



## HOUSING MANAGEMENT ADVISORY BOARD

**Date:** Thursday, 16 August 2018

**Time:** 6.00pm,

**Location:** Shimkent Room - Daneshill House, Danestrete

**Contact:** Fungai Nyamukapa

**Email:** fungai.nyamukapa@stevenage.gov.uk **Tel:** 01438242707

**Members:**        **Councillors:** Philip Bibby (Chair), Sandra Barr, Lizzy Kelly,  
Lin Martin-Haugh and Sarah-Jane Potter

**Resident Members:** Fiona Plumridge (Vice-Chair) (Tenant),  
Christine Anderson (Tenant), Kerry Gibson  
(Tenant), Jon Thurlow (Leaseholder),  
Len Saunders (Tenant) and Lesley Storey  
(Tenant)

**Staff Members:** Jaine Cresser (Assistant Director – Housing and  
Investment) and Craig Miller (Assistant Director - Direct  
Services)

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### AGENDA

#### PART 1

**1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

To receive apologies for absence and declarations of interest

**2. MINUTES OF THE PREVIOUS MEETING**

To approve as a correct record the minutes of the Housing Management Advisory Board (HMAB) meeting held on 19 July 2018.

Pages 5 – 10

**3. LIBERTY GAS UPDATE**

Page 11

**4. PERFORMANCE MANAGEMENT**

Pages 12 - 26

**5. TENANT AND LEASEHOLDER SATISFACTION SURVEY**

Pages 27 - 50

**6. REVENUE AND CAPITAL QUARTERLY PERFORMANCE UPDATE**

Please bring Pages 11 – 38 of HMAB July Agenda

**7. HRA MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

**8. HOUSING ALL UNDER ONE ROOF - UPDATE**

**9. VOIDS AND REPAIRS UPDATE**

**10. FEEDBACK FROM EXECUTIVE**

**11. ANY OTHER BUSINESS**

To consider any business accepted by the Chair as urgent

**12. DATE OF NEXT MEETING**

12 September 2018, Kadoma Room, Daneshill House

Agenda Published **09 August 2018**

## **AGENDA**

### **HOUSING MANAGEMENT ADVISORY BOARD**

**5.45pm for 6.00pm start on Thursday 16 August 2018**

**Shimkent Room at Daneshill House**

**Chair: Cllr Philip Bibby CC**

**Contact: Fungai Nyamukapa 01438242707**

<b>Item no.</b>	<b>Subject</b>	<b>Lead</b>	<b>Mins allocated</b>	<b>Time</b>
	<b>Refreshments</b>		15 Minutes	5:45pm to 6:00pm
<b>1.</b>	<b>APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST</b>	Chair	2 Minutes	6:00pm to 6:02pm
<b>2.</b>	<b>MINUTES – 19 JULY 2018</b>	Chair	3 Minutes	6:02pm to 6:05pm
<b>3.</b>	<b>LIBERTY GAS UPDATE</b>	Dennis Panter	15 Minutes	6:05pm to 6:20pm
<b>4.</b>	<b>PERFORMANCE MANAGEMENT</b>	Elaine Wright	15 Minutes	6:20pm to 6:35pm
<b>5.</b>	<b>TENANT AND LEASEHOLDER SATISFACTION SURVEY</b>	Katrina Shirley	20 Minutes	6:30pm to 6:50pm
<b>6.</b>	<b>REVENUE AND CAPITAL QUARTERLY PERFORMANCE UPDATE</b>	Anita Thomas	15 Minutes	6:55pm to 7:10pm
<b>7.</b>	<b>HRA MEDIUM TERM FINANCIAL STRATEGY (MTFS)</b>	Katrina Shirley	15 Minutes	7:10pm to 7:25pm
<b>8.</b>	<b>HOUSING ALL UNDER ONE ROOF UPDATE</b>	Jaine Cresser	10 Minutes	7:25pm to 7:35pm
<b>9.</b>	<b>VOIDS AND REPAIRS UPDATE</b>	Craig Miller	10 Minutes	7:35pm to 7:45pm
<b>10.</b>	<b>FEEDBACK FROM EXECUTIVE</b>	Cllr J Thomas	10 Minutes	7:45pm to 7:55pm
<b>11.</b>	<b>ANY OTHER BUSINESS</b>	Chair	5 Minutes	7:55pm to 8:00pm
<b>12.</b>	<b>DATE OF NEXT MEETING</b>  <b>WEDNESDAY 12 SEPTEMBER 2018, 18.00, KADOMA ROOM</b>	Chair		

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## STEVENAGE BOROUGH COUNCIL

### HOUSING MANAGEMENT ADVISORY BOARD MINUTES

Date: Thursday, 19 July 2018

Time: 6.00pm

Place: Shimkent Room - Daneshill House, Danestrete

**Present:** **Councillors:** P Bibby CC (Chair), S Barr and L Kelly

**Resident Members:** F Plumridge (Tenant) (Vice-Chair),  
K Gibson (Tenant), L Saunders (Tenant), L Storey (Tenant) and  
J Thurlow (Leaseholder)

**Staff Members:** J Cresser (Assistant Director – Housing and  
Investment) and C Miller (Assistant - Director Direct Services)

**Also in Attendance:** Councillor Jeannette Thomas (Executive Portfolio Holder - Housing,  
Health and Older People) and Neil Baker (Community Development  
Manager)

**Start / End Time:** Start Time: 6.00pm  
End Time: 7.40pm

#### 1 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from C Anderson, Cllr L Martin-Haugh and Cllr S-J Potter.

There were no declarations of interest.

#### 2 **MINUTES OF PREVIOUS MEETING**

The Assistant Director (Housing and Investment) provided an update on the issue of customer care training that was raised at the previous Housing Management Advisory Board (HMAB) meeting. Four external providers had expressed interest in providing training for SBC staff. A meeting to discuss customer care training had been arranged for the 25th of July 2018.

It was **RESOLVED** that the minutes of the HMAB meeting held on 21 June 2018 are approved as a correct record and signed by the Chair subject to recording the presence in attendance of the following:

Cllr J Thomas – Housing, Health and Older People  
Neil Baker – Community Development Manager  
Rob Gregory - Assistant Director (Communities and Neighbourhoods)  
Gill Laurence – Resident Involvement Officer  
Guru Lota – Resident Involvement Officer

3      **REVENUE AND CAPITAL QUARTERLY PERFORMANCE UPDATE**

It was **RESOLVED** that the Revenue and Capital Quarterly Performance Update be deferred to the August meeting of the HMAB.

4      **HOUSING SERVICE PERFORMANCE QUARTERLY REPORT**

The HMAB received an update on Housing Service Performance for Quarter Four. The Corporate Performance and Improvement Manager made the following proposals for presentation of performance information:

1.      Printed overview report summarising performance status and key areas of focus
2.      Printed appendix of full set of measure results with comments
3.      On screen focus on measures not achieving target – additional graphical representations that help to present a picture of performance would also be available

The Corporate Performance and Improvement Manager highlighted the following benefits of the InPhase Performance Reporting on-screen presentation:

1.      The interactive functionality allows a variety of graphical and dynamic representations of measure status to be viewed
2.      The system provides latest updates regarding measures
3.      Environmental saving on printing of paper of approximately 24 pages per report
4.      The system enhances efficiency relating to officer resource

The Assistant Director (Direct Services) welcomed the use of the InPhase reporting system. Members were informed that in general, Voids and Repairs performance had improved over the past six months. There were still issues regarding re-letting of some void properties. It was indicated that the Council had a programme to re-design some bed sits so as to make them attractive to bidders. The re-development of sheltered housing schemes such as the properties in Kenilworth Close was part of the Council strategy on hard-to-let properties. The Assistant Director (Direct Services) assured Members that key performance indicators were subject to quarterly review by the Senior Leadership Team.

