business Plan, alongside improving core housing management services, we have made a major contribution in helping the Council meet its commitments to achieve safe and decent homes and improve the financial prospects of residents. We know we have more to offer and continue to welcome the opportunity to explore what extra we could do with the Council.

Beyond the existing Better Neighbourhoods Programme, we have ambition to complement the Council's locally-based approach to creating sustainable places and communities.

Although we manage multi-tenure estates, there is still a feeling that they are separate and distinct from the rest of the borough. In part this due to the stigma attached to council housing, but it is also due to a lack of a shared local vision and priorities for delivering better places.

THH could provide a coordinated approach to identifying local priorities and delivery of actions to meet local need, including housing, infrastructure, recreation and leisure spaces.

With additional investment, we would be able to deliver a comprehensive programme that has the potential to transform the look and feel of estates and provide communities with spaces they value. We welcome the opportunity to work with the Council to identify a strategy to balance financial resources across the Council's stock with neighbourhood investment, regeneration and new homes.

## Delivering Our Vision

Additionally, expanding our offer to tackle poor practice within the private housing sector; enhancing the remit of our fire safety services and incorporating management and income recovery activities for temporary accommodation are all areas where potentially we could provide added value to the Council.

### HRA Savings Requirements

In addition to delivering services in line with the Council's vision, THH is a key partner in mitigating the risks to the HRA posed by national housing policy. The Council set THH a five year savings target, starting in 2017/18, of £6m. Savings have been delivered largely through management fee budgets in 2017/18 and 2018/19. In 2019/20 savings have been identified in THH managed budgets elsewhere in the HRA.

The savings are from a variety of sources with the most significant being the right-sizing of Repair and Maintenance budgets, and in Energy budgets. The table below sets out the full picture for 2019/20.

<b>Savings generated by THH 2019/20</b>	<b>£'000</b>	<b>£'000</b>
<b>Delegated budget</b>		
Repairs & Maintenance	500	
HRA Energy	400	
Interest Income	130	
<b>Delegated budget savings</b>		<b>1,030</b>
<b>Total savings generated by THH</b>		<b>1,030</b>



## Delivering Our Vision

### Our Vision and Mission

In April 2016 we launched our Business Plan, ***Working Together***, in which we set out our Vision and Mission:

***Thriving, safe, and sustainable neighbourhoods where residents can be proud of their homes, respect one another, and realise their potential.***

We will continue to work with residents, partners and the Council to:

- Deliver Organisational Excellence
- Maintain Homes and Neighbourhoods to be Proud of
- Provide Excellent Customer Service

Our goals, established in year one of our Business Plan, remain relevant and hold firm. In the wake of the events of Grenfell Tower an additional goal concerning safety was included last year to highlight our focus on this important area of service.

Deliver Organisational Excellence
<ul style="list-style-type: none"> <li>• Create a more efficient and accountable operating model – avoid duplication, clarify staff responsibilities and make processes simpler</li> <li>• Provide right first time services – work across teams to provide responsive services that meet residents’ needs and are easy to use</li> <li>• Know our customers better – collect and use information about tenants, leaseholders and their subtenants to provide better services and communication</li> <li>• Maximise efficiency through better use of IT – staff making better use of systems and increased digital access for customers</li> <li>• Maximise income streams – increase rent and service charge collection, re-let homes more quickly, and explore opportunities for new business</li> <li>• Increase staff ability to get things consistently right – clear guidance in place for everything we do and responsibilities understood</li> <li>• Develop our workforce – drive improvement through our People Strategy</li> <li>• Drive up and recognise staff performance – manage performance better through our appraisal system</li> </ul>



## Delivering Our Vision

<b>Maintain Homes and Neighbourhoods to be Proud of</b>
<ul style="list-style-type: none"> <li>• Keep residents safe - maintain up to date fire risk assessments and deliver a planned programme of fire safety and other safety works</li> <li>• Maintain cleaner and greener neighbourhoods – work with residents and partners to improve the look and feel of the public realm</li> <li>• Make neighbourhoods feel safer – work with partners to tackle ASB</li> <li>• Build resilient communities – work with partners to help residents into work and manage the impact of welfare reform</li> <li>• Increase customer satisfaction in repairs and major works – work with contractors so repairs and planned works are right first time and faults are rectified quickly</li> <li>• Invest strategically in the assets we manage – take a planned approach to longer term investment programmes that give good value for money</li> <li>• Work with the council on regeneration – assist with the design and handover of new builds</li> <li>• Manage contractors more effectively – work with contractors to reduce complaints and hold them to account</li> </ul>

<b>Provide Excellent Customer Service</b>
<ul style="list-style-type: none"> <li>• Place customers at the centre of what we do – staff focused on delivering excellence for residents</li> <li>• Make our customer offer clearer – help customers know what they can expect from us</li> <li>• Clarify and enforce rights and responsibilities – ensure tenants and leaseholders fulfil their obligations</li> <li>• Provide a new deal for leaseholders – let leaseholders know what we can do for them and expand our offer</li> <li>• Offer help to customers who need it most – work with partners to assist vulnerable residents so they remain supported in their homes</li> <li>• Treat customers with respect – keep customers up to date with what’s going on and treat them fairly</li> </ul>



## Delivering Our Vision

### Our Performance

Since Tower Hamlets Homes was created in 2008 we have achieved significant improvement across the range of services we deliver and resident satisfaction has risen as a result.

