

# Customer Intelligence End of Year Report 2018/2019

“You said – we listened”

## Introduction

This report sets out an analysis of all customer intelligence received within Landlord Services (Neighbourhoods) between 1 April 2018 and 31 March 2019 and will contribute to the production of the Council’s Landlord Annual Report to tenants (2018/19) complying with required governance under the Landlord Regulatory Framework.

## Local Offers

The Regulatory Framework for Social Housing in England (From April 2012) sets out the regulatory standards for registered providers of housing; these place emphasis on the relationship between landlords and their tenants at a local level. There are two types of Standards: consumer and economic. Consumer standards apply to all registered providers, including local authorities. Economic standards apply only to private registered providers; these include organisations’ who were previously known as housing associations (HA’s) or registered social landlords (RSL’s).

## Consumer Regulation review 2018/19

The Consumer Regulation Review sets out a summary of the consumer regulation work for 2018/19. Most registered providers are well-run and meet the expectations set out in the regulatory standards, but on occasions, issues do arise that represent a risk to tenants, and where intervention by the Regulator is required.

In the report key messages are set out as well as themes and learning points for recent consumer regulation cases.

- All registered providers have an obligation to act to ensure the homes where their tenants live are safe. Providers must meet the full range of statutory health and safety obligations.
- This requires registered providers to have robust reporting and assurance arrangements in place for effective oversight of compliance by boards and councillors
- Effective assurance relies on good quality data, and maintaining compliance requires effective systems
- Registered providers should understand, and be able to demonstrate compliance across all aspects of the consumer standards, including how they engage with their tenants, how they deal with neighbourhood issues, and how they allocate properties
- The quality of relationship with tenants underpins providers’ ability to meet their objectives. The effectiveness of registered providers complaints handling affects the level of trust and confidence tenants have in their landlord.

For the full report please click on the link below

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/817807/Consumer\\_Regulation\\_Review\\_2018-19.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/817807/Consumer_Regulation_Review_2018-19.pdf)

## Consumer Standards

- Tenant Involvement and Empowerment
- Home
- Tenancy
- Neighbourhood and Community

## Economic Standards

- Governance and Financial Viability\*
- Value for Money
- Rent\*

\*This does not apply to local authorities however on 15th March 2019, the RSH wrote to all Chief Executives of stock-owning local authorities regarding the government's recent direction requiring RSH to regulate Local Authority rents from 2020.

The RSH will use a data driven approach (Local Authority Data Return (LADR) to regulate compliance with the Rent Standard. The RSH will collect data directly from stock holding local authorities. Whilst RSH will only be responsible for regulating local authorities' rents from April 2020, they are piloting a local authority data collection on a voluntary basis in 2019/20. Whilst this pilot is entirely voluntary, all local authorities are strongly encouraged to participate and submit a data return in 2019 alongside the current LAHS submission made to MHCLG directly. A high level of uptake in the pilot year will allow RSH to gather and consider feedback on the proposed data collection, refine the data collection requirement, and reduce the risk of data error in future years. The LADR will collect information on stock and rent for the purposes of rent regulation. The LADR is very similar to the data already collected through Local Authority Housing Statistics (LAHS) which the Council currently submits yearly.

The standards aim to put tenants at the heart of shaping, influencing and monitoring the services they receive. The HCA (Homes and Communities Agency) expects tenants and landlords to work closely together to set local service standards/offers. Landlord Services Local Offers were reviewed early 2015 in consultation with tenants.

## How do we compare!

	2016/17	2017/18	2018/2019
Complaints	216	206	195
Compliments	53	50	55
Service Requests	171	261	315
<b>Total</b>	<b>440</b>	<b>517</b>	<b>565</b>

## What we know at a Glance!

	2016/2017	2017/2018	2018/2019
<b>*Tell Us</b>	<b>203</b>	<b>308</b>	<b>330</b>
Complaints	155	206	195
Compliments	17	48	54
Service requests	31	54	81
<b>MP Enquiries</b>	<b>12</b>	<b>11</b>	<b>32</b>
Service Requests	12	11	32
<b>**Councillor</b>	<b>82</b>	<b>69</b>	<b>/</b>
Complaints	/	/	/
Compliments	/	1	/
Service Requests	82	68	/
<b>*Other</b>	<b>143</b>	<b>/</b>	<b>/</b>
Complaints	61	/	/
Compliments	36	/	/
Service Requests	46	/	/
<b>**Cabinet/Member</b>	<b>52</b>	<b>129</b>	<b>203</b>

Service Requests	/	128	202
Compliments	/	1	1
<b>Year Total</b>	<b>492</b>	<b>517</b>	<b>565</b>
<b>Response time</b>	<b>4 days</b>	<b>3.25 days</b>	<b>2.5 days</b>

\*Since 2017/2018 'other' has now been combined and logged through Tell Us

\*\* In 2018/19 we combined the Councillor Cabinet and Members enquiries

## Complaints & Compliments

	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
Number of complaints	216	206	195
Number of stage 1 complaints	195	183	179
Number of stage 2 complaints	16	16	16
Number of stage 3* complaints	5	7	/
Number of complaints upheld	30	37	23
Number of compliments	53	50	55
Number of service requests	223	261	315

***\*A review of Tell Us was undertaken in 2018 and the stage 3 escalation was removed from the process***

A total of **565** complaints, compliments and service requests were received within Landlord Services during 2018 – 2019. Of the total number received, 35% were classified as complaints, 55% service requests and 10% compliments.

All Member and Cabinet Housing Enquiries are initially directed to the relevant service area manager for investigation and response within 5 working days

Across the total number of **195** complaints:

- **51%** relate to Wates (inclusive of Wates Gas)
- **9%** relate to Housing Solutions
- **14%** relate to Tenancy/ASB issues
- **8%** relate to TBC Repairs
- **6%** relate to Property Services
- **12%** relate to other landlord services

Across the total number of **55** compliments:

- **15%** relate to Wates (inc Gas)
- **15%** to Property Services
- **13%** to Caretaking
- **22%** to Tenancy/ASB issues
- **35%** relate to other landlord services

In summary, only **195** complaints were received within Landlord Service during 2018/2019. This is a significantly small proportion in relation to **4891** household and garage tenancies.

## Complaints upheld

During 2018/2019 there were a total of **23** complaints, that following investigation, were classified as upheld. Of the **23** cases **70%** were associated with Wates.

There were **4** complaints in which a compensation payment was made. For the remaining upheld complaints, a formal apology was made to the customer.

