

# east endHOMES

Annual Report 2010-2011



# Aims and objectives

## EastendHomes Mission

“To provide a local housing service which is efficient, gives value for money and meet the needs, priorities and aspirations of all residents”

## EastendHomes Vision

“To achieve the comprehensive regeneration of our estates and to bring about a sustained improvement in the homes and quality of life for residents”

## EastendHomes Values

- We value and support resident involvement
- We recognise and value the commitment and hard work by our staff
- We will always strive to provide the best possible service
- We welcome and support diversity and we are committed to equality
- We want to improve and succeed in all aspects of our work



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# Introduction

2010-11 has been another year of successes, challenges and achievements for EastendHomes. New affordable homes have been built and moved into, existing properties have been improved and hard work has gone into providing high-quality services for residents.

The Annual Report which we presented to all of our residents last year covered the period April 2009 to March 2010. As well as containing information on the services we provide for residents, it described the changes being made to how social housing is regulated in the UK. Since then, the process for setting 'local offers' through consultation has been concluded, and these are included within this year's report as part of the recording of how well we are performing.

Last year's new-look Annual Report received the accolade of being one of only four reports, from a study of more than 250 carried out by the national tenants' associations (TPAS, TAROE, CCH and the NFTMO) to be rated highly, with a maximum overall score. As well as the commitment of our staff, we believe that this was only possible through involving residents in the process of producing the report, both in contributing ideas during the design and production of the report, and in providing comments on draft versions. The focus of the report was to describe to residents how we would deal with matters which they felt were important. If you would be interested in joining the group of residents who provide feedback, please speak to a member of staff at your local housing centre. This year, following feedback from residents, we are featuring more case studies and examples from our estates in this Annual Report.

This Annual Report looks at how we currently provide services and our performance between April 2010 and March 2011. This includes information and figures collected for the performance information produced for our local estate management boards and the Resident Scrutiny Panel, and figures taken from the results of the STATUS survey carried out in the summer of 2010. This is a survey of all our tenants across a range of areas which is used by housing organisations across the country, and was carried out by the National Housing Federation. Results tend to be slightly lower than surveys carried out after using a service (for example the repairs satisfaction survey) as responses rely more on residents impressions rather than experiences of our services. However we believe that both approaches to finding out what you think of our services are important and we will be carrying out a new survey (now known as STAR) later this year. We have also tried to compare ourselves to other local landlords in some areas, and because at EastendHomes we aspire to be the best we can be, we have compared ourselves to the top 25% of our local rivals, rather than the average.

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*Following the publication of this Annual Report we will continue to review our performance against our 'local offers' together with the Resident Scrutiny Panel*

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This year's report includes initial feedback on how we are working to meet the 'local offers' we published in April 2011. This information is designed to meet the priorities of residents, who have told us what the most important services are for them. We recognise, however, that these priorities may change for our residents, which is why 'local offers' are designed to be flexible and will be reviewed regularly. Following the publication of this Annual Report we will continue to review our performance against our 'local offers' together with the Resident Scrutiny Panel, and also to review the offers themselves to ensure that they remain relevant and appropriate in meeting our residents' expectations. Future Annual Reports will contain assessments of how we have performed against our offers for full-year periods.

Each section of this report contains a description of our [service standards](#), describing how EastendHomes delivers services, entitled 'What we do'. Secondly there is a summary of our performance in 2010-11, entitled 'How we are doing'.

For each service we also look at the 'local offers' which have been made relating to that area, and finally we describe the actions which have been taken so far to ensure that we meet those offers. We have included case studies which give examples of events and activities which have taken place in this year, to demonstrate how our actions directly affect our residents.

This report also makes reference to 'local offers' which have been agreed by all Tower Hamlets landlords. Although these weren't included in our Local Offers leaflet, EastendHomes aims to meet all of these as well so that residents of Tower Hamlets can expect to receive a similar level of service whoever their landlord is. These particular 'local offers' are identified as 'The Tower Hamlets Focus' within this report.

I hope you enjoy this Annual Report and find it interesting and useful. We welcome your feedback and suggestions on how we can make sure that the report is relevant and of interest to you. Please feel free to contact us with any suggestions that you may have for future reports. We have worked to keep the language in this Annual Report clear and understandable, however there may be occasions where you would like to check the meaning of a few of the terms used in this Report. When a word or phrase is highlighted [in blue](#), you can check its meaning in the Glossary on page 29.

**Martin Young**

Chair



EastendHomes Chair Martin Young (L) and Vice-Chair Bernard Cameron (R) with the Annual Report 2009-10

# How to access our services

EastendHomes provides locally-based services to our estates across Tower Hamlets.

Through four local housing centres, we provide small teams of officers dedicated to your estate area. They have good knowledge about your area, your problems and your priorities. For each estate area, there is a dedicated housing officer who is your first point of contact for any enquiry relating to EastendHomes' landlord services, and there is also a caretaking manager responsible for each estate.

Our local offices are located at:

### Mile End Housing Centre

38 Wager St E3 4JE  
Tel: 020 8880 7055

### St George's & Glamis Housing Centre

61a Swedenborg Gardens, E1 8HP  
Tel: 0800 028 1587 or 020 7680 8640

### Island Gardens Neighbourhood Centre

137 Manchester Road, E14 3DN  
Tel: 020 7538 2340

### Holland Estate Housing Centre

35 Commercial Street, E1 6BD  
Tel: 020 7 456 6700

All offices are open 9am to 4.30pm Monday to Friday (telephones to 5pm).

Services provided at the housing centres include repairs, parking, tenancy enquiries, new tenancies, anti-social behaviour case investigation, and leasehold management (not service charge payments).

Anti-social behaviour (ASB) cases are investigated by your local housing officer. However EastendHomes also works with a number of partners in our efforts to reduce ASB on our estates, and you can also report ASB 24 hours a day to the Tower Hamlets Council's ASB Hotline on 0800 917 5918.

## Surgery Times

	Mile End	Island Gardens	St George's & Glamis	Holland
Leaseholder Surgeries	1st Tuesday of every month 2pm - 4.30pm	2nd Monday of every month 2pm - 4.30pm	3rd Thursday of every month 9.30am - 11.30am (Glamis) 3rd Friday of every month 2pm - 4.30pm (St Georges)	4th Tuesday of every month 2pm - 4.30pm
Rents Surgeries	Fortnightly Wednesdays 10am - 12noon & 2pm - 4pm	Fortnightly Wednesdays 10am - 12noon & 2pm - 4pm	Fortnightly Tuesdays 9.30am - 11.30am (Glamis) & 2pm - 4pm (St Georges)	Fortnightly Thursdays 10am - 12noon & 2pm - 4.30pm
Lettings Surgeries	3rd Friday of every month 10am - 4pm	1st Monday of every month 10am - 4pm	2nd Tuesday of every month 10am - 12noon (Glamis) & 2pm - 4pm (St Georges)	4th Thursday of every month 10am - 4pm

Telephone enquiries regarding leaseholder service charges and leasehold management issues are dealt with by our Home Ownership Team, based in our Head Office at Tayside House (call 0207 517 4700). Our Home Ownership Team can arrange to see leaseholders by appointment via surgeries at our local housing centres.

Rents arrears and account enquiries are dealt by a specialist team based at Mile End Housing Centre. Tenants are seen by appointment during the daytime and a quarterly evening surgery is scheduled and advertised on rent statements. Although the team is based at Mile End, fortnightly surgeries are held in other housing centres. Each of these surgeries is held alongside independent financial advice sessions carried out by the Bromley by Bow Centre, who can assist residents with financial planning, budgeting and checking their benefits entitlements. If you would like to book an appointment for this free service, contact your local housing centre.