#### Residents Feedback

Residents’ perception of the services we deliver is the greatest measure of our success. Since THH was established, the trend in satisfaction has been positive. By the end of December 2018 tenant satisfaction, measured as the percentage of tenants who rate the overall service we provide as excellent, good or fair, had risen to an all-time high of 89%.

In keeping with other landlords leaseholder satisfaction runs below that of tenants, standing at 65%. The drivers for leasehold satisfaction are being investigated through our Leasehold Services Review Project with the aim of improvement. Collection of leaseholder debt has been an ongoing area of focus for us and in the context of debt reducing from £7m in March 2015 to £2m currently, coupled with many leaseholders receiving significant bills for major work, a level of difference is understandable. However, the action plan arising from our Review of Leasehold Services is aimed at reducing this difference.

A range of more service specific measures sit below this headline, all of which are tracked independently through our resident surveys:

Measure of Satisfaction: All Residents	Launch	Q3 18/19	Trend
Repairs completed right first time	73%	83%	
Satisfaction with repair	81%	89%	
Satisfaction with caretaking	81%	87%	
Satisfaction with gardening	83%	90%	
Neighbourhood is a good place to live	81%	86%	
Condition of home	83%	87%	

The increase in satisfaction can be illustrated by some of the things residents had to say recently about the reasons for their satisfaction:

“We had external works done in the corridors. The corridors were painted and there was new flooring laid down... and we've had a new front door put on as well. Security door, which is lovely”...

“Our life has been improved by the works because to us...they're taking care. It's our building...I love my flat. Love it here”

“We had a gentleman by the name of Mohammed. He came around to us and explained everything to us before the work started...He even gave me their phone numbers that I could always contact if I had a problem...We were well informed of what was happening here all the time. Never once was there anything done without asking.”

“Tower Hamlets Homes has helped us achieve cohesion in this community through food growing and community gardens...and I love it with all my heart.”



## Delivering Our Vision

“I’ve got young friends in their thirties, forties...We’re not just acquaintances we’re really, really good friends...Different ages, different religions: it just works.”

“I think the garden gives the community something that they wouldn’t have had without it. And that’s a place where...everybody gets together.”...

“The personal involvement from Tower Hamlets Homes has meant everything to us”

“The Caretaker is very good. They’re friendly, have good communication and they work very very hard”

“They are always helpful, I live on the third floor and they help me carry my shopping... I have lived in this area for 20 years and never seen caretakers like this”

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The positive trend in resident satisfaction is further supported by a drop in the number of residents who have had cause to complain. In 2017/18, we received over a third less complaints than in the previous year and this trend has been maintained. We have also succeeded in making dramatic improvements in meeting our target response time, having consistently met or exceeded our target of 90% all year.

### Performance Indicators

In our 2016/17 Business Plan, year one of the 2016/19 plan, we committed to driving up standards and improving services. The Business Critical Indicators (BCIs) agreed with the Business Plan were designed to measure progress, which is demonstrated below:

BCI	2015-16	2018-19 Q3	Trend
Gas safety	100%	100%	
Repairs RFT	77%	83%	
Repairs satisfaction	90%	89%	
Short term relets (days)	30.4	20.58	
Long term relets (days)	105.9	29.8	
Rent collected	99.7%	99.52%	
Service charge collected*	104%	90%	
Major works charge collected	106%	112%	
THH does what it says	77%	81%	
Satisfaction with caretaking	84%	87%	
Satisfaction with major works	77%	85%	
Voids rent loss	0.7%	0.40%	
Overall satisfaction (all residents)	79%	83%	

**Note:** BCIs vary across years - results shown for BCIs common across both years

\* Target collection amount higher in 2018-19 – cash collected broadly equivalent between years within context of lower brought forward debt



## Delivering Our Vision

### Benchmarking

In October 2018, Tower Hamlets Homes commissioned HouseMark to carry out independent analysis of the ALMO's operating costs. The analysis reviewed the following functions in terms of cost, resources and performance:

- Overall operating costs
- Overheads
- Responsive repairs and voids
- Housing management
- Estate services
- Major and cyclical repairs

The review concluded that Tower Hamlets Homes costs are either broadly in line with the peer group or compare favourably across each core activity area. In areas where at face value costs are high such as ASB and responsive repairs, there is a clear connection with deprivation levels which are higher in Tower Hamlets than for most peers. Notwithstanding, HouseMark identified some areas where further improvements could potentially be made and the analysis provided is being used to identify the potential for improvement.

For a full breakdown of our performance against all Business Critical Indicators to quarter 3 2018/19 (BCIs) and our targets for 2019/20, see **Appendix 4**.





## Delivering Our Vision

### Our Residents

LBTH is a diverse borough, with residents of over two hundred different nationalities and the lowest percentage of over 65s of any borough in the UK. Residents have the second highest average salary in the UK but conversely, 39 per cent of children in Tower Hamlets live in income deprived families, the highest level nationally.

The profile of residents living in the home we manage is as diverse:

- Nearly 60 percent of residents are from a BME background
- Approaching a quarter of tenants are over 65 years of age
- 20 percent of THH households have an annual income below £15,000
- Close to half of the homes we manage are owned by leaseholders
- We estimate half of leaseholders are non-resident landlords
- Almost 10 percent of 16 to 24 year old residents are unemployed

With such a diverse profile of residents naturally comes a diverse range of needs. To ensure that our vision accurately reflected the priorities of all of our residents, we held in person engagement sessions with representatives from four key groups: leaseholders, vulnerable tenants, BME women, and young people. We also expanded our outreach to include online engagement.

