One Housing

This pack contains information from the meeting held on 29th September 2020 between One Housing and residents of Suttons Wharf North and South.

- 1. Attendees present at the meeting are detailed on page 1
- 2. A typed transcript is included from page 2 to 22
- 3. Actions are noted from page 23 to 26
- 4. All questions and answers are listed from page 27 to 36 these include those submitted in advance, those raised in the 'chat' function during the meeting and those sent in the following day
- 5. A glossary is included on page 37 which includes contact details and a summary of abbreviations used

Residents in attendance: Sarah Joyce, Theresa Ubenyi, Louise Morgan, Emre Abale, Jarrad Richards, Dagmara Kodlubanski, Adam Kirby, Mercedes Vallina, Brinda Nagle, Yomi Oyekanmi, Meret Stokes, Anam Hoque, Paul Deacon, Linda Bryan, Michael Storms, Bode Akanbi, Aurelien Huynen, Petra Kapitza, Alex Bates, Catherine Torrie, Evans Thomas, Tanya Coleman, Charly Fox, Heather Cole, Astrid Wharton, Natasha Szymaniak, James Dixon, Sharon Bowden, Angela Fletcher, Mark Nutt, Alena Casey, Ed Spencer, Charlotte Surman, Rik Jagait, Iljana Eggert, Luke White, Shaheda Aziz, Sandy Ortega, Rob Selley, Steve Moss, Daniel Gawel, Victoria Musguin, Richard Morton, Chris Sanders, Jack Ratcliffe, John Casley, Lucy Aspinall, Carmen Montanez-Callan, Pamela Hines, Joanna Asia Mikewska, Angelica, Raymond Rodgers, Ross Hobart

One Housing staff in attendance: Hilary Milne (Group Director of Governance & Compliance), Geanna Bray (interim Director of Customer Operations), Laura Corben (Head of Environmental Services & Property Management), Terry McDermott (Head of Heating & Electrical), Amma Nkrumah (Resident Engagement Officer), Jo Garrick (Corporate Communications Manager), Venessa Denny (Head of Governance)

The following notes have been typed as a transcript of the recording

НМ	Hi Lucy, so we're just there I think
	background noise
GB	We've just had some technical problems, so sorry everybody we won't be long – Hilary we are coming online. Apologies everyone
НМ	Sincere apologies. I can see we've got 45 in the meeting; I don't know if all One Housing colleagues are here. Something went wrong on our side. I can see someone has their hand raised
GB	Meret Scopes and one other has their hand raised
НМ	I can see Angelica has got her hand raised – is there something you want to ask whilst we wait for everyone to get on? If you unclick the microphone, everyone will be able to hear you. Angelica?
	Lucy Aspinall could you possibly say if you can hear us because we can't hear you.
Lucy	Yes, I can hear you, and I can see you, Laura, Brinda and Geanna on the screen
GB	Thank you that's helpful
НМ	Ok thank you. Forgive me if you can't see me – I am on the camera. I want to start the meeting with an apology, we want this meeting to be a very good experience for you as our residents so apologies that the IT hasn't quite worked for us. It is the first time we have tried to do a meeting like this with so many people, so please bear with us and we'll learn from this, sincere apologies.
	Given now its 5.40 I think we should start. I'm going to give a few words of introduction. Again, thank you very much for joining us this evening. My name is Hilary Milne and I am the Group Director of Governance and Compliance at One Housing, and joining me today to answer your questions I have some colleagues who will introduce themselves and their role
GB	Welcome everyone its lovely to be here. My name is Geanna Bray and I am the interim Director of Customer Operations
LC	Good evening everyone I am Laura Corben and I am the Head of Property Management & Environmental Services
TM	Evening everyone I am Terry McDermott and I am the Head of Heating & Electrical
AM	Good evening everyone I am Amma Nkrumah and I am the East Region Resident Engagement Officer
JG	Hi everyone, I am Jo Garrick and I am the Corporate Communications Manager
VD	Good evening everyone I am Venessa Denny and I am the Head of Governance. I am here to support you during this meeting
НМ	Just to say we also have two IT colleagues on the call to help us. Fingers crossed we're there now
	Thank you for taking the time to register for this event. It's part of a series of meetings that we are going to hold across our estates. Thank you we have received over 120 questions from residents in advance of today's meeting and we will do our best to get

through as many as we can. In terms of a format of today's meeting, I will run through that quickly. Hopefully you have all registered your contact details with us in advance, and if you haven't please do so at ask@onehousing.co.uk and we can get back to you with any questions raised and to receive the minutes. You will see this meeting is recorded – this is to ensure accurate minutes and to ensure any questions raised are followed up.

I can see people have their hands up which I will come to in a minute.

We will run this as a conference style – one person speaking at a time, and please mute yourself when not speaking.

We'll start with the pre submitted questions, which we've grouped together and will answer as many as we can, and then we'll open up with questions you have. There is a chat function which you can use or use the hand icon.

Just briefly I want to take the opportunity to clarify our commitment to residents. We do understand this is a difficult time for residents – we have Covid, all the changes to regulations for Building Safety and Fire, and we know it's a difficult, upsetting and stressful time for many of our residents – both those in flats and houses, but also those in our care homes. We recognise this and we also recognise we have not supported residents in the best way possible. We are grateful to have this opportunity to meet with you, to understand how we can improve our services to you – you and your safety and security in your own home is what is important to us. We try to rectify issues caused by us as fast as we can, and we are looking at how to improve communications with residents – we have introduced a residents e-newsletter which will be emailed bimonthly and we are trialling at Suttons Wharf a scheme specific newsletter. We have sent out 2 so far – please get your name, address and email address added via the Ask inbox to receive these.

In terms of complaints we try to get through these as quickly as possible. One thing that makes it difficult is anonymous complaints - we need to know people complaining are residents. We have a complaints policy on our website which you can read, and complaints can be raised in the usual way.

Finally, I wanted to let everyone know, given the understandable strength of feeling and volume of questions raised about cladding, we are organising a separate meeting solely about cladding for all residents. We will give further detail in due course, but we expect in the first half of October.

So, we will start with answering pre submitted questions. There were 120 so we've grouped them together and the team will answer as we go. I will pass over to Laura to deal with estate management questions covering questions such as people throwing things from balconies, jet washing, internal cleaning, location of bins, rubbish strikes, fly tipping and a bit on anti-social behaviour.

Good evening everyone. To kick off on estate management – we are passionate about this and the service offered on estates. We have a dedicated team of caretakers, cleaners and concierge staff for SWS and SWN. Recently introduced Carlos, as our new

LC

Concierge Supervisor, which is a new role in the team. Had a lot of positive feedback on what Carlos has done so far, but we have had a lot of questions on the concierge service — whether we still need to have it in certain parts of the estate and whether we can improve or change in other ways. We commit to consulting with you on the service provided by the concierge team — we can discuss and welcome feedback and comments on that. We will consult in the next couple of weeks and months.

We do realise the aesthetics of the estate has an impact on how residents feel about your homes, and we want to tackle issues. In the short-term complaints are raised and we handle those, but we want to have a longer-term plan too. We appreciate things go wrong from time to time – we are not perfect, but we want to address these. We have had reports of people throwing things from balconies – we have written to residents about the proper way to dispose rubbish, and the health & safety implications of throwing items from balconies. Now we've written to residents we welcome feedback - please report to us and we can tackle the individuals who are doing it. More generally on waste management, we have residents spending lots more time at home which is increasing more waste. The concierge team on SWS and SWN are doing regular patrols and they report anything to the dedicated environmental services team to collect bulk items via a caged van. We have a turnaround time of 7 days to remove waste. We try and remove bulkier items as soon as we can if possible. We have had several strikes over the last couple of months from Tower Hamlets collection teams for general waste – this has had a wider impact on SWS and SWN estates. We have done extra collections to manage this process and are working with Guinness in relation to the shared area on the estate. Short term solution is to have extra collections, the longer-term plan is working closely with Tower Hamlets – we do attend public realm meetings to explain the impacts of service delivery issues they have on our residents. We are working with them on solutions and feedback.

We had some questions on bin storage. We have bins located in the hammerhead point in Palmers Road. We are limited in the amount of safe location and spaces we can store bins on the wider estate. We ensure they are kept tidy and not allowed to overfill, but we also have to ensure there is enough turning space for emergency vehicles. We had a question whether bins could be stored in the basement of the SWN estate — unfortunately it's not designed in the same way as the South side and it doesn't have the same amount of space. We have to manage the location as best as we can, but we are working with Guinness on the recycling bins.

Questions were raised on internal and external cleaning.

We've had feedback on jet washing — we have completed some jet washing on the external hardstanding areas — this is completed annually as part of our service offer for directly provided cleaning service on the wider SWN/SWS estates. We do post inspection checks which have been done over the last couple of weeks — you should have seen staff on site. There has been some staining that residents have flagged in some areas — if its oily we might need to do a couple of extra cleans, but the supervisors will be arranging this. A question was raised about the commercial unit on the South side, who have added to the oily stain — just to confirm the commercial unit do contribute to the estate service charges, they are paying for the general upkeep and cleaning. We also speak to the commercial units the same ways we do to customers to ask them to not to spill however sometimes it happens and we have to clean things up.

