

HOUSING SCRUTINY SUB-COMMITTEE

Wednesday, 14 December 2016 at 6.30 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor Amina Ali
Vice-Chair: Councillor Andrew Cregan
Councillor Rabina Khan, Councillor Abdul Mukit MBE, Councillor Gulam Robbani,
Councillor Helal Uddin and Councillor Andrew Wood

Substitutes:

Councillor Dave Chesterton, Councillor Julia Dockerill, Councillor Marc Francis and
Councillor Candida Ronald

Co-opted Members:

Moshin Hamim	Leaseholder Representative
Anne Ambrose	Tenant Representative

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

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agenda



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QR code for smart phone users.

APOLOGIES FOR ABSENCE

- 1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS** **1 - 4**

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.

- 2. MINUTES OF THE PREVIOUS MEETING(S)** **5 - 14**

To confirm as a correct record the minutes of the meeting of the Housing Scrutiny Sub-Committee held on 10th October 2016.

- 3. REPORTS FOR CONSIDERATION**

- 3.1 Housing Repair Delivery Models - a series of presentations on a sample of the different models used by Registered Housing Providers in the borough** **15 - 48**

A series of presentations on a sample of the different models used by Registered Housing Providers in the borough

- Poplar HARCA
- Swan Housing Association
- Gateway Housing Association
- Tower Hamlets Homes

- 4. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

Next Meeting of the Sub- Committee

The next meeting of the Housing Scrutiny Sub-Committee will be held on Monday, 6 February 2017 at 6.30 p.m. in MP702, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG.

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Agenda Item 1

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:

Graham White, Acting Corporate Director Law Probity and Governance Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE HOUSING SCRUTINY SUB-COMMITTEE

HELD AT TIME NOT SPECIFIED ON MONDAY, 10 OCTOBER 2016

**C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,
LONDON, E14 2BG**

Members Present:

Councillor Amina Ali (Chair)
Councillor Andrew Cregan
Councillor Rabina Khan
Councillor Abdul Mukit MBE
Councillor Helal Uddin
Councillor Andrew Wood
Moshin Hamim
Anne Ambrose

Co-opted Members Present:

Moshin Hamim
Anne Ambrose

Leaseholder Representative
Tenant Representative

Other Councillors Present:

Councillor Dave Chesterton –
Councillor Rachel Blake
Councillor Sirajul Islam

Others Present:

Andrea Baker –

Officers Present:

Mark Baigent – (Interim Head of Strategy, Regeneration,
Sustainability and Housing Options)
Paul Buckenham – (Development Control Manager, Development
and Renewal)
Mark Bursnell – Senior Strategy, Policy & Performance Officer
Afazul Hoque – Interim Service Manager, Strategy, Policy &
Performance
Martin Ling – Housing Policy Manager
Jen Pepper – (Affordable Housing Programme Manager,
Development and Renewal)
Owen Whalley – Head of Planning and Building Control
Godfrey Heyman – Registered Providers Preferred Partnership
Officer
Tracey St Hill – Principle RSL Partnerships Officer

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1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

The Chair, Councillor Amina Ali welcomed everybody to the Housing Scrutiny Sub-Committee meeting and introduced the two co-optee's who had been appointed to the Sub-Committee – Moshin Hamim, Leaseholder representative and Anne Ambrose, Tenant Representative.

She requested everyone to introduce themselves and commenced the meeting.

Apologies for absence were received from Councillor Gulam Robbani.

Councillor Helal Uddin declared an interest with regard to item 3.2 as a Board Member of Tower Hamlets Homes and as an employee of Poplar HARCA.

2. MINUTES OF THE PREVIOUS MEETING(S)

The Chair referred Members of the Sub-Committee to the minutes of the previous meeting held on the 18th July 2016. She asked members to approve these as an accurate record of the meeting.

The Members agreed the minutes to be an accurate record of the meeting.

3. REPORTS FOR CONSIDERATION

3.1 LBTH Housing Strategy 2016- 2021

Martin Ling, Housing Strategy Manager presented his report outlining the progress made so far in developing the Council's new Housing Strategy.

Martin explained the aim of the Housing Strategy was to set out an overarching vision for the borough and was supported by a full evidence base. Economic need and the issue of supply and demand were the biggest concerns raised by residents and the Council needed to have a measured approach.

He said the strategy included the Council's commitment to deliver affordable housing, meeting people's housing needs, improve the living conditions of residents who lived in private rented accommodation and having an effective partnership with residents and stakeholders.

The Council had consulted with residents and held a Housing Conference on the 1st October which was well attended. The Strategy would be going to Full Council for approval on the 16th November.

In his presentation Martin referred to the key themes of the strategy.

Theme 1 – Building affordable housing, economic growth and regeneration

Theme 2 – Meeting People’s housing need

Theme 3 – Raising private rented housing standards

Theme 4 – Effective Partnership working with residents and stakeholders

Martin referred to the Housing and Planning Act 2016 and the Mayor of London’s Housing Strategy and stated that key decisions regarding these policies would impact on the local strategy which had been developed.