## Common themes and trends for upheld complaints

- Tenant sought own plumber as believed that the job wasn't carried out correctly, Apology by Wates and paid the invoice in full
- Poor communication between Wates and the damp proof contractor. A review of the process was looked at, so that this should not happen again
- Apology and £50 to replace damaged carpet
- Apology for operative turning up at incorrect address
- Apology for non - attendance when newly installed balcony was reported by resident who advised that it required additional work
- Apology for the delay in getting through to OOH, which was due to the adverse weather conditions
- Apology due to the delay in sourcing the correct roof tiles
- Apology for lack of communication about works being carried out on 2 neighbouring properties which had consequently caused a noise and parking nuisance
- Compensation for damaged carpet lino and re painted damaged walls. In addition there was an apology for the time taken, as this was a new build the developer had to rectify the issues
- Apology for the poor service received at the beginning of an application process
- Apology for the lift refurb going over time but additional works required would not have been identified until the lift cabin had been removed

## Cabinet/Members Enquiries

### Cabinet/Member Enquiry Housing

**252** working days – **203** enquiries

### Breakdown of enquiries by Service Area:

Service Area	Total No Enquiries
Housing Options	13
Housing Solutions	52
Wates/ TBC Repairs	40
Tenancy Sustainment/ASB/Income	53
Tenant Involvement	1
Caretakers/Cleaners	10
Sheltered	4
Supported Housing	1
Property Services	5
Staffs County Council	5
Council Tax	1
Housing Benefit	1
Streetscene	3
Housing Services	9
Other	5
<b>Total number</b>	<b>*203</b>

\*The variance between the number of service area enquiries to the number of Councillor enquiries is because some Councillors list a number of queries on one email

### Top 3 service areas for enquiries

Service Area	Total number of enquiries	% of all enquiries
Tenancy Sustainment/ASB/Income	53	26%
Housing Solutions	52	25%
Wates/TBC Repairs	40	20%

### Councillors with majority of enquiries

Councillor	Total number of enquiries	% of all enquiries
Cllr Norchi	65	34%
Cllr D Cook	25	13%
Cllr Doyle	21	11%

### Average response days – 2 days

Information	Summary Headlines
<b>Summary information for 2018/19 setting out complaints and learning</b>	<ul style="list-style-type: none"> <li>Complaints have reduced from 206 to 195 over the last 4 years. 195 complaints resulting from over c35,000<sup>1</sup> interactions represent less than &lt;1%</li> <li>179 complaints are satisfied at stage 1 (92%) an increase of 3%</li> <li>55 Compliments an increase of 5 (9%)</li> <li>18% (54) increase in service requests</li> <li>Average response is 2.5 days a reduction of 0.5 days</li> <li>Numbers upheld have increased to 23. This is part of the continual trend analysis to promote and ensure learning</li> </ul>
<b>Summary Cabinet/Members Enquiry</b>	<ul style="list-style-type: none"> <li>203 enquiries received during 252 working days an increase of 68 (34%)</li> <li>26% service requests– Tenancy Sustainment ASB/Tenancy</li> <li>25% service requests – Housing Solutions</li> <li>20% service requests – Wates/TBC Repairs</li> <li>Average response time is 2 days</li> </ul>
<b>Performance table taken from the customer dashboard</b>	Information will be updated and discussed in the cabinet report
<b>Extract of letters</b>	Letters remain under review and part of the learning to prevent escalation

## Learning from Complaints

Learning from complaints is crucial and as part of the Landlord Regulatory Framework. The Complaints Review Panel (sub-group of TCG) was established with terms of reference including a responsibility: -

- To review complaints anonymously and make recommendations for improvement
- To review letters (redacted) and make recommendations for change to simplify and tailor for customer purposes
- To work across key themes to look for business improvement

**Together with the Complaints Review Panel, the following service improvements have been made: -**

- Improved communication between Wates and their subcontractors
- ID badges are now routinely produced each time an operative attends a property

## Areas identified for 2019/20

We continue to support and develop the Complaints Review Panel with a focus on learning and recommendations for future service improvement/delivery. After the group highlighted that not all operatives were producing their ID card, a tool box talk took place with all operatives and advised that their ID badge must be produced at all times.

## Compare our Performance April 2018 – March 2019






Landlord Service continues to review key performance indicators, with tenants', to ensure they remain customer focused and are meaningful. We continue with live updating of the customer dashboard, on line, as reporting performance openly builds credibility and satisfaction. The following indicators have been agreed with tenants'.

	2016/17	2017/18	2018/2019	Estimated Top Quartile*
Overall satisfaction with Landlord Services	78%	88%	88%*	82%
Average time between lettings	17.60 days	17.75 days	15 days	18.53 days
Estate Inspections	10 inspections completed	10 inspections completed	10 inspections completed	Not benchmarked
Satisfaction with communal cleaning	87%	87%	87%	Not benchmarked
Number of tenants on the database of involvement	617	557	479	Not benchmarked
% of appointments made and kept	95%	90.48%	91.30% (club median)	97.06%
Gas servicing – CP12	99.99%	97.82%	100%	100.00%
% of repairs completed at first visit	89.40%	89.34%	87.80%	93.59%

Customer satisfaction with repairs	83%	95%	90.80% (top quartile)	91.23%
Arrears as a % of rent due	1.82%	2.47%	2.83%	1.55%
Evictions	10	18 (0.42%)	13 (0.31%)	0.17%

**Qualitative data suggests overall satisfaction (when aggregated across all landlord services) remains at around 88%. This figure was recorded in 2017/18 and remains the same at 2018/19 until the new STAR survey is undertaken in 2020/2021**

### Top performance indicators as at 31 March 2019 as voted for by tenants

Performance Indicator	Target	Current Value	Are we on target	Trend
Average number of calendar days to complete repairs	-	9.53%		↑
Percentage of appointments made and kept	93%	91.30%		↑
Percentage of repairs completed on first visit	85%	87.8%		↓
Percentage of properties with valid Gas Safety Certificate	100%	100%		↑
Average re-let times (in days)	16	15		↓
Percentage of closed resolved anti-social behaviour cases	-	100%	-	-
Number of closed unresolved anti-social behaviour cases	-	0	-	-
Current rent arrears as a percentage of annual debit	3%	2.83%	-	-
Number of complaints since 1st April 2018	-	195	-	↓
Number of complaints upheld since 1st April 2018	-	23	-	↓
Number of compliments since 1st April 2018	-	55	-	↑

### Monitoring performance

Landlord Service monitors performance to ensure its services are delivered to a standard acceptable to tenants and to meet statutory requirements.

A series of performance indicators have been put in place for key service areas. These indicators are used to measure how well we perform in delivering services such as housing management, major works, allocations etc. The **Tenant Consultative Group** has been significantly involved in the development of local indicators determining how they would like to see performance information reported in the future.