Linda	Defere you mayo an any question shout the enternal standing was that it was 21 days
Linda	Before you move on, my question about the external cleaning was that it wasn't done properly – that's the point. You say you check however I watched the guy do it, he left all the dirty water there so therefore it looked worse than before it was cleaned
НМ	Thank you, Linda, – Laura could you respond?
LC	Thanks, Linda, for the feedback, another resident raised something similar. I appreciate your feedback and we will put things right. I was going to say as a follow up that Property Management do post inspections and do joint visits. I'll be at SWS/SWN on Thursday morning and will inspect some of the work my team do myself so I will be on site checking on those hardstanding areas so I am happy to feedback to you Linda if you're open to that — I will drop you a line separately and arrange afterwards if that's ok
Linda	Thanks Laura, appreciate that
НМ	Thanks Laura. I can see that Ed Spencer and Victoria have got their hands up. Ed and Victoria, given the number of questions we've got to get through are you happy for us to cover the pre submitted questions and then take your questions at the end – is that ok?
Victoria	No. I don't understand why we are talking about bins when we have been told we live in flammable buildings and that we might have to pay for the costs. So, I'm sure everyone on this call agrees, why are we talking about the bins when we are worried about the safety of our flats?
НМ	Thank you. As I said near the beginning, we know that safety and cladding is a major issue for many of our residents, not just in Suttons Wharf, but in other areas as well and because of that
Victoria	You are sending out notes about how unsafe our estate was and now you're talking about the bins and not about some of the major defects of our building. I appreciate that lots of different estates have cladding issues, but you have set this up for Suttons Wharf so why are we not talking about the issues
НМ	So, Victoria thank you for the point you've raised. We will absolutely give you the opportunity to talk about cladding at the cladding meeting because we know it is such a big issue. But we were asked questions about the bins, and we're taking the questions in a specific order and it just happens that Laura's section is at the beginning. This is something we've been asked about - the paving, bins, safety in the neighbourhood – everyone's questions are legitimate and the cladding is a major issue but we need to give it enough space for all residents to be able to talk through. Very happy to talk on a 1:1 basis but to allow everyone's questions to be answered and we've got 54 people on the call
Edward	Oh, hi Hilary, its Ed here. I'm a bit confused at the moment as I was told my building was fire safe but now it's so flammable that we have to have a 24/7 waking watch, and some very scary notices have gone up that say I need to leave immediately and that someone will rescue me. Obviously, this is highly alarming and there hasn't been much clarification, and I would quite appreciate an explanation as to what is going on.
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НМ	Ed I would really like to give you an explanation, but I would like us to be able to get
	through the 100 questions. We've said we'll have a separate meeting on cladding, and
	we will absolutely answer your questions on cladding. Happy to take your specific
	question offline Ed, but I do think we need to let Laura finish now so that all the other
	people on the call also have a chance to ask their questions, because we will, I stress, be
	answering all the questions you're asking there specifically at a cladding meeting
	because it is very important that we do that. We absolutely recognise that Ed, it is a
	very important issue which is why we think it deserves a separate meeting specifically
	about cladding and about safety.
Victoria	So why did you not tell us that this meeting would be about bins, because we all
	thought this was going to be a meeting about cladding. And while I've been complaining
	about the bins for 8 years and everyone is frustrated about that we are also more
	worried about the safety of our families when we don't know whether we are living in
	unsafe buildings
НМ	Victoria, I have tried to answer this 3 times, and I'm sorry if I'm not answering in a way
	that works for you. Genuinely Victoria I can see and hear your frustration and pain, but
	we will answer your questions in the cladding meeting. Everyone's questions are valid,
	but we must move on. We are going to have a specific meeting on cladding, and I hope
	that all of those on the call understand our commitment to it. We are putting in £120m
	into it. Let's deal with that properly elsewhere
JG	Victoria and Ed, in the invitation we sent out for this meeting, we did say that we will
	put on a separate meeting for the cladding and that this initial meeting is around the
	service improvement for the general services that we provide. I'm sorry if there was any
	misunderstanding around that
НМ	Thank you, Jo that's absolutely right.
	Victoria, Ed and all the other residents at Suttons Wharf, we understand this is a very
	difficult issue and I reiterate for the last time – we do want to give it proper time it is a
	really important issue and we want to do that.
	Lawrence haven't dealt with ACD which is something that was unique
1.0	Laura, we haven't dealt with ASB which is something that was raised
LC	I'll touch base with Linda and will look at the jet washing later this week when I am
	down at Suttons Wharf and touch base with the Residents Association aswell.
	On internal cleaning, myself and Kim Riches, our service delivery manager who manages
	all our supervisors including Carlos, completed a walkabout with the Residents
	Association for SWN back in July. Thank you to the representatives who attended – we
	appreciate the work you're doing with us. During the walkabout we did notice that the
	cleanliness particularly on the north side wasn't up to the standard we expect so we
	have programmed in deep cleans, at no additional cost to residents, and this is
	something we are working on at the moment and Kim is managing this. This is
	something else I will check on when I'm on the estate on Thursday morning.
	For SWS we have a mixture of different types of flooring because we have internal and
	external type flooring. Concern was raised about the paved areas and how these are
	being kept clean – we do litter picking and sweeping, something else I'll check on
	Thursday is how we do a deeper clean on those type of traditional carpet type flooring
	on the inside of the building. We have one Property Manager who manages the North
	on the make of the bunding, we have one Froperty widhager who manages the North

and South parts, they conduct regular inspections of the building. We welcome residents when you're highlighting issues – if you want to come to a socially distanced inspection – you can join us by contacting us on the email address Hilary mentioned at the beginning – ask@onehousing.co.uk or give us a call on the 0300 123 9966. More than happy for residents to join us.

Two more sections for me – ASB.

We know the impact ASB and crime has on our communities and customers. Our community safety team lead on the work we do in relation to ASB, this usually involves working with the residents, resident associations, the Police and other agencies. On top of that they work closely with my teams because we have our eyes and ears on the ground and can help with giving feedback on improvements that can be made. We have provided guidance on our website (www.onehousing.co.uk). Any feedback on general ASB and crime, there are specific things that individuals might be affected by which we will deal with on an individual basis – things like thefts of bikes link into the CCTV which I know Terry is going to talk about later.

On parking – two key areas of questions for me. One is around the management of parking on Palmers Road itself and the other is regarding spaces to be purchased now the office isn't being used. We're not currently looking to sell any of the spaces that are connected to the office, we will review that in line with the review of planned change of usage. We do run a waiting list for spaces to rent in the basement area of Suttons Wharf so if you're interested just drop us a line at the ask inbox or call us and we will be able to add you to the waiting list and advise you once a space becomes available.

In regards to parking enforcement on Palmers Road, its more complex for SWN as we are not the freeholder- there are other parties involved. We can't install a barrier or gate at the main entrance where the double red lines start without the involvement of other parties. We are in discussion with Guinness on options once they have finished doing their works along the road. We have parking enforcement in place with CPM along the road. Since January 450 patrols have been carried out, over 1000 notices issued. We are continuing to get feedback from residents and are working with a parking contractor to manage the parking on pavements etc. We are looking to address with Guinness and the wider freehold Barwood in the future. We are also speaking to the Fire Brigade about ideas to see if they have a solution.

HM Thank you, Laura,

GB

I know there are a few questions hanging but I think we'll go through the pre asked questions first and will then get to the open questions to address those that weren't raised in the 120 that we got first.

I'm conscious of time colleagues so please answer at pace so we can have some proper time in the next piece.

I'm going to handover to Geanna who will pick up on service charges

Thank you, Hilary, I will try and summarise the questions that came in and will summarise my answers so I can allow for questions. I am mindful of time.

The questions coming in were around why is an audit not required, also some questions regarding accuracy, potential of reductions where residents feel like they've not received a service – concierge was mentioned – I know Laura has spoken about that so we might want to come back in detail, and then the process around refunds if residents have a credit on their account. The audit issue – it isn't required but we do employ a qualified accountant from an accountancy firm, to review our accounts and they make sure that they can say we have provided a fair summary of the income and expenditure for the year, we put out that confirmation to residents and as part of the whole process we are looking at actuals the money that has been spent on previous years and looking at the likelihood of the cost of work for the following year for the estimates and that reconciliation process is carried out at the year end. As the year end finishes between then and now, we are working to a situation to be able to send out the actuals. For residents who pay a variable service charge – the overwhelming majority – those residents are able to request invoices and supporting information. In the past we have been challenged on the detail of some of these invoices, and I understand there are concerns about that. We are happy to work with residents to review and address concerns. I know there have been concerns raised about contacting us and the timescales in which we reply to those enquiries, I'm fairly new to the organisation but I agree that in the past we haven't been quick enough and we need to do better on that. We have made some improvements but there is still some way to go. If there are enquiries when the actual statements are received, then you're welcome to contact us - that's what we're here for. Going back to the issue on reductions in charges if residents believe they haven't received a service – the concierge was mentioned- obviously Covid impacted everything but the concierge was reinstated in June and then during the lockdown period those staff were redeployed and carried out additional tasks so we believe that these charges which are rechargeable. We do look at value for money, the cost of our services, and how we compare and make comparisons on those charges. The process we follow means that the service charge actuals will be going out this week, then residents will be advised will be advised whether there is credit or debit on their account Ray Hi this is Ray, I'm not able to turn my camera on. Can you see the chat function? GB I can see some of the chat, but not at the same time as I don't have a double screen HM Hi Ray, I don't know if you were here at the beginning but as there are so many questions about cladding, we are going to hold a separate meeting for cladding And do we have a date for that meeting? Ray НМ We don't but we're trying to firm it up and it will be in the next 2-3 weeks so a 2-hour meeting on cladding to give it time and space. We got such a range of questions, but it is clearly an issue, so we need to have a separate meeting just on cladding Ok thanks for the explanation Ray