It was **RESOLVED** that the proposals for presentation of Housing Performance information be adopted.

5      **HRA BUSINESS PLAN QUARTERLY UPDATE**

The Housing Revenue Account (HRA) Business Plan update for the fourth quarter highlighted Housing Development, Housing Investment, Housing Management and

Maintenance Services and Financial Assumptions.

It was **RESOLVED** that the Q4 Housing Revenue Account (HRA) Business Plan report is noted.

## 6 **MAJOR REFURBISHMENT CONTRACT UPDATE**

The Capital Programme Manager informed Members that:

- The Major Refurbishment Contract (MRC) mobilisation is progressing as planned and detailed design surveys have commenced
- The contractors were working closely with SBC's project managers to address the requirements of the Council and its residents
- Pilot properties have been identified for blocks in Broadwater Crescent, Southend Close and Plash Drive and tenants of these blocks had been consulted
- A communications strategy had been developed and was being implemented
- Contract governance and reporting arrangements had been agreed and the teams are currently developing supporting documentation and process maps

It was indicated that work was scheduled to commence on 30 July 2018 at the Broadwater Crescent blocks and 08 August 2018 at Plash Drive.

It was **RESOLVED** that the MRC project team monitors the distribution of the information packs to ensure that all affected residents received up-to-date information.

## 7 **UNIVERSAL CREDIT UPDATE**

The Universal Credit/Welfare Reform update covered the background to Universal Credit (UC), timetable for implementation, impact on claimants, SBC position, impact of UC on rent arrears, support provided by the Department of Work and Pensions (DWP) and SBC and current initiatives by the Council.

Universal Credit first went live in Stevenage in February 2015 and the pilot involved single claimants. The full service roll-out for new applicants and change of circumstance cases was due to commence on 03 October 2018. Members commended the work done to support those affected by welfare reforms. However, it was acknowledged that some Universal Credit recipients did not prioritise paying rent. Members sought clarification on issues of rent arrears and staff resources assigned to deal with the welfare reforms. In response to the questions, the Housing Operations Manager stated that SBC provided a home visit service to those claimants who required assistance in making claims or for discussion about financial matters. Members were informed that the Council worked collaboratively with Citizens Advice Bureau, the Department for Work and pensions and credit unions to support residents with rent arrears. The Council was involved in the anti-loan shark

campaign and employment initiatives.

It was indicated that SBC staff intervene at the earliest signs of financial stress. The Council considered eviction only as a last resort and in exceptional circumstances. SBC evicted less than twenty (20) tenants per year. Some of these tenants abandoned the properties before the end of the formal eviction process. Members were informed that the Council informed social services and other relevant authorities whenever tenants were evicted.

It was **RESOLVED** that the Universal Credit/Welfare Reform update is noted.

## 8 **TENANCY AGREEMENT UPDATE**

The Tenancy and Income Manager's Tenancy Agreement update covered the background to the current tenancy agreement, issues that had driven the tenancy agreement review, parties involved in the review, main subject areas and key dates for the review.

Members were informed that the last review had been done in 2013. The current review was aimed at addressing recent changes in housing-related legislation and other issues such as independent living, access to property, health and safety of staff, termination of tenancy and anti-social behaviour. It was noted that the proposed introduction of fixed-term tenancies was likely to affect the stability of some families.

It was **RESOLVED**:

1. That the Customer Scrutiny Panel and resident forums be consulted on the tenancy agreement
2. That consultation on the tenancy agreement be widened to include social gatherings such as the Teddy Bears' Picnic at Hampson Park
3. That the tenancy agreement clarifies that in relation to birds and vermin, the Council would not take action unless there was a real nuisance created

## 9 **FEEDBACK FROM EXECUTIVE**

It was **RESOLVED** that the feedback from the July Executive meeting be deferred to the August meeting of the HMAB.

## 10 **ANY OTHER BUSINESS**

The Chair accepted an urgent item regarding annual gas inspections. Several members of the Board expressed concern that engineers from the gas contractor, Liberty, were insisting on turning up at properties on the original date of the annual check even though residents had cancelled and rescheduled the appointments. This practice was reported to be widespread.

It was **RESOLVED** that the Gas Compliance Manager provides an update on the



performance of the gas contractor at the next HMAB meeting.