Last year, we again consulted with residents. Our Executive Management Team offered the THH Residents' Panel and all THH Tenants and Residents' Associations (TRAs) and other engaged residents an opportunity to hear and feedback on our ongoing plans for Business Transformation through a number of focus group sessions.

Thanks to the active participation of residents, a number of themes emerged as priorities for inclusion in our ongoing improvement plans:

- Response to welfare reform and supporting residents
- Leaseholder sub-letting and our relationship with the tenants of leaseholders
- Safe homes
- Communal repairs
- ASB, rights and responsibilities and our offer for leaseholders

In refreshing our Business Plan for 2019/20 we have taken account of consultation, including feedback from our ongoing resident surveys, bespoke engagement to inform priorities for our Customer Access and Experience Programme, as well as targeted initiatives such as Leaseholder specific engagement through the ongoing Leaseholder Improvement Project.

Over the course of last year we have worked hard to strengthen our relationship with and purpose of our Residents Panel. Membership is now far more reflective of the community, clearer links with the Board have been established and the Panel have successfully completed their prioritised scrutiny reviews of:

- Energy Efficiency in New Build Homes
- Managing Health and Safety During Major Works

The Panel have recently commenced:

- Green space review in conjunction with the Councils Housing Scrutiny Sub-committee
- Review of THH Communications



## Delivering Our Vision

To ensure resident feedback is at the heart of the decisions we make to improve services, we employ a range ways to make sure we hear what residents have to say about their experience. Beyond the traditional methods of face to face engagement and telephone surveys, we are increasingly looking to modernise our approach and broaden engagement techniques to include more digital options to appeal to a wider audience.

## Delivering Our Vision

### Our Staff

We recognise that our organisational and people capabilities drive the performance of our services and enable our strategic aims to be achieved. Therefore, in 2016 we launched our People Strategy, through which we aim to ensure our people are performing at their best. Our strategic people aims are:

1. To raise the standards of performance of our workforce;
2. To remove obstacles which get in the way of high performance;
3. To develop leadership excellence;
4. To engage, attract and manage a diverse talent base;
5. To stabilise the workforce and manage their well-being;
6. To embed a customer-centric learning culture where excellence in customer service is delivered consistently.

Since the launch of our strategy, we have achieved a great deal, putting in place a “Ways of Working” model that sets out how we expect staff, managers, and senior managers to behave. This model is being embedded through all of our people management practices, to ensure that we recruit, develop and retain talented individuals, and develop strongly-performing teams, who deliver the best services to our residents.

We have also made significant progress in addressing sickness absence within our workforce, with the overall sickness level falling by 33% over the past 12 months. We will continue with our proactive approach in this area to bring our sickness rate down even further.

Over the coming year, we will continue to implement our Strategy and this will include delivery of a number of projects and organisational development interventions designed to drive further change in staff behaviour and organisational culture. We will:

- Continue to improve our induction process through the launching of a revised corporate induction and new intranet content;
- Continue to review our people management policies, including our disciplinary, recruitment and change management processes;
- Continue the delivery of our apprenticeship programme, aiming for 22 further apprenticeship starts by April 2020 in order to support local employment;
- Review our performance management and appraisal process, ensuring that managers have high-quality developmental and strengths-based conversation with their teams;
- Implement new HR processes and systems around the booking of annual leave and claiming of expenses;
- Review our employment offer and related terms and conditions, to ensure we have a fit-for-purpose employment offer that remains competitive in a changing marketplace;
- Deliver new leadership development programmes for all levels of management, making sure that we are able to manage our business well and continue to deliver excellent services to our residents;
- Develop new training for staff around customer service, updating our longstanding “here to help” programme to ensure it remains relevant to where we are as an organisation.



## Delivering Our Vision

Our regular internal “pulse survey” has enabled us to monitor our progress in delivering our strategy, and in the past year we have refined this survey to make it a useful guide for our managers to improve the way they lead their teams.

We aim to have a workforce which reflects the community we serve, as harnessing the diverse experiences and skills of our staff will help us engage with, understand and respond to the needs of our residents. In our workforce of 489 staff:

- 65% are BME
- 25% are over 55
- 5% are under 25
- 36% are women
- 2% identify as non-heterosexual
- 3% have declared a disability

Over the coming year, we will look to develop our workforce profile through our apprenticeship and graduate programmes, and also in developing existing talent to enable all employees to fulfil their potential.



## Delivering Our Vision

### Business Transformation Programme

In order to deliver our vision with fewer resources and meet rising customer expectations, we set about fundamentally changing how THH operates to improve efficiency. Much has already been achieved in building a sustainable delivery model that is fit for the future. During 2018/19, we completed the last phase of reviewing our staffing structures and implemented new structures to improve efficiency and the quality of our services. Our improving trend in performance and rising resident satisfaction are strong indications that we are getting it right.

### Customer Access and Experience Programme

During 2018/19, we made good progress in transforming our services through the Customer Access and Experience Programme, which is our overall programme for reviewing services to ensure they:

- Focus on the delivery of services right first time and make the best use of resources.
- Use digital technology to improve the efficiency, convenience and accessibility of services for customers.
- Enable improved performance across a range of business critical indicators.