### **Reporting performance**

Each year Landlord Service publishes an annual report to tenants which includes a summary of the previous year's activity and performance information across key service areas accompanied by commentary. The production of the Annual Report is advertised on the web, via an e-newsletter and targeted hard copies to ensure value for money.

Feedback received from the Council's formal complaints system 'Tell Us' and recommendations from the Complaints Review Panel are routinely reported at Landlord Performance Management meetings detailing trends and key performance data. The Complaints Review Panel, set up at the beginning of 2012, specifically monitors complaints and emerging trends as part of the wider customer experience.

Customer satisfaction forms a key part of the Landlord Service performance management process and helps to drive improvements through learning from the customer experience. Landlord Service has a robust programme of service satisfaction measures in place to consistently compare tenants' satisfaction with services over time and in addition, the **STAR survey** – Survey of Tenants and Residents, helps to keep up-to-date with tenant opinion as well as maximising our understanding of overall tenant satisfaction and expectation.

Alongside the above, the results of all customer satisfaction surveys and feedback are reported quarterly to the Tenant Consultative Group and Tenant Involvement Group. These groups provide the opportunity for tenant scrutiny of services with actions/recommendations put forward to resolve issues.

### **STAR survey – Survey of Tenants and Residents**

The **STAR survey** ensures the continued measurement of customer satisfaction with services customers receive from their landlord and how performance compares to other landlords both alike and national. In addition to this, the survey can identify areas for service improvement, compare satisfaction with services over time, specifically with the results of previous surveys of tenant satisfaction, and enable performance comparison with other comparable Borough Councils.

The principal objectives of the STAR survey are to:

- provide robust data which accurately represents the views of tenants on key satisfaction measures
- provide a comprehensive view of other perception-based measures on a range of specific services provided by the Council's Landlord Service
- provide an assessment of progress against the 2008 and 2011 STATUS survey and 2015/16 STAR survey to illustrate how the Council's Landlord Service has performed over time in changing patterns of customer satisfaction and expectation to inform future operational development.

### **STAR Survey 2015/16 key performance indicators**

<b>Key Performance Indicators</b>	<b>2011</b>	<b>%diff.</b>	<b>2015</b>
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Overall satisfaction	75%	↑+3%	78%
Quality of home	Aggregate data not available	N/A	79%
Neighbourhood	75%	↑+8%	83%
Rent provides VFM	Aggregate data not available	N/A	73%
Repairs & Maintenance	68%	—	68%
Listens to views*	54%	↑+5%	59%
Keeping tenants informed*	68%	↑+12%	80%

During the interim years of STAR we continue to undertake a series of mini service assessments based on key priorities as part of Landlord Services annual satisfaction Calendar.

During 2018/2019, Landlord Service continued to engage and carry out 'qualitative research', to determine customer opinion and expectation, i.e. ASB telephone surveys/complaint surveys/service charge consultation etc. The primary benefits of qualitative research is that information is considerably richer than a series of numbers on a page and in addition, provides the opportunity to interact with customers more positively at the same time as researching performance. For Landlord Service this provides interaction and communication with those tenants that are ordinarily considered 'hard to reach'

### **HouseMark**

To ensure that we are always looking at ways to improve services, maintain high satisfaction rates and provide good value for money, we subscribe to HouseMark. HouseMark collates information from ALMOs, Councils and Housing Associations to compare and benchmark valuable data such as value for money and performance.

### **Impact Assessments**

In addition to satisfaction surveys and tenant feedback, Landlord Service routinely carries out impact assessments for all involvement initiatives and activities. Impact assessments measure not only customer satisfaction but also the overall impact of activity to enable us to learn what has worked well and what can be used successfully for future involvement/activity.

### **Tenant Inspectors**

As part of its Tenant Involvement and Co-regulatory framework, the Council has an innovative scheme to empower customers to act as tenant inspectors. This scheme, which has now been running for over three years, provides tenants with the opportunity to audit the delivery of estate caretaking and cleaning services. The scheme has also been extended to include estate inspections. Tenant inspectors monitor the quality of service delivery against defined standards and undertake on-site inspections. They are empowered to call managers to account if services do not meet required standards and their feedback forms part of overall performance monitoring.

### **Service assessments 2018/2019**

During 2018/2019 we have continued to review and measure tenant opinion in many different ways as the most productive method for measuring customer service levels

across one area may differ substantially for other areas. The Tenant Regulatory and Involvement Team are responsible for collating, monitoring and reporting on the following:

<b>Customer intelligence 2018/2019</b>		
	<b>Format</b>	<b>Frequency</b>
Complaints satisfaction (Tell us)	Telephone/postal	5 working days after complaint is closed
Repairs/Gas servicing questionnaire – Mears/Wates	Postal/telephone	Quarterly
New Tenant questionnaire	Paper based/postal	Monthly
Open House	Paper based/postal & face-to-face	Bi-annual
Supported Housing moving in survey	Paper based	Quarterly
Supported Housing moving out survey	Paper based	Yearly
ASB resident perception survey	Paper based/postal with rent statements	Yearly
ASB tenant satisfaction	Telephone	Monthly
ASB perpetrator survey	Postal	Monthly
STAR survey	Paper based/postal	Bi-annual
Communal cleaning	Postal/face-to-face	Bi-annual
Local Offers review and consultation	Postal	Bi-annual
Rent and arrears satisfaction survey	Postal	Bi-annual

In addition to the above, the following customer intelligence is also collected:

- ‘Finding a Home’ satisfaction
- Non-Bidders Questionnaire ‘Finding a Home’ – This is a questionnaire carried out to ascertain why some people are not bidding for properties on the ‘Finding a Home’ Choice Based Letting Scheme

Landlord Service is committed to providing a high quality service in a responsive and approachable manner. We continue to develop our services to meet the changing needs within the resources available and to demonstrate value for money.

### **Looking to the future**

Our priority continues to be to provide a high quality customer experience and to undertake the proactive work that is necessary to ensure we can better meet housing needs in the future.

## You said, we listened

Landlord Service values its customers' comments, views and ideas about how services may be changed or improved. Below are some of the ways customers have already had an influence on services or ideas they have suggested, which will improve outcomes for all customers.