This was followed by questions from Members who made the following points:

- Are affordable homes truly affordable in Tower Hamlets? Consideration should be given to modular homes; Pocket Living was referred to as an example.
- Cost and quality of construction for social housing requires scrutiny.
- Government should rethink the 20% starter homes condition stated in the Housing and Planning Act 2016. More reference to the Community Land Fund, Brown field sites and self-build homes should be included in the local Housing Strategy.
- Further analysis was required regarding consultation methodology and if every opportunity had been given to residents to participate in the consultation. Reference was made to underrepresented groups such as certain BME groups, the unemployed and young people in the borough.
- How do you engage with RSLs within the borough, 50 are mentioned but only 21 have responded?
- What action is being taken to ensure Outer London Boroughs’ are achieving housing targets set by the Mayor of London?

Councillor Blake, Cabinet Member for Strategic Development and Martin Ling responded stating:

- Affordability was a big issue and the Welfare cap had impacted on how affordable homes were in the borough. The Strategy included the Council’s commitment of introducing a ‘Tower Hamlets’ living rent which would subsidise those who fall outside the welfare cap thresholds and/or do not earn enough to pay top rents.

- Regarding the quality and cost of construction, Councillor Blake said work was on going with Developers to ensure quality standards were being met. Further discussion on this would take place when discussing item 3.3 of the agenda.
- The Council was looking at the Centre for London report and alternatives such as 'in fill' homes and would share the 'Affordability Commission's report' with the Sub-Committee.
- With regard to methodology Martin stated that the Council had followed its consultation procedures and had tried to engage with as many people as possible. The Council had consulted with the general public and attended the Older Persons forum, the Health and Wellbeing Board as well as various other groups representing local people.
- The 21 RSLs consulted are significant stakeholders in the borough but it is difficult to engage with all RSLs as some are regionally based or are small enterprises. The RSLs are represented by the Tower Hamlets Housing Forum (THHF) and they have been extensively consulted in formulating the Housing Strategy.
- Issues such as Housing Management – performance of Landlords, Anti-Social Behaviour, the churn on Estates, Right to Buy, etc all create issues for Landlords and Tenants
- The Mayor of London's Housing strategy sets out targets for all London Boroughs and Outer London Boroughs will be playing a role to tackle the housing crisis.

The Sub-Committee **RESOLVED** to **NOTE**:

The draft Housing Strategy and the attached appendices which have been consulted upon and to note the responses to the 1st stage of the consultation.

3.2 Registered Providers Cumulative End of Year Performance Report 2015/16 and First Quarter Report for 2016/17

Godfrey Heyman, Registered Providers Preferred Partnership Officer presented his report stating the Quarterly performance data was produced to reflect the key customer facing performance indicators, so tenants and local residents can be assured that RP's were delivering effective and customer focussed services.

The report provided cumulative data for 2015/16 and the first quarter of 2016/17. The Key Performance Indicators (KPI's) concentrated on 14 areas and had been agreed between the Council and senior officers of the Registered Providers.

The statistics are provided to the Tower Hamlets Housing Forum and also to Cllr Sirajul Islam, Cabinet Member for Housing Management and Performance.

At various sub-groups of the THHF the performance outturns are used to develop intelligence and ensure good practice is shared between the Registered Providers.

Godfrey cautioned that whilst the KPI information showed mixed performance it should not be considered alone and Members should look at emerging trends. Figures can be skewed by sample size and methodology used by RP's. It was a risky science as like for like comparisons could not easily be made.

He referred Members to points 5.3 and 5.4 of the report and stated that the Housing and Communities Agency (HCA) were the regulators for Registered Providers. The Council worked alongside Registered Providers but had no legal powers to ensure a fixed standard in terms of the quality and level of customer outcomes provided by the sector was achieved.

This was followed by questions from Members

- Councillor Wood referred to page 137 of the agenda pack and asked for clarification regarding named providers? - 5th table 1st row should be Providence Row and 5th table 2nd row should be Southern Housing.
- Could more data be provided regarding individual estates?
- Performance charts, whilst useful did not measure the effectiveness of the response or the quality of service provided – for example, repairs. If escalated by a tenant usually will end up as a complaint (following another procedure) rather than the actual issue being dealt with swiftly.
- What the purpose of the KPI data was? What was it hoping to achieve?
- Have Registered Providers utilised the Disability Facilities Grant (DFG) or is the Council funding adaptations to homes of people with disabilities?
- Why is it that some RPs cannot provide data on levels of satisfaction regarding Anti-Social Behaviour?