Two tranches of the programme have so far been launched involving the following projects:

#### Tranche 1

- Parking improvements
- Communal repairs review
- Anti-social behaviour (including online reporting)
- Responsive repairs (online access and SMS updates)
- The introduction of mobile working using digital devices and coordinating the further development of *MyTHH*, the online portal
- Culture change through the People Strategy
- The Residents' Services Improvement Project (this project involves reviewing a number of tenancy and leasehold management procedures)
- Environmental Services review.

#### Tranche 2

- Review of leaseholder services
- Management of leaseholder subletting
- Membership of the Institute of Customer Services to improve services
- Digital inclusion for customers
- Next phase of mobile working
- Review of the THH website.

The projects are at different stages of delivery; for example, the Anti-Social Behaviour and the Residents' Services Improvement projects have been completed, whereas some of the second tranche projects are still at fairly early stages. Some of the improvements delivered by the projects during 2018/19 were:



## Delivering Our Vision

- A range of actions were taken to combat anti-social behaviour (ASB), including creating a 14 strong Police team (as a result there has been a 7% reduction in the number of ASB incidents). Some of the other actions included obtaining 22 Closure Notices and Partial Premises Closure Orders to prevent rough sleepers and drug dealers entering communal areas of estates.
- The parking application process was streamlined and as a result applications are now processed in an average of four days leading to the number of telephone parking enquiries being halved (from an average of 517 enquiries per month in 2017/18 to 252 in 2018/19).
- Our first Traffic Management Order (TMO) was successfully introduced on the Watts Grove estate to deal with parking problems on the estate and we are now consulting with residents on introducing further TMOs across the borough starting with the Wapping area.
- A review of communal repairs was carried out in partnership with residents and various changes have been implemented, including improving quality control by focusing post inspections on high risk, high value jobs. The result has been a significant increase in the number of communal repairs that are post inspected and a reduction in the number that result in a recall of the contractor (6% in the first half of 2018/19 compared to 19% in 2017/18).
- We continued to promote the benefits to residents of using our online customer service portal (MyTHH) and in 2018 the number of residents who were registered on the system doubled from 1,686 in January 2018 to 3,341 at the end of December 2018.
- Our People Strategy has continued to support the Programme through new people development initiatives, new systems, policies and procedures; for example, organising leadership development programmes for managers and a programme of staff development initiatives.

### Improvements planned in 2019/20

Some of the improvements planned as part of the Customer Access and Experience Programme in 2019/20 are:

- Enabling mobile working for Neighbourhood Housing Officers and Repairs Inspectors using mobile devices so they can access and update information from our computer systems while on site. This will reduce the time it takes to order repairs and to take other action.
- Implementing a system for residents to apply online for parking permits and for permits to be issued electronically.
- Providing leaseholders who are subletting with comprehensive information so that they understand their rights and responsibilities.
- To complete the review of services for leaseholders and to implement a range of improvements.



## Delivering Our Vision

- Continue improving customer service through our membership of the Institute of Customer Service.
- Hold various events to increase digital inclusion for residents; for example, digital awareness training and drop-in sessions.
- Review our website to ensure it is attractive, user-friendly, easy to navigate, accurate and up-to-date.
- Continuation of the responsive repairs project, most notably to enable customers to order repairs on--line



## Delivering Our Vision

### Service Improvement Plan

#### 2018/19 Service Improvement Plan

Through our Customers Access and Experience Programme and related Service Improvement Plan we committed to six projects across a range of service areas. For an update on our progress against this plan to December 2018, see **Appendix 2**.

#### 2019/20 Service Improvement Plan

Our Service Improvement Plan for 2019/20 is set out as **Appendix 3**. This, high level plan, reflects the more customer facing elements of our Customer Access and Experience Programme. In addition, we will place emphasis on the following priorities, also included in the Plan:

##### Safe Homes

In conjunction with our Better Neighbourhoods Programme we will continue the accelerated delivery of our fire safety works programme. Our Neighbourhood Fire Safety Team will also continue to carry out safety inspections throughout the borough. In response to the findings and recommendations from the Dame Hackitt review, our newly established resident led Joint Working Group for fire safety will work with officers to ensure the delivery of our Fire Safety Strategy and make sure appropriate and ongoing communication and engagement with all residents is maintained. We will continue to work closely with the London Fire Brigade and ensure we keep abreast of best practice.

##### Community Partnership

Our successful growth bid to LBTH will ensure we are able to build on the solid foundations we have laid. Significantly, approval means we can extend our ASB diversionary work, currently with young adults, to work with a younger age group. Next year we will commission and deliver young people's ASB diversionary activity, targeted specifically to estates where there is currently an absence of estate based youth provision.

Building on the successful launch of our Financial Health Centre, we will continue to help residents who face financial difficulties. We will look to maximise the extent of our partnerships through supporting partners to bid for and secure external funding to continue delivery of an extensive range of services including advice and support on debt; welfare benefits; universal credit and money management.