<b><i>You said:</i></b>	<b><i>We listened:</i></b>
The communication between Wates and their subcontractors needed to be improved as relevant information is not being shared	The process was reviewed and improvements were implemented
The ASB service improvement group have requested training so they have a better understanding of how staff deal with ASB	When there is as TPAS course available we will arrange for members to take part
Wates operatives do not always show their ID badges and have to be asked. Some tenants feel uneasy that they have to ask.	Wates held tool box talks with all operatives and were advised they must always produce their ID cards
Again with regard to the production of ID badges by Wates it was recommended that an article be included in the tenants newsletter	It was arranged to be included in the next edition of Open House, and will also be included periodically
The complaints panel group asked if a visit to Wates office could be arranged	A number of visits were arranged so that all of the group would have an insight into how Wates operates

## Landlord Service Achievements 2018/19

### Customer Dashboard – Key Performance Indicators as voted for by tenants

<b>Performance Indicator</b>	<b>Target</b>	<b>Year End 2018/19</b>	<b>On Target</b>	<b>Comments</b>
Older people, living independently in Sheltered housing, satisfied with the service	80%	94%	↑	<ul style="list-style-type: none"> <li>The Capital scheme improvements continued which included a full refurbishment of Thomas Hardy Court</li> <li>Sheltered housing continues to prove to have a wide range of health outcomes, as the support given to tenants avoids acute spells in hospital/care home as it provides immediate support to elderly tenants so they can remain independent in their home and gain the help as and</li> </ul>

				when necessary
Current Arrears as a % of the debit	3%	2.83%	↓	<ul style="list-style-type: none"> <li>Arrears down from the start of the year, c£639k to c£494k</li> <li>Rent collected from current and former tenants as a percentage of the rent due (including arrears b/f) 101.93%</li> <li>Rent collected from current and former tenants as a % of rent owed 104.47%</li> </ul>
Average re-let times for empty properties resulting in reduced rent loss	16 days	15 days	↓	<ul style="list-style-type: none"> <li>Sustained top quartile performance</li> <li>95% satisfaction with the allocations and lettings process a slight decrease of 1%</li> </ul>
% of properties with a valid gas certificate – complying with LGSR	100%	100%	↑	<ul style="list-style-type: none"> <li>Reported performance is good when benchmarked with HouseMark</li> <li>Overall satisfaction of 90% with the repair service</li> </ul>
% of all responsive repairs completed within target times	97%	92%	↑	
% of appointments made and kept	96%	91.30%	↑	
Numbers of Adaptations outstanding at year end outside agreed service standard	-	-	-	<ul style="list-style-type: none"> <li>All DFAs (29) have been issued and there is no waiting list</li> </ul>
Minor works – completed within 28 days DFA – within 1 year				
Overall satisfaction with the Councils landlord service	80%	88%*	↑	<ul style="list-style-type: none"> <li>75% in 2011/12 via independent Status Survey</li> <li>78% in 2015 - Star Survey independently commissioned</li> </ul>
Satisfaction with cleaning & caretaking services	85%	87%	-	<ul style="list-style-type: none"> <li>Aggregate figure of 87% cleaning ( measured by tenant inspectors)</li> </ul>

*\*Qualitative data suggests overall satisfaction (when aggregated across all landlord services) remains at around 88%. This figure was recorded in 2017/18 and remains the same at 2018/19 until the new STAR survey is undertaken in 2020/2021*

## Home Improvement programme 2018/19

Improvement programme	How many	Total spend
Kitchens	206	£942,493.82
Bathrooms	186	£986,953.43
Roofing	26	£405,810.53
Windows & Doors	161	£250,754.73
Disabled Adaptations (Major & Minor)	70	£408,809.73
Heating installs	139	£216,511.08

## Also during the year!

What we achieved in 2018/2019	
Number of needs and risk assessment carried out prior to moving in	136 (100%)
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	54 (100%)
Percentage of legionella checks completed during the year	100%

## HouseMark 2018/2019

Responsive Repairs	2017/2018	2018/2019
Average number of calendar days taken to complete repairs	9.88 (club median)	9.88 (club median)
Percentage of repairs completed at the first visit	89.34% (lower quartile)	87.80% (lower quartile)
Appointments kept as % of appointments made	90.48% (lower quartile)	91.30% (lower quartile)
Satisfaction with repairs	95% (club median)	90.08% (club median)

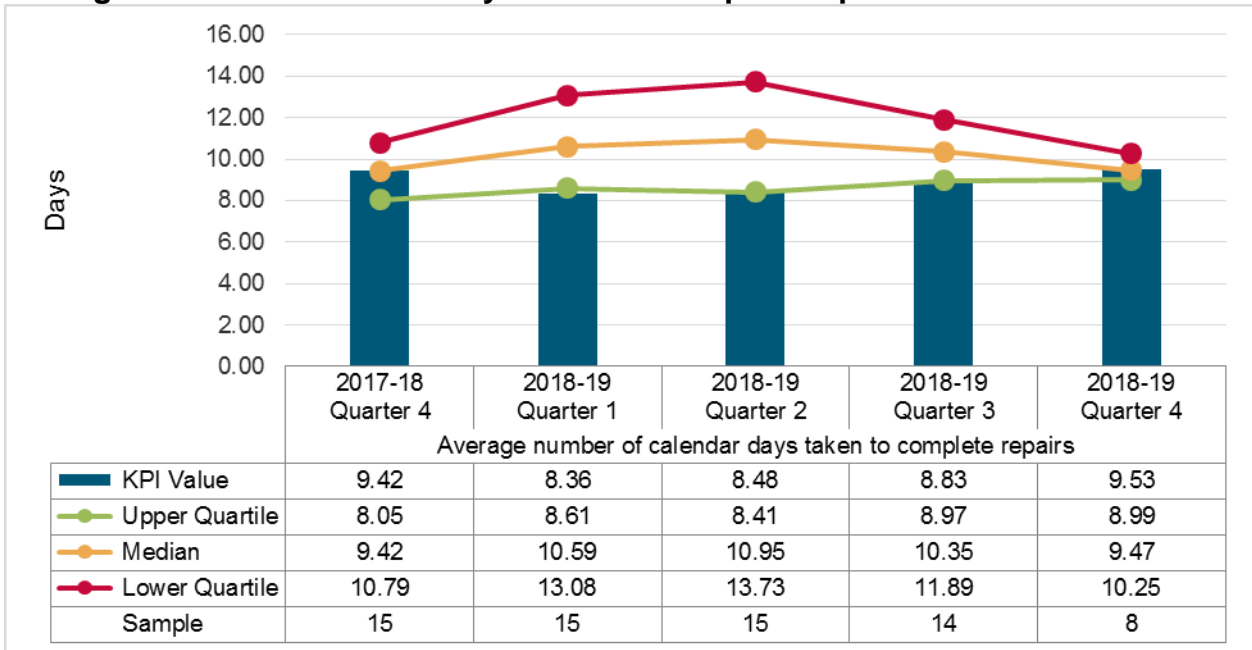
Rent Arrears & Collection	2017/2018	2018/2019
Rent collected from current and former tenants as a % rent due (excluding arrears b/f)	102.75% (upper quartile)	104.47% (upper quartile)

