



CABINET

20 September 2017

A meeting of the CABINET will be held on Thursday, 28th September, 2017, 6.00 pm in Committee Room 1, Marmion House, Lichfield Street, Tamworth, B79 7BZ

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Minutes of Previous Meeting (Pages 1 - 4)

3 Declarations of Interest

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

4 Question Time:

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules

6 Customer Portal (Pages 5 - 12)

(The Report of the Portfolio Holder for Assets and Finance)

7 Planning Obligations Expenditure And Allocation (Pages 13 - 18)


(The Report of the Portfolio Holder for Regeneration)

8 Castle HLF project update (Pages 19 - 22)

(The Report of the Portfolio Holder for Environment and Culture)

9 Council Landlord Service Performance Report (Pages 23 - 104)
(The Report of the Portfolio Holder for Housing)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. Cook', written over a circular stamp or mark.

Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, J Goodall and M Thurgood.



MINUTES OF A MEETING OF THE CABINET HELD ON 7th SEPTEMBER 2017

PRESENT: Councillor D Cook (Chair), Councillors R Pritchard (Vice-Chair), S Claymore, S Doyle, J Goodall and M Thurgood

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Rob Barnes (Corporate Director Communities, Partnerships and Housing), Andrew Barratt (Corporate Director Growth, Assets and Environment) and Stefan Garner (Director of Finance)

24 APOLOGIES FOR ABSENCE

There were no apologies

25 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 17 August 2017 were approved and signed as a correct record.

(Moved by Councillor R Pritchard and seconded by Councillor J Goodall)

26 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

27 ANNOUNCEMENT FROM MEMBERS OF THE CABINET

Given Peter Seekings recent illness the thoughts of the Members are with him and his family

28 QUESTION TIME:

None

29 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

30 ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2016/17

The Portfolio Holder for Assets and Finance informed Members that the Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2016/17, and the actual Prudential Indicators for 2016/17. The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003. It also provides an opportunity to review the approved Treasury Management Strategy for the current year and enables Members to consider and approve any issues identified that require amendment.

RESOLVED: That Members asked Council to

- 1 approve the actual 2016/17 Prudential Indicators within the report; and
- 2 accept the Treasury Management Stewardship Report for 2016/17

(Moved by Councillor R Pritchard and seconded by Councillor D Cook)

31 INCREASE DISABLED FACILITIES GRANT BUDGET TO REFLECT BETTER CARE FUND ALLOCATION

The Portfolio Holder for Assets and Finance seeking approval to issue an invoice to Staffordshire County Council for the Disabled Facilities Grant allocation from the Better Care Fund less the proposed deductions and approval to increase and spend the capital budget to reflect the actual allocation from the Better Care Fund (BCF).

RESOLVED: That Members

- 1 approved the issuance of an invoice to Staffordshire County Council for the sum of £362,074.31 to reflect the Disabled Facilities Grant allocation from the Better

Care Fund less the proposed deductions;

- 2 increased the Capital Budgets and approved spend from the Capital Budgets to reflect the actual allocation from the Better Care Fund in 2017/18 amounting to an increase in budget and spend of £138,070;
- 3 increased the Capital Budgets and approved spend from the Capital Budgets to reflect the additional allocation of £42,000 from the Better Care Fund in 2016/17; and
- 4 agreed that authority be delegated to the Executive Director of Corporate Services to increase the budget by a further £34,800 subject to the same, additional, sums being released by Staffordshire County Council following discussions over the allocations.

(Moved by Councillor R Pritchard and seconded by Councillor D Cook)

32 PRIVATE SECTOR HOUSING- HOUSING ENFORCEMENT POLICY

The Portfolio Holder for Housing Services requested Members to agree to the adoption and implementation of a revised Private Sector Housing Enforcement Policy. Additionally recommendations in the report are made to agree to the adoption and implementation of The Disrepair Policy 2017; The Harassment and Illegal Eviction Policy 2017; The Housing and Planning Act 2016 Policy 2017; The Smoke and Carbon Monoxide Regulations Policy; The Redress Scheme for Letting Agency Work and the Houses in Multiple Occupation Policy.