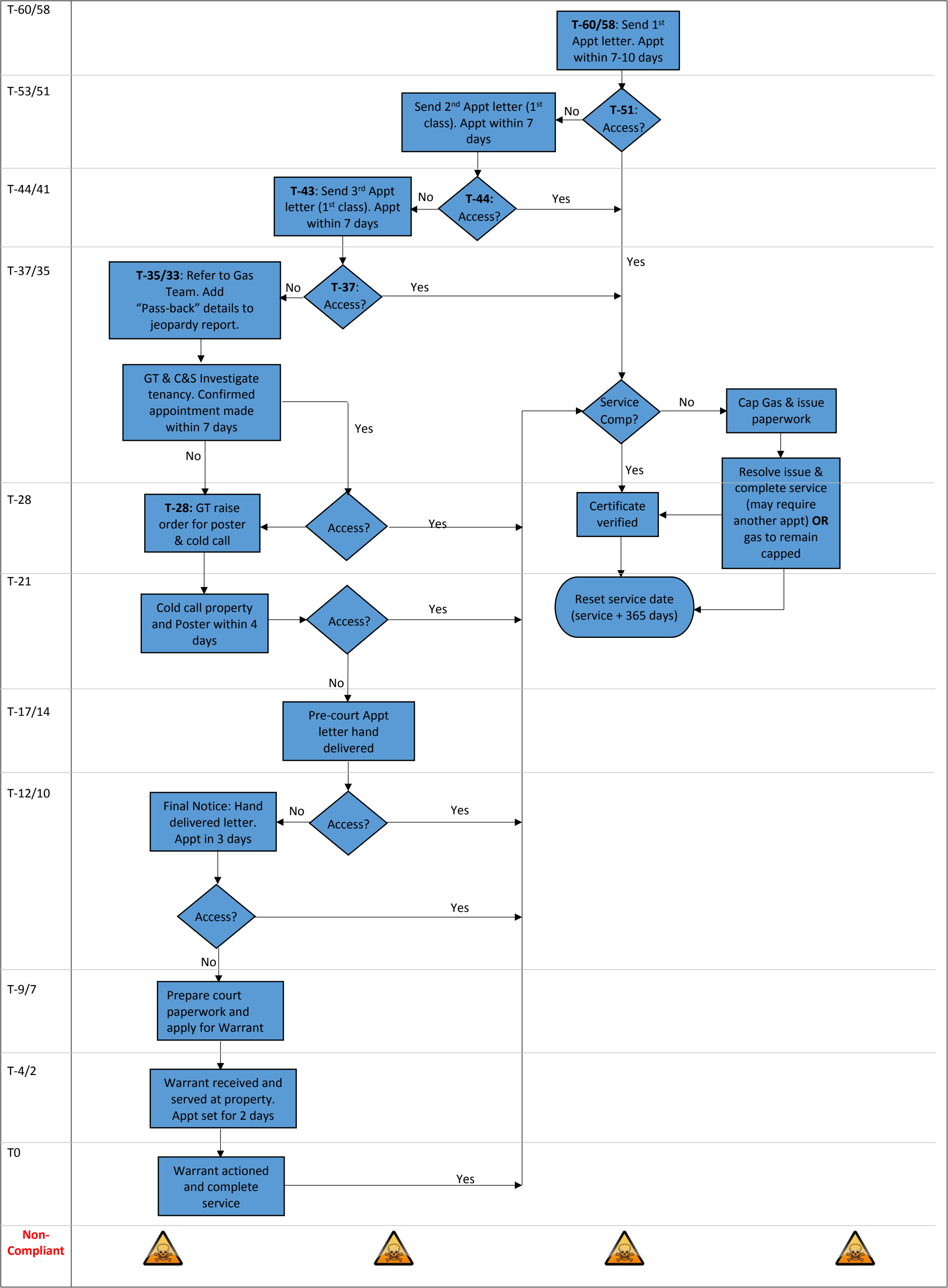
11      **DATE OF NEXT MEETING**

Thursday 16 August 2018, 1800hrs, Shimkent Room

**CHAIR**

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Annual Gas Service Programme - 10 Month Cycle  
Appointment process - 60 days from Service due date



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## HOUSING MANAGEMENT ADVISORY BOARD PERFORMANCE REPORT, QUARTER 1, 2018/19

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**Subject: Performance Management**

**Date: 16<sup>th</sup> August 2018**

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### For Information

**Author(s):** Elaine Wright (Corporate Performance and Improvement Manager)  
**Contributors:** Chloe Norton (Corporate Performance and Improvement Officer), Assistant Director Housing and Investment, Assistant Director Stevenage Direct Services, All Housing Service and Repairs & Voids Managers

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### Action Required:

To note performance against the Housing Service Key Performance Indicators at the end of Quarter 1 (2018/19); and to note actions to be taken to improve service outcomes, where performance is below expectations. (NB: Includes on-screen presentation)

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### SUMMARY:

This report provides a summary of the housing performance information at the end of June 2018.

The HRA Business Plan 2014 included a suite of performance measures and targets, which are reviewed annually by the Housing Management Team and monitored throughout the year.

Housing Management Advisory Board (HMAB) agreed (19 July) to embrace the benefits of the interactive reporting functionality available through the Council's corporate business insight system, 'InPhase'.

In advance of HMAB meetings, HMAB Members will receive:

- Overview report summarising performance status, with a summary of performance achievements and key area of focus.
- Appendix of full set of measure results with comments.

Additional reporting will be available at the meeting on screen using the Council's corporate business insight system 'InPhase' for measures not achieving target. This allows additional graphical representation that helps to present a picture of performance.

The Assistant Director Housing and Investment determined the measure themes to be reported. Thirty Nine measures grouped into five themes are reported at quarter 1 (June 2018):

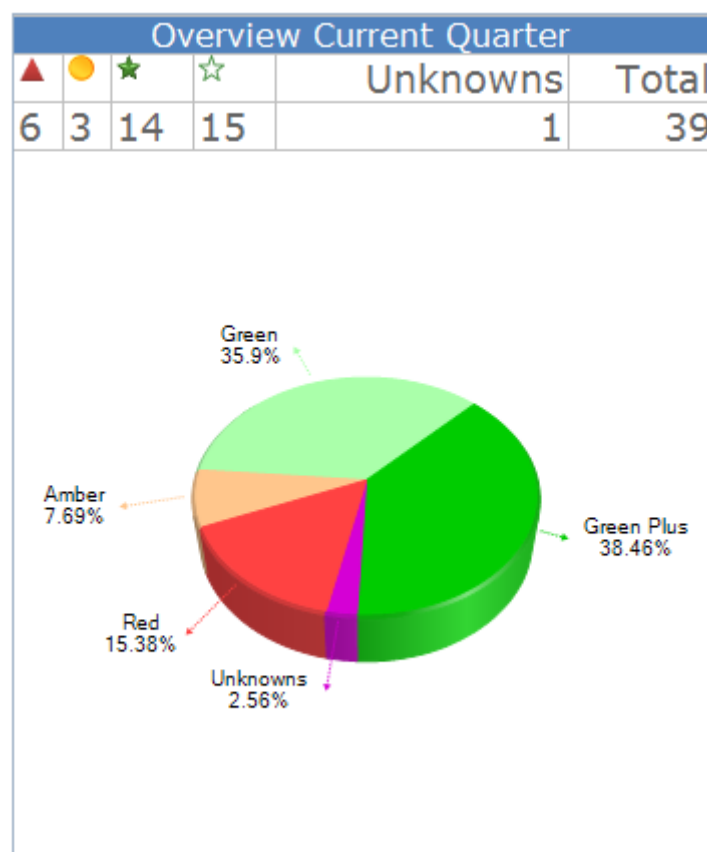
- Customer Service – 8 measures
- Income/ Spend – 8 measures
- Compliance – 7 measures
- Homelessness and Housing Support – 5 measures
- Repairs and Voids – 11 measures

In addition, there are three measures providing additional information or where performance trend is being assessed to determine future target setting.

- Comp3: Percentage of stage 1 complaints upheld fully or partially – measure for information.
- Voids Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids – measure for information.
- Voids RC1: Average repair cost per void property – performance trend being assessed.

(Results are included in the full measure set at Appendix 1)

## Overview of results to June 2018



Missing result: Recharge2 - Recharges collected as a % of amount due (current tenants). This measure requires review to ensure that robust information is provided. The Tenancy and Income Manager is analysing the supporting data to develop appropriate measure(s) that will inform and drive service improvement. Further update will be provided at quarter 2.

**Appendix 1** identifies the trend of performance over the last five quarters for the complete housing performance measure set reported.

### Performance Highlights and areas for improvement

An outline of performance achievements and areas where improvement activity is being implemented follows – Additional performance information can be provided through the on-screen presentation of performance using the corporate business insight system, 'InPhase'.