Our lettings advice and property allocation service is based at Mile End and tenants are seen by appointment. Local surgeries are held monthly at each housing centre.

EastendHomes tenants can join the housing list by completing the application form and registering on the Common Housing Register through our Lettings team at Wager Street.

Any other resident living on our estates should join the list by applying directly to

**Tower Hamlets Lettings Customer Service Team**

Albert Jacob House, 62 Roman Road, London E2 OPG

A number of other housing options schemes are available. Contact our Lettings team for more details.

### Written and electronic enquiries

You can also write to us at any of our offices or contact us by email or through our website. For straightforward enquiries we will respond to you within 5 working days and will get back to you within 15 working days for more complex enquiries.

### Text Messaging

You can also contact us by text on 07961 941 584

### Emergencies

Outside normal working hours you can report emergency repairs on **0300 123 0728**.

What you can expect from us and what is expected from you is set out in the Tenants' and Leaseholders' Handbooks, and regular information about additional services and facilities are communicated regularly through our quarterly newsletter, the website and estate notice boards. If you would like another copy of our Tenants' or Leaseholders' Handbook, please contact your local housing centre.

# Resident Involvement

## What we are doing:

- Strong resident presence on the main Board and resident representation across the range of support committees
- Resident members on the Service Review Committee, which monitors performance
- Elected local Estate Management Boards
- An annual residents' open day held to plan priorities for the future
- A Readers Panel who review and comment on material produced by EastendHomes to give resident feedback prior to publication
- Focus groups convened with specialist expertise or interest, for example, groups supporting reviews of specific services, and groups of residents providing feedback on regeneration schemes.
- Attending meetings of community groups, to keep our residents informed and to get feedback from groups of residents
- Mystery shopping arrangements supporting resident feedback on service access and delivery
- Service feedback including questionnaire and surveys, both on specific services as you use them, and regular satisfaction surveys covering all of our services
- Developing a new informal [consultation](#) method, known as Tenant Voices, designed to obtain feedback over the telephone from residents who may not be able to commit the time to attend meetings.

EastendHomes provides opportunities for residents to develop their capacity to review our performance. These include:

- Opportunities for board members to receive training to enhance their skills
- Training of mystery shoppers
- Training of Resident Inspectors so that they know the agreed cleaning and void standards

EastendHomes has engaged [TPAS](#) (the Tenant Participation Advisory Service) to carry out a review of our resident involvement practices, with a view to obtaining accreditation from [TPAS](#) for our involvement arrangements. This will include interviews with residents and an assessor from [TPAS](#) attending some of our board meetings and involvement activities.

The frequency with which estate inspections is carried out has been extended from every six weeks to every eight weeks. More time has been allocated per inspection, which has allowed more things to be considered, including elements which affect fire safety in blocks and on estates.

## CASE STUDY 1



In September 2010 a seaside-themed fun day was held for residents of the Bede estate in Mile End. Activities included a water slide, sand for children to play in, water spouts, a bouncy castle, bungee springs, and the star attraction, several donkeys who entertained both young and old.

This event helped to make local residents familiar with EastendHomes staff, and also provided a fun day which engaged residents with the major regeneration project ongoing on their estate at the time.

## How we are doing:

**68 (approx.) residents** regularly attending local board meetings (across all areas) in 2010/11 (60 in 2009/10)

**156 estate inspections** completed in 2010/11 (208 in 2009/10)

**24% of estate inspections** had a resident in attendance (27% in 2009/10)

**9 Scrutiny Panel Members** recruited and trained

**3 residents** trained on contract procurement in 2010/11

**73% of residents** feel that EastendHomes keeps them informed (**STATUS** 2010)

**53% of residents** feel that EastendHomes takes account of their views (**STATUS** 2010)

### The Local Offer

- We will develop with you and publish a set of standards relating to the operation of our local boards
- We will develop mechanisms for engaging our wider tenant voice
- We will introduce a resident scrutiny panel
- We will deliver a resident empowerment programme

### Meeting the Offer:

- A Resident Scrutiny Panel with 9 members has been recruited, trained and has now started to choose areas which they wish to investigate.
- A Resident Empowerment Programme for the period of August 2011 to July 2012 has been created and published. A range of events is offered to seek to engage residents and provide them with skills for participating on their estates
- Upwards of 100 'voices' have been recruited to our new Tenant Voices scheme, which seeks to obtain feedback from residents on an informal basis.
- We will launch a **consultation** process regarding a set of standards for our local boards.

## CASE STUDY 2



In November 2010 several housing providers in the borough of Tower Hamlets combined to hold the first Star in the Community Awards, a night designed to recognise the exceptional efforts and commitment of residents on Tower Hamlets estates.

Prizes were awarded in a variety of categories to residents from different landlords. Pictured from left to right are David Orr, Chief Executive of the National Housing Federation, Shamina Uddin of EastendHomes, Hasna Begum, prize-winning EastendHomes resident, and Jim Fitzpatrick MP. Mrs Begum was recognised for her contribution to the St George's Women's Growing Project.



**TENANT INVOLVEMENT  
& EMPOWERMENT**

# Customer Service

## What we are doing:

EastendHomes provides a locally-based service. Through local housing centres we provide small teams of officers dedicated to your estates, with good local knowledge of your area, your problems and your priorities.

Whenever we deal with you, we will try to get things right first time. Where we haven't been able to resolve your enquiry on your first contact with us, we will try to resolve your enquiry by the end of the next working day.

If you write to us or e-mail us, we will try to reply within 5 working days or let you know who will be dealing with your enquiry. We will then provide a full response within another 10 working days.

If you phone our offices, we will try to answer your call within 5 rings.

## How we are doing:

**92.0% of correspondence** responded to in target in 2010/11 (87.8% in 2009/10)

**109,254 telephone calls** answered in 2010/11 (130,293 in 2009/10)

**91.8% of calls answered in target** in 2010/11 (93.8% in 2009/10)

**63% of residents** find it easy to get through to the right person when they contact EastendHomes ([STATUS 2010](#))

**73% of residents** find staff helpful when they contact EastendHomes ([STATUS 2010](#))

### The Local Offer:

- We will introduce a new induction process for our staff, with an emphasis on repairs and maintenance
- We will set targets for customer service performance

### Meeting the Offer:

- A new induction programme has been drawn up, which focuses on the correct raising of repairs. This has been carried out for all existing staff as well as new staff members
- Targets for customer service performance are in place, and are to be reviewed by the Resident Scrutiny Panel

## CASE STUDY 3



EastendHomes staff members **Mickey Agius, John Aggrey and Ade Baderin** were given Customer Care Awards in April 2010 in recognition of their actions following two incidents on the St George's estate.

One evening, Ade was preparing to go home when he heard screaming and shouting. A resident who he had just spoken with at the concierge office had been attacked and was injured. Ade came to the rescue of the resident and alerted the police. Mickey Agius arrived on the scene and along with John Aggrey they blocked the exit of the attacker and kept the exit closed until the arrival of the police.

On the following evening whilst on duty at Hatton House, John Aggrey was alerted by Mickey Agius that there was a fire on the balcony of a property at Shearsmith House. John, Ade and Mickey alerted residents, many of whom were asleep and helped prevent the fire from spreading and kept things under control until the Fire Brigade arrived.

If you experience an excellent piece of customer service which you think should be recognised, please write to us or speak to your local housing centre manager.