RESOLVED:

- That Members
- 1 approved the adoption and implementation of The Private Sector Housing Enforcement Policy;
 - 2 approved the adoption and implementation of The Disrepair Policy 2017;
 - 3 approved the adoption and implementation of The Harassment and Illegal Eviction Policy 2017;
 - 4 approved the adoption and implementation of The Housing and Planning Act 2016 Policy 2017;
 - 5 approved the adoption and implementation of The Smoke and Carbon Monoxide Regulations Policy;
 - 6 approved the adoption and implementation of The Redress Scheme for Letting Agency Work;

- 7** approved the adoption and implementation of Houses in Multiple Occupation Policy;
- 8** agreed in accordance with the Scheme of Delegation contained in the Council Constitution dated 16th May 2017 for the Corporate Director of Communities, Partnerships and Housing to implement arrangements for the enforcement of The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 made under the Energy Act 2013. The adoption of any new powers will be incorporated into the Scheme of Delegation and where required will be put to full Council;
- 9** agreed in accordance with the Scheme of Delegation contained in the Council Constitution dated 16th May 2017 for the Corporate Director of Communities, Partnerships and Housing to implement arrangements for the enforcement of the Redress Scheme for Letting Agency Work and Property Management Work Order 2014 made under the Enterprise and Regulatory Reform Act 2013. The adoption of any new powers will be incorporated into Scheme of Delegation and where required will be put to full Council; and
- 10** agreed in accordance with the Scheme of Delegation contained in the Council Constitution dated 16th May 2017 for the Corporate Director of Communities, Partnerships and Housing to implement arrangements for the enforcement of the provision made under the Housing and Planning Act 2016. The adoption of any new powers will be incorporated into Scheme of Delegation and where required will be put to full Council.

(Moved by Councillor M Thurgood and seconded by Councillor R Pritchard)

Leader

THURSDAY, 28 SEPTEMBER 2017

REPORT OF THE PORTFOLIO HOLDER FOR ASSETS AND FINANCE**CUSTOMER PORTAL****EXEMPT INFORMATION**

Not exempt

PURPOSE

To seek approval to commence the procurement process to establish a contract for the provision of a Customer Portal and to release the contingency funding already requested via the Council's budget process.

To give delegated authority to award the contract to the Director of Transformation and Corporate Performance in conjunction with the Portfolio Holder for Assets and Finance.

The establishment of the contract for a Customer Portal supports the strategic priority of Delivering Quality Services in Tamworth

RECOMMENDATIONS

- That the capital contingency of £115k identified as part of the budget process is released.
- That approval is given to commence the procurement process to establish a contract for the provision of a Customer Portal for a period of three years with the option to extend for a further two years.
- That delegated authority to award the contract is given to the Director of Transformation and Corporate Performance in conjunction with the Portfolio Holder for Assets and Finance.

EXECUTIVE SUMMARY

Since 2014 we have been mapping the journey the customer takes when interacting with the Council. By utilising the Council's Demand Management Model we know how many customers are making a request for service/information, their preferred and used access channels and why the customer is contacting us.

Our chosen transformation methodology has enabled and embedded processes that have reduced the demand placed on the Council as well as continuing to improve performance and process efficiency.

To continue this journey, and as part of the Council's commitment to improve service to customers, a Customer Portal is now required to enable the Council to take the next step in delivering digital customer service.

The translation of demand onto digital platforms is being driven by the requirements of customers. The pace of change in digital customer service delivery is rapid; whereby

customers are used to receiving their services, sometimes completely online.

OPTIONS CONSIDERED

Option 1 - Continue to deliver services as they are, without progression or increasing the Council's digital presence.