% of rent paid by housing benefit	55.70% (lower quartile)	46.95% (lower quartile)
Rent arrears of current tenants as % rent due (excluding voids)	2.45% (club median)	2.83% (club median)
Rent arrears of current and former tenants as % of rent due (excluding voids)	5.75% (lower quartile)	6.76% (lower quartile)
Rent written off as a % of rent due	0.24% (upper quartile)	0.14% (upper quartile)
Rent loss due to empty properties (voids) a % rent due	0.52% (upper quartile)	0.49% (upper quartile)
Evictions due to rent arrears as a % of all tenancies	0.42% (lower quartile)	0.31% (lower quartile)

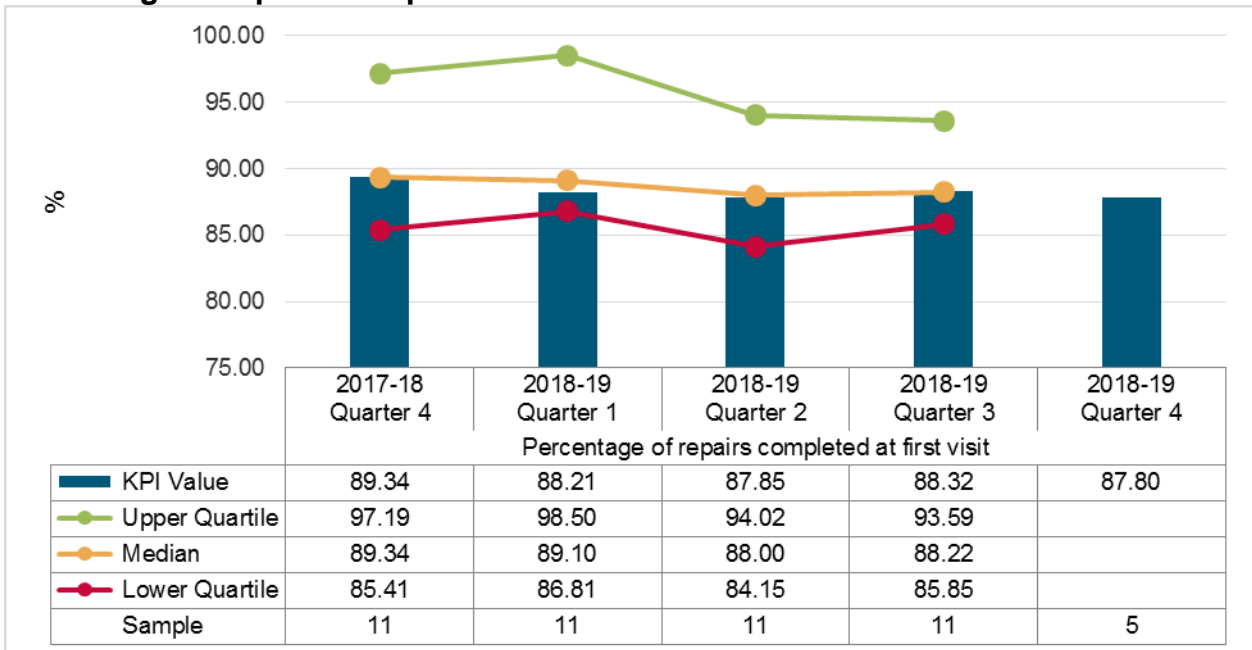
<b>Void works &amp; lettings</b>	<b>2017/2018</b>	<b>2018/2019</b>
Average re- let time in days (standard re-lets)	17.75 days (Upper quartile)	15 days(upper quartile)
Average re- let time in days (major works)	28 days (upper quartile)	27 days(upper quartile)
Percentage of properties accepted on first offer	81% (club median)	83% (club median)

<b>Complaints</b>	<b>2017/2018</b>	<b>2018/2019</b>
Percentage of complaints responded to within target time	95% (upper quartile)	97% (upper quartile)
Average time to respond to complaints	3.25 days (upper quartile)	2 days (upper quartile)

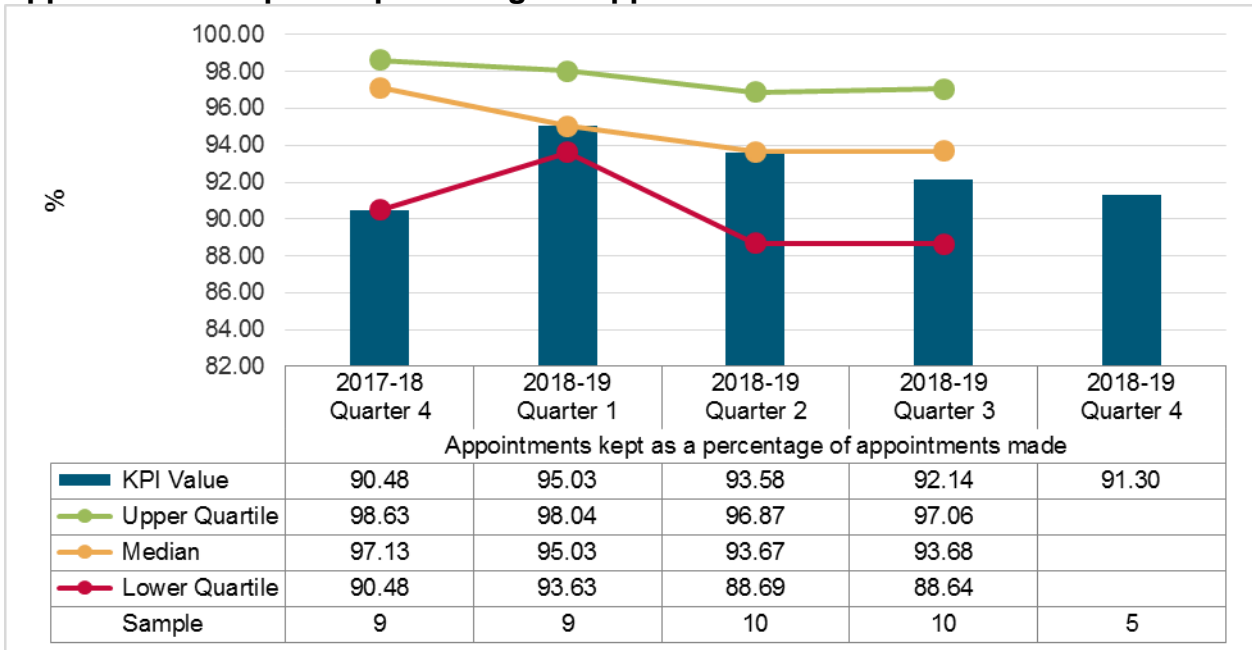
### Average number of calendar days taken to complete repairs