Godfrey responded stating the following:

- Acknowledged the discrepancy and was thankful to Cllr Wood for alerting him to it.
- Difficult to attain data relating to a single estate as Registered Providers use different methodologies and some do not produce that type of data.
- Each Registered Provider will have different procedures to identifying issues and dealing with them and whether this then escalates into a complaint. We have service standards so we expect them to adhere to these. In terms of measuring customer satisfaction, each RP needs to learn from a complaint and have an open and flexible approach.
- The purpose is to look at best practise amongst RP's and learn from each other.
- DFG funding the Council keeps 50% of it. The service shall provide a more detailed answer to the Sub-Committee.
- Cllr Sirajul Islam responded stating ASB is an issue everywhere. RP's have a covenant with Tenants but rules are broken. He informed the Sub-Committee he was undertaking a joint piece of work with RPs and will be visiting estates in the borough where ASB is a particular problem.

The Sub-Committee **RESOLVED** to **NOTE** the recommendations contained within the report

1. Review the progress in the performance outturns achieved by individual RPs and THH and the overall performance trend for both reports;
2. Comment on any variances in the performance of individual RPs over 2015/16 and the first quarter of 2016/17.

3.3 Challenge Session Progress Update - The Quality of s106 Funded Social Housing

Cllr Dave Chesterton introduced this item stating he was lending support to Owen Whalley, Service Head of Planning and Building Control following the Scrutiny Challenge session held last year concerning Section 106 agreements.

The Challenge session resulted in four recommendations being made and the action plan appended to the report gives further detail about the progress being made. Cllr Dave Chesterton commended the legal comments within the

report and hoped the new guidance would assist developers as well as Registered Providers.

Officers informed the Sub-Committee that each recommendation had been progressed and highlighted that the Council's Developer Forum which meets at the end of October/early November would provide further feedback. The quality of construction materials used in new builds – both external and internal finishes - had been raised and Swan Housing was assisting in developing guidance and procedure notes which the Tower Hamlets Housing Forum (THHF) would be examining further.

Officers said they were mindful of the legal framework in which they operated, ensuring developers met the national standards and were keen to work alongside developers to ensure Section 106 agreements were abided to.

Members of the Sub-Committee raised the following issues:

- Cllr Dave Chesterton recommended the Sub-Committee revisit the progress made against the action plan in a year's time.
- Quality of a section 106 build – a community centre was discussed by the Sub-Committee and Members asked if there was a legal proviso, to claw back some of the money due to the poor quality of the build.
- Will the quality of build – i.e. construction materials used, standards and design be included in the Local Plan?

The Sub-Committee **RESOLVED** to **NOTE** the recommendations within the report:

1. Note the progress in implementing the recommendations from the scrutiny challenge session, based on the evidence in the action plan;
2. Raise any issues in relation to the progress detailed in the action plan.
3. Revisit the progress made against the action plan in a year's time

3.4 Spotlight session-Cabinet Member for Housing Management and Performance

Cllr Sirajul Islam, Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, gave a presentation about his portfolio and the current achievements, challenges and opportunities that the Council faced.

He informed the Sub-Committee of his priorities and said he was working in partnership with housing providers, developing new homes, managing the Council's housing stock, meeting housing needs and preventing homelessness.

He highlighted the achievements so far and said the new Housing Strategy 2016-2021 set out the vision for the Council and how it would work alongside key partners and stakeholders to deliver housing to Tower Hamlet residents. He praised the work of the Affordability Commission and the Council's commitment to the London Living Rent.

The Council had the highest number of new affordable homes in London between 2010-2015 and was working to build a further 233 new homes including Watts Grove and Poplar Baths.

The Council's arms-length management company – Tower Hamlets Homes had been re-invigorated and a new five year major works plan had been agreed. Over 1,000 homes had been made decent last year bringing the programme total to over 7,500.

The Council had achieved good results in preventing homelessness with 100% less unlawful B&B placements, and 88% less families in B&B.

Some of the challenges were ensuring that the number of people in Temporary Accommodation did not increase and also working to prevent the number of rough sleepers growing. The growing lack of affordable private rented housing was also a concern and the council was looking to work with private landlords to improve the quality and standard of private rented homes.

The Sub-Committee made the following comments:

- More work needs to be done to reduce the number of people facing homelessness. More interventions needed to be made.
- Are the homes at West Grove and Poplar Baths going to be affordable and will the London living rent apply?
- What impact has the welfare reforms had on communities in Tower Hamlets?
- Will there be a borough-wide resident's forum? The one operated by the THHF needs to be re-vitalised and then re-launched.
- How can the Council influence owners of under-used land – for example, redundant former commercial buildings?
- How many families especially women are placed in out of borough accommodation?
- Can Leaseholders have the right to manage their own housing block?
- Estate re-generation and the Lettings Plan needs to be discussed with local residents.

Councillor Amina Ali thanked Councillor Sirajul Islam for his presentation and hoped the questions raised by the Sub-Committee would assist him in delivering his priorities.


4. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

There was no other business discussed.