Benefits:

- No additional capital or on-going revenue investment is required
- Continued use of telephone and face to face channels of service delivery

Risks:

- Dissatisfaction from customers
- No provision of 24/7 services
- A move away from the ethos of DQS
- Does not support the Council's agile working arrangements
- The current process does not allow the council to take advantage of more modern and efficient ways to deal with customers
- Technology will be needed to support customer service delivery from 2019.
- Inefficient, silo'd processes
- Failure to meet the customer's needs
- Disparate customer service delivery across the council via different service areas
- No joined up cohesive customer service digital delivery in place

Option 2 – A purpose built product, built by our own technical staff.

This option would mitigate the need for procurement. However, after careful consideration it is deemed that we do not have the capacity or expertise in house to provide a full solution.

Benefits:

- The potential for little or no capital investment required
- On-going revenue costs would be minimal
- The potential for all Council requirements to be met
- A 'grow our own' ethos resulting in a skilled workforce and a product to sell on to other local authorities

Risks:

The council do not have capacity to free up the resources needed to build the solution and:-

- Maintain normal service delivery
- Support the numerous organisational back office systems
- Integrate to back office systems without additional technology
- The need for more than one officer to build so that there is no single point of failure
- The costs are unknown and could be significant as additional resources would likely be required.
- The technical ability to continually update and meet the customers' changing needs are unknown
- The amount of time needed to build something from scratch could make this option cost prohibitive and ultimately end up costing the Council more

Option 3 – procure individual components/solutions/systems

The components needed to provide a self-service portal and those that have been tendered for mainly consist of (this is not an exhaustive list) –

- Essential & Desirable Specification for a, CRM lite, customer portal including customer account, online forms and key integrations giving us -
 - A system whereby customers can securely sign in and authenticate who they are.
 - A system that can present and store selected information from numerous back office systems
 - An e-forms package
 - Payment making facilities (including self-service direct debit)
 - The ability to track information, requests and to store documents.
 - Scheduling capability
 - A Customer Relationship Management System

Benefits

- A number of bespoke systems may offer a more tailored/specialised system.

Risks

- With this option we are inherently increasing risk due to the introduction of a number of different systems
- There is an increased risk for the integration with back office systems to fail.
- The risk for conflict with each system and our ICT infrastructure is increased.
- It is likely to be more costly (purchase/maintenance/development).
- More skills, and resource will be required to manage and develop each system
- Increased stakeholder/contract management resource and therefore overall more costly.

An estimate of the costs for this option could be –

Approx £15k eform package + integration costs (unknown) + maintenance costs (1.5K)

Approx £50k CRM costs + integrations (unknown) + maintenance costs (£5k)

Approx £10K Paye/Automated Direct Debit and other costs + integration costs (unknown) + Maintenance costs (1K)

Customer Account/portal approx. £50K plus integration costs, approx. £4k per back office system (approx. 8 x £4k) = £82k

Approx total if procured separately = £160k plus other integration costs*.

* NB – these are estimates based on observed pricing and soft market testing/research of these different systems.

Option 4 – Procure a proven system that meets the essential technical and customer service specifications.

There are several proven technological solutions available that will deliver most, if not all of the Council's requirements to deliver a digital and automated customer service.

Benefits:

- A proven solution already in operation within other Councils, delivering the same or similar services
- Supports the Governments Digital by Default Strategy.
- Provision of digital customer service 24/7 via any device
- The potential for all of the Council's digital requirements to be met
- The ability to streamline processes and provide a 'tell us once' service

- An integrated solution that will pull information from existing back office systems within the Council (e.g. the Council Tax system)
- Meeting the increasing needs of the Council's customers to interact with the council via a variety of access channels
- Support the agile ethos ' Any place, anytime, anywhere'.
- Many of the providers have demonstrated additional products such as automated direct debits as part of their overall solution
- On-going revenue and the capital costs for the procurement of the system are fixed.