## **Customer Service Theme**

### **Performance Achievements:**

- Feedback indicates that customer experience regarding the approach and outcome of internal works being carried out on housing properties is improving significantly.
  - ECHFL-IW1: Percentage of tenants satisfied with internal works completed [for the current quarter] June 2018 target 80%, achieved 93.9%

### **Improvement Focus:**

- Customer levels of satisfaction with the final outcome of anti-social behaviour intervention have reduced. Performance has been impacted by the low number of feedback surveys being received. The team aim to increase the response rate through a focus on telephone surveys.
  - ASB1: Satisfaction with final outcome (anti-social behaviour intervention), June 2018 target 4.25, achieved 3.83
- One aim of the housing transformation programme 'Housing all under one roof' (HAUOR) is to enhance the customer experience. A customer care programme is being developed to improve the timeliness and quality of complaint responses. An external provider will provide customer care training to Housing staff as part of their personal development plan later in the year.
  - Compl1: Percentage of complaints closed on target, June 2018 target 95%, achieved 78.17%
  - Compl4: Percentage stage 2 & 3 complaints upheld fully or partially, June 2018 target 40%, achieved 44%

## **Income/Spend Theme**

### **Performance Achievements:**

- The Tenancy and Leaseholder Teams have ensured that monies due to the Council have been secured, contributing to ongoing sustainable Council budget management:
  - All (100%) of Leasehold major works charges due have been collected.
  - The level of Former Tenant Arrears collected is exceeding target, following receipt of a number of large payments. (FTA2: Former tenant rent arrears collected [£], June 2018 target £21,000, achieved £24,105.72)

### **Improvement Focus:**

- There is currently significant demand for works to provide level access shower facilities that have proved difficult to meet. The team are managing this and anticipate that all future adaptations will be completed within timescale.
  - A&Acomp1: Percentage of Aids and Adapts work completed in time, June 2018 target 90%, achieved 69.12%

## **Compliance Theme**

### **Performance Achievements:**

- New working practice in the Tenancy team is proving beneficial and all (100%) of mutual exchanges have been completed within the statutory timeframe of 42 days.
- All Right to Buy Notices have been responded to within statutory timeframes.

## **Homelessness and Housing Support Theme**

### **Performance Achievements:**

- Debt Advice support workers have recovered £87,353 income. This exceeds the target and is expected to increase. Adjustments to ICT systems to accommodate new working structures will be applied in order to reflect the collective team's income recovery total. (IncMax1: Income maximisation for clients, June 2018 target £63,000, achieved £87,353)

### **Improvement Focus:**

- Current results for the number of homelessness preventions include Housing Advice and Homeless, and Domestic Abuse team figures. Results from the Citizens Advice Bureaux have not yet been advised.
  - BV213: Homelessness Preventions, June 2018 target 90, achieved to date 62

## **Repairs and Voids Theme**

### **Performance Achievements:**








- Repairs are being fixed promptly and exceeding target. The team have placed major focus on a case management approach to each case dealt with. This coupled with efforts to review and improve processes has improved performance and productivity. (RepTime3: Time taken to complete routine repairs, target 20 days, achieved 14.84 days).
- The changes within Repairs and Voids continue to have a positive impact on the standard General Needs voids with turnaround times consistently reducing. Great collaborative work is taking place between the Project Officers and the Lettings Team to cohesively reduce unnecessary work.

### **Improvement Focus:**

- Fifty percent of the work required to current voids falls within the major works classification. Working practices are currently being reviewed to maximise the amount of work (primarily decent homes work) that can be undertaken with the resident in situ in order to reduce turnaround times and associated rental loss.
  - Voids GNMW: Time taken to re-let major works general needs voids, June 2018 target 65 days, achieved 72.25 days
  - Voids Sheltered MW: Time taken to re-let major works sheltered voids, June 2018 target 70 days achieved 79 days
  - Void Loss1: Void loss in year, June 2018 threshold £82,767, achieved £85,888
- During June a total of 6 independent living schemes were let, two of these were void for a considerable time prior to letting - If these two voids are removed performance for the remaining 4 voids would have been 37.25 days. The standard sheltered voids spent 18 days in R & V. The Independent Living Team continues to market voids through direct contact with potential tenants and referrals received. In addition to this studio flats are reviewed for potential remodelling into one bedroom flats to improve their marketability.
  - VoidsSheltered: Time taken to re-let Standard sheltered voids, June 2018 target 70 days, achieved 97.79 days



Key to Performance Status  
Symbols

-  Red Status - Focus of improvement
-  Amber Status - Initial improvement activity identified
-  Green Status - Any variance from target manageable
-  Green Plus Status - Exceeding expectations
-  New measure - Performance results not required
-  No data results
-  Missing value

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
⊕ RTB1: Percentage of RTB notices responded to within statutory timescales	Home Ownership Services	Compliance	95.00	97.22	☆	95.00	92.31	★	95.00	92.13	●	95.00	92.24	★	95.00	100.00	☆	95.00	
⊕ VLC1: Percentage of sites with valid legionella inspections certificate	Asset Management	Compliance	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	
⊕ MX1: Percentage of mutual exchanges completed within statutory timescale	Tenancy & Income	Compliance	96.00	95.83	★	96.00	91.51	●	96.00	94.30	★	96.00	95.57	★	96.00	100.00	☆	96.00	• Continue to meet the statutory timescale of 42 days for a decision on a Mutual exchange request. New work pattern for management continues to prove itself as best practice.
⊕ ECHFL1: Percentage of Homes maintained as decent	Asset Management	Compliance	81.2%	81.0%	★	82.3%	82.2%	★	83.8%	83.7%	★	75.4%	75.8%	★	77.2%	77.3%	★	79.8%	
⊕ VGC1: Percentage of dwellings with a valid gas certificate	Asset Management	Compliance	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	100.0%	★	100.0%	

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next 30/06/18 Quarter	Comments 30/06/2018
⊕ FRA1: Percentage of dwellings with a valid Fire Risk Assessment	Asset Management	Compliance	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	
⊕ VAS1: Percentage of communal areas with a valid Asbestos survey	Asset Management	Compliance	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	100.00	★	100.00	
⊕ ECHFL-IW1: Percentage of tenants satisfied with internal works completed (for the current quarter)	Asset Management	Customer Service	80.0%	?	?	80.0%	100.0%	☆	80.0%	36.4%	▲	80.0%	44.0%	▲	80.0%	93.9%	☆	80.0%	
⊕ A&Asat1: Satisfaction with Aids & Adaptations service	Asset Management	Customer Service	85.00	?	?	85.00	100.00	☆	85.00	100.00	☆	85.00	97.30	★	80.00	95.56	☆	80.00	
⊕ ASB1: ASB Satisfaction with final outcome	Anti Social Behaviour	Customer Service	4.25	4.33	★	4.25	4.61	★	4.25	4.38	★	4.25	4.25	★	4.25	3.83	●	4.25	<ul style="list-style-type: none"> <li>The service will try to increase surveys completed over the phone as opposed to posting them when a phone response is not initially attained. The response rate is lower for postal surveys.</li> </ul>