# Complaints & Compliments

Of the 86 complaints received in 2010/11, exactly half (43) had a learning outcome recorded, an action which EastendHomes would take to mitigate against such an incident recurring. In the other cases, either a learning outcome was not recorded or it was felt by the staff reviewing the complaint that no action could be taken to prevent a recurrence.

## What we are doing:

Complaints or compliments can be made in person, in writing, by phone or through our website.

Complaints are a formal expression of dissatisfaction with our services through which we can use customer feedback to shape improvements to our services.

When you make a complaint at the initial stage (Stage One), we will respond within ten working days, or let you know if there is a delay which will require a later target date for a response to be set. When you have received the response to your complaint, if you are still unhappy, you can ask that the findings are reviewed further through the next stage of our internal complaints system. At Stages Two and Three, we will respond within fifteen working days. When your complaint has been through our internal system, if you still wish to, you can refer your complaint to the Housing Ombudsman.

Resident involvement in the complaints process has been embedded since the inception of the organisation and resident board members have been routine members of the final review panel within the complaints process. As the complaints process was highlighted for review within the 'local offer' consultation process, the policy and procedure were revised in January 2011 and resident involvement was expanded by strengthening the measures taken to ensure that independent residents participate in the final stage of our complaints process, for the most serious cases.

## How we are doing:

**94 complaints received** in 2010/11 (86 in 2009/10)

**94% of complaints responded to** in target in 2010/11 (95% in 2009/10)

**49% of residents** responding to the question stated that they were happy with the EastendHomes complaints procedure

We received **26** compliments during 2010/11. (16 in 2009/10)

## Complaints by area

Themes	Total
ASB	2
Capital Works/ Regeneration	14
Estate Services	1
Lease / Service Charge	4
Lettings	2
Parking	12
Rents	2
Repairs	42
Staff conduct	10
Other	5

## The Local Offer:

- We will streamline our complaints process

## Meeting the Offer:

- In January 2011 a new complaints policy was agreed by the EastendHomes Board, which reduces the process from 4 stages to 3, shortening the overall process. We also reduced the response time at Stage One to ten days.
- The Resident Scrutiny Panel have agreed to nominate members to participate in Stage 3 complaints panels, if resident Board members are not available, to ensure that a resident is always involved in the final stage of the internal EastendHomes complaints process.



**TENANT INVOLVEMENT  
& EMPOWERMENT**

# Meeting your needs

## What we are doing:

EastendHomes has carried out a profiling exercise which tries to find out if individual residents need services provided in a specific way. For example, if you tell us that you have a sight impairment, we will try to contact you with large text or to explain written communication to you over the phone. Any information we have obtained about your needs has been recorded so any staff member who contacts you will take your needs into account. When you speak to our staff members, please check that we hold correct and up-to-date information about how you want services provided, and let us know if a staff member gets it wrong.

EastendHomes also uses profiling information to ensure that policies, procedures and services do not have an adverse impact on any members of our communities, and [Equality Impact Assessments](#) are carried out in each policy area as it is reviewed. Some residents have been trained to assist us in this review process.

We also work with a range of partners who provide support services, if you need help sustaining your tenancy or in carrying on your day-to-day life. The first point of contact to access support services is your local housing centre. Our partners include Positive Pathways for general support, Housing Link for mental health issues, and the Bromley by Bow Centre for financial issues. All of these support services are free and can be accessed by both tenants and leaseholders. Contact your housing officer if you need help with a referral.

## How we are doing:

**85.8% of tenants** - Profiles received as at April 2011 (81.1% in April 2010)

**940 properties** with residents with service delivery tailored to their needs (940 in April 2010)

**37 households** on the Safe & Well scheme as at April 2011 (39 in April 2010)

**65% of residents** were satisfied with the support given to vulnerable tenants ([STATUS](#) survey 2010 excluding no opinion / neither)

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### The Local Offer

- We will encourage you to let us know your details, so we can supply services in the way best suited to you
- We will have a Bengali speaker in every local office
- We will provide you with copies of communication in different formats on request

### Meeting the offer:

- New tenants are encouraged to complete a Resident Profile Questionnaire, and in the coming months a new questionnaire will be sent to all households to ensure that we keep your records up-to-date
- A Bengali speaker is present in every local office, unless staff unavailability makes this impossible
- All of our leaflets and publications contain a standard text advertising that translations and alternative formats are available

# Regenerating your estates

## What we are doing:

During the past year the EastendHomes regeneration programme has continued to invest in our homes. By the end of the programme tenants on all estates will have a decent home, upgraded estate facilities, communal areas will be improved and a significant number of new affordable homes for rent will be provided. The programme has been ongoing since the first transfer in April 2005 and is likely to run for a further 5 years.

To date EastendHomes has invested around £81m in estate regeneration, improvement and new homes. The total planned investment over the lifetime of the programme will be around £133m.

Work has largely been completed on the regeneration of the British Street estate and further schemes are underway at St Georges, Bede and Eric/Treby estates. In addition to modernisation and improvements to EastendHomes stock on these estates 180 new affordable homes for rent are being built.

Elsewhere, following completion of [consultation](#) and scheme development proposals, a planning application has been submitted for the Island Gardens regeneration scheme and work is nearing conclusion at Glamis estate in preparation for submission of a planning application later this year.

There is also good news for the Holland Estate where the regeneration scheme is now underway following delays produced by the need to revise the funding arrangements with the HCA.

The majority of EastendHomes stock (82%) meet the governments 'Decent Homes Standard' and with the completion of the St Georges Estate regeneration scheme, which is currently on site, all EastendHomes properties will meet the standard by 2012.

As of March 2011, EastendHomes has installed

- 1601 new kitchens;
- 1621 new bathrooms;
- 756 new heating systems;
- 1,287 new front doors
- 557 homes have been rewired.



**TENANT INVOLVEMENT  
& EMPOWERMENT**

# Regenerating your estates continued

Alongside the ongoing works to our existing stock the Eastend Homes new build programme continues to progress and the EastendHomes new build programme of 347 new affordable rented homes is detailed below.

- 30 homes completed (24 on British Estate 6 on Bede)
- 180 homes currently on site (76 Bede, 54 St Georges, 50 Eric)
- 137 homes proposed in the forward programme (The Island and Glamis)

## How we are doing:

During 2010/11 EastendHomes **spent £13m** on the Major Works improvement programme. **Decent Homes Standard** compliance rose from **80% to 82.4%**.

**To date, EastendHomes has invested over £81m** in estate regeneration, improvement and new homes. The total planned investment over the lifetime of the programme will be around £133m.

**In 2010/11**, the average **SAP** rating for EastendHomes properties remained constant at **61**. Our target is to increase this to 70.

**68% of tenants** are satisfied with their neighbourhood as a place to live (**STATUS 2010**)



## CASE STUDY 4

John Riley House is one of projects to provide new homes through our regeneration programme. This new block of 16 new affordable homes was opened by Jim Fitzpatrick MP and named after John Riley, a councillor who served for many years in the borough and was a former Mayor. Some of these properties were allocated to existing EastendHomes tenants who were able to move into brand new homes.

This block will form part of a final total of 82 new affordable homes on the Bede estate and is accompanied by a range of estate improvements and repairs.