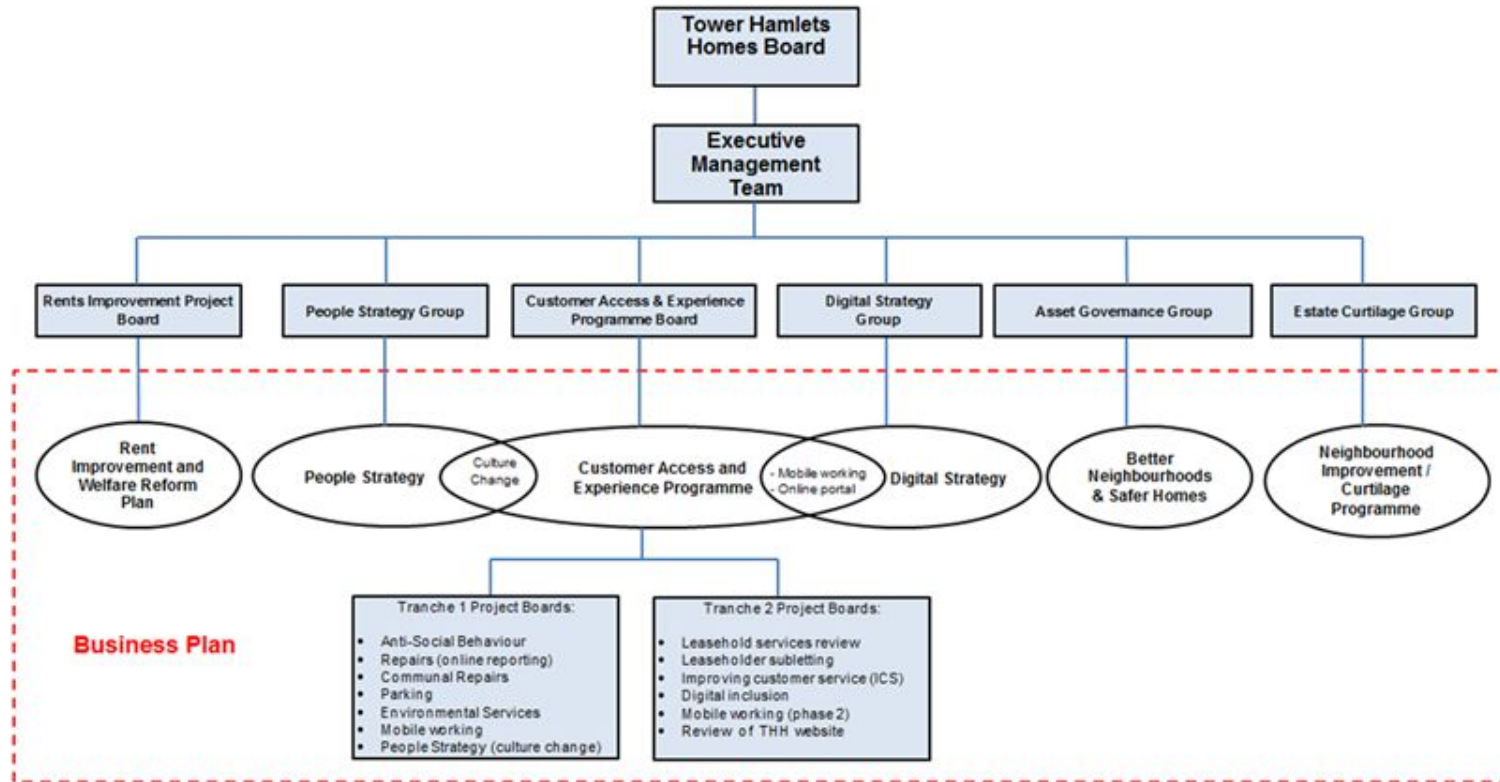
The additional funding will also provide for an expansion of our employment offer running from the centre; assisting more residents into training and employment and supporting residents who wish to run their own small business.



# Delivering Our Vision

## Programme Governance

To ensure we deliver the commitments of our Business Plan we have revised our internal governance structure to mirror our 2019/20 Programme. Each Board has an Executive Management Team sponsor and the membership of each Board reflects the cross organisational nature of the objectives to be achieved. Business improvement, primarily to achieve Business Critical Indicator (BCI) targets, beyond the Programme, is managed through line management arrangements.



\* The above diagram excludes 'Business As Usual' and small improvement activities



## Appendix 1: Resources

### MANAGEMENT FEE 2019/20

2018/19		2019/20
	<b>Income</b>	
-30,979	Management Fee	-31,279
-318	Rechargeable salaries	-4,308
-380	Additional Management Fee	
	Other Income	-100
<b>-31,677</b>	<b>Total</b>	<b>-35,687</b>
	<b>Expenditure</b>	
20,898	Employee Costs	24,002
488	Agency Costs	887
381	Other Employee Costs	336
5,261	Non Salary	5,741
4,649	SLAs	4,721
<b>31,677</b>	<b>Total</b>	<b>35,687</b>

THH's management fee for 2019/20 includes a one off £300k additional resource for fire safety and other safety issues, increase in Procurement, ICT and Rents SLA with the capital works team costs being charged direct to the capital programme. Our management fee of £31m will therefore enable THH to continue managing delivery of housing management services, repairs and maintenance, and capital works and an enhanced safety programme

