

Title	JEP Summary of the Meeting Held on 1/5/25		
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Report to	Services Committee		
Status	Information		
Date	22/5/25		
Presented to	☐ A&R Com ☐ F&I Com ☐ Poplar Board ☐ RemCom ☒ Services Com	☐ CaN Trust Board ☐ PHDev Board ☐ PHP Board	☐ Estate Boards ☒ JEP ☐ YEB ☒ CMT ☐ H&S Com ☐ SLT
Risk Appetite			
Risk Ref			
Strategic Plan	☒ Service Satisfaction ☐ Committed Workforce	☐ Successful Places ☒ Strong Foundations	
ToR			
Value for Money			

1. Introduction

1.1 This report provides a summary of the JEP meeting held on 1/5/25.

2. Recommendation

2.1 Members are recommended to note the contents of the report for information purposes.

3. Background and Context

3.1 Regulator of Social Housing In Depth Assessment Results – 2024/25

3.2 Kazi Hashem (Head of Business Support) proudly announced the results of Poplar HARCA's recent In-Depth Assessment (IDA) by the Regulator of Social Housing (RSH) as follows: -

- **Governance – G1**

The RSH's judgement is that Poplar HARCA meets the Regulator's governance requirements.

- **Consumer Standard – C1**

The RSH's judgement is that overall, Poplar HARCA is delivering the outcomes of the consumer standards. Poplar HARCA has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.

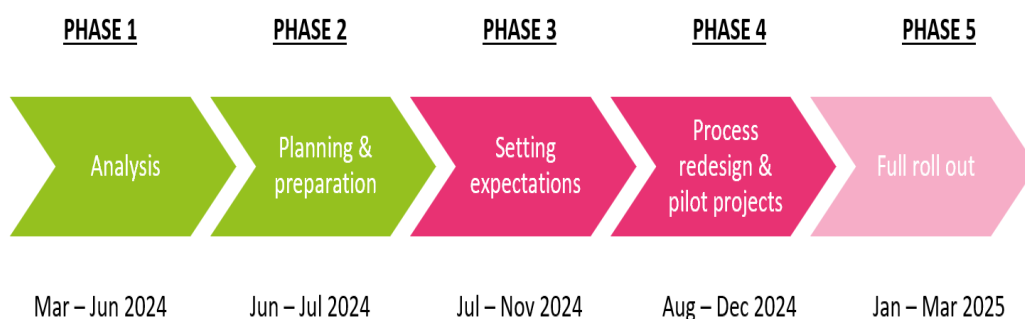
- **Financial Viability – Strong V2**

The RSH's judgement is that Poplar HARCA meets the Regulator's viability requirements. Poplar HARCA has the financial capacity to deal with a reasonable range of adverse scenarios but needs to manage material risks to ensure continued compliance.

3.3 Repairs Redesign Project Update

3.4 Barry Waller (Head of Repairs) provided the JEP with an evaluation of the Repair Service Redesign Project as follows: -

3.5 The Repair Service Redesign has reached its final stage and can be summarised by the timeline below: -



3.6 The JEP was reminded that the driver for this project was to embed the learning and feedback from repair complaints, satisfaction surveys and Tenant Satisfaction Measure (TSM) results, with the purpose of:

- Improving satisfaction
- Increasing efficiency
- Making every contact count

3.7 Comparison of repairs performance 2023/24 to 2024/25 was summarised as follows: -

Measure	2023/24	2024/25	Trend
Calendar days for repair completion	8 days	10 days	
Emergency repairs completed in target	97%	98.9%	
Non-emergency repairs completed in target	93%	96.3%	
% satisfied with time taken to complete repairs (TSM)	64%	70.7%	
% satisfied that home is well maintained (TSM)	68%	68.9%	
% satisfied with the overall repair service (TSM)	69%	70.4%	
% dissatisfied with last repair (transactional surveys)	5.1%	1.2%	
% post inspections passed	87.94%	96.27%	

3.8 Performance:

3.9 At the start of the project, the Repairs Team benchmarked the end of year performance for 2023/24, to see what impact the changes made by the project would have on performance for 2024/25.

3.10 The Repairs Team have seen an increase in performance against the end of year performance for 2023/24 across all metrics, the exception is calendar days for repair completion, which have increased by 2 days, from 8 to 10 days at the end of Quarter 3 (2024/25).