Risks:

- Cost of integration to the Council's back office systems is unknown
- Legacy system providers maybe unwilling to work with our chosen supplier
- Most providers have stated that there is little or no technical knowledge required to deliver their solution, however there could be a risk that this is not the case. This would have resource implications for ICT.

An estimate of the total cost is approx. £92k initial costs plus other integration costs. This is made up approx £60k purchase and initial implementation costs with a further £4k per integration costs for each back office system (it is likely that there are approx. 6-8 systems to integrate into), plus the integration costs of the back office system supplier (which is unknown at this stage)**.

** an estimate based on the procurement activity undertaken by the Staffordshire Connects partnership

RESOURCE IMPLICATIONS

Savings

The most obvious savings will include a reduction in staff dealing with both customer enquiries and processing information on behalf of the Council. Following approval of a two-year temporary Customer Services staffing structure which commenced in April this year, a policy change saving of £67k from 2019/20 has been built into base budgets. Optimisation of a self-service portal and the resultant savings is dependent upon take-up by our customers.

In addition, the Council will save –

- CRM costs £62k from 2019 (saving already included in MTFS)
- Make better use of customer intelligence to shape services
- Postage costs
- The costs associated with developing our mobile app could will be eliminated (portal could replace a mobile app)
- Define a single view of the customer across all back office systems
- Produce efficiencies by reducing data duplication, service silos, and save staff time by reducing unnecessary contacts.

BACKGROUND INFORMATION

Soft market testing has been undertaken working with numerous colleagues across Staffordshire whereby solution providers have demonstrated their customer portal systems. Each of these providers has proven purpose built systems that will enable the council to deliver service digitally.

Tamworth Borough Council working with partners across Staffordshire were involved in a process to procure a customer portal lead by Lichfield District Council. A specification, with the emphasis on delivering a corporate Customer Self Service portal in readiness for the introduction of the chargeable green waste service was written jointly by several partners and tendered under the Braintree framework agreement. After a successful tender evaluation, Jadu were awarded the contract and are now working with LDC to deliver their portal.

Because the above tender was designed with the emphasis on meeting the requirements of the Joint Waste Management Service, and excluded integration with some of our back office systems, we have taken the decision to re-tender in order to ensure that our essential requirements are met, and that the integrations required with our existing technology is detailed. Although, we can opt to award the contract to Jadu and reserve the right to do so following should this this tender process be unsuccessful.

A customer portal is a single sign-on online self-service portal for the council to unlock the savings associated with channel shift and improve the service to our customers. The portal will provide a common interface through which authenticated customers can access personalised services and information (integrating with any number of back office systems) and a platform to create a seamless online experience whereby customers can access their personal account 24 hours a day, from any device.

A customer portal does not replace a Council's website, it works seamlessly with it; the website provides static content, directing customers to the online portal when customers want to transact with the council.

Customers can also link directly into the portal, where search engines have been used to locate a specific service. **Over one million UK customers have signed up to a Self-service alone, one new council purchased Self-service portal every two weeks.

Customers can manage their own accounts with the Council, and update their records. They can receive notifications from the Council and submit information to support applications and reports. Portals are designed so that customers can easily access services whilst staying online.

The Portal will -

Customer Experience

Once a customer is signed into the portal they will automatically receive a better online experience. Forms will automatically pre-populate fields from the information in their customer profile and customers can access their account 24/7 including seeking information about their accounts and making reports (via any device) which equates to a significant volume in customer demand.

Customers will also be able to –

- Log in and authenticate themselves which will vary dependent upon enquiry.
- Use email verification, social media logins or we can choose what information is captured in the account registration form.
- Lookup their property information for easy access and the pre-population of forms
- Utilise and complete interactive online e-forms, (these forms provide a first class online experience) that are intelligent enough to personalise the navigation, assisting people through relevant questions based on what they say. Onscreen validation pops ups, and even video and audio can be added to help.
- Receive personalised and unique to tracking of service requests generated via scheduled emails or SMS communications keeping the customer informed of progress throughout.
- Provide feedback
- Have a single place to transact with the council.
- Have access to historical and active forms, interactions, communications normally sent via post and pickup any actions the council have passed back e.g. more information or evidence that is required.
- Receive online translation services into multiple languages e.g. English to

Welsh.