Sorry Ray I didn't see you there so sorry if I just kept going on

GB

	The last point residents did ask is about credit refunds, and why they can't be refunded
	automatically. The way we do it here is similar to other organisations – as I said I'm new
	and its similar to how I did it before – but some residents may have arrears on their
	accounts so we can't do it automatically- we do have to check before a credit can be
	refunded. Some residents prefer to keep a credit on their accounts in case of future
	deficits, but we do look at that on a 1:1 basis but we're happy for residents to contact
	us in relation to any aspect of their accounts.
	I'll leave it there for the summary of questions if that's ok, as I'm mindful of time
Linda	Can I ask one thing as its relevant – you say that the concierge went to other places, but
	I know specifically one of ours couldn't work as she was vulnerable. So why are we
	paying for someone to be somewhere else when she wasn't actually at work?
GB	Laura do you want to come in on that question about concierge?
HM	Laura, if you could respond very briefly on that, I am conscious of getting to other
	questions. Linda I'm not sure if it was you who asked the question – but if people could
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	identify themselves when they ask questions – apologies but it's hard for us to see who
	is speaking.
	In the minutes we will pick up the questions being asked in the meeting chat as we are
	recording this – so please be assured we will answer all your questions.
LC	We will only recover the cost where the service has been provided, so where we've
	been able to redeploy the operatives that were onsite to do something else on the
	same development then we will recover the cost. If they weren't providing the service,
	there then we won't recover the cost and that will be reflected in the end of year
	accounts because we budget on an estimate and then do the actualisation as Geanna
	mentioned. Hope that helps Linda
Linda	Yes, it does, sorry. This is quite blanket I feel and we're not getting specifics and that's
	where the difficulty comes. I will forget if I leave it to the end, sorry
НМ	That's fine and just picking up Geanna's point at the beginning I would say service
	charges is an area we can definitely improve in terms of how we communicate with you
	and how we manage the whole process end to end. Geanna has been hugely helpful in
	getting us to a better position, we have made progress and continue to make progress,
	but we understand it is an area that has not always been our best.
	but we understand it is an area that has not always been our best.
	So I will now go on to repairs and Terry will talk through security doors, lifts breaking
	down, heating and hot water – about which we've had a lot of issues that have been
	discussed over a period – and our timescales and approach for repairs generally, a little
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	on cyclical decorations, kitchens and bathrooms, and CCTV
	Terry if you could cover this fairly comprehensively but speedily please
TM	Thank you, Hilary,
1 141	Thank you, mary,
	Touching an accurity dears, we have completed a review of the feb activation dears at
	Touching on security doors – we have completed a review of the fob activation doors at
	both SWS/SWN, complete overhaul of the doors being done. We are going to replace
	one door in the basement as we identified it was at the end of its life and we will
	complete this quite quickly.
	Long going to make this quite quiek hossing of the time with the second of the law as
	I am going to make this quite quick because of the time we've taken so far, but I am
	happy to pick up offline with any questions on the areas I'm looking at if anyone would
	like to contact me.

With the lifts breaking down, we've experienced levels of ASB, I'd like to remind anyone if you aware of or witness this you should report it to the Police. We have planned and reactive maintenance for our lifts, we will put up notices and communicate timescales to you for repairs as we know it has a massive impact on your lives.

Heating and hot water – we have reminded people in the summer to book their HIU servicing before the winter period starts. We acknowledge previously there have been problems at the block, and we've worked very hard with Stonegrove, our subcontractor, and carried out a lot of repairs and looking at the call volumes over the last month, the noise has decreased. We will continue to maintain and carry out preventative maintenance on the block, and since the new boilers were installed in March 2020, we've undertaken surveys in the plant room and pipe work and have replaced components as needed. This should mean that the system is satisfactory for the winter, but we are also carrying out weekly and monthly visits to make sure that we don't have any long periods of outages.

Planned maintenance and servicing changes – the major servicing is done in the summer and minor servicing is done in the winter. We have to do this every six months but we will avoid outages by doing the maintenance and ensuring a more customer focussed approach.

Timescales and approaches for repairs – in emergencies we have a 3-hour response time and we will make safe within 24 hours. Routine repairs are attended within 7 days and completed within 28 days. Emergency heating are attended within 3 hours of notification and we will also leave temporary heating if the customer has not got heating and hot water. We are open to feedback and continuous improvement throughout the repairs we do, and we are conscious of the communications letters we are getting out and making sure the customers are aware of what we're doing. Residents are welcome to join us on routine estate inspections as well and I know Laura has picked up on those and will take those forward.

We have invested in our properties access components and lifecycles to ensure value for money, having listened to feedback we now offer job reference numbers for repairs so you can track your repair through.

We've also identified the individual repairs within the HIU are separate to the communal issues, so we are identifying trends between the individual and communal. That's why we're pushing for people to make sure they carry out their annual service on their HIU.

Cyclical decorations – we'd welcome feedback on the work you'd like to see and are happy to engage with you on that. Once building safety remedial works are completed, we will consult you to let you know what is going on and the timeframes.

For internal works (kitchens and bathrooms) – if you can contact us directly on anything that is outstanding or needs looking at, we will raise a job and track it through again with the repairs number so please contact us.

	CCTV – we maintain a responsive way which is cost effective – we share with Police in response to data access requests. We cannot share with residents due to GDPR
	I think I've covered everything there – happy to take any questions offline that anyone may have
НМ	I can see there are a number of questions. If we can get to the end of the pre submitted questions and then we will respond to those. Venessa if you could please keep an eye on the order of who asked first
	We have touched on building safety already, and various people have raised this, we did say on the invitation that a 2-hour meeting will be held with the building safety team
	Just one other thing I want to pick up, we've been asked with what is happening with what was our SWS office. So, for people who don't know – we have applied for planning permission to convert from commercial to residential and that decision is expected relatively soon. I spoke to my colleague who is involved in this just before this meeting, and we haven't heard anything yet. We would like to make more space available to more people to live in
	We are on our last section of our pre prepared questions and they're on customer service. This will be a mixture of Geanna, Jo and Laura. Again, colleagues please keep short and sweet, so we have enough time for the questions waiting for us.
	There's one on Comms across the estate and Laura/Jo I think you were going to pick up on that
JG	Yes, hi its Jo here, the Corporate Comms manager. As with many other areas we know there are issues with the way we communicate, and we are introducing changes to the way we do that. We want to take people's preferences on board and we're really keen to make better use of digital comms. As Hilary mentioned earlier, we have started to publish a customer wide e-newsletter and we're running a pilot with Suttons Wharf with an estate specific e-newsletter. So if we have your email address on our customer database, then you should have received those and as Hilary said we're planning to increase the frequency but only if you find them useful so any feedback you have would be great.
	One of the brilliant things coming up in the next few months in terms of keeping people up to date is our new Customer Relationship Management tool has a new function meaning we'll be able to send customers alerts and updates quickly so for example if someone contacts us like last week to say a mattress had been dumped outside one of the blocks, we will be able to contact all residents we have an email address for to let you know we're aware and a timeframe for dealing with it. We do see improvements coming on down the line. Any feedback on the digital newsletters would be really welcome.
НМ	Thank you, Jo. The next part is about support for residents – Amma?
AN	Evening everyone, just picking up on the question about how One Housing is supporting residents during this difficult time, we take the wellbeing of residents very seriously and offer support through our training programme at One Academy which has a variety of

options on mental health and wellbeing. You can find more options on our website (www.onehousing.co.uk) and our training team will be happy to discuss further with you on various training options.

Being your resident engagement officer for the East region, the resident engagement team are also supporting some of our most vulnerable residents who are specifically going through different challenges through this time, and we have partnered up with various organisations who can offer various support in their wellbeing requirements and financial hardship. If you or any neighbours are experiencing challenges through this difficult time, I would be happy to support you where I can – I am happy for you to contact me directly

HM So, moving on to almost the end, improving customer service, the ask email and senior management presence – Geanna can you pick up please?

GB

So, some of the questions were about how you contact us. As I said I still count myself as fairly new, I think that the concerns raised are entirely valid, we have got better since January, but as bad luck would have it in the last 2 weeks we have had problems with our systems, we have put out comms to say if you phone us there may be one or two problems. It's something I look at every single day.

The other issue was around emails raised through the ask inbox – again the criticisms received are completely fair in relation to our timeliness. What we are doing now is acknowledging them within the timescale, Jo mentioned the CRM system which is where we track our communication – what we need to do now a lot better is those ongoing enquiries so the customer services team if they can answer something quickly either by email or phone then they will, but if it requires involvement of a specialist team we can track it and the timescale - but we need to improve the timeliness. We can now track and improve. The other improvement we've made is training – we take time out every Wednesday morning and I attend those sessions when I can, looking at customer care, customer service and working with our HR colleagues about better recruitment so we've got people that want to stay and people who want to do a good job, and we are moving on that.

We're working with an independent organisation, the Institute of Customer Service, so we're not just insular- the Institute work with other organisations not just housing, and they are carrying out research and they will be surveying some of our residents.

One of the other questions was asking about the extent of which our Executive team engage with resident panels — we have four panels across the organisation. Hilary is the Executive member on the East panel, which covers your services. Each of the panels feeds into the Customer Service Committee which the Chairs attend so it does work through the highest level. In terms of service visits by Executive members, pre Covid the Executive team and senior managers would regularly attend service inspections either to meet with residents, or with other colleagues. That has slowed down but is slowly starting to pick up again.