## The Local Offer:

- We will hold consultative days and pre-scheme meetings to discuss proposed works with you before they start
- You will be advised by letter prior to the start of works
- The Resident Liaison Officer will visit you prior to the start date
- We will make sure that you know the name of the person within EastendHomes who you can contact to discuss works in your home or on your estate
- We will ask you how we can improve the way we delivered the works to your home
- We will offer you a choice of colours or finishes wherever possible

## Meeting the Offer:

- EastendHomes has a named Project Manager who supervises the Decent Homes and regeneration programme for each estate
- Letters are sent out prior to the commencement of works to keep residents informed and to advise them of anything which may affect their homes
- Satisfaction surveys are sent out following the completion of works programmes, and the feedback we receive from these is used to help us with the delivery of future works
- A range of colours and finishes is agreed with our partner contractor for each scheme following **consultation** with local residents

## Area Project Manager Telephone Numbers

### Glamis Estate

Steve Russell 020 7456 6728

### Holland Estate

Zoe Woodward 020 7456 6719

### Isle of Dogs Estates

Graham Forster 020 7456 6722

### Mile End Estates

Andy Osborne 020 7456 6717

### St Georges Estate

Rob Hannabuss 020 7456 6723

# Responsive Repairs

## What we are doing:

EastendHomes provides a **responsive repairs** service via a mixture of external contractors and an internal handyman service. This includes work such as plumbing, carpentry, electrical works, finishing (plastering etc.), metalwork, paving and so on. When a repair is issued it is given one of three priorities:

Priority	Target Time
Emergency	24 hours
Urgent	7 calendar days
Routine	28 calendar days

In April 2011 new contractors were appointed for the responsive repairs contracts. The contract has been set up so that residents can enquire about the progress of repairs through their local housing centre.

For more information on repairs priorities, and how the service works, see our 'Repairs' leaflet, available from your local housing centre.

## How we are doing:

**10,916 repairs** completed in 2010/11 (9686 in 2009/10)

**97% of repairs** completed in target 2010/11 (97% in 2009/10)

**97% of repairs** appointments kept 2010/11 (96% in 2009/10)

**76% satisfaction** with the repairs service 2010/11 – responses to surveys issued following each repair completed

**69% of residents** responded to the **STATUS** survey 2010 that they were satisfied overall with how EastendHomes deals with repairs and maintenance

## The Local Offer:

- When you report a repair you will always be provided with a reference number
- We will introduce 2-hour appointment slots for when you request a non-emergency repair inside your home
- We will seek to ensure that at least 65% of repairs are completed on the first and only visit to your home

## Meeting the Offer:

- A new repair receipt has been introduced which contains a reference number, making it easier for you if you need to follow up your repair requests
- 2-hour appointment slots have been introduced on all of our estates for non-emergency repairs in your property
- Measures are being introduced in partnership with our new repairs contractors to monitor repairs being completed on the first visit to your home

## The Tower Hamlets focus:

### An agreed % of appointments to be made and kept

EastendHomes aims to keep 97% of appointments. Performance is reported to our Board and to the Resident Scrutiny Panel

### There should be a minimum satisfaction rating for each Social Landlord

EastendHomes sets targets for satisfaction with the quality of a repair, and overall satisfaction with the repair service. For every repair completed, the resident receives a follow-up phone call to ask them about their experience of the service

### There should be regular feedback on costs and there should be benchmarking on performance and costs between landlords – performance should include qualitative information as well as quantitative i.e. resident satisfaction levels.

EastendHomes is meeting with other landlords in Tower Hamlets to compare our costs and performance

	% Repairs Completed in Target All Priorities	Appointments Made as % of Appointable Jobs	% Appointments Kept
Local Peers (top 25%)	98.70%	99.36%	99.13%
EeH	97%	98%	97%



**HOME**

# Gas Servicing; Aids & Adaptations; Fire Safety

## What we are doing:

EastendHomes works with the local authority to provide an effective [aids and adaptations](#) service to our residents. EastendHomes has a specific budget for these works and also uses the [Decent Homes](#) Programme to provide tailored adaptations for existing tenants, and to design new homes to match the specific needs of applicants requiring adapted housing.

EastendHomes also carries out gas servicing works, including meeting our legal obligation to carry out an annual boiler service and obtain a safety certificate for gas boilers, known as a [CP12 certificate](#), in all tenanted properties.

EastendHomes have carried out annual fire safety inspections on all of our blocks. These are routinely reviewed and this information is being shared with the Resident Scrutiny Panel. Residents can have the Fire Brigade visit their home to carry out a safety inspection and provide advice on staying safe.

For more information on these services, see the leaflets 'Fire Safety', 'Aids & Adaptations' and 'Gas Safety', available in your local housing centre and on [www.eastendhomes.net](http://www.eastendhomes.net), or ask us for further details.

## How we are doing:

**Properties with valid CP12** - 98.45% as at 31st March 2011 (99.75% as at 31st March 2010. Top 25% of local peers achieve 100%)

**1588 CP12 inspections completed** 2010/11 (1600 in 2009/10)

**95% of respondents satisfied** with gas safety inspection (99% in 2009/10)

**2010/2011 Performance** - Aids and adaptations – 14 completed and 86% in target. 100% satisfied (7 responses)

### The Local Offer:

- We will arrange an annual inspection before your current gas safety certificate expires
- We will continue to set targets and monitor performance on aids and adaptations

## CASE STUDY 5



EastendHomes has organised a programme of Action Days which seek to raise awareness of actions which residents can take to help to keep their estate tidy and safe. Following a fire caused by rubbish being left on a balcony, an Action Day took place where EastendHomes caretaking staff undertook a thorough clean-up of the area, whilst at the same time housing management staff accompanied by firemen from the London Fire Brigade spoke to residents about the importance of keeping communal areas clear.



**HOME**

### Meeting the Offer:

After our gas safety performance fell below our expected standards last year, we have appointed a new contractor to cover all of our estates who have had a very good record on our Mile End estates previously, and we are seeing improvements already. We are working with the Council to continue to provide an adaptations service to allow our residents to stay in their homes despite the cuts to government funding.

## Letting you a home

### What we are doing:

EastendHomes is a full partner of the Tower Hamlets Common Housing Register and Lettings policy which is [choice-based](#). We and our landlord partners work together and advertise all available properties in the residents' weekly newspaper East End Life. Once your transfer application is assessed and verified, you can register your interest by 'bidding' for any suitable property advertised regardless of landlord. When the advert date expires a shortlist is created and the property is allocated to the most suitable household with the highest housing priority. You can bid for as many advertised suitable properties as you choose. If you refuse an offer of alternative accommodation your application will remain live.



We recognise the difficulties that families experience when their home is too small, therefore EastendHomes operates an overcrowding reduction initiative and will endeavour to make one direct offer of accommodation to all EastendHomes tenants needing larger accommodation. Offers are made to those families who have been registered to move for the longest time, and to maximise transfer potential, it is necessary to limit allocations to one offer per household. If an offer is refused unreasonably a second offer will not be made but this will not affect the status of your existing application and applicants can continue to be eligible for offers via the Common Housing Register.

EastendHomes regularly submits information about its lets to [CORE \(Continuous Recording of lettings and sales\)](#) to ensure that our lettings practices and policies are fair and transparent.

For more information on the bidding process or lettings policy, speak to a member of our Lettings team or see our 'Housing Options' leaflet, available from your local housing centre.

# Letting you a home continued

## How we are doing:

In 2010/11, there were **47 live** EastendHomes tenants re-housed through the Common Housing Register. **19** of these households moved into other EastendHomes properties, and **5** of these were allocated new build homes

**63% of EastendHomes** tenants on Common Housing Register satisfied with lettings advice received in 2010/11 (this compares to 56% of tenants from all RSLs).