The meeting ended at Time Not Specified

Chair, Councillor Amina Ali
Housing Scrutiny Sub-Committee

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<p>Non- Executive Committee Report of the:</p> <p>Housing Scrutiny Sub-Committee</p> <p>14th December 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi, Corporate Director, Development and Renewal</p>	<p>Classification: [Unrestricted]</p>
<p>Housing Repair Delivery Models Presentation</p>	

<p>Originating Officer(s)</p>	<p>Mark Bursnell, Senior Strategy, Policy and Performance Officer</p>
<p>Wards affected</p>	<p>All wards</p>

Summary

The meeting has been dedicated to the housing repair models operated by key registered providers managing social housing in the borough and THH. The format of the meeting will be a number of presentations followed by a question and answers session.

Recommendations:

The Housing Scrutiny Sub-Committee is recommended to:

1. Note the presentations
2. Develop a better understanding of the different housing repair models managed by a sample of registered providers in the borough

1. REASONS FOR THE DECISIONS

1.1 No decision is required for this item.

2. ALTERNATIVE OPTIONS

2.1 No options will be considered for this item.

3. DETAILS OF REPORT

3.1 Three of the largest local social housing providers-Poplar HARCA, Gateway Housing Association and Swan Housing Association-have volunteered to give presentations on their housing repair delivery models. These three registered providers are members of the Tower Hamlets Housing Forum, the main partnership body for social housing providers in the borough. THH will also give a presentation on their housing repair delivery model. There will also be the opportunity to ask a few questions after each presentation.

3.2 Councillor Islam (Cabinet Member for Housing Management and Performance) will introduce the presentations. The presentations will be followed by a session for members of the Sub-Committee and those members of the public attending the meeting, to ask relevant questions on repairs to a panel of councillors and senior managers from the registered providers giving the presentations.

3.3 For those questions not addressed at the meeting, officers will note the questions on the night and a response in writing will be provided within a couple of weeks.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 Not applicable as no decision is required.

5. LEGAL COMMENTS

5.1 Not applicable as no decision is required.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The improving and customer responsive repair delivery models operated by key registered provider partners and THH, will contribute towards the achievement of One Tower Hamlets objectives.

7. BEST VALUE (BV) IMPLICATIONS

7.1 Providing high quality and cost effective repair services enhances Best Value in its broadest sense.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no direct environmental implications arising from this item.

9. RISK MANAGEMENT IMPLICATIONS

9.1 There are no direct risk management implications arising from this item.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no direct crime and disorder implications arising from this item.

Linked Reports, Appendices and Background Documents

Linked Report

- [List any linked reports, for example those that went to other Committees on the same issue]
- NONE.

Appendices

- NONE.

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- These must be sent to Democratic Services with the report
- NONE.

Officer contact details for documents:

- Mark Bursnell 2249

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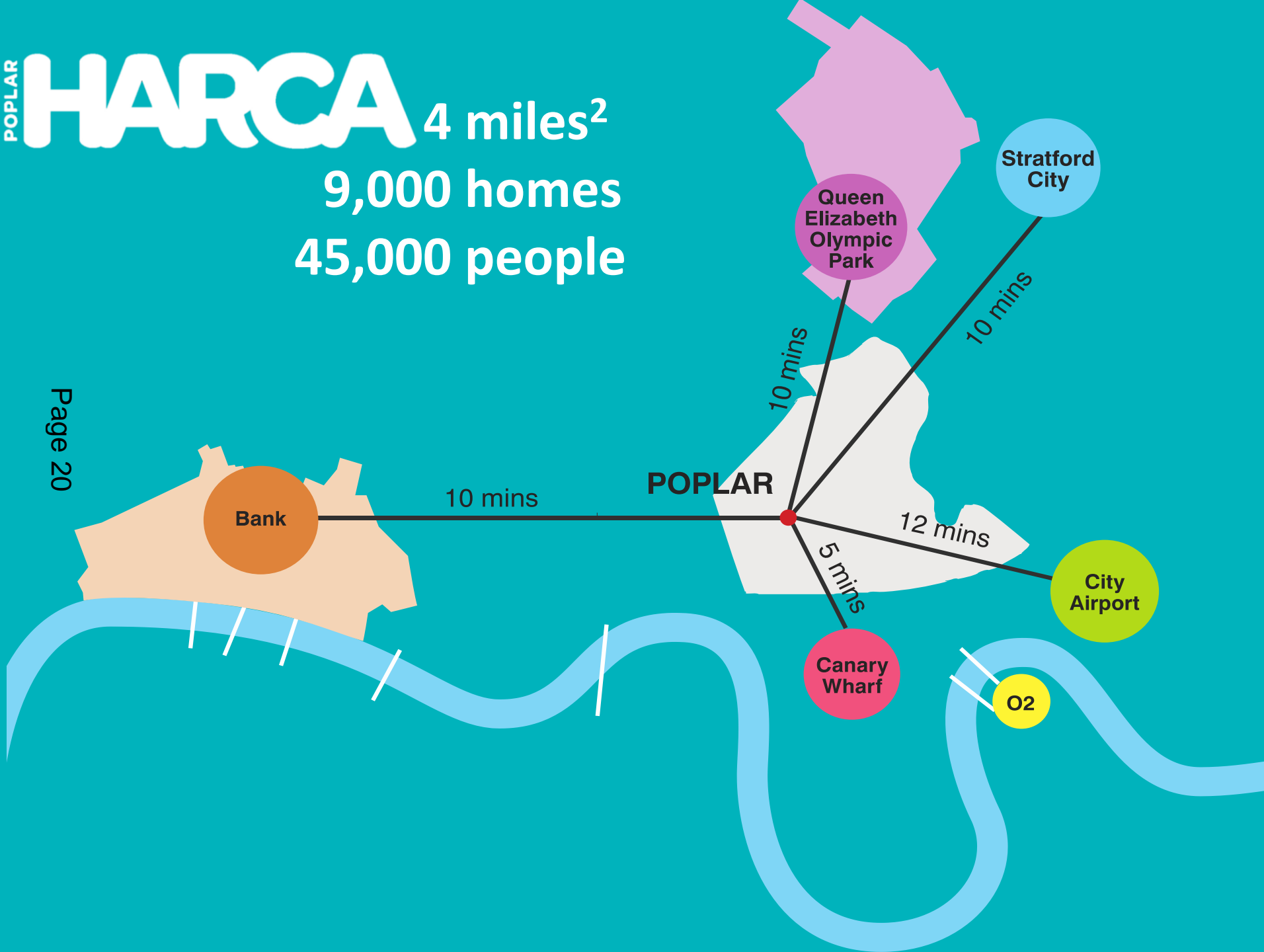
Overview & Scrutiny Housing Sub-group