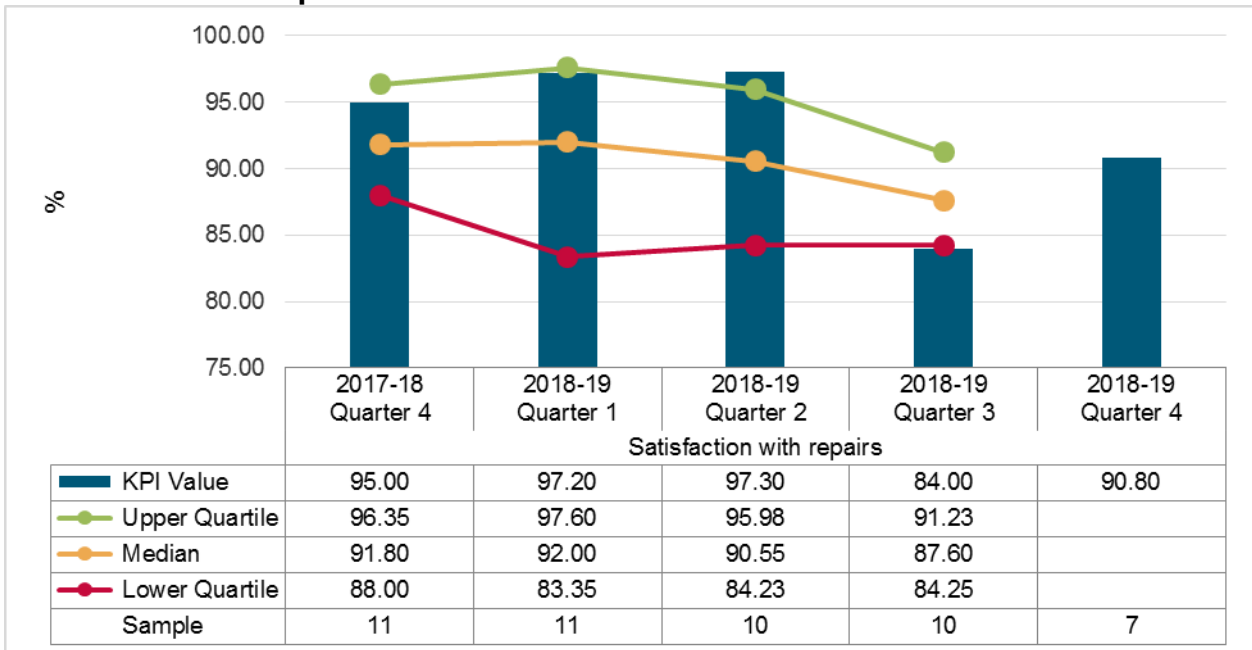
### Percentage of repairs completed at first visit