**124 properties let** in 2010/11 (137 in 2009/10)

**12.9 days average turnaround time** between tenancies. (17.9 days in 2009/10)

**72%** of tenants were satisfied with the condition of their new property in 2010/11 (76% in 2009/10)

Void Turnaround Times (Days)	
<b>Local Peers</b> (top 25%)	15.95
<b>EastendHomes</b>	12.9

### The Local Offer:

- We will continue with our overcrowding reduction strategy
- A small percentage of empty properties annually will be set aside for the sons and daughters of under-occupiers
- We will introduce an internal exchange scheme

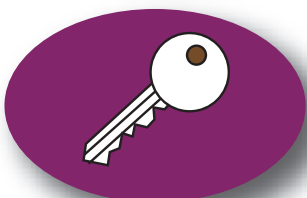
### Meeting the Offer:

- Offers continue to be made under our Overcrowding Reduction Initiative, which has seen the longest time that any EastendHomes tenant has been waiting for a 3-bed property decrease by 2 years
- The new lettings policy introduced in Tower Hamlets in October 2010 allows for a proportion of properties to be allocated to the sons and daughters of under-occupiers, and EastendHomes is taking steps to introduce this
- EastendHomes is putting in place measures to introduce an internal exchange scheme, and is also promoting the national HomeSwapper scheme

## CASE STUDY 6



Ms B is a wheelchair user and was the under-occupier of a 3 bedroom 4 storey town house. An uncompleted newly built property at Bunwell House was identified by Telford Homes' Site Manager and assessed by the EastendHomes Project Manager in conjunction with the Council's Occupational Therapy team. By implementing the recommendations of Occupational Therapy before the home was completed, Telford's were able to achieve cost-effective changes. The end result is a fantastic life changing bespoke adaptation - Ms B had been restricted to the use of 1 floor in her previous home. Tower Hamlets Council assisted Ms B through the process, including arranging her removals. Ms B is very happy with her new property which has ramped access, a private outdoor space with patio and adjustable kitchen work surfaces. She also has a wet room shower facility and storage with a charging point should she require a motorised vehicle in the future



**TENANCY**

# Your Tenancy

## What we are doing:

EastendHomes offers all successful housing applicants an assured tenancy.

EastendHomes has reviewed and will continue to review the potential use of starter tenancies as a tool in resolving and preventing anti-social behaviour. At the start of a tenancy EastendHomes will provide all new tenants with the necessary information to enable them to effectively maintain their tenancy with us. This includes a DVD with help and information about living on an EastendHomes estate, and the offer of a Moneywise financial 'health check' at the start of the tenancy.

EastendHomes operates a tenancy audit programme where random identity and occupation checks are undertaken on a proportion of our stock each year. The programme of tenancy audits has seen action taken against 3 households where unauthorised occupants were identified in recent months. We are also working to introduce a programme of audits for our leasehold properties.

**EastendHomes will not be offering any tenancies under the new 'Affordable Rent' regime introduced by this Government, with rents set at up to 80% of the market rate.**

EastendHomes works with a range of specialist support and advice agencies to ensure that you are offered the assistance you require and that eviction is always used as a last resort.

## How we are doing:

**4 evictions** in 2010/11 (3 in 2009/10)

As of end of March 2010 there were approximately **15** residents receiving support from the Positive Pathways tenancy support service

**17 people referred for specialist debt advice** in 2010/11 (9 in 2009/10), and a new partnership introduced for 2011/12 which has already seen a large increase in the number of residents receiving help

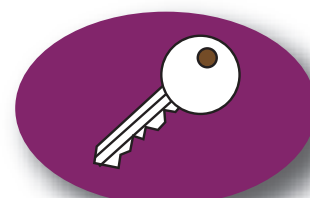
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### The Local Offer

- All new tenants will be offered a financial 'health check' at sign-up

### Meeting the Offer:

- A new partnership with the Bromley by Bow Centre has been introduced which includes offering all new tenants a Moneywise session as part of the sign-up process. In the first few months of this partnership a rise in the number of residents receiving free, independent advice has already been seen
- The sign-up procedure has been reviewed to ensure that it covers all the areas which are most important for residents



**TENANCY**

# Rents

## What we are doing:

EastendHomes rent increases are applied annually on the first Monday in April. Rent increases are calculated to the 'target rent' formula (Retail Price Index (RPI) at the previous September, +0.5% ±£2) as set by the Government. This limits how much rents can be changed in any year. Generally our rents are lower than the target rents set by the Government.

EastendHomes also works to collect all the rent due and to keep the level of arrears low. Intervening early in cases of arrears can help residents by providing specialist support and guidance before arrears are able to build up.

## How we are doing:

EastendHomes has some of the lowest rents in the Borough.

The table below compares EastendHomes' average weekly rents to those of four other social landlords within Tower Hamlets.

Property Type	EEH Average (£) weekly rent	Landlord A (£)	Landlord B (£)	Landlord C (£)	Landlord D (£)
Bedsit	71.67	69.22	66.08	67.72	74.69
1 bed	80.53	84.24	77.74	83.35	75.87
2 bed	91.56	97.13	89.30	96.90	85.29
3 bed	102.95	114.76	101.58	112.11	104.31
4 bed	114.94	126.88	114.26	130.62	114.04
5 bed	121.59	134.74	132.69	138.40	127.43
6 bed	132.49	139.62	135.26	141.17	118.09

**99.43% of rent collected** as at last Housing Benefit week in 2010/11 (97.43% in 2009/10)

### The Local Offer:

- We will set targets and monitor rent collection performance
- Before sending you any letters regarding rent arrears, we will check that Housing Benefit payments are not due which would clear those arrears

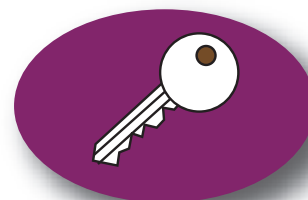
### Meeting the Offer:

- Rent collection performance is being monitored and is amongst the information provided to the Resident Scrutiny Panel
- Rents Arrears Officers routinely check that Housing Benefit payments due will not clear arrears before sending letters to tenants who are in arrears

### Total Arrears % for all Current Tenants

**Local Peers** 3.79%  
(top 25%)

**EastendHomes** 4.83%



**TENANCY**

# Dealing with Anti-Social Behaviour

## What we are doing:

EastendHomes has signed up to the Tower Hamlets Partnership Anti-Social Behaviour Pledge. This includes a commitment to a number of actions and goals, including:

- Providing access to report anti-social behaviour, by phone, email or website.
- Providing you with regular updates at every stage of your case on actions taken or developments by arranging a meeting, or contacting you by telephone or letter.
- Offering you clear advice about the support options available to you.

You can find more information about the Tower Hamlets Partnership Anti-Social Behaviour Pledge via [www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk), and EastendHomes also produces our own leaflet on the service, 'Anti-Social Behaviour', available from your local housing centre.

## How we are doing:

There has been an improvement in how satisfied residents are telling us that they are with how their cases are handled and the outcome of their case. An EastendHomes officer during the investigation of a case makes regular weekly calls to complainants to keep the resident informed of progress. Cases are reviewed by the ASB Performance Manager if dissatisfaction is expressed.

**214 instances of ASB** reported to EastendHomes in 2010/11 (278 in 2009/10)

**75% of respondents** were satisfied with the outcome of their ASB case in 2010/11 (68% in 2009/10)

**75% of respondents** were satisfied with the handling of their ASB case in 2010/11 (68% in 2009/10)

**52% of residents** stated that they were satisfied with the advice given by provided by staff when they reported a case of anti-social behaviour ([STATUS 2010](#))

### The Local Offer:

- If you report a case of ASB, we will contact you at least once a week to keep you updated of progress
- We will agree an action plan with you if you report ASB, including considering the likely results from the outset
- We will actively participate with partners to resolve ASB affecting our residents and estates

### Meeting the Offer:

- Calls are made weekly during ASB cases to the complainant
- Under the ASB procedure officers let complainants know the likely outcome of their complaint at the start, including laying out the likely possible outcomes and what actions may be taken if the allegations are found to be substantiated
- EastendHomes works with our housing providers and Safer Neighbourhood Teams to identify areas and trends in ASB in the borough

### The Tower Hamlets focus:

There should be full information online about what can be done about ASB and what the stages are when a complaint is investigated.