Poplar HARCA's Repairs Model

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HARCA 4 miles²

9,000 homes
45,000 people



eggs & baskets

- 4 multi-trade general build contractors, **supplemented by**
- Specialist contractors
- Contracts drafted for performance:
 - 10 years - 5 plus 5
 - schedule of Rates
 - on-going real-time competition
 - 8-week *no fault* determination clause

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contractors

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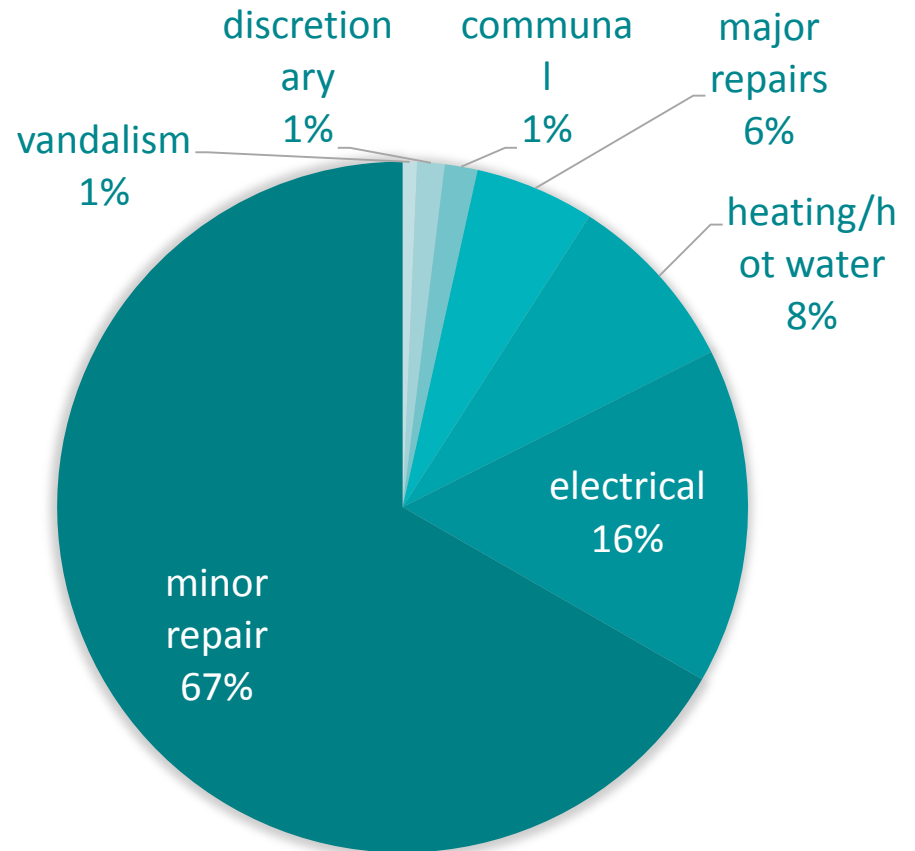


- SMEs
- Locally based
- Local employers
- Minimum sub-contracting
- We have grown-up together
- They need us – We need them
- Pay to support cash-flow

2015/16 in numbers

- 14,920 repairs completed
- 2.5 - avg repairs per property
- 4,619 – emergency, 99.2% in target
- 8,557 – priority, 99.8% in target
- 1,744 – non-priority, 99.2% in target
- £1.3m spend
- £87 – avg cost per repair
- £217 – avg spend per tenanted property