There were some concerns about people feeling uncomfortable about complaining and a suggestion that people felt intimidated. I would never want anyone to feel that way – if someone is unhappy and wants to make a complaint then they should make it.

Ed	Hi its Ed. It wasn't that I said I felt intimidated, I had 3 witness statements stating I was. We escalated that all the way to the top and I haven't had a satisfactory reply. One of the most alarming things to me is that a company of £2bn assets can't police itself so when an allegation of intimidation is investigated, the response is "we've investigated it now go away" - I can provide a copy of documentation to anyone who wants to see a copy of that. It's quite shocking. To have engineers on the phone being told "do not go to his house to repair his hot water and heating" knowing full well the engineers have gone to my neighbours property, and to have my neighbour call me to say the engineer is on the phone to One Housing who have just told him to not go to his phone. So, this is not people feeling intimidated, this is very very clearly people being intimidated. I just want to make that extremely clear.
НМ	Ok, can I pick that one up please. First and foremost just reiterating what Geanna said, if we have as an organisation failed to adhere uphold the values that we hold very dear to us, we do try to do that and we work hard with our staff to do that. If we investigate something and we turn out not to have behaved how we should have done, then we will always work to improve that, and we will always work to address. So, I can't talk about specific cases, but I can say that's how we operate as an organisation. I can say there will also be times when we don't get things completely right as we said before and that's where we are
Ed	I have evidence of specific cases and specific instances of intimidation and I can say that definitely happened.
НМ	So, Ed I think you've made that point and people have heard that point, and I've talked about how we want to operate and try hard to operate as an organisation, and that isn't part of our values. I think we should give others a chance to speak now because you've made your point well. As it is just after 6.30 it would be really good to open up to questions. I can see there are a lot of questions in the chat which we will come back to if that's ok. Venessa can you work out who should be next to ask a question – I would ask everybody if we've already talked about an area that you're asking if might be helpful to put that in a chat and we'll pick it up as it might be best as an opportunity for people to ask other questions, and colleagues I'll suggest the appropriate colleague to answer it – please keep it brief. To reiterate all questions and answers will be typed up and sent out to everyone on Suttons Wharf so everyone is clear about what we're doing and the good issues you have raised that we need to be addressing Venessa, could you suggest who the first person should be please?
VD	Yes, its Brinda
Brinda	Hi, I'm from Cotterell House, thank you for that. To be honest I knew a lot of that already and I know a lot of questions have been put forward. I have a new family, trying to leave One Housing because of how I've been treated over the last 7 years. To be honest everyone except Terry – Terry has been awesome with the hot water issues and actually mine has been solved and he's been incredibly informative, but I have to say the rest I've emailed and called maybe 20 times in the last couple of months – I've had placating emails, no calls back, I've paid my bills, I've never thrown rubbish out. I live in Cotterell House and have to deal with the recycling which is also one of those things. Over Covid I've not had any information on the concierge, I'm paying for it – they're lovely people but they're not doing anything for me that's for sure. My car is parked

	down in the parking lot and the gate's open most of the time, don't think the concierge is checking – like I said they're lovely people, but I don't think they're checking on it. I do feel unsafe in the area I have to say. I can't move out of this place. You're not discussing cladding, which is the most important thing, you're bypassing all of our questions, I have emailed and called – I've followed your protocols. I know you've got a meeting in 3 weeks' time but you're not going to be able to answer 100's of questions, I don't know what to do and how you guys are going to help me but when you are placating us with this meeting. I feel like it's a waste of time. I've come back from seeing
	patients – I've cancelled patients so I can listen to you and it's been useless. I am desperate to leave One Housing and I think a lot of people feel in the same boat. This meeting is disappointing and unfortunately, it's not useful. I don't know how you can
	help us
HM	Brinda, can I respond is that alright?
Brinda	Yes, absolutely I appreciate what you've said but it's not useful
НМ	So, Brinda, I hear the frenzied feeling and the challenges of your communication which I really appreciate
Brinda	It's terrible, I have to say. And I understand Geanna you're new and Laura you're doing what you can but it's not helpful across the board. I have tried to leave this flat – I have a new family and I want to have a garden and it's not fair what you're doing and you're not giving us the timeline or the answers. It's a waste of my time
НМ	Ok thanks Brinda, just to say we don't mean to
Brinda	I don't think you realise how many people are desperate to get out and I understand cladding is an issue and I understand you have to get the money from Government. I for one woke up one day and found the fire engineers drilling into my wall without any notification. My son was standing there looking at some random builders. My husband
	had to open the window and ask them but no information. Also, I'm going to lose out on the stamp duty freeze – that's £15,000's worth. I know its cladding questions, but communication is poor with One Housing
НМ	Brinda thank you; you've raised a lot of issues there and clear unhappiness. I can't and not able to address this in this meeting, but I can make a commitment
Brinda	I don't think you will in any meeting to be honest, I don't believe you
НМ	You could perhaps believe that we are trying to make things better? I know that's not an answer
Brinda	In what regard? That's my question – I've lived here for 7 years and nothing I've asked or questioned has been addressed. I haven't even wanted full answers – I've wanted communication and I haven't had any
НМ	Ok we'll take that away Brinda and see what we can do. Thank you, Brinda,
	Venessa who is next?
VD	Lucy Aspinall
HM	Lucy – hi
Lucy	Hi, my feelings are very similar to Brinda's. My job is now based in Bristol and I'm trapped in a house in London. I sent my email to sell in February and I was unable to. My first question — is there something that One Housing can provide to allow us to sell our flats with something that states you are working on getting the cladding redone, so that us as residents can move on with our lives, because I am currently unable to work at my role in Bristol because I work for the Civil Service and our roles are no longer in

	London and that's a Civil Service wide thing so it's not my choice to move there and I'm stuck here.
	My second question whilst I am stuck here, my service charge has increased £276.00 a year for a service that isn't providing me what you promised as One Housing. Again, your colleagues will know I've had two bikes stolen over the summer from the so-called secure parking. The CCTV wasn't working when they got stolen, the gate at the back of the property on Suttons Wharf South doesn't have an alarm so that didn't go off, but each month my service charge is being paid to you and each year, ever increasing. So, you need to freeze that service charge because it's becoming unaffordable for people like me for salaries who do not increase year on year yet your rent and service charge does, and it's really expensive to live here and I'm also trapped. So there are my two points – freeze service charges and get a certificate so we can move on out of this building which promises the banks that you will do something about the cladding so we can move out of the properties, because at the moment we are going through a recession and I'm at risk of selling my property when this finishes, first of all with works going on below and also a price crash so I might not even get out the money I put into the flat originally
НМ	Thanks Lucy. Two things there. Firstly, on the cladding, there is a separate meeting about that. We are doing as much as we can, but I'm not going to be able to go into detail about that now, but we will pick that up at the cladding meeting – every single point that you've raised. It is the same issues for pretty much everybody so in the cladding meeting there will be fewer questions I suspect, and we can give you answers to that.
Lucy	Agreed. So, in prep for that meeting, could you find out if there is a certificate that you can give to banks to assure them that this work will go ahead?
НМ	The issue is what the banks will accept Lucy, but the experts in that meeting will talk you through. We can give you things, but it's what the banks will accept is the issue. That's a national thing it's not just One Housing. I promise and give you my word we will pick that up in the meeting.
	Geanna do you mind picking up the service charges please?
GB	Yes. The actuals are due to go out this week, we're happy to have separate meetings regarding service charges where I can bring managers along or otherwise to engage with residents on an individual basis. The information will be being sent out, residents can digest that and if there are any issues in relation to payment – any signposting or support we can help with that.
Lucy	My point is more around – I don't necessarily need support, I'd just like you to stop putting it up. I am a single dweller, I don't have any faults and I've never logged a fault yet I'm paying an extortionate amount for a service charge which is ever increasing, yet the service I'm receiving is not in line with the increases because my security has not saved my two bikes and I've lost bikes over the summer.
НМ	Geanna can you respond first and then Laura perhaps very briefly
GB	Yes, Lucy although we haven't met, I'm aware of your situation as I recall it when it came through and its heart breaking – I do understand. I think there are issues in relation to the quality of services which we are looking at, but in relation to the service charge process – at the beginning I said we utilise independent external auditors and they look at whether or not what we are accounting for is fair and correct. So yes in