There is a section dedicated to ASB under the 'Contact Us' area of the EastendHomes website, which explains how cases are investigated as well as how incidents can be reported.

### The Local Offer:

- If you report a case of ASB, we will contact you at least once a week to keep you updated of progress
- We will agree an action plan with you if you report ASB, including considering the likely results from the outset
- We will actively participate with partners to resolve ASB affecting our residents and estates

### Meeting the Offer:

- Calls are made weekly during ASB cases to the complainant
- Under the ASB procedure officers let complainants know the likely outcome of their complaint at the start, including laying out the likely possible outcomes and what actions may be taken if the allegations are found to be substantiated
- EastendHomes works with our housing providers and Safer Neighbourhood Teams to identify areas and trends in ASB in the borough



**NEIGHBOURHOOD  
& COMMUNITY**

# Keeping estates clean

## What we are doing:

EastendHomes carries out a 7 day per week caretaking service, with a full estate-based service Monday to Friday, a further service on Saturday, and mobile teams on Sunday who work to a schedule and also respond to messages left on a reporting service. All teams work to a schedule for completing tasks so that all blocks receive a standard service on a regular basis. EastendHomes keep records of all completed cleaning and gardening works and grade all works completed with the assistance of trained residents.

## How we are doing:

**29,814 areas inspected** in 156 estate inspections in 2010/11 (36854 areas in 208 inspections in 2009/10)

**99.8% of external areas** graded A-B in 2010/11 (99.8% in 2009/10)

**99.8% of internal areas** graded A-B in 2010/11 (99.1% in 2009/10)

**24% of estate inspections** with a resident in attendance in 2010/11 (27% in 2009/10)

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## The Local Offer:

- We will provide training for any residents who wish to join in with [estate inspection gradings](#)
- We will continue to provide a 7-day-a-week caretaking service
- We will provide a full [estate inspection](#) programme on block and estate noticeboards

## Meeting the Offer:

- New training sessions for residents interested in taking part in [estate inspection](#) have been included in the Resident Empowerment Programme.
- A 7-day per week caretaking programme is in place on all EastendHomes estates
- Local offices are working to keep noticeboards up-to-date with inspection schedules. Inspection timetables are also available on the EastendHomes website



# Value for Money

## What we are doing:

Achieving value for money in service provision is about achieving the right balance between cost, performance, and resident satisfaction. EastendHomes operates a Service Review programme in which services are analysed on a rolling basis to identify good practice and ways we can improve.

These reviews include comparison (**benchmarking**) with other organisations on cost and performance to identify efficiency and potential savings/improvements which can be made.

EastendHomes targets community facility funding to complement service provision already in place and redress gaps in local options for community activities. For example, EastendHomes has partnered with Sure Start to provide a community centre on the Bede estate which will be completed in 2012.

EastendHomes has adopted a Value For Money Strategy which looks at a range of service areas with a view to reducing cost while improving or maintaining service level. This Strategy will be reviewed by our Resident Scrutiny Panel.

### The Local Offer:

- Our services will be reviewed by the Resident Scrutiny Panel for Value for Money
- We will consult with residents periodically to establish your priorities for spending
- We will present our Value for Money Action Plan to the Resident Scrutiny Panel
- We will review the way in which service charges are apportioned to homeowners

### Meeting the Offer:

- The Resident Scrutiny Panel has been established and part of their review of services takes into account Value for Money obtained
- The **STATUS** survey in 2010 asked which services were most important to residents. The three most important services identified were repairs and maintenance; dealing with anti-social behaviour, and the quality of their home.
- A new revised Service Charge statement has been produced which aims to be easier to understand, and to set out clearly how charges have been calculated

### The Tower Hamlets Focus:

**All Social landlords will set up an independent resident led Contractor Monitoring Board which will meet regularly to review information on costs and performance on all repairs and Estate Service Contracts. It would be a requirement of the contract that contractors must attend these meetings as required.**

Performance and cost information is regularly presented to EastendHomes Boards, and to the Resident Scrutiny Panel. Contractors have attended local board meetings when asked to by the boards

**All residents will have the right to make representations (with support) at Contractor Monitoring Board to challenge costs and performance.**

Observers are able to attend local board meetings to which contractors have been invited

**At least three trained residents should be involved in the repairs and estate services procurement process.**

Three residents were trained to take part in the contractor selection process for the General Build repairs contracts which started in April 2011

**All landlords must give their residents regular information on how money is spent on all services for their block (tenants as well as leaseholders). There is a perception that leaseholders are better informed than tenants on what has been spent.**

This EastendHomes Annual Report contains charts showing where each £1 that EastendHomes receives comes from, and where each £1 that EastendHomes spends is used

**All landlords will benchmark their caretaking costs with other social landlords in the Borough and will publish the results to residents.**

EastendHomes works with other landlords to compare our costs in areas such as caretaking to ensure that value for money is achieved.

**Landlords should try to incorporate choice where possible so that residents who want to pay for a better offer e.g. a better kitchen or bathroom can do so.**

Offering a range of finishes is an offer EastendHomes has made as a result of our regeneration programme.



**VALUE FOR MONEY**

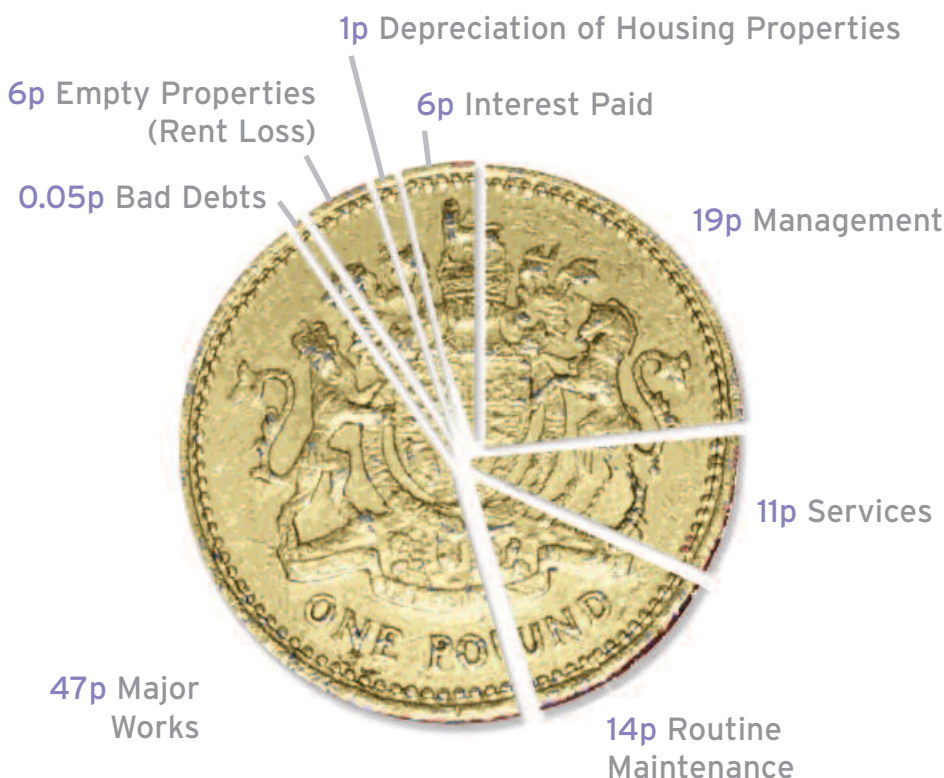
# Value for Money

How we are doing:

## Where every pound comes from 2010/11



## How every pound is spent 2010/11



**Management:** Includes all salary costs and overheads across EastendHomes

**Services:** Direct costs (other than salaries) of providing services such as caretaking, communal repairs, landlord lighting and heating etc.