### Appointments kept as a percentage of appointments made

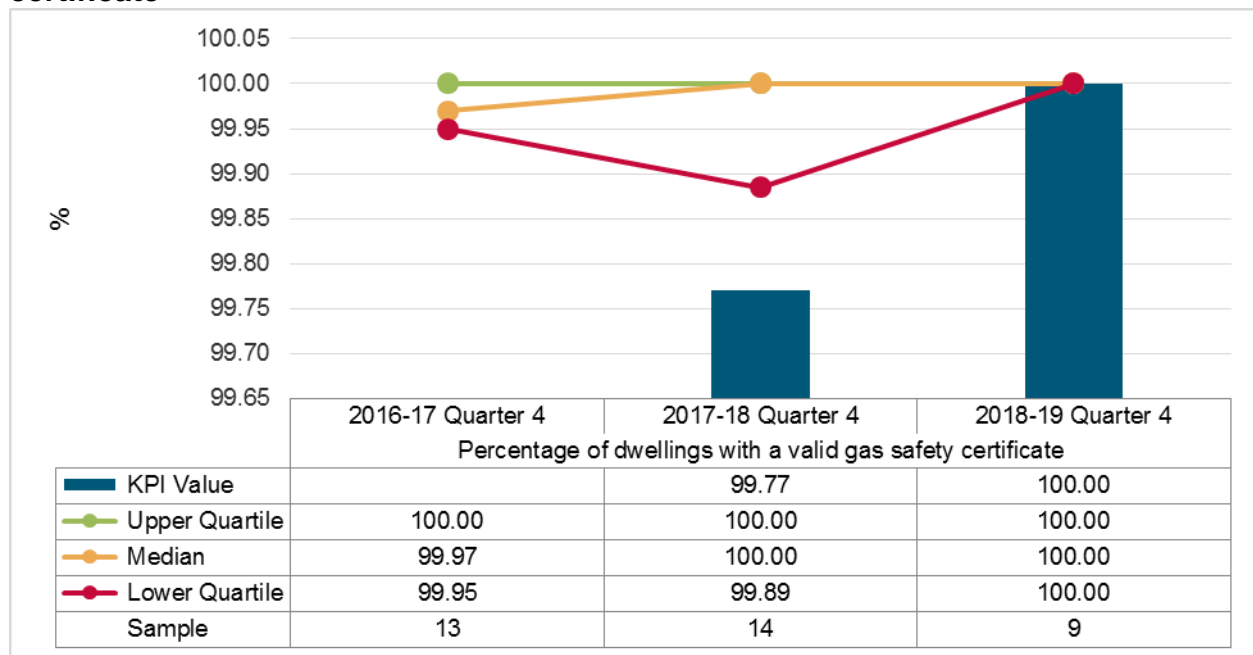


### Satisfaction with repairs

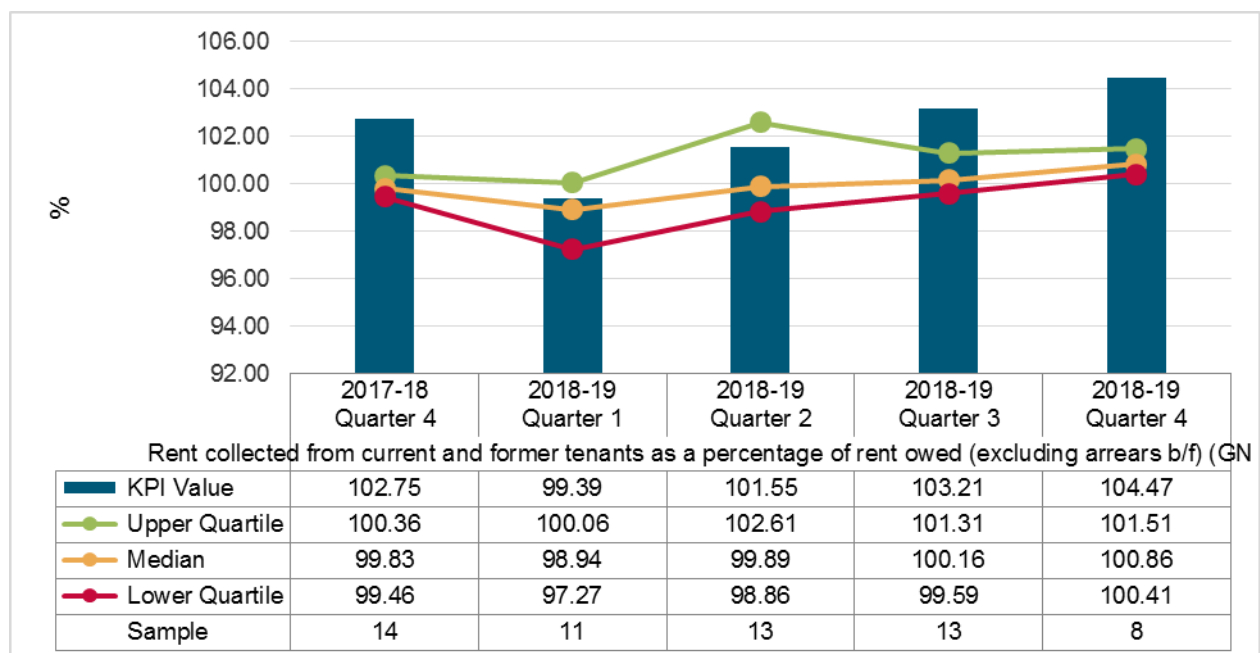




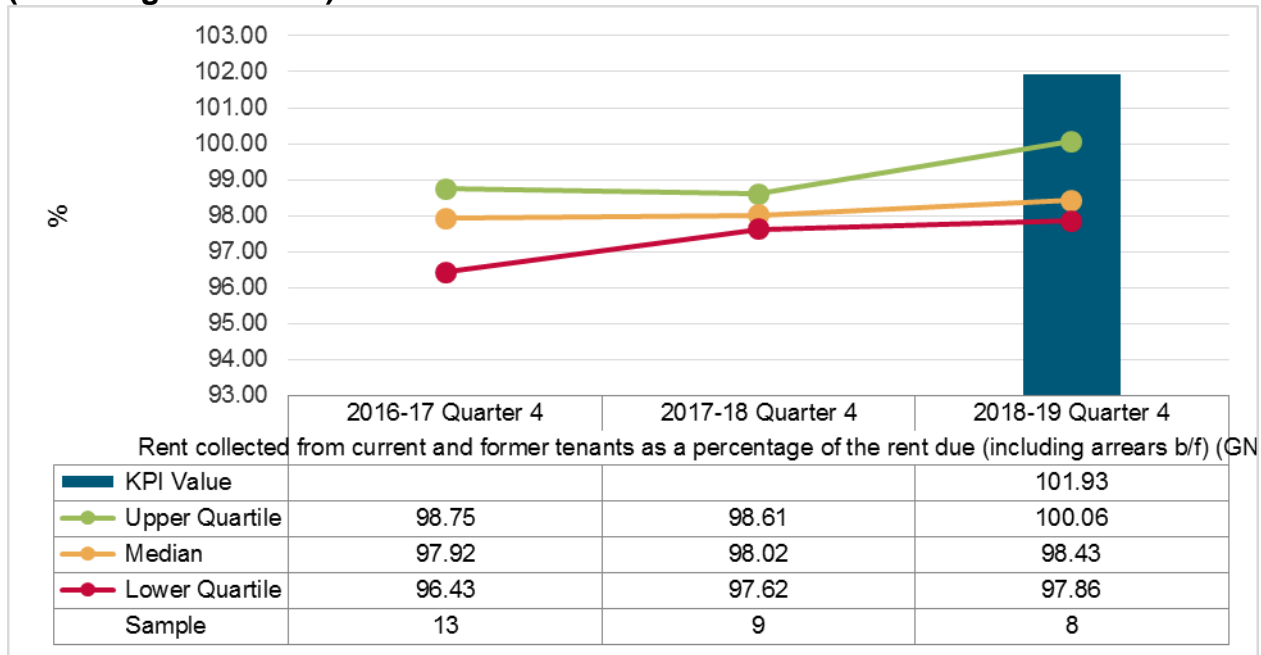
### Percentage of dwellings with a valid gas safety certificate



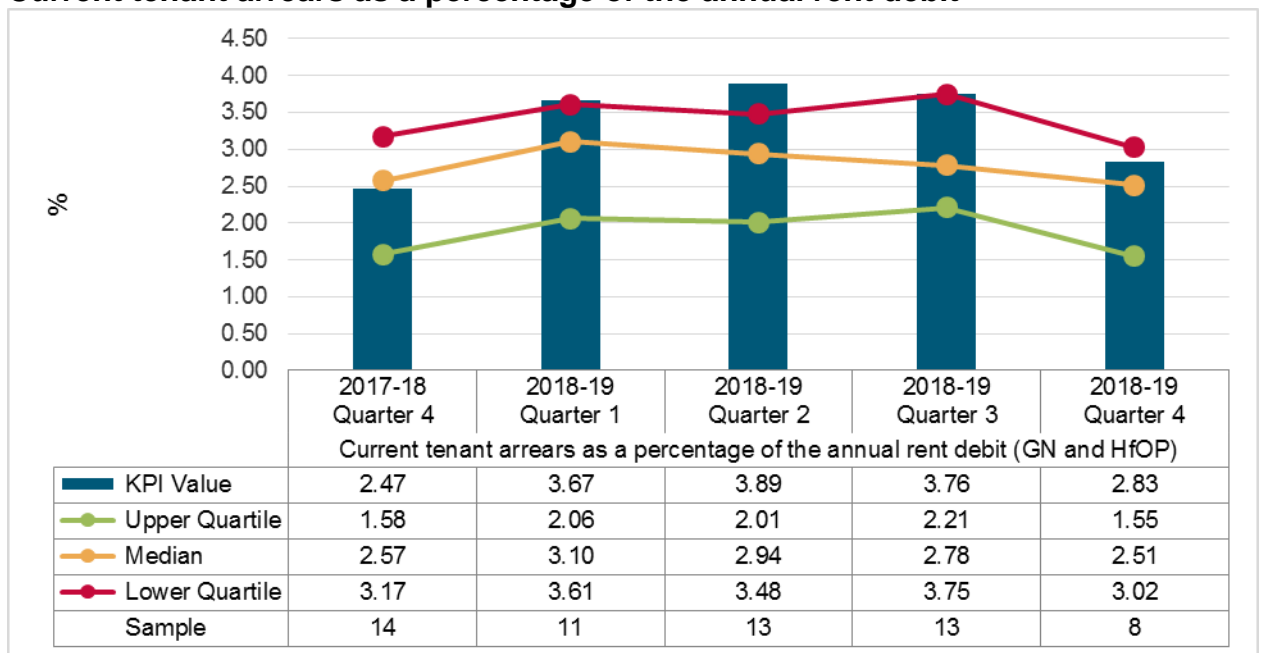
### Rent collected from current and former tenants as a percentage of rent owed (excluding arrears b/f)