- Personalise their home screen
- Receive a personalised service, based on their 'home' location allowing them to receive notification alerts.

Example of alerts can include:

- Where's my nearest (Map geo-location information)
- Accounts (promotion or high-level 'MyAccount' balances)
- Bins (Information about your next bin collections)
- Leisure (promotion of leisure/castle/shows)
- Campaigns e.g. only display 'the winter warming campaign' to those that are over 60.

Transactions are automated, join services end-to-end, and all transactions are also available to the councils Customer Service Officers providing a true multichannel customer services platform.

Link to the Customer Relationship/Record Management System (CRM)

The Council's current CRM which was purchased in conjunction with the Staffordshire Connects Partnership's expires in September 2019. This is the main tool used to log and record customer interactions with the Council. The Partnership will work towards decommissioning this technology whilst each local authority involved seeks to find a replacement. The natural progression with this technology is a Customer Portal, which will enable self-service delivery to customers.

Project objectives

A draft project initiation document is being developed, and whilst the table below is not a definitive list of the objectives, the project will seek to improve transparency and 24/7 access to the councils services from any device.

1. To deliver and actively develop a Corporate Customer Portal	
Benefits	Measures
<ul style="list-style-type: none">• Open for business 24/7• Saves time for TBC and customers• Allows a secure and efficient way to get information which bypasses queues and waiting on return calls or emails• Allows customers to access their own records, accounts, to initiate enquiries, check status of issue without the need for the customer to email, telephone or contact the Council directly• Offers customer password protection security• Up to date and current information• Improves customer experience• Development of customer knowledge base	<ul style="list-style-type: none">• 'Sign up' Numbers• Efficiency savings• No of integrations• No of 'Tell Us' comments• No of systems for CS to access reduced• Reduced number of multiple logins• Achievement of project plan• Satisfaction• Open and transparent• Less chase up calls• No. of self-serve processes• Reduction in no. of calls• Postage Reduction

** Nick Murthwaite, Firmstep self-portal 2017

REPORT AUTHOR

**Tracey Tudor
Head of Customer Services**

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THURSDAY, 28 SEPTEMBER 2017

REPORT OF THE PORTFOLIO HOLDER FOR REGENERATION**RELEASE OF PLANNING OBLIGATION INCOME AND REVISED ALLOCATION PROCEDURE****EXEMPT INFORMATION**

None.

PURPOSE

To seek authorisation for the release of section 106 (s106) monies to fund appropriate projects and to establish a process for the efficient release of s106 monies in future.

RECOMMENDATIONS

- 1) Existing developer contribution monies as set out in the report (totalling approximately £52,675) are released to the appropriate project budgets.
- 2) The revised process for allocation of other existing (approximately £178,505) and future developer contribution monies is adopted.
- 3) The sum of £1,048 in account R6057 be released to the Gateways Project Phase 1 budget.

EXECUTIVE SUMMARY

Members may recall a previous report to Cabinet, dated 23 October 2014, which sought approval to release money collected under s106 agreements to contribute towards the delivery of infrastructure projects within Tamworth. Since then, additional contributions have been received which, when added to the existing unallocated contributions, total approximately £231,180 and this report seeks authorisation to release these funds to be spent on appropriate infrastructure projects.

It should be noted that contributions secured towards infrastructure that is provided or maintained by the county council (such as highways and education facilities) are usually required to be paid by the developer directly to the county council. This means that additional contributions will have been received towards infrastructure in Tamworth, but those are not included in this report as the county council is responsible for delivering the appropriate projects.

Existing planning obligations

The following contributions have been collected towards projects which have either already commenced or are ready to commence and so it is recommended that the funds are released to those projects.