**Routine maintenance:** Direct costs of responsive repairs and gas maintenance services to our tenants and void properties only

**Major Works:** Direct costs of delivering our refurbishment programme

**Bad debts:** Provision for bad debts e.g. former tenant arrears

**Depreciation of housing properties:** Write-down value for physical wear and tear of all fixed assets e.g. heating and door entry systems

**Empty Properties (Rent Loss):** Rent lost during periods when potential tenanted properties and parking facilities were empty

**Interest Paid:** Interest costs on loan borrowings to finance our refurbishment programme

# Governance & Financial Viability

## What we are doing:

As a social housing provider EastendHomes has adopted the [National Housing Federation \(NHF\) Code of Governance](#). We have set clear roles and responsibilities for the Main Board and their subsidiary committees.

Each year EastendHomes assesses our compliance with the [NHF Code of Governance](#) and we largely comply: due to our local estate-based structure we have slightly more board members than the recommended maximum, and as a consequence the [quorum](#) is different. We feel that this minor difference is justified to support our emphasis on resident involvement in governance.

We complete an annual assessment of the key competencies of our board members and a skills audit, and base our recruitment drive for new members on any skills gaps identified, as well as supplying training for existing members.

We undertake internal and external audits of our services. EastendHomes submits regulatory returns competently and on time.

The EastendHomes Board has adopted a probity policy which ensures that all of our activities relating to governance, employment and allocations demonstrate integrity, accountability and transparency in decision-making.

Given the current economic climate, EastendHomes has completed regular reviews to check the ongoing sustainability of our investments and prudent scheduling of planned works has allowed us to minimise unplanned early use of arranged credit facilities. Our business plan is regularly reviewed by EastendHomes staff and with our funding partners to ensure that our investment plans are viable and realistic.

The Finance and Audit Committee meets quarterly to review EastendHomes' financial performance, and an Annual Report with risk mapping is presented to the EastendHomes Board.



**GOVERNANCE &  
FINANCIAL VIABILITY**

## Governance & Financial Viability continued

### How we are doing:

Constructed as it is from a range of professional independents and residents, we believe that our Board collectively have the range of skills and is equipped to provide an effective steer and challenge to the EastendHomes executive team.

EastendHomes' Board undertakes a regular assessment of risk which may impede business activity and ensure that appropriate corrective action is taken where necessary.

### The Local Offer:

- We will carry out an annual skills audit of board members and training will be offered
- We will continue to ensure that residents form a strong voice on the Board
- We will publish Financial Statements in our Annual Report to you every year
- We will monitor our compliance with the National Housing Federation's Code of Governance so that you know we are acting properly

### Meeting the Offer:

- All board members have an annual appraisal, part of the purpose of which is to identify any skills gaps so that training can be offered
- Residents continue to form a key part of the Board with members sought from each estate where a vacancy arises
- Financial Statements for 2010/11 are included in this Annual Report
- Compliance with the National Housing Federation's Code of Governance forms a key part of EastendHomes' governance checking process

2010-11 Annual Internal Audit Review by TIAA	Level of Assurance Found		
	Substantial	Reasonable	Limited
Treasury and Banking	✓		
Nominal Ledger	✓		
Lettings and Voids	✓		
Governance – Regulatory Framework	✓		
Budgetary Control		✓	
Insurance Arrangements		✓	
Value for Money (VFM) Arrangements		✓	
<b>2010-11 Annual External Audit by Beever &amp; Struthers</b>			
Interim Audit –Feb 2011	✓		
Final Audit – May 2011	✓		

EastendHomes' Financial Statements for 2010-11 are included within this Annual Report.



**GOVERNANCE &  
FINANCIAL VIABILITY**

# Summary Accounts to 31 March 2011

## Income and Expenditure Account

	2011 £'000	2010 £'000
Turnover	14,279	15,002
Operating Costs	(12,711)	(12,040)
Operating Surplus	1,568	2,962
Surplus on sale of housing properties	682	0
Interest receivable and similar income	19	21
Interest payable and similar charges	(1,610)	(1,292)
Surplus for the year	659	1,691
Taxation	-	(9)
Revenue reserves at beginning of year	11,292	9610
Revenue reserves at end of year	11,951	11,292

# Summary Accounts to 31 March 2011

## Balance Sheet

	2011 £'000	2010 £'000
Tangible fixed assets		
Housing Properties	108,963	102,853
less:		
Capital grants	(29,331)	(28,178)
Other grants	(26,255)	(32,580)
Depreciation	(3,222)	(2,161)
	50,155	39,934
Other tangible fixed assets	1,023	1,106
	51,178	41,040
Current assets		
Debtors	2,806	3,255
Cash at bank and in hand	3,862	7,707
	6,668	10,962
Creditors: Amounts falling due within one year	(12,389)	(8,333)
Net current (liabilities)/assets	(5,721)	2,629
Total assets less current liabilities	45,457	43,669
Creditors: Amounts falling due after more than one year	32,895	31,766
Provision for liabilities and charges	846	4,669
Capital and reserves		
Non equity share capital	-	-
Income & expenditure account	11,716	7,234
	45,457	43,669

## Comment

During 2010-11 EastendHomes invested £13.0 million in our residents' homes as part of our promised Major Works programme. To date EastendHomes has invested £81.1million out of a £133 million programme.

To ensure that sufficient funds are always available to finance the future elements of the promised major works programme EastendHomes will continue to apply its policy to collect rents and service charges as they fall due and to minimise arrears.

# Meet your Senior Management Team

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## Chief Executive

### Paul Bloss

I have worked in housing for over 30 years, much of that time in Tower Hamlets in a range of senior positions. My commitment always has been, and remains, to involve tenants in developing and improving housing services and in the regeneration of our estates. I am a Fellow of the Chartered Institute of Housing and an independent board member of a community-based housing association in South East London.

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## Director of Housing

### John Henderson

My interest in Housing came out of my town planning degree and I was lucky enough to secure a housing position with Tower Hamlets Council in the early 1980s on the completion of my course. I have worked in a range of housing areas including Homeless Persons, Estate Management, Technical Services, Strategy and Policy. As an employer LBTH were supportive and encouraged me to complete my Chartered Institute of Housing professional qualifications and an MSc in Business Information Technology which I took at Middlesex University. I was appointed as the Director of Housing for EastendHomes in 2005 and have enjoyed ever since the daily challenge of ensuring that we are delivering a good housing management service which meets residents' expectations.

As Director of Housing my areas of responsibility cover estate and tenancy management (including estate services, anti-social behaviour and responsive repairs), Technical Services, Rents and Lettings. I also have responsibility for Health & Safety, HR and Value for Money. In order to fulfil my responsibilities in all of these areas I have the support of many hardworking and professionally committed members of staff.

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## Director of Regeneration & Strategy

### Steve Inkpen

I have either lived or worked in Tower Hamlets for over thirty years and started work in Tower Hamlets as a 'trainee' in 1983.

