ANNUAL IMPACT REVIEW 2021-22













Our Strategic Objectives



Service Satisfaction

- Involve more residents in more decisions
- ▶ Technology that makes it easier to access services
- ▶ Understand residents' experience and act on what they tell us
- ▶ Provide residents with the means to scrutinise performance



Successful Places

- ▶ Build homes to meet need and aspiration
- ▶ Reduce our carbon footprint
- Partner for cultural, environmental and industrial infrastructure
- ▶ Invest for health and local prosperity



Committed Workforce

- ▶ Enhance equity and diversity at every level of every team
- Provide personal development for every staff member
- ▶ Create a flexible, agile, safe working environment
- ▶ Focus on health and wellbeing



Strong Foundations

- ▶ Reduce operating costs
- Sustain quality
- ▶ Increase surplus
- Increase efficiency through smart technology

2021-22 SNAPSHOT

What we have done in 2021/22



Service Satisfaction



Total number of contacts



Resident satisfaction with services





Percentage of online transactions

41%



Complaints escalation

4%



Compliance for gas servicing, electrical, water, asbestos & fire

100%



People involved in shaping our services

2,812



Successful Places



Number of homes owned and managed

10,128



Overall resident satisfaction

85%



Number of homes built

115



Social value generated

£16M



People supported

2,054



Total number of affordable homes to be built by 2026

557



People engaged through events, health initiatives, youth service and volunteering

39,552

Committed Workforce



Total number of staff

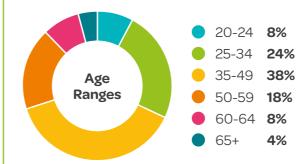
343

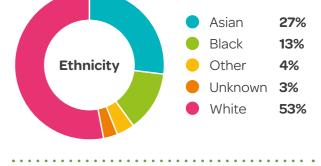


92%

Of staff are proud to work here

Diversity





Of staff agree that Poplar HARCA

looks after their wellbeing

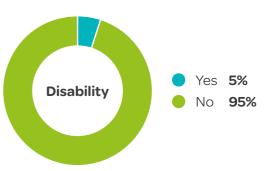
Would recommend

Poplar HARCA

86%

89%





Q) E

Strong Foundations



Regulator rating

G1 V2





Moody's rating

Baa1 (Stable)



Social housing cost per unit

£6,800

Service satisfaction relies on listening and responding, being open to challenge and doing what we say we will.

SERVICE SATISFACTION HGHLIGHTS

Satisfaction



85% Satisfied with Poplar HARCA as a landlord



83% Would recommend Poplar HARCA to others



Satisfied with Poplar **HARCA** services



80% Think Poplar HARCA is easy to deal with

Housing



Overall rent arrears

4.66%



Total number of lets

163





Civic Trust Awards Highly Commended for Poplar Works

Tower Hamlets

Community **Champion Award**

UK Housing Awards

Resident Employment

& Training Award



RIBA London Awards Regional Award for Poplar Works



Housing Design Awards Richard Feilden Award for Island Point



Pineapple Awards Contribution to Place



Award for Poplar Works



Antisocial Behaviour



82%

Satisfied with way in which ASB case was handled



791

ASB cases and interventions



67%Satisfied with being kept informed



Eviction

Online Services



These Included:



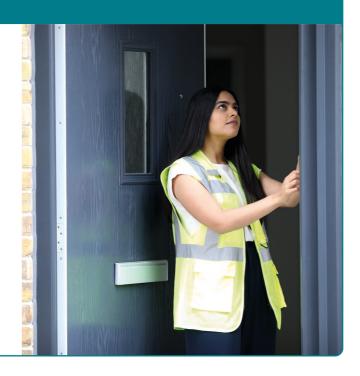
Website	265,907
MyHARCA	59,261
Chatbot	5,294
MyHARCA payments	. 7,135
Digital correspondence	4,401
Social Media	1,313



Putting Things Right

In the past year there was an increase in complaints about repairs. This was the result of Covid-related contractor, staff and material shortages.

We have brought in a new Head of Resident Experience to help us improve the service our residents receive when they have an issue with a repair. It's crucial that we acknowledge where things have gone wrong and make it clear what we're doing to put things right. And we also need to make sure that we learn from it so that the same problems don't happen again.





Back In The Black

A resident with high dependency needs built up rent arrears of more than £7,000 and it was having a big impact on his mental health. He had stopped talking to us because he was scared about what might happen to his tenancy, but we knew we could help. We made sure he was receiving all the benefits he was entitled to and six months later, when the safeguarding case was closed, his rent account was in credit. He's now volunteering at a local foodbank and hoping to get back into full-time paid work soon.