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monitoring



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annual

- *resident survey*

quarterly

- Services Committee
- Poplar Board

monthly

- contractor meetings, incl. residents

real-time

- SMS text
- resident-to-resident
- complaints
- post-inspections

2015/16 in numbers



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4,279 satisfaction surveys

- 92% satisfied
- 96% appointment kept

Annual resident survey

- 83% satisfied
- 83% easy to report
- 90% helpfulness of contractors

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Overview and Scrutiny Housing Sub Committee

Swan Housing Association Repairs Model

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Sandra Fawcett

Executive Director – Operations

14th December 2016

- 11,000 homes owned and managed
- Supporting communities in East London and Essex
- Landlord Services, regeneration, support and care
- Commitment to excellence and service improvement

Local services for local people

Service Delivery Model



- Long term Partnering arrangement
- 14 year contract with Axis
- Commenced April 2009
- Customer service paramount
- Comprehensive asset management
- Integrated IT
- Ownership, Trust and Confidence

Partnership Services

- Page 30
- Full range of customer reporting options
 - Repairs and maintenance
 - Void works
 - Planned and cyclical repairs
 - Gas servicing and repairs
 - Out of hours service



Our Partnering Charter



Putting customers first

Always open and honest

Respect for all

Take the time to listen

Never miss an opportunity to learn

Excellent service is our priority

Raising standards our aim

axis **S**hared responsibility, shared success

Delivery Outputs



Repairs spend	£2.48m
Repairs orders completed	22,056
Average repairs per property	3.42
Average cost of repairs	£100.68
Average days to complete repairs	4.02 days
Repairs in target:	
Immediate	100%
Emergency	99.95%
Standard	98%
Appointments made and kept	97%
Satisfaction with last repair	93%

Driving up Standards

Customer

- Annual external survey
- Phone/ text survey for each repair
- Open and accessible complaint process
- Post inspection visits

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Partnership

- Core Group – Swan/ Axis senior team
- Partnership meetings (includes customers)
- Annual partnering event Swan/ Axis teams
- Service improvement programme

Thank you for listening

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Questions?