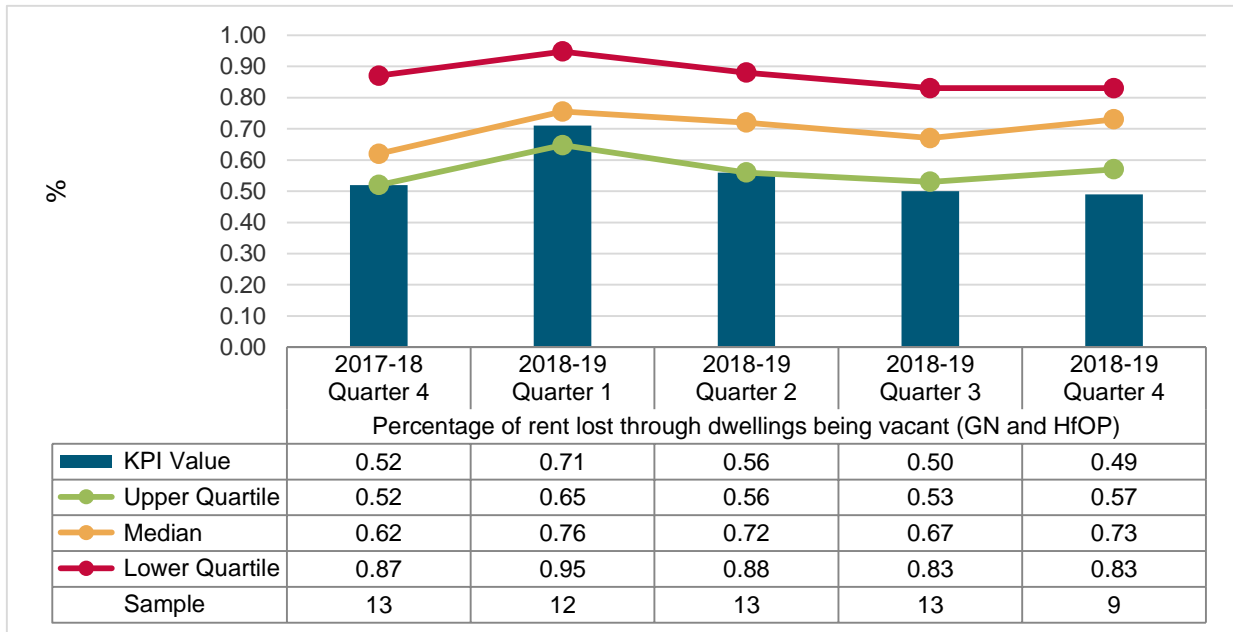
**Rent collected from current and former tenants as a percentage of the rent due (including arrears b/f)**



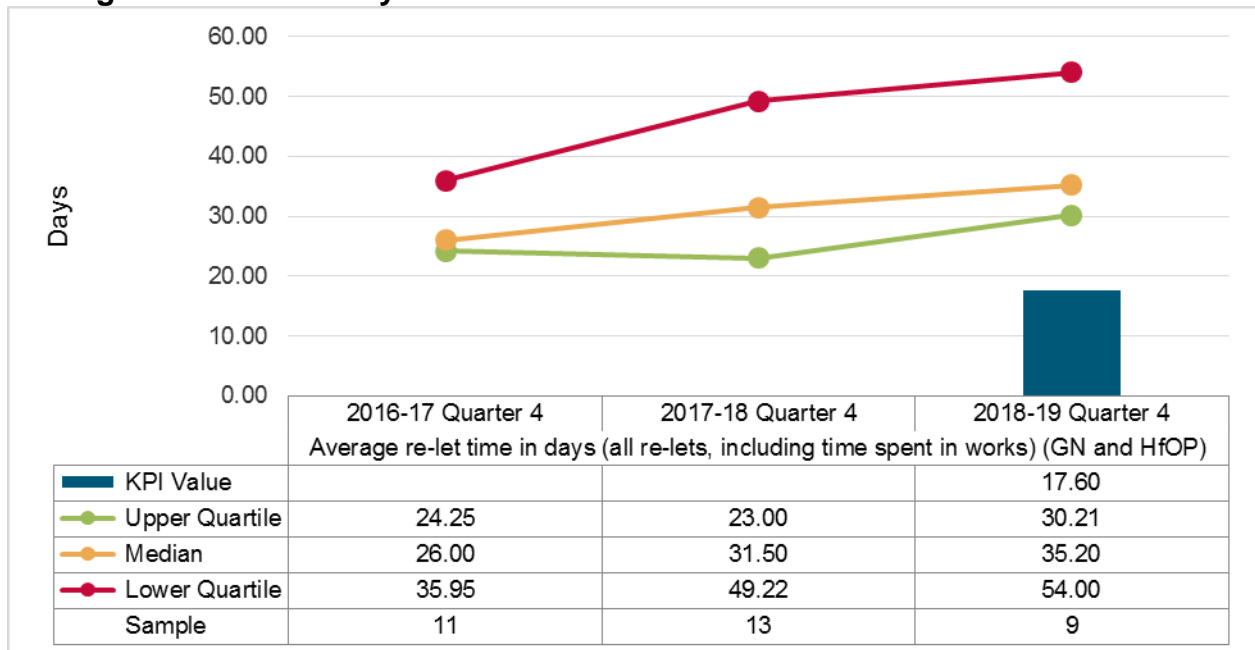
**Current tenant arrears as a percentage of the annual rent debit**



## Percentage of rent lost through dwellings being vacant



## Average re-let time in days



## Percentage of complaints responded to within target time