Our tenancy sustainment approach has led to a 25% fall in evictions and 75% fall in Court actions.

Space To Care

During a visit to a resident with mental ill-health our Safeguarding Officer discovered that his home needed several repairs, and his carers were struggling to provide him with the right care due to the poor conditions.

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We found him an alternative place to stay while the repairs were carried out, and he liked it so much we agreed to make the move permanent. His carers and social workers told us they are able to care for him much more effectively now.

Residents: Involved & Influencing



161

Governance (Board, Committees, Estate Boards)



2693

Service reviews, resident testing, feedback opportunities and surveys



1800

Consultations, Listening Campaigns and door knocks

Complaints



354

Complaints dealt with



4%

Of complaints escalated to Review



0.8%

Of complaints escalated to Ombudsman



98%

Of complaints responded to within target



39%

Satisfied with being kept informed



375

Councillor and MP enquiries



Going Greener



Our Estates Services team introduced two new electric vans to its fleet meaning cleaner air, greener estates and less vehicle noise.

We have digitally mapped all our green spaces and introduced enhanced sensory planting too.

We also joined the Tower Hamlets Net Zero Carbon Partnership, working together with lots of organisations towards becoming a carbon neutral borough by 2045, and have established our own carbon management strategy to help us get there.



Repairs & Estate Services



100%

Overall compliance



9.16

Days to complete a repair (average)



95%

Of estate service cleaning rated A or B



43%

Satisfied with being kept informed



635

Tonnes of bulk rubbished cleared



83%

Of disrepair cases responded within target



94%

Satisfied with last repair

Success is people feeling proud of where they live. It's a secure affordable home, enjoying good health, and being able to take-up opportunities.

SUCCESSFUL PLACES



Satisfaction



84%

Feel Poplar HARCA is making a positive difference to the local area



76%

Say things have improved in their area

Housing



28 Social housing built



16

Shared ownership built



117 Social housing let



56

Shared ownership sold





Our Hidden Homes scheme has so far transformed unused spaces such as garages and boiler rooms into 17 new homes.

Life-long Tower Hamlets resident Lisa moved into one at Mollis House.

"I was on the housing list for 10 years, stuck in small flat unsuitable for my autistic son. He finds socialising very difficult so having a private garden where he can exercise outdoors has really helped. He also now has his own bedroom and its closer to his school. It's my dream home."



Safety & Sustainability



Fire safety checks



27,290

Repairs completed



Average SAP rating



New, more efficient boilers installed



Blocks taller than 18m with satisfactory EWS1 assessment



Homes with valid EPC

1,102 tCO2e

Carbon footprint



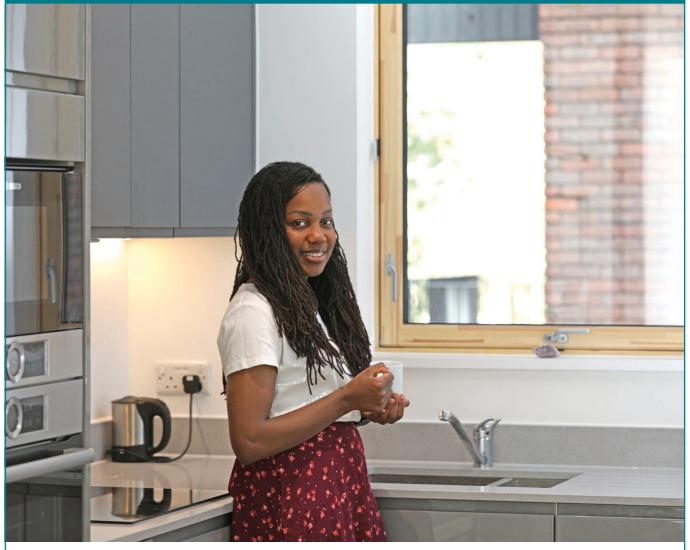
Emissions per £m revenue

Homes fitted with smart devices

Housing First

Housing First offers street sleepers with complex needs a home with support. We now have 11 Housing First tenancies – all being successfully sustained.





We expanded our housing stock into Hackney for the first time, with 10 affordable homes at Stone Studios.

We also completed 70 affordable homes, a mix of rent and shared ownership at Jolles House in Bow. They've helped local resident Michaela get on the property ladder.