**“Perfection is not attainable,
but if we chase perfection we
can catch excellence.”**

Vince Lombardi

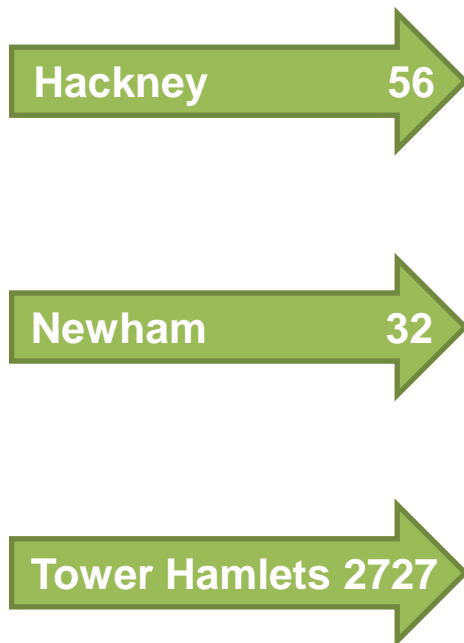


Gateway Homeworks Service Structure

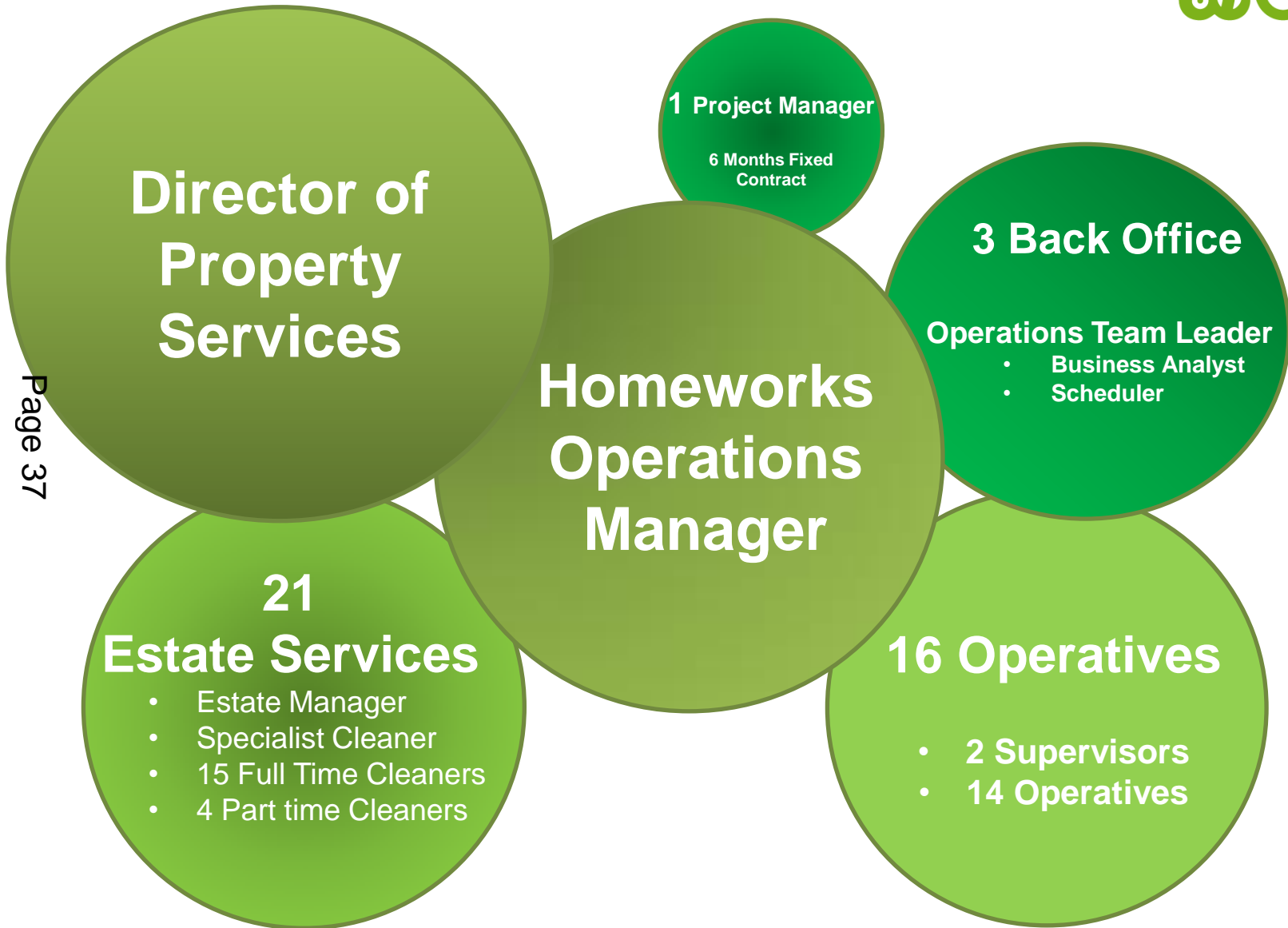


Operational Area

Page 36



Gateway Homeworks



What makes Homeworks work?

Page 38

- Clear order book
- Clear service/technical specifications
- Simple cost model
- Robust performance management framework
- Avoid over policing
- Use contracts (not frameworks) – long term solution
- Integrated solution & Use of ICT
- Use of ICT

Gateway Homeworks



We have.....

- Reviewed and updated Repairs Policy and Recharge Policy
- Made changes to the team to suit the skills requirements of the operation (more multi-trade)
- Reduced dependency on sub-contractors; 84% of repairs are done by Homeworks
- Established voids team
- Applied for accreditations to reduce dependency on sub-contractors (N.I.C.E.I.C. & UK Locksmiths Association Membership- UKLA)
- Achieved FINALIST in the UK Housing Awards 2016 in An Outstanding Approach to Repairs and Maintenance category



Customer Satisfaction



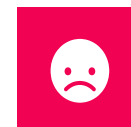
Workload

15,707
jobs completed



Satisfaction

86% satisfaction
with last repair



Complaints

45% less complaints
since August 2015



Productivity

4.5 repairs
per day
per operative



Cost

£84 cost
per job
per property



Efficiency savings

£40k savings on the
start up costs
£137k VAT savings
£148k Surplus to date

Gateway Homeworks



Future plans....



£6,064,818

IHC TURNOVER 2019-2020 (Year 5)



£1,423,941 (annual)

PHASE 2 From August 2017 kitchens, bathrooms and cyclical decorations will be delivered by Gateway Homeworks



£320,000 (annual)

PHASE 3 From December 2018 Gas servicing and repairs will be delivered in-house by Gateway Homeworks

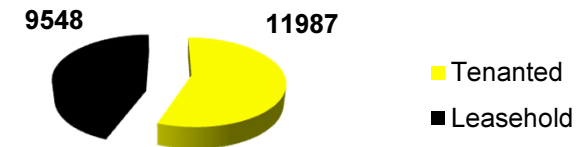
Tower Hamlets Homes Repairs model

14 December 2016

Repairs model – our approach

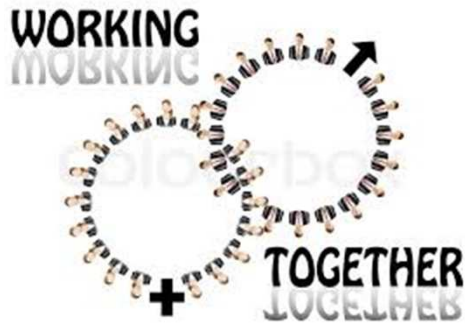
- ❖ Portfolio of 21,535 properties
- ❖ 55% tenants / 45% leaseholders