	some cases, the service charges will go up where we have paid out more than we
	anticipated so there will be a deficit, and in some cases there will be a credit and that's
	what happens in relation to variable service charges
Lucy	I do understand the process around service charges, I think perhaps we need to make
	cutbacks elsewhere such as getting rid of a concierge who is not collecting parcels –
	which is one of their main jobs – to save us money. None of us are rich, that's why
	we're living in shared ownership houses, not our own houses, but you keep putting the
110.4	price up
HM GB	Geanna do you want to say one last thing on that before we move on?
GB	I think it's about the quality of the service and also us engaging with residents more about what services they need and want, and I think that is not necessarily something
	that we have been particularly good at. There are choices to be made, and balances to
	be had regarding the level of services or the level of staff on site etc. I think that your
	challenge is right Lucy, we do have to maintain standards, its right that you challenge us
	if they're not good enough as you're paying for something. I do feel confident in
	relation to the numbers that are being sent out. I can say we look at this and take it on.
	Without thinking of your case specifically, I think generally we do have more work to do
	in our work with communicating with residents throughout the year as to 'this is the
	likely service charge you'll be paying, what's the feedback in relation to the quality of
	those services and also what's the feedback in relation to the extent of those services'
	and we haven't really done that. I won't be able to make a magic wand in relation to
	that, but I absolutely understand what you're saying, and I do sympathise. Probably
	that's not a good enough answer Lucy but that's all I can say, and I'll leave it there for
	the time being due to the time.
НМ	Thank you Geanna and thank you Lucy – I hear what you're saying and Brinda, likewise.
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VD	So Venessa can you suggest who's next?
VD	Ed Spencer Ed do you have another question that hasn't been asked yet? Please go ahead
HM Ed	I think I've said enough for now, I'll let someone else speak
HM	Ok thanks Ed. Venessa who was next please?
VD	Brinda, did you re-raise your hand?
Brinda	Go to someone else
HM	I can see Meret, Aurelien and Charlotte, and someone who is an unknown user showing
111111	as UU. Shall we start with Meret?
Meret	Hi, thank you for the meeting today. I agree with Brinda and Lucy – I'm a teacher and I
Wicici	got shared ownership as that's the only thing I could afford. My first experience of One
	Housing was I moved in and there was no hot water, and when I rang them I was told
	because I was essentially the landlord, I had to pay for it myself even though I moved in
	there was no hot water, so I've never experienced an engineer or a plumber coming
	round – I've had to pay for that. My doors breaking or my window getting jammed –
	I've paid for all of that, and the service charges keep going up including a gardener –
	unless you're talking about roof gardens, I don't know where this garden is. The service
	charges keep going up and I work in the area. Talking to the other people who have
	mentioned it, it just seems like we're being pushed out and it doesn't seem very fair
	and I think it needs to be listened to – people keep saying the same thing and your
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	ethos is about supporting people and yet I'm struggling and I've looked at trying to move out but I'm concerned that with the cladding work and the work downstairs is

	going to stop me moving out. I'm stuck here with a flat I can't afford and then what happens?
НМ	Thanks, Meret, I don't have an answer to your question but what I do have is a very strong sense from you and the others that have kindly contributed, of how you're feeling. We are not going to be able to solve everyone's problems straight away but what I do take from this is we definitely need to communicate with you better, we need to be clearer about the service charges – including what you get for your service charge and check with you what you want vs what we give you and come to an agreement between us about what all of this looks like. We won't be able to fix all of this straight away, but I can give you a commitment – this is the beginning of an engagement process so thank you for taking the time to participate. Someone said earlier they'd been having this conversation for 8 years but maybe not in this way so it is an opportunity to get things better, but I can't wave a magic wand and get rid of your frustration – I wish that I could. I do hear the pain.
Meret	What I appreciate is that you're having this meeting and you're listening to us. I think it's really important that after this meeting something is done and it's not just there to shut us up about the cladding, because if that's not what this is and its genuine — it does sound like there are a lot of new staff and I dealt with an ex member of your staff who has thankfully gone. I am really hopeful that what you're saying is genuine and I think that if it does change after this meeting then its positive. I understand that's not going to happen straight away, but I think it's really important that you hear the problems that we're facing in this area
НМ	Yes, it is and thank you. It won't change overnight – I wish it could, but it won't – it will take us some time for us to work together to get things right – us in the organisation but clearly working with you
Aurelien	Hi this is Aurelien here, I think this is the second meeting we've had since 2010 so thank you for that. It would be great if we could see minutes, actions and a timeline against the actions after the meeting
Ross	Yes, so we can all follow up and see actual actions coming out laid out as 'this problem was raised, this is who is dealing with it, and this is the plan'. We don't expect a magic wand, and we appreciate you're empathising with us as it hasn't always felt like One Housing has been a particularly empathetic organisation if I'm honest so it's nice to hear you're understanding the strength of feeling, but now it's about driving it forward with a plan with responsible people assigned to it. Also, ask us for solutions - we're saying you're spending too much money on services, so ask us where we think you could cut back. We could say we don't need that bush there so it could be cut back. Lots of us are talented professionals and we are invested in this area; we're not asked for solutions we're asked about our problems are. Maybe involving us in the solutions is the answer.
	I just have some easy questions that are not related to cladding – you're going to add flats to Suttons Wharf South which I think is a great idea given the shortage of housing in London, will it lower the service charge for the rest of us in Suttons Wharf South because you are adding more residents or what will happen?
НМ	Geanna do you know?
GB	I don't want to make any guarantees, but the principle is yes - the bigger the pool then potentially yes but don't hold me to that because I don't know the detail
Ross	I won't hold you to that I just wanted to know if it will be taken into account.

	A specific question – does every flat pay the same service charge in SWS whether it's a 3 bedroom or 1 bedroom because I know ages ago, the Council flats didn't pay any service charge, so I just wanted to know how it works
GB	I don't know the detail Ross, some people will have different leases and started at different times. I'll capture the questions and come back to you
Ross	Ok, last one – what's the rationale behind not selling the now liberated car parking units in Suttons Wharf South
GB	Laura?
LC	Yes, that will be a decision that's made in line with the plans for the residential units where the office was. It's not the case we won't sell them, it's just right at this time we're not going to sell them just whilst the works are going on. It might be that bays become available for existing residents in the building, but we'll communicate on that
НМ	We'll take that one away
Ross	Can I also suggest you increase the frequency of these meetings, as I think what you've faced today is a massive surge of emotion as people have been sitting on this stuff. I know you talk about dealing with residents individually but actually it's really important for us as residents to be able to communicate with others to see they feel the same way otherwise it feels like you're picking us off one by one. I know you're likely to get a bit more rage from us but actually being able to work together as a community – and you've come with that spirit today – and whether you've solved the problem or not we at least appreciate that. That's just my feedback – thank you - sorry to take up so much time
НМ	Thank you. We want to do as much as we can – we do have 17000 properties and 35000 residents so we have to look at the most sensible way of approaching this, but clearly there are some areas where things haven't gone as well as they might and it is sensible we focus on that – it makes sense to engage where people are less happy. We'll come back on that as part of the Q&A, but you have a commitment from me that I will keep in touch as much as I possibly can. I'm not going to be able to answer lots of individual questions, I'll be honest about that, but in terms of working with the teams and working with you then we commit to that as an organisation as best as we can. I can see Mark and John, and someone whose initials are UU. If we start with Mark
Mark	Hello – it was just to say I really appreciate having the call today. I think I probably echo the voice of many residents that we are concerned over the speed of things changing – totally understand they can't change overnight but the trivial, smaller issues – we still don't see action. Laura, you'll remember this point specifically and I don't want to labour the point, but we had a regular pile up of recycling outside Wharton House. The suggestion that was made was the location of the recycling bins were simply moved to the end of the road at Palmers Road. That took a year to put the solution in place which as far as I can tell was free of cost – it just took a small logistics and logistics that residents could do ourselves, but we couldn't without One Housing's permission. So, the frustration and angst that a lot of residents have is yes, the big stuff takes longer but when what seems to be the simple stuff takes a year to action – are you kidding? It's insane.
HM	You're absolutely right, I don't know the circumstances but on the face of it that does not seem the most sensible thing. It might have involved other things I'm not aware of. Laura, do you want to add anything – was there a real reason it took a year?

LC	The complications relate to other parties being involved like Guinness, but as a positive moving forward Mark is I've now taken over the Environmental Services teams who deliver the day to day service on site, on top of the Property Management teams so those teams will be working together. So, it's the staff on site and the staff who are liaising with third parties and the local authority. Those teams do joint inspections so I think unifying those teams into one department will help things moving forward – this is only a recent change, so I'll be more involved in Suttons Wharf and as I mentioned I'll be visiting on Thursday. Hopefully the quick wins working with the resident's group and individual residents feeding back to us. What Ross was saying before, and asking residents what the solutions are, you'll probably think of things that are really obvious to you but not to us, so we'll listen to residents more Yes I would echo the point made before which is the solutions often do sit with
	residents, where they involve us working with the local council or with Guinness it might take a little longer, but we shouldn't be holding up simple things. I've got a lot of faith in Laura, I'm sure those who know her well, will know she's one of the gems of the organisation so Laura is there to support but equally it shouldn't be taking us a year to do something simple so I'm sorry it took us a year
Mark	Ok – I look forward to seeing some action
НМ	Thank you. John can I pick up your question?
John	Hi, I agree with everything people have said and it's great to hear you guys are trying yet again to make things right for people. I've been here 8 years and the first year I was here my bike was stolen, I haven't had one since and that's my choice. The point I want to make is that the place was great when we moved in and every year for the 8 years there have been issues and problems. There hasn't been one year where there hasn't been a problem. I know that the boiler system downstairs has been replaced, and parts added, but there's still problems with it. We've had our unit serviced – we on the 9 th floor still have problems. As an example, when we turn on the tap in the morning, I have to wait 5/8 seconds before the water pours out and it's the same with the shower. I have to wait a minute or 2 for the shower to get hot. It'll be interesting to see this Christmas if we have heating and hot water
TD	What address are you and I'll get this checked out? It sounds more like a plumbing issue if it's a delay of the water, I won't get into the detail but if you give me your address, I'll get someone to check it
Victoria	But we all have problems, every single year we always end up without heating and hot water. I was 8 months pregnant and I had no heating, and the majority of this year the heating and hot water has been inconsistent. It has been that way for 8 solid years and now to add insult to injury you're trying to charge us for works to a communal boiler that has never worked and we know more things are coming. We know that the risers will be replaced because they've not been properly looked after, we've got photos that show limescale all over and we know we're going to get a big invoice straight after.
НМ	Victoria just on that particular point we put in new boilers and we're not charging anyone for them, we're paying for them
Victoria	But they don't work – they're still failing
TM	I think there's a difference between the actual plant room failing and the individual HIUs. As Hilary has said we've changed the boilers
НМ	Sorry can we have one person talk at a time as its difficult to understand
Ed	Every 3-4 weeks my strainer gets taken out and its basically full of sludge, and this happens every 3-4 weeks, and I was left for 34 days in the middle of a pandemic with no hot water. I am type 1 diabetic and I'm in the category of high risk for Coronavirus, and