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
⊕ ECHFL5: Percentage of Repairs service customers satisfied (telephone survey)	Repairs	Customer Service	95.00%	90.82%	★	95.00%	90.61%	★	95.00%	92.50%	★	95.00%	94.05%	★	90.00%	89.84%	★	90.00%	
⊕ Compl1: Percentage of complaints from customers closed on target (Housing)	Customer Service	Customer Service	95.00	96.74	★	95.00	91.26	●	95.00	93.47	★	95.00	94.44	★	95.00	78.17	▲	95.00	<ul style="list-style-type: none"> <li>179 complaints were closed within target out of 229 complaints closed YTD (78.17%).</li> <li>In June 88 customer complaints were closed - 73 in time and 15 out of time making June performance 82.95%. Of the 15 complaints closed out of time, 9 related to Gas, 4 to Property Repairs and 2 to Investment. This measure has not been in target this financial year.</li> </ul>
⊕ Compl2: Percentage of MP & Members enquiries answered within 10 days (Housing)	Customer Service	Customer Service	95.00	94.18	★	95.00	92.73	★	95.00	93.99	★	95.00	94.83	★	95.00	92.36	★	95.00	<ul style="list-style-type: none"> <li>145 Councillor and MP enquiries were closed within target out of 157 enquiries closed YTD (92.36%).</li> <li>In June 48 Member enquiries were closed - 46 in time and 48out of time making June performance 92.36%. Of the 2 Member/MP enquiries closed out of time, 2 services had one each – Tenancy Service &amp; Repairs. This measure has not been in target this financial year.</li> </ul>
⊕ Compl4: Percentage of stage 2 & 3 complaints upheld fully or partially (Housing)	Customer Service	Customer Service	40.00	56.00	▲	40.00	61.76	▲	40.00	58.24	▲	40.00	51.28	▲	40.00	44.00	●	40.00	<ul style="list-style-type: none"> <li>11 Stage 2 &amp; 3 complaints were upheld out of 25 YTD - 7 fully and 4 partially. This measure is now out of target, having been in target YTD end May.</li> <li>In June, 5 Stage 2 &amp; 3 complaints were upheld out of 9 - 2 fully and 3 partially, giving a performance of 55.56% for the month. Of the 5 complaints upheld in June, 3 related to Investment and 2 to Gas &amp; Compliance.</li> </ul>
⊕ ECHFL-EW1: Percentage of tenants satisfied with external works completed (for the current quarter)	Asset Management	Customer Service	85.0%	100.0%	☆	85.0%	98.1%	☆	85.0%	96.7%	★	85.0%	95.5%	★	90.0%	93.9%	★	90.0%	(NB This includes Repairs)

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next 30/06/18 Quarter	Comments 30/06/2018
IncMax1: Income maximisation for clients	Tenancy Support	Homelessn... and Housing Support			»			»			»			»	63,000.00	87,353.27	☆	126,000....	• £87353.27 income recovery is the figure from Debt Advice Support Workers only. This amount is expected to increase once the figures for the remainder of the Tenancy Support Team can be pulled from Northgate. A report request has been sent to System Admin to enable future KPI reporting. Once built, this amount will be amended to reflect the collective team's income recovery total.
NI156: Number of households in temporary accommodation at end qtr  Page 20	Housing Advice and Homelessness	Homelessn... and Housing Support	110.00	97.00	☆	110.00	78.00	☆	110.00	85.00	☆	110.00	46.00	☆	100.00	60.00	☆	100.00	• Since the introduction of the Homelessness Reduction Act "HRA" there has been an increase in single homeless applicants presenting as homeless, resulting in an increased demand for initial Temporary Accommodation "TA" and, owing to the relief duty, applicants are remaining in TA for longer. The relief duty is the period in which we are required to provide TA and this lasts for 56 days before a decision can be made on the homeless application- this means that applicants are spending longer in TA if the homelessness can not be prevented. At times during Q1 there has been a need to use Bed and Breakfast "B+B" accommodation initially owing to a lack of suitable/available units. All B+B placements are authorised by the Housing Portfolio holder and only used as a last resort. Trends show that the demand for TA is likely to increase as we move towards the end of Q2 and into the winter months and therefore they may be more short term B+B placements however in order to address this we are looking to develop two units into TA- Asquith Court and Bedwell Crescent so that we have more shared facility accommodation available and therefore avoid the need to use B+B.
⊕ HLN2 - Percentage of Homelessness cases prevented within 56 days	Housing Advice and Homelessness	Homelessn... and Housing Support			»			»			»			»	50.00	50.00	☆	50.00	
BV213: Homelessness preventions	Housing Advice and Homelessness	Homelessn... and Housing Support	90.0	47.0	▲	180.0	85.0	▲	270.0	177.0	▲	360.0	231.0	▲	90.0	62.0	▲	180.0	• Results awaited from Citizens Advice Bureau.
⊕ HLN3 - Percentage of Homelessness cases relieved within 56 days	Housing Advice and Homelessness	Homelessn... and Housing Support			»			»			»			»	50.00	100.00	☆	50.00	

Service		▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
⊕ Recharge2: Recharges collected as a % of amount due (current tenants)	Tenancy & Income	Income/Sp...			»			»			»			»	12.50	?	?	12.50	<ul style="list-style-type: none"><li>This measure requires review to ensure that robust information is provided. The Tenancy and Income Manager is analysing the supporting data to develop appropriate measure(s) that will inform and drive service improvement. Further update will be provided at quarter 2.</li></ul>
⊕ A&Acomp1: Percentage of Aids & adapts work completed in time (new referrals)	Asset Management	Income/Sp...			»			»			»			»	90.00	69.12	▲	90.00	<ul style="list-style-type: none"><li>There is currently significant demand for works to provide level access shower facilities that have proved difficult to meet. The team are managing this and anticipate that all future adaptations will be completed within timescale.</li></ul>
⊕ LHSC1: Percentage of Leasehold service charges collected ytd	Home Ownership Services	Income/Sp...	90.76	93.66	☆	95.00	95.88	☆	96.50	98.44	☆	98.25	97.46	☆	90.76	89.51	☆	95.00	
⊕ LHMW1: Leasehold major works charges collected as a percentage of charges due	Home Ownership Services	Income/Sp...	95.00	98.18	☆	95.00	98.72	☆	95.00	98.55	☆	95.00	100.00	☆	95.00	100.00	☆	95.00	
FTA2: Former tenants arrears collected (in £)	Tenancy & Income	Income/Sp...			»			»			»			»	21,000.00	24,105.72	☆	42,000.00	

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
Evict1: Number evictions carried out for arrears	Tenancy & Income	Income/Sp...	6	7	▲	13	11	★	19	13	☆	25	17	☆	6	1	☆	13	
CTA1: Current Tenants Rent Arrears % rent due in year (ytd)	Tenancy & Income	Income/Sp...	1.50	1.26	☆	1.50	1.44	★	1.50	1.18	☆	1.50	0.76	☆	1.50	1.12	☆	1.50	
BV66a: Rent collection rate	Tenancy & Income	Income/Sp...	93.6%	94.0%	★	96.5%	96.3%	★	97.8%	98.3%	★	98.8%	98.9%	★	93.6%	97.1%	★	96.3%	
Void loss 1: Void loss in year (£)	Voids	Repairs/Voi...	79,811	83,350	●	159,623	165,753	●	239,434	241,545	●	319,245	321,493	●	82,767	85,888	●	164,594	<ul style="list-style-type: none"> <li>50% of the current voids pipeline fall within the major works classification. Work is being undertaken to maximise the amount of work (primarily decent homes work)that can be undertaken with the resident in situ in order to reduce turnaround times and associated rental loss from these voids.</li> </ul>
Voids Sheltered MW - The time taken to relet major works sheltered voids	Voids	Repairs/Voi...	70.00	?	?	70.00	147.00	▲	70.00	147.00	▲	70.00	130.67	▲	70.00	79.00	▲	70.00	