THH Properties



- ❖ Repairs and Maintenance
 - ❖ Approx 55,000 jobs p.a.
 - ❖ In house engineers and inspectors
 - ❖ Third Party Contractors - Mears, Openview, Precision
- ❖ Servicing and Compliance
 - ❖ 9390 annual gas safety checks
 - ❖ 104 playgrounds
 - ❖ 57 communal boiler houses
- ❖ Budget c£17m
 - ❖ £13m main partnering contract for responsive and servicing
 - ❖ £2m specialised contracts (inc lifts, door entry, CCTV, aerials)
 - ❖ £2m capital (aids and adapts, capital voids)

Continuous improvement - contractors



Partnership working



Stretch Targets



Targeted Improvement



Lessons Learnt

Customer feedback driving innovation



RESIDENT CONSULTATION AND FEEDBACK



SERVICE DELIVERY GROUP



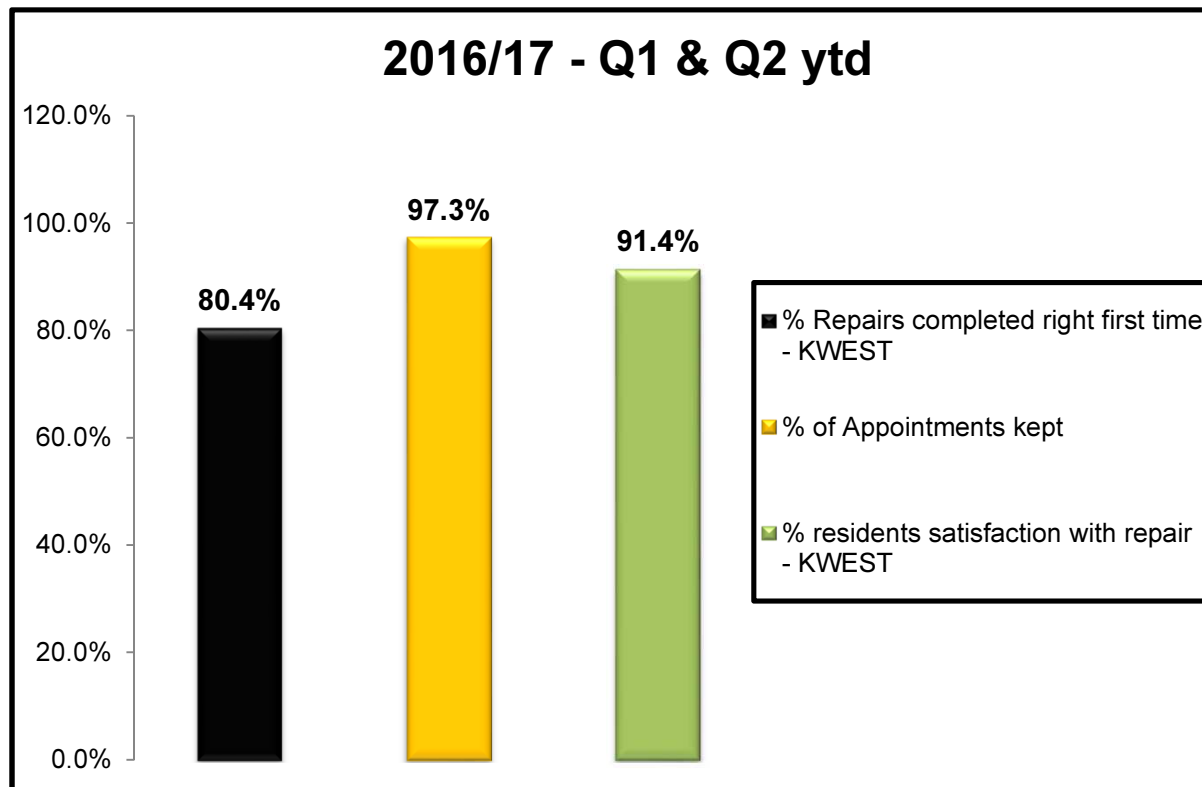
COMPLAINTS



CUSTOMER TASK FORCE

Customer satisfaction indicators

- ❖ BCI/SCI – Business and Service Critical Indicators
- ❖ Improving responsive services



Value For Money and Corporate Social Responsibility (CSR)

- ❖ Value for money
 - ❖ Competitively tendered contracts
 - ❖ Contract review/efficiencies
 - ❖ Strengthened procurement options
 - ❖ Benchmarking through Housemark

- ❖ CSR via MEARS
 - ❖ 12 apprentices from local area
 - ❖ Work placements / careers talks
 - ❖ Neighbourhood fun days
 - ❖ Repair Days
 - ❖ Ad-hoc goodwill gestures
 - ❖ Dora Hall community centre



Current and future development



❖ New in-house repairs contact centre

❖ ICT roadmap – new/improved technology

❖ Self service repairs logging (end to end process)

❖ Online appointment booking

❖ DIY self-help videos

❖ Updated website

❖ Mobile working – inspectors/engineers



Thank you any questions