	when I complained about this the response was do not send engineers to his house because of the volume of complaints he makes. That's basically what happened to me during lockdown. I've had about 5 weeks of no hot water and heating I think over 3 separate instances in 3 years, and then every year for at least 1 or 2 weeks it doesn't work. And then in the middle of lockdown you guys decided to change the policy and tell me that I was now responsible for my HIU which has failed consistently since I moved in, without actually telling me properly despite the fact there is a sticker on my unit which says do not touch and do not get a third party in to fix this.			
НМ	Can I suggest that for specific problems, so John raised a problem in his flat which Terry will take on, and Ed			
Victoria	It's the building – we all have the same problems. All of us have the strainer build up and all of us are getting told to pay for someone to come out and service the HIUs. I had to move out for 4.5 months during the pandemic, but we didn't have reliable heating and hot water. It was not just me; it was everyone and we know because we all talk to each other. I don't think you realise that we all communicate, we all know when its communal, and more than that we talk to other estates now and we know that the same thing is happening across all One Housing buildings that have communal boilers. So please stop telling us it's an individual flat problem because we know it's not – we			
	have been here a lot longer than a lot of your staff have.			
НМ	Ok. So, as I said we did replace both boilers at Suttons Wharf			
Victoria	Yes, and you flushed the systems and the pipes are still faulty so we're still getting problems			
НМ	So, Terry will pick up on that particular point when we come back with answers to questions			
John	Terry, its John. My flat number is XX (<i>flat number not included here for data protection reasons</i>), what I can say to you though is when the recent changes went in, whatever the parts went in, that's when I started having major problems- I was having problems like everyone else, but now to the point where I stopped calling One Housing because I just lost the heart			
НМ	Ok so John we'll match you with Terry to sort this.			
	I'm just conscious that its almost 7.10. I can see Lucy has got her hand up, but whoever UU is – I can see you've got your hand up, but I don't know who you are			
PD	Am I UU?			
НМ	You're showing as PD but please ask a question			
PD	I've got a question about the waking watch. I understand you guys are paying for it, but can you put that in writing to all of us please?			
НМ	We'll pick that up as part of the cladding meeting			
PD	Yes, that's fine. BBQ's as well – people are still having BBQs – can we pick that up in the cladding meeting too please?			
НМ	Yes, if you see people having BBQs please tell them to not do that as its dangerous Lucy – I think we have one final question from you, and then I think we should wrap up. I'm conscious its quite late.			
Lucy	More for the residents really – I don't seem to get any communication and I'm not part of any groups. I know there is a whats app group for SWS, and if anyone could put that information in the lift, it would be really nice to communicate with other people in the building if there are any issues as I live on my own.			

Amma	Jack Ratcliffe, your TRA member has asked me to notify you all that there is a whats app			
	group and a Facebook group you can all join to keep in contact with one another.			
	you'd like to put details in the chat then people can pick that up			
Lucy	I can't see the chat so could you email that to me please?			
HM	Yes, we can do that – we'll take that as an action			
	Anam do you want to pick up a question? And then I must close the meeting			
Anam	I just wanted to address this question to Geanna, and I appreciate that you're quite new to One Housing, a lot of us have been here coming up close to a decade — I'm not sure if that's something to celebrate or not. I've had a very slow response every time I've made a query regarding a maintenance issue and the way the issues are dealt with — the processes in particular seem to be haphazard and they have been for a long time. To me in reality, working in service delivery it looks like processes aren't in place and they're not being followed. In reality people don't know what they're doing — both for One Housing staff and the contractors that you're sending through to our properties. I'd go so far to say that most of the contractors and people who work for One Housing, when they do turn up and hear what I've got to say then they say yeah that's the usual thing, it will take us a few months to get here, yeah I haven't had a PO signed off so I can't do anything about it etc etc. For me this smacks of process failure, I don't know whether you have looked at a SLA to residents at One Housing, whether that's been put in writing. We get our service charges and they are increasing every year. In the last year I've had barely any service, even though I've requested it, yet I know my service charges will go up. What I'm asking for is not just transparency in terms of cost and everything involved about why its rising, justification and value for money, but really, it's about understanding what you're actually doing about it. There's a lot of frustration here, people who have been here a long time and a short time, people are probably regretting their purchases. To compound all that we got that letter we were all dreading when we were watching the news a few years ago when we saw Grenfell go up in smoke, we all hoped that our apartment wasn't one of those. But unfortunately, it is. I think there needs to be a lot more done, not just by the Comms and PR officer as they can only work with what they receive, but I see a total			
HM	Thank you for that. We will respond. I hear what you're saying and hear the pain again.			
11141	There is a lot I've picked up this evening particularly the strength of feeling in some areas which has been helpful just to hear and everyone to collectively hear.			
	It is now 7.15			
Ed	Sorry, if you email ohgaction@gmail.com we've got a survey we want to get your			
	feedback on this meeting. We've circulated it on the whats app group, if you want to			
	join let us know, we've had about 10 responses already. If you want a copy of the			
НМ	survey that's great and you can add your feelings on how you feel this meeting, went Thanks Ed. Just to be clear that is not a survey from One Housing, that is a survey from			
11101	Ed and others, but we would like to hear your feedback. You can feedback to us on how you think the meeting went. Jo can you add the corporate comms email address in the chat – please feel free to email any thoughts on this meeting and how we might do			
	future meetings			
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Meret	I can't access the chat – Ed and Hilary is it possible to email it out?		
НМ	We will include the details on the minutes and send to you and the other residents		
	Just to say we're at the end of the meeting. Thanks again to everyone for joining us today and for a) raising questions and b) giving us the opportunity to answer them. If there are any other issues that you wanted us to answer, please let us know and we will do that as part of this. Just to reiterate the point about separate meeting on cladding, I know this is a major issue, but you will have a good chunk of time to just talk through all the major issues that relate to that. We will send out invitations for that. We will get a date firmed up for that within the next week at the latest. We are going to hold a series of meetings for residents in other estates so we will be in touch with them directly closer to the time and then just to say again thank you. You've got our Ask email address so you can get in touch with us that way. If its particular comments about this meeting, then a good idea to come through the corporate comms email address. Just to wish you all a good evening, thank you very much for your time. Thank you to my colleagues for joining this call, and wish you all a good evening		
	END OF MEETING		

Agreed Actions from meeting

#	Action	Responsible Officer	Timeline
1.	Consult with residents on the service	Laura Corben	Work with the TRA to design the questionnaire for consultation during
	provided by the concierge team		October.
			Proposed questionnaire to be sent to TRA by 12 October.
			Questionnaire to be sent to all residents on SWS and SWN estates by 31
			October.
2.	Feedback to residents on longer term	Laura Corben	31 October – An update will be provided on block noticeboards and shared
	solutions on waste management (after		with SWN resident's association group
	attending Tower Hamlets meetings)		
3.	Feedback to Linda and the Residents	Laura Corben	2 October – Laura jointly inspected with Linda on 1 October and additional
	Association on the jet washing following		jet washing agreed for marked areas
	inspection on 1 October		
4.	Seek feedback on cyclical decoration	Planned maintenance	No date set yet, agreed to do this once the cladding remediation works are
	across the blocks – identifying what	and Laura Corben	completed
	residents would like to see		
5.	Investigate whether banks will accept a	Building Safety team	To be addressed at the cladding meeting
	notice from One Housing that cladding will		
	be addressed allowing residents to move		
6.	Review 'service chargeable' services	Laura Corben	Follow up meeting to be arranged for service charges specifically – date to
	offered across Suttons Wharf with		be set by 31 October with the resident's association
	residents to agree amendments to service		
	offer and introduction/removal of certain		
7.	Increase communication across the estate	Geanna Bray	Meeting to be held in December – date to be set by 31 October.
/.	on service charges; ie likely amount you	Jo Garrick	Wieeting to be field in December – date to be set by 51 October.
	will be paying and gaining feedback on the	JO Garrick	
	quality of the service to address concerns		
	for current services provided		
	Tor current services provided		

	We agree that we need to improve upon our communication regarding service charges. We are happy to commit to a meeting specifically on this topic in December. We may not be in a position to share the likely costs at that stage but what we can do is secure feedback from		
	residents and have an open conversation about each of the services for which charges are made and that can inform the process going forward. It would be a good opportunity for residents to also meet		
	(virtually) our operational managers who are involved in the preparation of the charges as well as those responsible for the actual services which we provide and		
	take feedback from residents on the quality and frequency of them. We also commit to improving the timeliness of information on our website regarding our service charge process.		
8.	Confirm whether every flat in SWS pays the same amount of service charge regardless of size	Geanna Bray	We will be able to provide this information before the next residents meeting in October
9.	Communicate with residents once the SWS office parking bays become available for sale	Laura Corben	Short term decision to be confirmed with residents via noticeboards by 31 October.