"It worked out to be cheaper than privately renting, giving me the opportunity to stay in East London, close to my family and where I grew up. I love having an outdoor space and I love my morning coffee on the balcony."



Generating Income & Value



Market Rent Homes



£3.6M

Income generated from Market Rent Homes



182

Properties sold



Income from sold properties



Invested in community services



Community funding secured

Social Value Generated



£5.5M

Employment & Training



£5.6M

Health & Wellbeing



£1.2M Digital Inclusion £2.6M

Youth Service



£1.1M

Volunteering

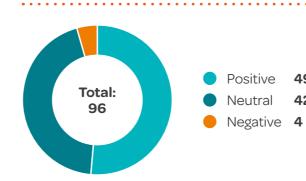
i Spotlight On Accessibility



Spotlight Superheroes is a new programme for young people with Special Educational Needs and Disabilities (SEND).

Aimed at 11-25 year olds, 30 disabled and neurodivergent young people took part in our first SEND Takeover Day.

Media Coverage



Regen Round-Up

- ► At Stroudley Walk, plans for **274 new homes** got the green light and demolition work began.
- ▶ Following two years of extensive consultation with the community, we submitted a planning application for 1,200 new homes in the Aberfeldy New Masterplan.
- ▶ And we continued working with the Teviot Resident Steering Group to develop plans.





Support



77% Satisfaction with centre activities





16,670 Engaged in events



Satisfaction with centre



support received



People accessing health related activities

19,706



Local people

2875 Young people engaged in youth service



1,102

People completed

accredited training

301 Volunteers



483

Financial advice and payment plans



178

People supported by Safeguarding



2.6%

Of people supported by Safeguarding and ASB as a % of all tenants



Chrisp Street Moves Forward

The regeneration of Chrisp Street Market reached a major milestone, with the first stage of work now on site. It will bring 500 new employment opportunities and 40 apprenticeships.

- A new Children and Family Centre has already opened, providing high-quality health and wellbeing care delivered by Tower Hamlets Council.
- We launched an eco-friendly cargo bike delivery scheme, to make it easier for customers to get their shopping home during the redevelopment.
- We also set up Chrisp Street Community Cycles in an empty shop which has been breaking down barriers and helping hundreds of families to get cycling with free bike loans, repairs, lessons and guided rides.



Annual Impact Review 2021-22

We need talented people to want to work for us. People who live by our values and are motivated by our purpose.

COMMITTED WORKFORCE HIGHLIGHTS



Committed Workforce



92%
Of staff are proud to work here



86%
Of staff agree that
Poplar HARCA looks
after their wellbeing



89%
Would recommend
Poplar HARCA



Of staff engaged

79%



343
Full time employees



82%Training attendance



9.7%
Of staff are agency workers



13.6%
Staff turnover trend
(12 month rolling)



5.1%Overall staff sickness



9.5% Gender pay gap



9% Ethnicity pay gap

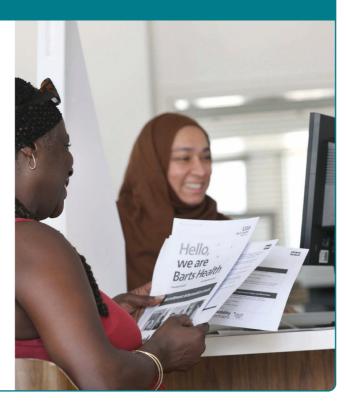


Top Of The Class

Our employment and training centre, The Hive, received an Outstanding rating following its first inspection by Ofsted.

In the report, it was praised for its commitment and dedication to providing high-quality employment and training support, with the inspector noting that learners are nurtured by passionate and caring staff. The inspector said:

"Learners who believe that they cannot get meaningful jobs quickly realise this is not the case. Staff continually encourage learners to believe in themselves and to aim high."





Staff Away Day

"It's a really friendly and welcoming place to work. My managers have been encouraging, particularly in terms of my personal development and taking new opportunities. I have been given interesting and challenging work from the beginning and my opinion is taken seriously despite my having less experience than others I work with. The organisation as a whole has a great vision and does a lot to invest in the community."

Member of staff





Nahim Ahmed Awarded MBE

Nahim Ahmed a Youth and Community Engagement Manager for Spotlight was awarded an MBE for services to young people in Tower Hamlets.

"My personal, professional and academic experiences all relate to youth and community work, and I want to combine these experiences to help bring positive sustainable changes to the communities I serve."