Service		▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
⊕ Voids sheltered: The time taken to relet standard sheltered voids	Voids	Repairs/Voi...	70.00	89.84	▲	70.00	106.15	▲	70.00	109.47	▲	70.00	111.31	▲	70.00	97.79	▲	70.00	• During June a total of 6 independent living schemes were let, of these 6 one took 273 days (flexi care scheme) and one other took 140 days (hard to let); if these two voids are removed performance for the remaining 4 voids would have been 37.25 days. The standard sheltered voids spent 18 days in R & V. The Independent Living Team continue to market voids through direct contact with potential tenants and referrals received. In addition to this studio flats are reviewed for potential remodelling into one bedroom flats to improve their marketability.
⊕ VoidsGN: The time taken to relet standard general needs voids	Voids	Repairs/Voi...	30.00	38.59	▲	29.00	33.84	▲	27.78	33.18	▲	26.00	32.11	▲	32.00	29.89	☆	32.00	
⊕ VoidsGNMW - The time taken to relet major works general needs voids	Voids	Repairs/Voi...	65.00	101.59	▲	60.00	94.35	▲	55.00	98.38	▲	51.25	105.35	▲	65.00	72.25	▲	65.00	• 50% of the current voids pipeline fall within the major works classification. Work is being undertaken to maximise the amount of work (primarily decent homes work)that can be undertaken with the resident in situ in order to reduce turnaround times. Three major works voids were let in June '18.
⊕ ECH-Rep3: Percentage repairs appointment made and kept	Repairs	Repairs/Voi...	95.00%	95.65%	☆	95.00%	96.87%	☆	95.00%	97.08%	☆	95.00%	96.98%	☆	95.00%	96.23%	☆	95.00%	
⊕ ECH-Rep4: Percentage repairs fixed first time	Repairs	Repairs/Voi...	87.50%	86.24%	●	87.50%	84.00%	●	90.00%	84.88%	▲	90.00%	83.82%	▲	87.50%	89.35%	☆	87.50%	

	Service	▲ Focus (Sunburst Category)	Target to 30/06/17	Actual to 30/06/17	Status at 30/06/17	Target to 30/09/17	Actual to 30/09/17	Status at 30/09/17	Target to 31/12/17	Actual to 31/12/17	Status at 31/12/17	Target to 31/03/18	Actual to 31/03/18	Status at 31/03/18	Target to 30/06/18	Actual to 30/06/18	Status at 30/06/18	Target Next Quarter	Comments 30/06/2018
⊕ Rep Cost1: Average responsive repair cost per dwelling	Repairs	Repairs/Voi...	68.91	85.55	▲	137.82	164.27	▲	206.73	237.18	▲	275.69	327.07	▲	80.25	59.77	☆	160.50	
⊕ Rep-Time1: Average end to end repairs time (days) - Emergency Repairs	Repairs	Repairs/Voi...			»			»			»			»	1.00	0.28	☆	1.00	
⊕ Rep-Time2: Average end to end repairs time (days) - Urgent Repairs	Repairs	Repairs/Voi...			»			»			»			»	5.00	4.97	★	5.00	
⊕ Rep-Time3: Average end to end repairs time (days) - Routine Repairs	Repairs	Repairs/Voi...			»			»			»			»	20.00	14.84	☆	20.00	



Additional Performance Results (Where target not applicable)

	Service	Actual to 31/03/18	Actual to 30/06/18	Comments 30/06/2018
⊕ Compl3: Percentage of stage 1 complaints upheld fully or partially (Housing)	Customer Service	57.42	66.01	<ul style="list-style-type: none"><li>134 Stage 1 complaints were upheld out of 203 YTD - 103 fully and 31 partially.</li></ul> In June, 51 Stage 1 complaints were upheld out of 79 – 43 fully and 8 partially, giving a performance of 66.01% for this month. Of the 51 complaints upheld in June, 18 related to Gas & Compliance, 18 to Investment and 15 to Repairs. When a complaint is upheld, the service must record on the feedback system what they have learned as a result of the complaint and note the resulting planned or implemented service improvements (i.e. what they intend to do or change). At the end of each quarter the Central Feedback Team follow up on the learning points, asking what has been done and when.
⊕ Void RC1: Average repair cost per void property	Voids		2,291.95	
Voids-Shelt-a: Time taken from tenancy termination to ready to let for standard sheltered voids	Voids	22.37	16.20	



# SBC Tenant & Leaseholder Satisfaction Survey (STAR)

HMAB 16<sup>th</sup> August 2018

Katrina Shirley

Interim Corporate Strategy Manager

# Overview

- Survey Approach & Response
- Overall Satisfaction
- Tenant & Leaseholder Priorities
- Satisfaction Themes:
  - Contact & Customer Service
  - Listening and Communication
  - Your Home and Neighbourhood
  - Repairs, Maintenance & Investment
  - Communal Areas
  - Value for Money
  - Independent Living Services (sheltered tenants only)
- Next Steps



# Background & Methodology

- Opinion Research Services (ORS) commissioned to carry out the 'STAR' satisfaction survey
- Postal survey with option to complete online if preferred
- Last STAR survey in 2014 – General Needs tenants only
- Survey 2018 – all Sheltered tenants and Leaseholders and a sample of 2,300 General Needs tenants surveyed
- Survey period: February-March 2018