3.11 The driver for the increase in calendar days for repair completion is:

- Our more proactive approach (Property MOT program) and Damp & Mould campaign
- Poorer weather conditions
- Larger, more complex jobs (repairs v major works)

3.12 Tenant Satisfaction Measures (TSM): -

3.13 The latest Tenant Satisfaction Measures (TSM) results show improvements in –

- The time taken to complete repairs

- How well the home is maintained
- Overall repair performance

3.14 This is encouraging but the Repairs Team will continue to prioritise improvements to drive efficiency and performance into 2025/26 and beyond.

3.15 What did the Repairs Redesign Project achieve?

3.16 The project has delivered the following key improvements: -

- ✓ Increased performance
- ✓ New leaks process
- ✓ Appointments
- ✓ Repairs ChatBot
- ✓ Internet of Things (IoT)
- ✓ Contractor Practice Manual
- ✓ Post inspection process review
- ✓ Repair focus group

3.17 What have we learnt from the Project?

3.18 The main learning points from the project have been: -

- A structured project approach has worked and kept us focused
- Offering appointments at point of call and via the Repair ChatBot has reduced failure demand and repeat calls
- A resident self-service approach via the Repair ChatBot has been a success, automating the repair process and reducing time on the phone and for our residents and staff
- Our IoT (Internet of Things) roll out has generated a wealth of data, which we need to manage and action
- The switch from being reactive to proactive, through our Property MOT program has generated increased demand and expenditure
- The resident DIY workshop and repair focus group, have been embraced by residents and will be rolled out across more Poplar HSRCA Estates throughout 2025.
- Our existing staff structure needed to evolve to increase capacity and improve service delivery

3.19 What do we need to do next?

- Procurement – We are in the process of procuring 5 x Measured Term Contracts (MTCs). In demonstrating resident involvement in our decision making processes, our JEP Member, Rev. James Olanipekun, has taken an active part in the MTC procurement exercise to provide an opinion from a customer/resident perspective
- Staff structure and resourcing alignment
- IoT (Internet of Things) data to be utilised to help inform our planned maintenance program
- Property access process is under review
- Improve culture by making all contacts with residents count
- Residents voice – Taking onboard the views of our residents in redesigning the Repairs Service

3.20 Conclusion and next steps

- 3.21 Barry Waller advised the Group that, overall, the project has been a success with improved performance and has achieved the main purpose to: -
- improve satisfaction
 - increase efficiency
 - make every contact count
- 3.22 The foundations built through the repair redesign project and the new staff structure and procurement of new measured term contracts in 2025 will help continue to drive increased efficiency and improvements in performance.
- 3.23 The importance of delivering a value for money and efficient repair service, which can manage conflicting priorities and reduce costs will remain a key focus for us.
- 3.24 Our continued focus of keeping residents at the heart of what we do, making every contact count and learning from complaints and dissatisfaction will remain key.
- 3.25 The JEP raised the following questions in relation to the Repairs Redesign Project: -
- Contractors do not always attend to carry out works within the specific AM/PM time slots. Members suggested that contractors should call/text residents giving 30 minutes notice that they are on route to attend to the required repair, similar to that of Delivery Companies who provide such a service.
 - Initial repair jobs are sometimes cancelled when follow on works are required. The 'follow on' works process requires improvement with regular progress updates given to residents to keep them informed, which will ultimately lead to fewer complaints being made.

3.26 2024/25 Q3 Services Performance Report

- 3.27 Kazi Hashem (Head of Business Support) explained that the Service Performance report demonstrates quarterly updates on service and operational performance against key performance indicators. The JEP were also advised that the report also includes progress with Tenant satisfaction measures (TSM) management indicators and regular updates our TSM action plan.
- 3.28 The JEP reviewed the Q3 Service Performance Report 2024/25 and commented as follows: -
- That the Service Performance 'cover report' was very useful in explaining the context of the Service Performance Report itself.
 - An update from the Compliance Team was required in relation to lift compliance where it was indicated that performance was low.
 - Is there a Service Level Agreement (SLA) in place between our lift insurers (Allianz) and Poplar HARCA?
 - What is Water Hygiene? **Update:** Some blocks have water pumps installed in tanks that require maintenance checks every 6 x months.

- It was suggested that the Services Committee review the target for escalated complaints as the current target seems unrealistic.
- Our complaints procedure has been streamlined, which now comprises 2 x stages (Response and then Review) before it can be escalated to the Housing Ombudsman. Our complaints review panel comprises an Assistant Director or Director.
- It was noted that in some cases Estate Cleaning was under target. This was due to cleaning standards not meeting the required inspection standards by our Estate Services Team Leaders.