

Bringing housing management (THH) services back in-house update

Housing & Regeneration Scrutiny Sub-Committee

December 2024



Background



The transfer was successfully completed on 1 November 2023. There was smooth transition with service continuity and no disruption for residents

Key achievements

- TUPE transfer and induction of c550 staff
- Delivery of comprehensive internal and external comms plan
- Integration of HR, Comms, Finance, Executive Support and Health & Safety
- Review of policies and procedures
- Immediate in-year savings of **£226K** within the 2023/24 financial year.
- Transfer of services and staff onto eight IT systems and transfer of all budgets
- Branding changed from THH to LBTH across multiple areas
- Consistent and inclusive engagement with tenants and leaseholders
- Service reviews of ASB, Youth, Parking and ASB 'front door' merged
- Review of 20+ contracts for termination or novation
- Changes to scheme of delegation.



Key achievements to date



Financial

- Ongoing savings of **£1.7m** to base budgets in Housing Revenue Account (2024/25 – 2027/29)
- Cabinet approved an additional **£140m** to fund Capital Works to improve stock and address building safety issues MTFS.
- Review of c70 contracts with merging of six contracts pursued. Termination of 10 contracts.
- ASB estates team moved to Community Safety team as part of Mayor's Anti-Crime and Disorder Taskforce and Parkguard contract brought in-house and delivered by THEOs following resident consultation, delivering **£300k per annum saving for residents**

Improved Services

- Single specialised Housing Policy, Strategy and Regulatory Compliance division established
- Additional resource and service integration improving complaints performance
- TSM Overall Satisfaction at **65%**, comparing favourably against neighbouring boroughs



Key achievements to date



Strengthened Governance and Assurance

- External audits commissioned from Penningtons and HQN to identify performance and compliance gaps.
- Housing Management Improvement Plan developed and agreed at Cabinet
- New strengthened governance arrangements agreed including establishment of Cabinet Housing Management Sub-Committee.
- Ratification of senior LBTH officers as Responsible Person under Consumer Standards and Health & Safety Lead

Resident Engagement

- Comprehensive review and transfer of THH & Housing Options website pages, considering regulatory standards.
- Tenants' Voice advisory body established
- Tenant and Leaseholder Engagement Strategy agreed by Cabinet



Audits & Self-Referral



- Following insourcing in November 2023 we commissioned external reviews in February 2024 to assess our Housing Management service against the new Consumer Standards
- HQN & Penningtons lead the reviews and are industry experts in this field.
- Reviews covered all aspects of Housing Management, including site visits, interviews with senior members of staff and residents alongside a review our policies, processes and management information
- Two standards where we are potentially non-compliant
 - **Safety & Quality**
 - **Transparency, Influence and Accountability**
- Improvement areas identified around Governance, Data (property and residents), Asset Management (Repairs including handling of Damp and Mould) and Complaints
- In the spirit of self awareness, transparency and co-regulation we self-referred to the RSH
- Engagement with the RSH has been positive and we are awaiting their assessment at the time of writing



Improving Services



Consumer Standards Improvement Plan, Improving **Repairs and Damp & Mould, Complaints, Asset Investment, Data Improvement and Governance.**



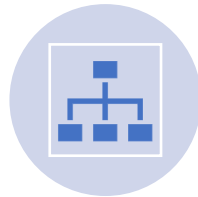
Following integration of ASB teams and in-housing of Parkguard contract, delivery of improvements to the ASB service.



Agree proposals for merging tree contracts and integration of tree specialists within the Public Realm Green Team service.



Agree proposals and complete insourcing of parking enforcement services and integration of parking permit services.



Implementation of new governance and oversight arrangements



Review of Housing Service Centre and improvement plan developed to improve wait times



Launch and delivery of the Tenant and Leaseholder Engagement Strategy



Scenario testing for emergency response to major incident in our housing stock, This will include testing on key areas raised in the Grenfell Inquiry pt. 2.



Questions