# Response Rates

Page 30

## General Needs

**2,317**  
Surveys Sent

**495**  
Completed

**21.4%**  
Response Rate

## Sheltered

**813**  
Surveys Sent

**371**  
Completed

**45.6%**  
Response Rate

## Leaseholders

**1236**  
Surveys Sent

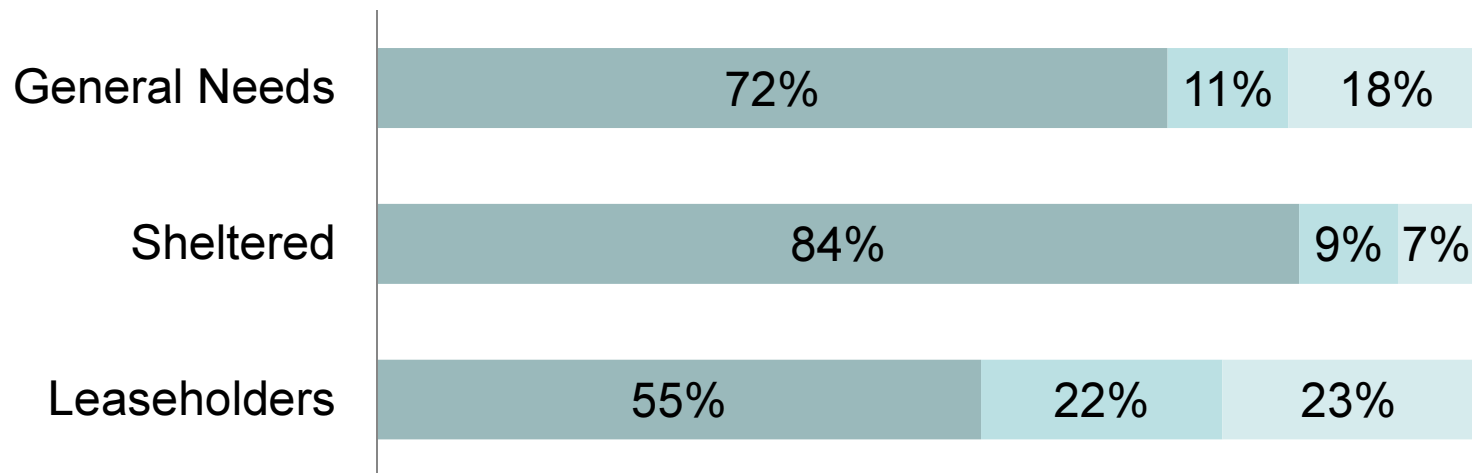
**262**  
Completed

**21.2%**  
Response Rate

# Overall Satisfaction

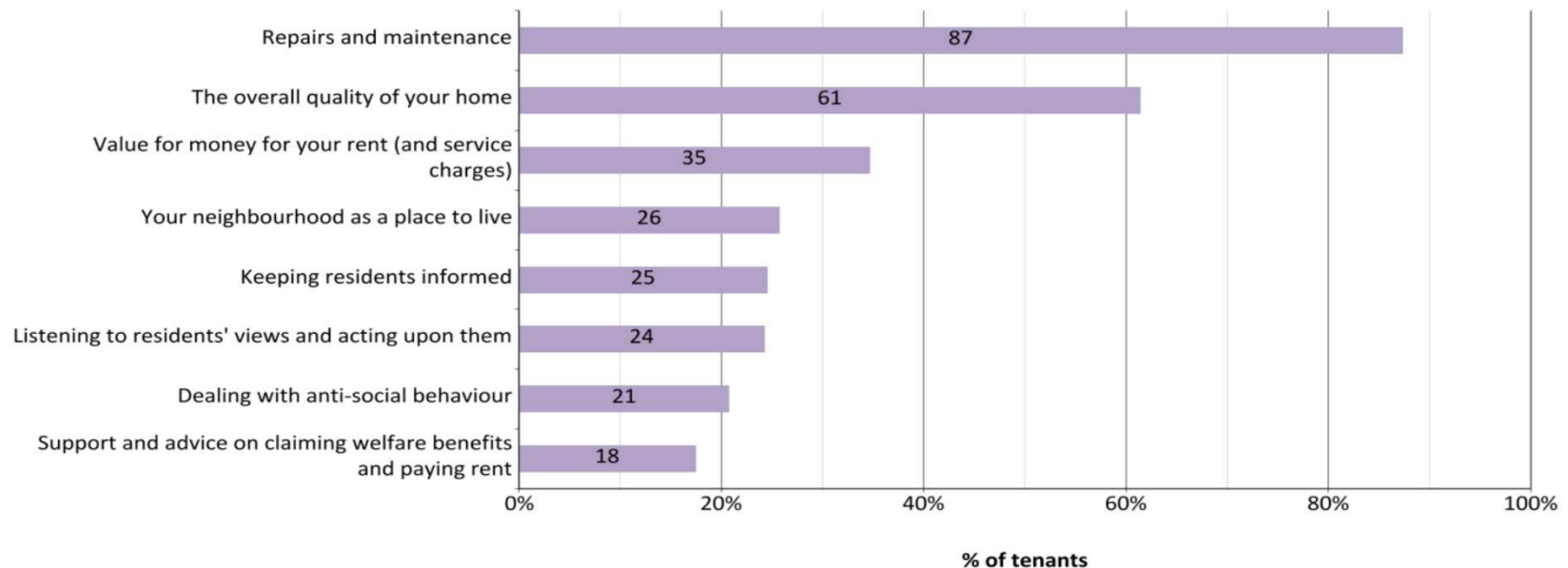
## Overall Satisfaction with the Housing Service

■ Very or Fairly Satisfied   ■ Neither   ■ Very or Fairly Dissatisfied



# Priorities - General Needs Tenants

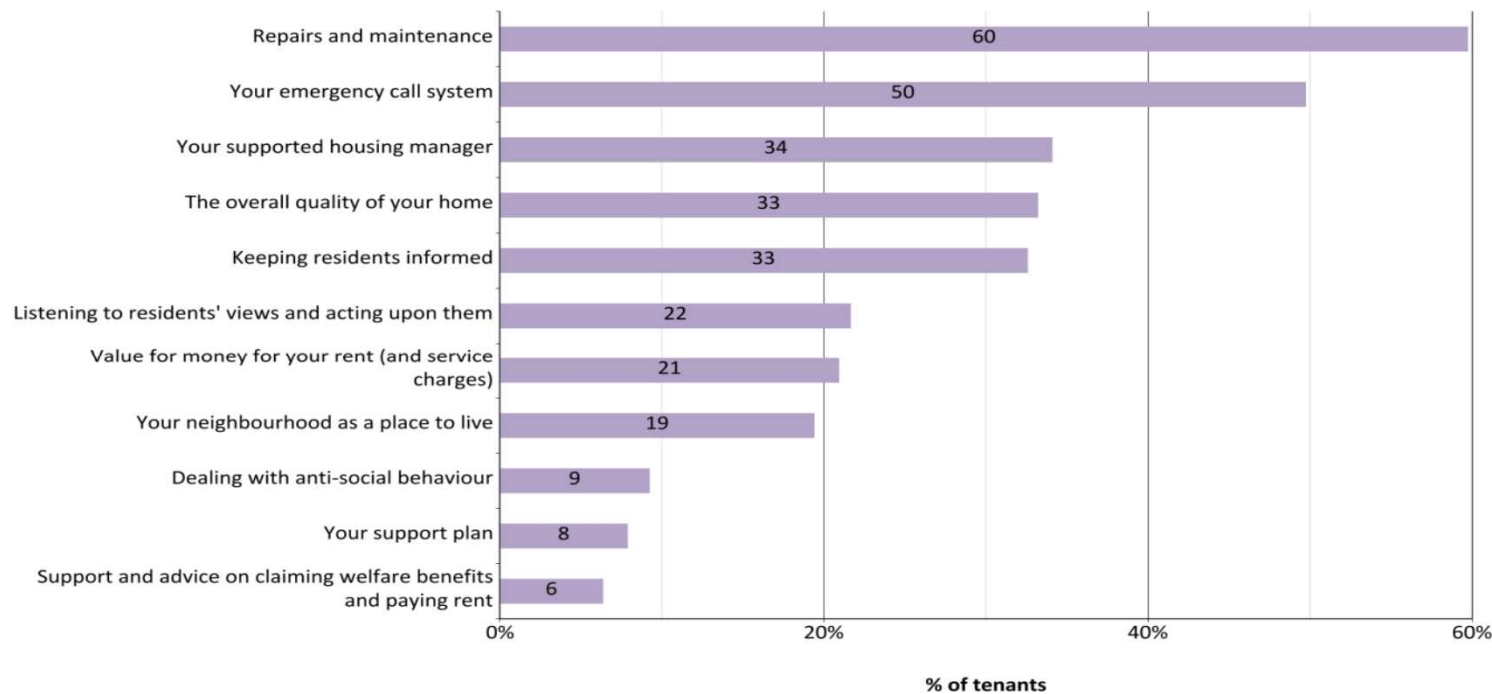
Q: Of the following, which do you consider are the 3 most important?