Nahim Ahmed



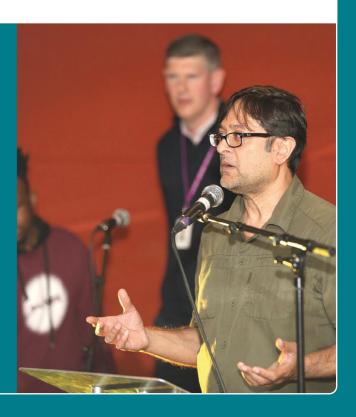


Civic award winner

Babu Bhattacherjee, our Director of Communities and Neighbourhoods, has been awarded for 15 years of work, dedicated to improving local people's lives.

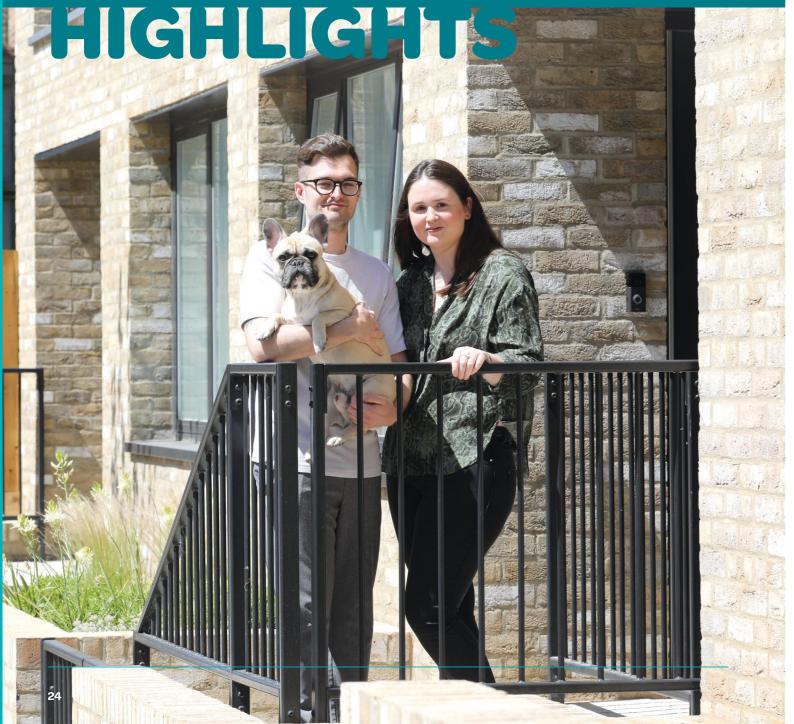
Tower Hamlets Council's Civic Awards are given to 'unsung heroes' who the borough have recognised as providing outstanding service to our community.

One of the nominations described Babu as 'passionate about improving people's quality of life' and recognised his work to develop community led groups and tackle inequalities.



Financial capacity determines what we can achieve, and how long it will take us to achieve it.

STRONG FOUNDATIONS





Strong Foundations



Overall compliance

100%



Regulator rating **G1 V2**



Moody's rating

Baa1 (Stable)



Operating margin **52%**



Social housing cost per unit

£6,800



Total sales

£37M

Value For Money



EBITDA MRI % interest cover

32%



Gearing

61%



Return on capital employed

6%



Occupancy

95.5%



Rent collected

100.1%

Corporate Value



Total turnover

£71.8M



Total operating surplus

£7.3M



Community Value



Social value generated

E16M



Community investment

£7.4M



Funding secured through charitable grants and community income

£2M

Help With Rising Energy Costs

As the energy crisis worsens, the social housing sector has come together to support HACT's Energy Hardship Fund, which provides fuel vouchers for low-income families.



So far, more than
150 of our residents
have benefitted from
£21k worth of vouchers.

Governance Review Results

We retained our G1 V2 status in the latest In Depth Assessment by the Regulator of Social Housing.

The external governance review described us as having an "exemplary model of community engagement in governance."

i Sma

Smarter Homes

We're trialling the latest smart technologies in our homes, installing devices that detect temperature, humidity and CO2.

They can be used by tenants to control heating and lighting, reduce mould and condensation, save energy use and money and alert emergencies such as leaks and fire.





Building Safety Assessments Update

In 2021 we carried out 112 External Wall System Assessments and secured fire safety certificates for 80 buildings. We're also on track to complete the majority of remedial works needed to 31 buildings by March 2023.



Building Safety Records Go Digital

This year, we installed QR codes in our buildings so that residents can easily access safety records via their phones.