	Longer term plan for these parking bays is dependent on our planning application for the conversion of the commercial space. In the short term we will investigate the potential renting of bays until the planning decision is made. If possible, we will offer to those on the parking waiting list. Please contact us if you wish to be added to the waiting list.		
10.	Consider more frequent resident meetings Laura has emailed suggested ideas for future service-related meetings to the TRA and asked for feedback.	One Housing	Walkabouts with resident groups to be set for next 3 months in advance – dates being agreed with TRA for SWN estate at the moment and will be added to the noticeboards in each block.
11.	Investigate why problems are still being experienced with hot water in individual's (JC) flat	Terry McDermott	We attended on 6 October as agreed with JC to investigate. Engineer recommended we re-attend and clean the strainer which is being arranged with JC.
12.	Investigate the piping for the hot water – residents say they are faulty Residents need to report these issues to us via the Ask inbox and we will investigate. If the issue is with the HIU and is a leaseholder property, the resident will be responsible for the repair, but we will attend and investigate to confirm the issue.	Terry McDermott	No timescale – we need residents to report issues please
13.	Confirm in writing that One Housing will pay for the waking watch	Building Safety team	To be addressed at the cladding meeting

14.	Discuss residents who are having BBQ's at	Building Safety team	To be addressed at the cladding meeting
	the cladding meeting		
15.	Confirm details of the residents whats app and Facebook groups	Amma Nkrumah	These are included within these notes
16.	Provide information to residents on the service level agreements in place for services	Resident Engagement/ Laura Corben	This will be linked to action 6 and will be covered in the meeting looking at a review of 'service chargeable' services
17.	Increase presence of Executive team across the estate	Executive team	Ongoing
18.	Confirm date of the cladding meeting	One Housing	Confirmation of meeting date by 9 October

Questions & Answers

Questions that were raised during the meeting via the chat function:

- 1. Why have we suddenly been told we are responsible for a broken hot water system? (Asked by Anam in chat). Leaseholders have always been responsible for their HIU. If the plant room fails, then One Housing will repair.
- 2. If balconies have flammable cladding on them, shouldn't smoking be banned too? (Asked by Carmen in chat) This will be addressed in the cladding meeting.
- 3. What are you planning to do with dead trees along Palmers Road? Could you please replace them with a smaller species which are more suitable for these conditions? (Asked by Joanna in chat)
 - Amma and Laura met with Joanna and other interested residents regarding environmental improvements on the wider estate on 1 October to look at options and agree a strategy. These trees are managed by Guinness and we will look to involve them in future meetings with this environmental improvement group.
- 4. I am a shared owner resident (SWS). I read here that faulty balcony doors are the responsibility of One Housing is this correct? If yes, who can I contact? (Asked by Petra in chat)

We included an update on communal fob activated doors on both estates in the meeting, rather than doors within individual households. If you could send over more specific details on your door issue to the Ask inbox, we can review the issue and check your lease to confirm the responsibility.

Questions that were submitted via email following the meeting:

Katie Torrie sent an email concerning 3 outstanding complaints she has raised and a broken door from the car park to the basement lift.

A. This is being investigated by our Operational team and a response will follow.

Gabrielle Stewart sent us an email explaining she has recently paid for her balcony doors (and other external windows) to be fixed but understands One Housing now accepts responsibility for the damages, and therefore was seeking cost recovery. Gabrielle also raised concern about the communication of the presence of fire wardens

A. The query regarding the balcony doors is being investigated by our Operational team and a response will follow. The point on fire wardens will be discussed at the cladding meeting.

Jack Ratcliffe suggested shorter workshop style meetings were held on specific themes ie one for cladding, one for Service Charges etc. He gave general feedback that whilst the increase of letters has been noted across the estates, communication does still need to improve

A. These suggestions are welcome and will be addressed through the action plan noted above.

Linda Bryan requested that separate meetings be held in future for the North and South blocks to allow discussion for specific concerns for each block

A. We have listened to your feedback and going forward separate meetings will be held for North and South residents.

Astrid Wharton asked us to verify the height of Cotterell House prior to the cladding meeting being held in October.

A. We committed to respond on this before the meeting

Robert Selley requested sight of all questions submitted with the corresponding answers.

A. These are included within this pack.

The following list shows the questions submitted in advance, the majority of which were answered in the meeting, however, have been included here with the answer - please also refer to the actions table above as relevant

Estate Management questions

Q. People throwing things from balconies – what are we doing (Raised by Theresa)

A. We have written to residents about disposing of rubbish responsibly and safely. Please report this to us if it continues to happen and we will investigate.

Q. Jet washing has not resolved cleanliness of paved areas

A. We have undertaken jet washing as part of our schedule of cleaning for the estate. This is completed on an annual basis. We will post inspect works but due to the substances dropped in these areas it will not always get the stains up. It may require one or more visits in certain areas. We have seen a significant increase during lockdown with food waste being discard on the hard-standing areas on the estate. We have noted resident feedback on the commercial unit spilling items on the external paths and we can confirm that the commercial units contribute towards the estate service charge.

Q. Parking spaces for sale at SWS (Raised by Chris)

A. We run a waiting list for residents interested in parking in the SWS car park. Please email <u>ask@onehousing.co.uk</u> to get added to the list. At present there are no parking spaces for sale.

Q. Internal cleaning – issues with paved areas in SWS

A. We complete litter picking and sweeping of areas where the flooring material does not allow us to mop or hoover the floor. We will review this area with the team on site and put a new cleaning method in place, where necessary.

Q. Bins located in the hammerhead of Palmers Road (Raised by Bode, Katie, Luke)

A. One Housing maintain the areas where these bins are located. We will rotate these to avoid overflowing rubbish. Tower Hamlets strikes and lockdown have had a negative impact on the bin area with more waste being present than anticipated. The Guinness residents should be using their own bins located on Palmers Road, but it is impossible to police this where some residents might use these from time to time.

We are not able to move these bins to the basement of Suttons Wharf North as we can only work with the design handed over. The bins for Suttons Wharf North are underground waste units known as SULO Iceberg Optima and are formed from an above ground bin which features a 'night-safe' style opening for residents to dispose of their waste. These are units designed and signed off as part of the planning and waste management strategy. They are in place across Tower Hamlets as they make the best use of space for waste management with large residential buildings.

Q. Parking concerns on Palmers Road – cars blocking the road

A. One Housing is not the freeholder for the entirety of Suttons Wharf and as such we are unable to install a barrier/Gate at the entrance to Palmers Road without consent from the other parties that have legal interest across the development and this also includes the Guinness managed areas.

As the Landlord for our customers at Suttons Wharf, we are obligated by the planning consent from what is called a "Section 106 agreement". The agreement

sets out the principle that the scheme is subject to a car-free area. As this is the case, it is only reasonable and best practice to instruct parking controls to remain within the obligation made by the Local authority and the spirit of a car free community.

The contract obligations for enforcement is part of case law, "1996 Arthur v Anker and 2008 – CPS V Stephen James" whereby a person enters in to contract for parking enforcement where signs are displayed, there are signs displayed across the entirety of the development and thus the recovery of PCN's is a legal due process. We also ensure that our contractor is signed up to the independent redress scheme and BPA (British Parking Association) member.

There are 3 disabled bays and 1 other bay which are along the side of Palmers Road of which none are allocated and again this is an instruction to provide accessible parking in the section 106 agreement. There is also a Hammerhead junction designed at the end of Palmers Road to assist in the turnaround of emergency vehicles attending to any incident at the development.

Since January 2020, despite a period of no ticketing across the development or patrols due to Covid19 (this is consistent with Local authority actions at the same period) there has been over **450 separate patrols** undertaken by CPM, **1004 PCN's** has been issued including **735 for parking along Palmers Road** and over 60 percent of those have been paid or in the process of legal recovery (this is not undertaken by One Housing).

We are content that by instructing and enforcing parking control along Palmers Road are acting in a reasonable manner to assist the emergency services in maintaining access to the development. There are of course occasions when residents act in a way that is not reasonable to either park on the pavement or stop along the road for their own convenience and when this is spotted we act in a swift way to issue PCNs and to clear the access route. We are in no doubt that Palmers Road is not the only road that is under immeasurable pressures from vehicles parking or attempting to park in London, we do remain willing to

assist both the LFB and other emergency services where we can to ensure that we do not end up in a situation that can delay a response to any emergency across our developments.

Q. Why do we need a concierge? Can we change this? (Raised by Luke)

A. There is a difference between the concierge services at SWS and SWN. We are willing to consult with residents on the service provided and can adapt this where required but this will have cost and service delivery implications.

Q. What is happening with the SWS office? (Raised by Adam, Richard)

A. We have applied for planning permission to convert from commercial to residential in the near future. A decision is expected soon.

Service Charge & Rent questions

Q. Why was an 'audit' for the service charge accounts not required? (Raised by Sharon)

A. An audit in line with International Standards of Auditing is not required in line with the terms of the lease but we employ a qualified person to review our accounts and ensure that they provide a fair summary of the income and expenditure for the year.

Q. Service charge accuracy for budget setting concerns

A. We will use the best information available to us to set the estimates each year, this will include actual costs from previous years along with information about likely costs we will incur in the coming year (for example where a new contract has been instructed like insurance). The budgets are an estimate and that is why we will complete a reconciliation process at year end to ensure that the correct amount is recovered from residents. If corrections are required in the accounts, we will do our best to put these right as quickly as possible and adjust residents individual rent and service charge accounts accordingly.