I have broad experience of most areas of housing but have spent the majority of my working life on regeneration projects throughout Tower Hamlets.

I came to work for EastendHomes as Director of Regeneration and Strategy in 2005 with overall responsibility for our Major Works programme and new development schemes. I also have overall responsibility for the management of EastendHomes shops and other buildings.

While this work is extremely challenging at times, it's also very satisfying to see the end result of improved homes and improved neighbourhoods. None of these improvements would be possible without the skill, experience and commitment of my staff, but above all the input, understanding and patience of our residents.

# Senior Management Team

continued

## Director of Finance & Resources, Company Secretary

### Peter Gibbs

Changing professions at the age of 23 from insurance to accountancy I first qualified as a Chartered Management Accountant in 1980 and was subsequently appointed to the role of Finance Director and Company Secretary for a local engineering company in Yorkshire at the age of 26. While also remaining a member of the Chartered Insurance Institute I then went on to qualify as a Chartered Secretary and Administrator in 1982 and in 1992 I was appointed a Fellow of the Chartered Institute of Management Accountants

Following a period in the Middle East, Abu Dhabi, as the Group Financial Director and Company Secretary for a large trading concern I returned to England and worked in the corporate sector as a financial consultant specialising in corporate recovery and intensive care situations.

Taking on an interim role as the Financial Director and Company Secretary of New Islington and Hackney Housing Association (NIHHA – now Family Mosaic) in April 1991 I went on to become an Associate Consultant for Hacas (which later merged with Tribal Consulting) from 1994. My experience therefore of Housing Associations and the housing finance sector now covers over 20 years. In 2008 I was appointed to the role of Director of Finance and Resources for EastendHomes, and Company Secretary to the EEH Board.

## The EastendHomes Board

### Resident Members

Colin Antoine	Leaseholder	Mile End Estates
Bernard Cameron (Vice Chair)	Tenant	Mile End Estates
Les Eldon	Tenant	Holland Estate
Thomas Madden	Tenant	Island Gardens Estates
Syed Milon	Leaseholder	Mile End Estates
Mary Nepstad	Tenant	St George's Estate
Laura Driscoll	Tenant	Island Gardens Estates
		Resigned 19th July 2011

### Independent Members

Jamir Chowdhury	Appointed 27th January 2011
Lesley Johnson	
Tuuli Lindberg	
Neil McAree	
Maureen McEleney	Appointed 27th January 2011
Amjad Rahi	
Janet Seward	
Martin Young (Chair)	

### Council Members

Cllr Motin Uz-Zaman	
Cllr Rachael Saunders	Resigned 19th July 2011
Cllr Helal Uddin	Appointed 19th July 2011

You can read short biographies of our serving Board members, as well as more information about how our Board works, on the EastendHomes website.

# Glossary

**Aids and Adaptations:** these are small changes we can make to your property to allow you to continue living there, for example a rail to make it easier for you to get in or out of the bath

**Benchmarking:** this is where we compare ourselves to other providers of social housing, in areas such as cost and performance

**CCH (the Confederation of Co-Operative Housing):** is a UK-wide organisation which supports and promotes co-operative housing and tenant-controlled housing organisations

**Choice-based letting:** this is the system for letting homes operated by the Tower Hamlets Common Housing Register. Rather than homes being allocated to you, it allows you to 'bid' for advertised properties which are then distributed on the basis of assessed need

**Consultation:** this is where we ask you for your opinions and feedback on our services and how we do things

**CORE (COntinuous REcording of lettings and sales):** This is a nationwide system to which EastendHomes and all providers of social housing supply information, recording the characteristics of the residents to whom properties have been let

**CP12 Certificate:** These certificates are issued following a gas safety inspection, and show that all gas equipment within the property meets safety standards. It is a legal requirement for EastendHomes to obtain a CP12 certificate for each of our tenanted properties on an annual basis

**Decent Homes Standard:** this is the standard set by the Government as a target for all providers of social housing to meet by the end of 2010. It consists of various requirements for tenanted properties so that they are "wind and weather tight, warm and [have] modern facilities"

**Equality Impact Assessments:** EastendHomes carries out these assessments to ensure that new policies and procedures have the same effect on all members of our communities, and that no group suffers an unfair negative impact

**Estate Inspections:** estate inspections are carried out by EastendHomes staff, accompanied by resident(s) where possible, and inspect the condition of local blocks and estates. The inspection findings are graded using a system based upon the National Indicator 195 system used nationally to assess cleanliness

**'Local Offers':** these are a set of pledges made to residents by EastendHomes under the new regulatory framework introduced in April 2010 by the [TSA](#). These 'offers' were published by EastendHomes in March 2011 and a key focus of Annual Reports from now on is for us to tell our residents how we are meeting these 'offers'

**NFTMO (the National Federation of Tenant Management Organisations):** the NFTMO is a national organisation which facilitates co-operation between Tenant Management Organisations.

**NHF (National Housing Federation):** the National Housing Federation is a nationwide organisation which represents independent housing associations. It has contributed to the development of codes setting out good practice for how providers of social housing should be run

**Quorum:** this is the minimum number of people who must attend a meeting (of a board) for the decisions taken at that meeting to be valid under the terms of that board's constitution

**Responsive Repairs:** these are the works carried out by our employees and our contractors to remedy day-to-day problems arising in EastendHomes properties and estates. These do not include planned maintenance (for example, the jetting of drains once every year), or major structural changes made to buildings as part of the regeneration process

**Service Standards:** these are the standards which EastendHomes aspires to achieve in our dealings with residents. You can read a full list of these standards in the 'Service Standards' leaflet, available from your local housing centre

**Standard Assessment Procedure (SAP) ratings:** these relate to a system used to assess the energy efficiency of properties, which include several factors such as the heating system used, and how much energy is lost through walls and windows from the property. The ratings work on a scale of 1 to 100

**STATUS (the Standardised Tenant Satisfaction Survey) / STAR (Survey of Tenants and Residents):** these are national satisfaction surveys which are used by all landlords across the UK to gain information from their residents about their experiences of using the landlord's services. Because the questions used are the same everywhere, it allows for benchmarking with other landlords. All landlords were required to carry out a STATUS survey at least every three years prior to 2011. This has now been replaced by STAR which uses a similar formula, these surveys are optional however EastendHomes aims to carry one out roughly every 12 months

**TAROE (Tenants and Residents Associations Of England):** is a national body which consists of representatives of tenant bodies from all across the nation, and aims to campaign for tenants' rights, raise awareness of housing issues and to support tenants in developing effective representative bodies

**Tenant Services Authority (TSA):** the TSA is the national regulator for social housing, having succeeded the Housing Corporation in April 2010. The TSA devised a regulatory framework consisting of six 'standards', and the need for providers of social housing to make 'local offers' to residents. The government has signalled an intention to abolish the TSA and that the role of the national regulator will be taken on by the Homes & Communities Agency (HCA)

**TPAS (Tenant Participation Advisory Service):** TPAS is a national not-for-profit organisation dedicated to promoting and supporting the effective involvement of residents in the management of their housing estates. They are recognised as experts in the field of resident involvement

**Under-occupying:** this is where a resident has more bedrooms in their property than they need, for example a couple whose adult children have moved out who continue to live in a 3 bedroom property. Financial incentives are offered to encourage residents in these properties to move to a smaller property

### Other languages and formats that this report is available in:

We can provide copies of this report in a range of languages and formats, including:

- in languages such as Bengali and Somali;
- in Braille;
- in large print;
- on audio tape.

To ask for a different format, please contact your local housing centre.