## Appendix 1: Resources

### MEDIUM TERM FINANCIAL PLAN 2018/19 – 2023/24

#### INDICATIVE HRA BUDGETS

Housing Revenue Account	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Forecast Outturn £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000
<b>INCOME</b>						
Dwelling & non dwelling rents	(69,091)	(64,803)	(67,618)	(71,067)	(75,262)	(78,207)
Tenant & Leaseholder service charges	(22,223)	(22,600)	(23,058)	(23,525)	(24,002)	(24,488)
General Fund contributions	(115)	(115)	(115)	(115)	(115)	(115)
<b>GROSS INCOME</b>	(91,429)	(87,518)	(90,790)	(94,707)	(99,379)	(102,810)
<b>EXPENDITURE</b>						
Repairs & Maintenance	21,493	22,410	22,742	23,080	23,425	23,776
Supervision & Management	26,189	26,897	27,309	27,144	27,283	27,425
Special Services, Rents rates & taxes	17,806	17,656	17,927	17,834	16,936	17,152
Increased/(Decrease) provision for bad debts	600	600	600	600	600	600
Capital Financing charges	22,162	19,848	21,102	24,577	27,049	28,650
<b>GROSS EXPENDITURE</b>	88,250	87,411	89,679	93,235	95,293	97,603
<b>NET COST OF HRA SERVICES</b>	(3,179)	(107)	(1,111)	(1,472)	(4,085)	(5,207)
Investment Income received	(1,367)	(317)	(121)	(121)	(121)	(121)
Debt repayment	352	352	352	352	352	352
<b>Appropriations</b>						
Revenue Contribution to Capital (RCCO)	0	36,800	850	1,200	3,900	5,000
<b>NET POSITION</b>	(4,194)	36,728	(30)	(41)	46	24
<b>Balances</b>						
Opening balance	(47,560)	(51,754)	(15,026)	(15,056)	(15,097)	(15,051)
(Surplus)/ Deficit on HRA	(4,194)	36,728	(30)	(41)	46	24
<b>Closing balance</b>	(51,754)	(15,026)	(15,056)	(15,097)	(15,051)	(15,028)

## Appendix 1: Resources

### INDICATIVE THH HOUSING CAPITAL PROGRAMME

*Note: Awaiting confirmation from LBTH*

Budget Areas	2019-20 (£'000)	2020-21 (£'000)	2021-22 (£'000)	2022-23 (£'000)	2023-24 (£'000)
Better Neighborhoods Programme					
Fire Safety					
Estate Improvements/Curtilage					
Lifts					
Door Entry					
Door Entry New Install (G/Floor)					
Mechanical (Boosted Water, Communal Vents, Water Tanks)					
Communal Heating					
Electrical Heat metering					
Aerials/IRS					
Planned Domestic Boiler Replacement					
Emergency Domestic Boilers					
Compliance Surveys					
Communal Play Areas					
Capitalised Voids					
Aids & Adaptations					
Overcrowding Initiatives					
Contingency					
Project Management fees					
<b>Total</b>					
Over Programming (30%)					
<b>Revised Total</b>					

## Appendix 2: Our Achievements in 2018/19

This section summarises our progress against our Service Improvement Plan for 2018/19 to Quarter 3. The plan comprised of 7 projects, each with a number of high-level milestones. Progress through the year has been reviewed by the Client Bi-monthly Operational Meeting.

Anti-Social Behaviour	
Milestone	Delivery Update
Implementation of new recording, case handling and referral process Q1	<b>Complete:</b> New case management process developed and live in workflow system from June 18.
Implementation of new procedure for NHOs to deal with low level ASB Q1	<b>Complete:</b> Neighbourhood housing team utilizing new case management workflow process from June 18.
Design and testing of ASB online reporting system Q1	<b>Complete:</b> Design and testing of new reporting form, which includes anonymised reporting functionality completed within Q1.
Implementation of ASB online reporting system Q2	<b>Complete</b> New reporting form live through MyTHH from April 18. Reports automatically routed through to ASB for immediate action.
Lessons Learned review Q2	<b>Complete</b> Findings included in Project Closure report with action being taken forward as part of business as usual activity.
Review of achievement of anticipated benefits Q3	<p><b>Complete</b> Review highlights include:</p> <ul style="list-style-type: none"> <li>• 2041 Anti-Social Behaviour Warnings issued</li> <li>• 1325 Stop and Searches</li> <li>• 226 Arrest and Cautions</li> <li>• 44 Cannabis related raids</li> <li>• 43 Penalty Notices for Disorder</li> <li>• 40 Vehicle seizures</li> <li>• 21 Closure Notices and Partial Premises Closure Orders to prevent rough sleepers and drug dealers entering communal areas of estates</li> <li>• 1 Criminal Protection Notice (CPN)</li> <li>• 7% reduction in the number of incidents.</li> </ul> <p>Satisfaction for Apr-Sep 2018 was 45% - up against baseline of 42%,</p>
Communal Repairs	
Milestone	Delivery Update
Review of communal repairs in partnership with Resident Scrutiny Panel member Q1	<b>Complete:</b> A joint resident, Board and officer group held 6 review meetings to identify key issues associated with each part of the process and made recommendation for improvement.
Agree an improvement plan based on the review findings Q1	<b>Complete:</b> Comprehensive Communal Repairs Action Plan, designed to improve customer experience and VfM of communal repairs agreed in June 18.