Q. Service charge audit – why are corrections/duplicate invoices not picked up? (raised by Sharon)

A. The service charge accounts are reviewed by an external auditor to ensure that we have sufficient information and evidence to enable us to recover the costs in line with landlord and tenant legislation. The review will not take the quality of service delivered into account as this is something that can be challenged by residents and reviewed with the service providing team to address whether costs are fair and reasonable. Variable service charge paying residents have the right to request the invoices and other supporting information relating to the service charge accounts and we will work with residents to review any invoices or service areas they have concerns about.

Q. Reduction of service charge for no concierge during lockdown (Raised by Adam, Evans & Tanya)

A. The concierge at SWS was originally closed in response to the Covid19 pandemic, this was communicated with signs at the concierge area and on our website.

The concierge at Suttons Wharf South was reinstated following government guidelines and implementation of Covid secure workplace measures in June 2020. Prior to this the staff were redeployed to undertake essential and additional cleaning tasks on site.

The concierge at SWN has been maintained throughout the Covid19 period, despite some services being reduced i.e parcel collection due to the risks of cross contamination the concierge operatives are an essential part of the buildings management and safety which has not changed during this pandemic, if anything the requirement for a site presence has increased in these unprecedented times where the Government guidance during this pandemic has remained the same that building safety activity is a critical activity and as such our operatives along with cleaners and caretakers have been afforded key worker status.

As the concierge service is 100 percent service charge recoverable, we will seek to recover these costs.

The concierge team have been undertaking additional duties, as outlined in their job description and providing a service tailored to the current pandemic requirements.

Q. Why do I have to apply for a refund to receive a credit on my Statement of Account – why can't the Direct Debit for the following month be adjusted? (Raised by Sharon)

A. This is standard practice across the wider sector and at the point when a credit may be due back to a customer, they may have arrears on their service charge and rent account. There may also be arrears on other accounts with us, such as a major works or ground rent account and this would need to be checked before a credit can be refunded back to the resident. As such, we do not automatically adjust Direct Debits and require the resident to request this. Some residents have fed back to us previously that they would prefer to keep a credit on their account in case of future deficits.

Q. Many residents have reported inaccurate rent increases, above what is dictated in their lease. Why have these errors happened and what are you doing to prevent it from happening again?

A. It would be useful to have any specific examples of this so we can respond individually otherwise it is difficult to respond fully. In general, we have a whole range of checks and independent validations in place to ensure accuracy. We are investing in a new housing management system and although it will take around 18 months to be fully implemented, it will automate many of the processes and provide us with a much better system all round.

Q. Given many of our properties are technically worthless (due to ongoing cladding/safety issues), will One Housing consider adjusting the rent?

A. We are not able to make adjustments to the rent, but we certainly encourage any residents who face any difficulties in maintaining their rent payments to get in touch with us straight away. We can sign post residents to external agencies who provide support and assistance with finances. For those facing hardship our welfare benefits advisors can help and we can work with residents directly to agree a repayment plan.

Q. When several residents from the same estate have requested service charge invoices, they have been provided different invoices instead. We believe this could amount to accounts fraud. What is One Housing's response?

A. It is difficult to respond to this without the details or whether this is in relation to recent charges. We do employ an external independent auditor to certify the process. The service charge actuals have just been sent out to residents and so we are happy to respond individually if any residents have concerns about the calculation of the charges or evidencing the cost of services.

Repairs questions

Q. Security doors breaking (Raised by Adam, Evans & Tanya)

A. We will repair and maintain the communal doors but assess when a full overhaul and complete replacement is required. Our contractor has completed a review of the fob activated doors at SWS and SWN and we are arranging the complete overhaul of doors with one basement door being replaced (SWS) where it has come to the end of its useable life.

Q. Lifts keep breaking (Raised by Adam, Evans & Tanya, James & Natasha, Luke)

A. We have both planned and reactive maintenance arrangements in place for our lifts. Whilst we will keep them well maintained via our specialist contractors, they are susceptible to ASB and malicious damage which can require us to replace parts in the lift that can extend the time they are out of action. Where the lift cannot be brought back into action, we will get a lift notice put up to explain what is happening and will keep residents updated with the works required.

Q. Cyclical redecoration works – when are they happening? (Raised by Jarrad, James & Natasha)

A. Once the building safety remediation works are completed, we will consult on and commence the cyclical redecoration programme for both Suttons Wharf estates (North and South). We welcome resident engagement and feedback on the works you would like to see.

Q. Internal flat works – replacement kitchen/bathroom (Raised by Theresa)

A. Residents will need to contact us directly to discuss these issues as we will not be able to address them in a public meeting focussing on communal service discussion points.

Q. Heating & Hot water – problems every Winter and water pressure is low (eg can't shower and use another tap or flush toilet at the same time) (Raised by Theresa, Mercedes, Charlotte)

A. The previous communal boilers failed in February 2020 and were replaced with new boilers in March 2020. Since replacing the boilers, we also undertook a survey of the communal scheme plant and pipework. Using the information from this survey, we have been working with our contractors Stonegrove to replace and repair some components. All of the work we've undertaken in the last 6 months should mean the communal heating system works satisfactorily and should ensure you don't experience the issues you've faced historically, particularly over the winter period. We are not intending to recharge leaseholders for the works undertaken this financial year.

Lastly, we have also updated our approach to planned maintenance and servicing. Prior to 2020, the 2 servicing visits were generally undertaken in the autumn/winter months and often the system was switched off to allow this service to take place. This wasn't a customer focused approach to servicing, and it isn't necessary to turn the heating system off as there is more than 1 boiler serving the scheme. In the future, we will undertake the 'major' service during the summer months when the heating system is off and the 'minor' service will be undertaken 6 months later during the winter months but we will keep the system on and avoid outages which are disruptive.

Q. What is OHG's timescale to address repairs – urgent and non-urgent? In some instances, it has taken over 6 months (Raised by Richard)

A. Timescales for the commencement and completion of works will be arranged within One Housing's approved priority categories listed below.

Emergency Repairs – Respond within 3 hours and attended to and make safe within 24 hours. If possible complete. Any follow up work to be raised as a new job and placed within its appropriate category.

Routine Repairs - Attend within 7 working days, complete within 28 working days.

Resident requests for appointments beyond these timescales will be accommodated with the exception of emergency repairs.

Emergency heating repairs will be responded to within the 3-hour notification, and if works cannot be completed will be made safe and temporary heating provision will be offered to all tenants until the repair can be completed

Q. Why are some residents being awarded compensation for communal issues but not others? Surely if it is a shared communal issue (like a hot water outage), compensation should be awarded to everyone affected?

A. Complaints are dealt with on a case by case basis, and we are not able to discuss individual cases. Every complaint is dealt with through the complaints and compensation policy as per One housing procedure.

Q. Concerns have been raised about major contracts (eg communal boiler works) being awarded without going to tender. Why are residents not being consulted?

A. One Housing provide a mix of sub-contractors' contracts and direct labour contracts and this enables us to provide value for money and a streamlined business approach. Works vary from small to large projects and we need flexibility to migrate risk and heating failures.

Q. Given the widespread failures with the faulty communal boilers, why have One Housing not replaced these systems?

A. The heating system at Suttons Wharf was replaced in March 2020 as we discussed on the teams meeting, and maintenance programmes are in place to deal with any issues or failures. It is important that the leaseholders maintain and service their HIUs to help with the maintenance and longevity of the heating systems. One Housing will carry out maintenance and servicing in their tenanted properties.

Customer Service questions

Q. What is being done to improve customer service across OHG? (Raised by Katie)

We recognise that previously our customer service has not been as strong as we would like. Within the last year there has been a change in leadership across our Customer Operations, and these new leaders are working hard to embed changes within our teams to ensure a much-improved service. We hold regular internal training sessions with our teams focussing on 3 areas – performance; improving customer service and nominated hot topics to assist the team in their delivery of good customer service.

In addition to this, we have installed a new Customer Relationship Management (CRM) system which enables us to track and monitor customer communication, and we are able to identify any areas of the business that are not meeting our expectations and standards of good service delivery.

Finally, those of you who subscribe to our mailing list will be aware of this, but over the summer we have been working closely with the Institute of Customer Services who will be carrying out independent research on our behalf to help us understand the views of our customers. This is a confidential survey – we will only receive a summary report of the feedback shared with the Institute.

We are keen to offer consistently high-quality services to our customers and we welcome any feedback to assist us in that journey.

Q. Can communication be increased throughout the estate (a Suttons Wharf social platform has been suggested as the solution) (Raised by Bode)

A. We have made improvements to the way we communicate with our customers on the estate, following feedback from the residents' association meeting with Chris Gunton and Kim Riches earlier in the year. We have progressed with the introduction of the e-newsletter for the estate, close working between the TRA and our resident engagement team and have unveiled our new noticeboard template with useful information about the cleaning service and team managing the site.

Glossary

Contact details discussed during the meeting:

Customer Service Centre:

- Ask@onehousing.co.uk for general contact, if residents would like to join estate inspections, or sign up for the e-newsletters
- 0300 123 9966

Communications team:

- corpcommunications@onehousing.co.uk for feedback on this meeting
- www.onehousing.co.uk

Resident contact groups:

- The admins for the residents Whats App group are Jack Ratcliffe, Jania Begum, Ed Spencer
- The Facebook group for residents of Wharton House, Cradford House North/South, Cotterell House, Timmins and Evans Apartments is called **Suttons Wharf Residents Association (Gardens)**

Abbreviations used throughout this document:

ASB- Anti Social Behaviour

SWN – Suttons Wharf North

SWS – Suttons Wharf South

SLA – Service Level Agreement

PO – Purchase Order

GDPR – General Data Protection Regulations

HIU - Heat Interface Unit