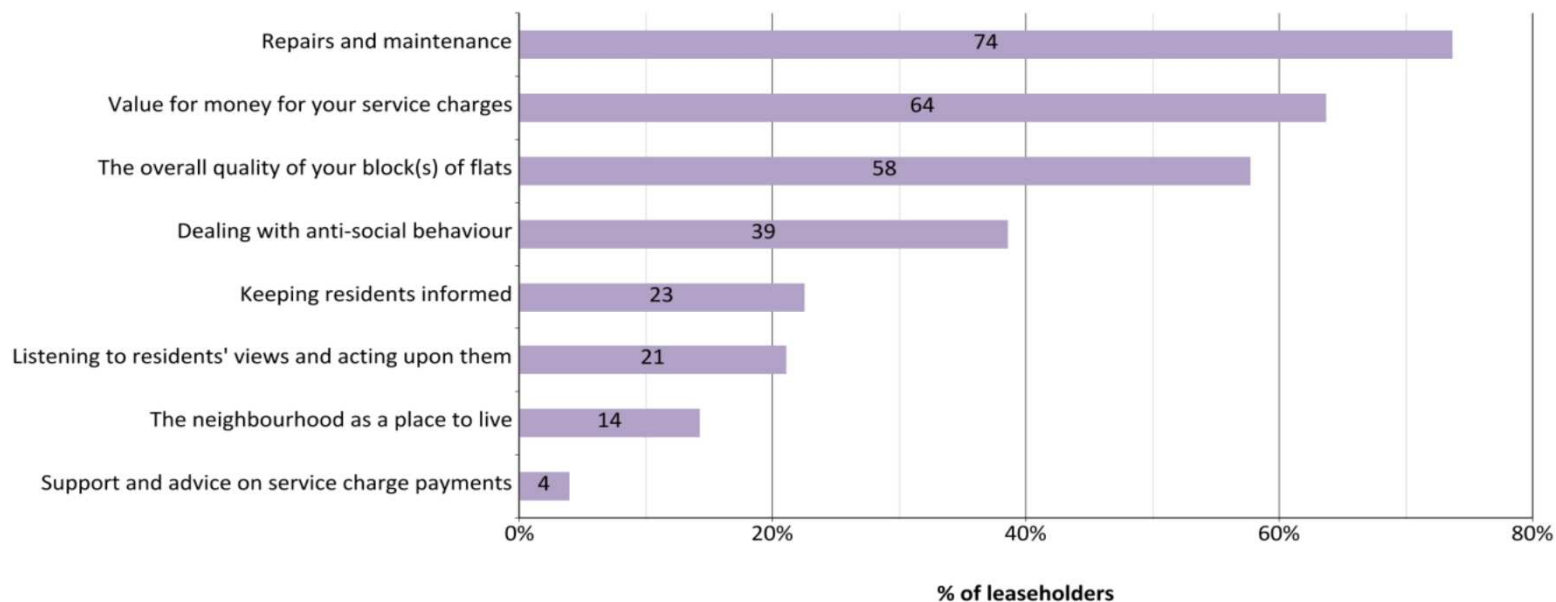
# Priorities – Sheltered Tenants

Q: Of the following, which do you consider are the 3 most important?

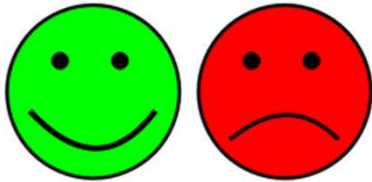


# Priorities - Leaseholders

Q: Of the following, which do you consider are the 3 most important?



# Satisfaction & Improvement Themes



Respondents answered 'tick box' questions about their satisfaction with different aspects of the service

We also asked...

***'How do you think SBC could improve its Housing Services?'***

- 635 people answered this question
- Of these, 100 respondents said services should remain as they are and/or the Council is doing a good job
- The rest made individual suggestions for improving services



# Contact & Customer Service

Page 36

“Make it easier to get through to the right person”

“Deal with and fix problems more quickly”

“When work is to be undertaken a timeframe should be given to make it clear”

“Training staff is very important - & give them feedback so they can learn”



# What we are doing...

- Customer service skills training
- Customer service strategy and customer promise
- Review the information provided to CSC and provide additional training
- Northgate self serve module & on-line forms
- Repairs improvement plan
- Review traditional 9-5 working pattern
- Supported housing officers first point of contact

# Listening & Communication

Page 38

“Improve communication and feedback to residents”

“Provide better information”

“Listen to the views and opinions of residents”

“Better website – current one is dated, slow and clumsy to find the way around”



# What we are doing...

- Consultation and engagement framework
- Ask resident panels and forums how we could improve information and communication
- Improve notice boards and signage
- New simple, clearer website and on-line forms
- Investigate how customers could share their views more dynamically using digital tools/website
- MRC communications plan

# Neighbourhood & Tenancy Issues

Page 40

“Better parking facilities – more spaces, deal with illegally parked cars etc.”

“Deal with Anti-Social Behaviour in the area”

“Deal with fly-tipping”

“Enforce tenancy conditions and do checks on who is living in the home”





# What we are doing...

- Community Safety Strategy and action plan
- Neighbourhood improvements through CNM
- Mobile working/increased visibility
- Rationalisation of customers visits
- Potential tenancy checks via future gas contract
- Future development/regeneration to consider parking requirements
- Scrap fly-tipping campaign

# Repairs Maintenance & Investment

Page 42

“Improve repairs and maintenance services”

“Better repairs to windows and doors”

“Deal with damp and mould”

“Use better quality contractors”



# What we are doing...

- Case management approach to complaints
- Repairs improvement plan - reviewing and improving processes
- MRC – major improvements to flat blocks
- Specialist team dealing with damp and mould
- Major contract procurement
- Implement robust contracts for our supply chain contractors

# Communal Areas

Page 44

“Better maintenance of communal grounds and green areas”

“Better rubbish collection and recycling services”

“Improve communal lighting and security”

“Work to promote a sense of community and pride in our building”



# What we are doing...

- Review of the Caretaking function and feasibility assessment of incorporating the service into an Estate Management function
- Audit of all serviced blocks to ensure cleansing sign off sheets are being completed post works
- Major Refurbishment Contract
- Review the feasibility of introducing recycling services to those flat blocks that do not currently receive this
- Support more resident-led activity

# Independent Living Services & Adaptations

Page 46

“Better support  
needed for  
vulnerable tenants”

“More availability  
of Supported  
Housing officers”

“If you build more  
schemes, make  
them big enough  
with shops”

“Adaptation to  
property needed”



# What we are doing...

- Mobile working
- Support plans
- Working through backlog of adaptations
- MRC and Asset review programme – will look at accessibility and scooter storage options
- Kenilworth – new fit for purpose scheme

# Value for Money

Page 48

“Service charges should be cheaper/ provide better value for money”

“I’d like proof that leaseholders are not subsidising costs for council properties”

“Do not want Universal Credit, going to cause a lot of trouble”

“Give us good services without cuts and excuses”





# What we are doing...

- Service Charge review
- Caretaking/Estate Management review
- Audit of all serviced blocks to ensure service specification and standards are advertised clearly
- New internal process for calculating charges
- Review of unit costs for repairs
- Welfare reform partnership working

# Next Steps

- Draw up and deliver an action plan, aligned with HAUOR and the repairs improvement plan
- Communicate how we have responded to the survey through the Housing Matters annual review
- Continue to carry out on-going service-based satisfaction surveys
- The Big Knock 2