## Appendix 2: Our Achievements in 2018/19

Implementation of the improvement plan Q4	<p><b>In progress:</b> Monitoring shows that the actions are having a positive impact on a range of performance indicators::</p> <ul style="list-style-type: none"> <li>• The percentage of communal repairs carried out right first time for Q2 (2018/19) was 87% compared to the baseline of 62% for Apr-Dec 2017.</li> <li>• Only 1% of communal repairs were overdue in Q2 (2018/19), which is a significant reduction compared to the 2016/17 figure of 17% and the 2017/18 figure of 26%.</li> <li>• There has been a reduction in the percentage of communal jobs that result in a recall (6% in Q2 of 2018/19 compared to 19% in 2017/18).</li> </ul> <p>Full implementation of recommendations will carry forward to 2019/20</p>
<b>Parking</b>	
Milestone	Delivery Update
Analyse the 'As is' process maps and produce new processes for dealing with parking Q1	<p><b>Complete:</b> Process changes have resulted in:</p> <ul style="list-style-type: none"> <li>• reduction in the backlog of 500 applications to zero.</li> <li>• reduction in application Ong processing time from several months to an average of 4 days</li> <li>• reduction in calls about parking from 6,200 in 2017/18 to 2,730 in 2018/19 (projected).</li> </ul>
LBTH Cabinet to give approval to start the consultation on the introduction of Traffic Management Orders (TMOs) and the change to a 'courtyard' system Q2	<p><b>Complete:</b> The report was agreed by Cabinet on 26/9/2018 giving approval to start the consultation on TMOs.</p>
Introduce online parking bay application / allocation system Q3	<p><b>Complete:</b> Online parking permit management system was procured – in place to implement with phased roll-out of TMOs.</p>
Produce new policy and procedure for the allocation of permits Q2	<p><b>Complete:</b> The policy and procedure were agreed as part of the Cabinet report on 26/9/2018.</p>
Complete the consultation on the introduction of TMOs for the initial four estates Q4	<p><b>In progress:</b> Consultation underway to introduce TMOs in Wapping and St Katherine's.</p> <p>Implementation programme, as agreed by Cabinet, to carry forward:</p> <ul style="list-style-type: none"> <li>• West of Borough wards - Q3 18-19 to Q2/3 19-20</li> <li>• Central Borough Wards - Q2/3 19/20 to Q1 21/21</li> <li>• East of Borough Wards - Q2 20/21 to Q4 20/21</li> <li>•</li> </ul>

## Appendix 2: Our Achievements in 2018/19

Responsive Repairs	
Milestone	Delivery Update
Implement Mears Appoint and review the automated SMS arrangements available on the system Q1	<b>Complete:</b> Direct booking of appointments with the repairs contractor enabled. SMS review undertaken.
Begin using automated texts for repairs using THH platform Q3	<b>Complete</b> Automated texts confirming repairs appointments being sent via Mears Appoint system.
Produce a business case for introducing Interfinder (to allow online repair ordering for customers) and for integrating Mears Appoint with Northgate (to allow online management of appointments by customers) Q1	<b>Complete</b> Outline business case for integrating Interfinder with Northgate and Mears Appoint has been reviewed. <i>Insert update</i>
Project planning and risk assessment on the introduction of Interfinder and online management of repairs by customers using MyTHH. (Subject to approval of business case). Q3	<b>In progress:</b> <i>Insert update</i>
Better Neighbourhoods/ Safer Homes	
Milestone	Delivery Update
Standardise the resident's engagement across all delivery teams. Q1	<b>Complete</b> All project teams are now following the revised engagement process.
Circulate the full delivery programme across each services areas Q1	<b>Complete</b> Block Information programme sheets distributed to all service areas.
Mobilisation plan for the LCP contracts Q3	<b>Complete</b> Mobilisation of Phase 1 of the LCP Programme complete - works on-site from November 2018.
Rollout the BNiP communication plan across all major works going forward Q2	<b>Complete</b> Communications plan operational for current schemes
Review the residents standard letters Q2	<b>Complete</b> Review complete
Review the externals works information handbook Q2	<b>Complete</b> Content agreed – with publisher for redesign
Complete the 1 <sup>st</sup> batch of final account on Keystone Q2	<b>Complete</b> 1 <sup>st</sup> batch completed

## Appendix 2: Our Achievements in 2018/19

Incorporate the wider estate works within the scope of the BNiP Q3	<b>Complete</b> Embedded in the tender / scoping process for works under the LCP Programme and the new Better Neighbourhoods Framework.
<b>Rents Improvement and Welfare Reform</b>	
Milestone	Delivery Update
Move from fortnightly to weekly escalation in preparation for changes from week housing benefit payments to claimants receiving monthly 'housing payments' in arrears under Universal Credit.Q1	<b>Complete</b> Weekly Escalations have been implemented.
Implement Payment Arrangements, which includes recent developments in DD processing, to proactively contact residents and help prevent them getting into arrears Q2	<b>Complete</b> Any-day, Any-frequency DD using Payment Arrangements went live on the 31 October 2018.  <i>Insert summary of impact</i>
Implement electronic payments in preparation of full UC roll out by end of qtr3. (subject to IT approval of work package request) Q3	<b>In progress:</b> Implementation delayed due to external (DWP/LBTH) factors. Working to implementation by the end of quarter 4.
Complete review of partnerships with Money, Debt, Welfare and Employment advice agencies to establish broader referral arrangements. Q3	<b>Complete</b> SLA contract agreed and signed off by both THH and Account3. THH Financial Health Centre (FHC) opened on 15 <sup>th</sup> September – circa 750 residents benefited from services in first 5 months.
<b>Neighbourhood Improvement / Estate Curtilage</b>	
Milestone	Delivery Update
Programme of works agreed by EMT Q1	<b>Complete:</b> Works programme agreed  <i>Insert value of programme</i>
Appoint Project Manager and Resident Liaison Officer Q2	<b>Complete.</b> Project Manager and Resident Liaison Officer in post..
Works completed in accordance with programme deadlines Q2	<b>In progress:</b> Delivery commenced behind schedule due to a delay in appointing the project manager.  Any work scheduled for this year that is not completed in year will carry forward for delivery in 19/20.



### Appendix 3: Service Improvement Plan 2019/20

Project	Sponsor	Milestone	Quarter Due
<b>Customer Access and Experience Programme</b>	<b>Director of Business Transformation</b>		
<b>Parking</b>	Director of Neighbourhood		
<b>Responsive Repairs – repairs on-line</b>	Head of Repairs		
<b>Leasehold Services</b>	Director of Business Transformation		
<b>Leaseholder Sub-letting</b>	<b>Head of Leasehold Services</b>		
<b>Digital Inclusion</b>	<b>Head of Business Development</b>		



### Appendix 3: Service Improvement Plan 2019/20

<b>Safe Homes</b>	Director of Asset Management Services/ Head of Asset Management		
<b>Community Partnership</b>	Head of Business Development		

## Appendix 4: Business Critical Indicators 2019/20

Ref.	Indicator	Freq.	YTD performance Dec 18	19/20 target	Comments
1	% rating HSC as excellent, good or fair	Q	90.1%	92%	Client have indicated that they may not want this measure reported as BCI
2	% of residents who say THH does what it says	Q	81%	82%	
3	% tenants rating overall service from THH as excellent, good or fair	Q	89.3%	89%	Recommended to client that satisfaction is spilt by tenure for 19/20. Proposal supported by Performance Sub-group
4	% leaseholders rating overall service from THH as excellent, good or fair	Q	70.5%	73%	
5	% gas safety	M	100%	100%	
6	% repairs completed right first time	M	82.8%		Methodology to be revised/ agreed – in discussion with Client
7	% tenants rating repair as excellent, good or fair	M	88.6%		Under discussion
8	% homes non-Decent	A	n/a		Analysis being undertaken to inform target estimate
9	% residents rating major works as excellent, good or fair	Q	85.0%	80%	THH proposed target reflects nature or work programmed for 19/20
10	Major works invoices raised - no. of blocks	Q	61 [68%]	100 [100%]	
11	% rating caretaking as excellent, good or fair	Q	87.1%	86%	
12	Major works programme spend against profile	Q	88.5%	86%	
13	Variance between programming (estimates) and actualisation			<10%	New indicator and target proposed by Client. THH querying rationale & methodology to assess proposal.
14	Average short term void re-let (days)	M	20.5	22	



## Appendix 4: Business Critical Indicators 2019/20

Ref.	Indicator	Freq.	YTD performance Dec 18	19/20 target	Comments
15	Average long term void re-let (days)	M	29.8	35	
16	Rent collected as % of rent due	M	99.50%	99%	
17	Major works charges collected	M	£3.42m [112.3%]		Methodology to be revised/agreed – in discussion with Client
18	Service charge collected	M	£11.16m [89.86%]	104%	Modelling being undertaken to take account of reduced b/f debt - in discussion with Client
19	Void rent loss	Q	0.39%	0.4%	
20	Average cost of management p/property				LBTH Client proposal
21	Average cost of repairs p/property				LBTH Client proposal

**Note: Comments reflect latest discussions with directorate management teams and LBTH Client Team**

## Appendix B: Additional Board Indicators 2019/20

Indicator		Frequency	YTD Performance Dec 18	19/20 target	Comment
	<b>Organisational</b>				
1	Average sickness absence (days)	Q	8.8	8	
2	Agency staff	Q	19.8%	15%	
3	Staff turnover	Q	8.2%	10%	
4	People Strategy: Residents at the heart of what we do	Q	90.4%	90%	
5	Rent arrears as % of rent roll	M	4.68%		To be aligned with collection target
6	Managers trained in Health & Safety	Q	71%	85%	
7	Members Enquiries in target	M	89.5%	90%	LBTH target 90%.
	<b>Customer</b>				
8	Satisfaction: tenants	Q	89.3%		Recommended to elevate reporting as BCI
9	Satisfaction: leaseholders	Q	70.5%		Recommended to elevate reporting as BCI



## Appendix B: Additional Board Indicators 2019/20

Indicator		Frequency	YTD Performance Dec 18	19/20 target	Comment
10	Stage 1 complaints in target	M	95.3%	95%	LBTH target 90%.
11	Call answering	M	90.3%	92%	
12	Complaints escalation	M	6.6%	10%	
13	No. of MyTHH registrations	Q	3,341	5000	19/20 target to be achieved by year end
14	No. of unique visits as % of residents registered	Q	46.0%	50%	
15	Reduction in the number of calls re parking	Q	2,268	2,500	19/20 target to be achieved by year end
16	Reduction in the number of calls re repairs	Q	79,637	97,000	19/20 target to be achieved by year end
	<b>Homes &amp; Neighbourhoods</b>				
17	Repair appointments kept	M	93.80%	95%	Change to system data
18	Emergency repairs in target	M	97.3%	98.5%	

## Appendix B: Additional Board Indicators 2019/20

Indicator		Frequency	YTD Performance Dec 18	19/20 target	Comment
19	Non-emergency repairs in target	M	98.0%	98.5%	
20	% of communal repairs right first time	Q	83.0%	90%	Methodology to be aligned /agreed in line with overall repairs right first time
21	Unauthorised occupancy: homes recovered	M	21	70	
22	Fire Risk Assessments	Q	100%	100%	Programme
23	ASB cases successfully resolved	Q	88.0%	95%	
24	Satisfaction with handling of ASB	Q	44.8%	55%	CE measure
25	Satisfaction with service received from caretaker	Q	93.9%	92%	
26	Contractor schemes with additional H & S monitoring (active work sites)	Q	0%	10%	
27	Satisfaction with the neighbourhood	Q	85.8%	88%	