Account code	Account Name	Amount	Project
R6069	11 Victoria Road	£3,016.00	Installation of directional signs, being fingerposts and totem signs, between Ventura Park Retail Park and Tamworth town centre through the Gateway Project

R6616	Unit 1 Ventura Park Links	£25,291.00	Installation of directional signs, being fingerposts and totem signs, between Ventura Park Retail Park and Tamworth town centre through the Gateway Project
R6369	Freasley Lane Walton Homes	£19,352.00	Improvements to the parking area, the provision of bins and seating and improved access arrangements at Kettlebrook Nature Reserve.
R6371	Linden Lea Hockley Road	£2,513.00	Provision ponds/scrapes and improving access within Town Wall Local Nature Reserve.
R6374	7 Quarry Hill	£503.00	Kettlebrook Local Nature Reserve tree works.
R6377	Land At Rear Of Coton Dairy	£2,000.00	Management of the Snakes Head fritillary meadow for the site at Broadsmeadow Local Nature Reserve.

The remaining monies have been collected towards projects which have yet to commence or which require additional work to establish. It is therefore recommended that these monies be released at a later date. The second element of this report proposes a new process for the efficient release of monies collected towards infrastructure projects. Should members approve the new process, it is recommended that the monies listed below be allocated via the new process at an appropriate time.

Account code	Account Name	Amount	Type of infrastructure
R6214	Glascote Farm, Barratt Homes	£19,293.86	Open space enhancement
R6226	26 Moor Lane	£509.00	Open space enhancement
R6228	1 Swift, Glascote	£507.00	Open space enhancement
R6357	Waterloo Re Chap/Cherry/Arden	£6,070.00	Open space enhancement
R6358	1 Bellingham	£1,011.00	Open space enhancement
R6359	6 & 7 Albert Road	£1,771.00	Open space enhancement
R6360	36 Whiting	£759.00	Open space enhancement
R6361	The Bungalow, 22 New St	£506.00	Open space enhancement
R6362	23 Holly Close	£506.00	Open space enhancement
R6363	25 Kettlebrook Road	£506.00	Open space enhancement
R6364	Land At Pennine Way	£25,291.00	Open space enhancement

R6365	166 Wigginton Road	£754.00	Open space enhancement
R6366	60-66 Dosthill Rd, Cameron Homes	£8,387.49	Open space enhancement
R6368	Cherry Tree Walk	£503.00	Open space enhancement
R6378	Rosedale 77c, Amington Road, Bolehall	£500.00	Open space enhancement
R6375	Bellway Homes, Anker Valley	£110,583.00	Sports and leisure

There is also an amount of £1,048.00 in account R6057 (58 Albert Road) which is listed as a leisure facilities contribution (cost centre PM4725), however this payment was miscoded and should have been under cost centre PM4720. At the 23 October 2014 Cabinet meeting, members approved the release of monies from account R6057 to the Gateways Project Phase 1 budget. As a result of the miscoding, the amount of £1,048.00 was not transferred and has remained in account R6057 until now. It is therefore recommended that the £1,048.00 is released to the Gateways Project Phase 1 budget in line with the previous Cabinet decision.

Proposed process for the allocation of developer contributions

The current process requires Cabinet approval to release monies collected through developer contributions to be spent on appropriate infrastructure projects. This was an appropriate approach when contributions could be collected towards broad types of infrastructure and there was a decision to be made on what infrastructure projects the monies should be spent on; however this is no longer the case.

The Community Infrastructure Levy Regulations 2010 (as amended) set out new restrictions on the pooling of contributions collected through planning obligations. These restrictions came into force on 06 April 2015 and require that no more than five obligations can be entered into where they would provide for the funding or provision of an infrastructure project or type of infrastructure.

The result of these regulations is that the specific infrastructure project any financial obligation is to be spent on should now be set out within the legal agreement. This removes the requirement for a decision to be made on what received monies should be spent on as the Council is required to spend the money in accordance with the legal agreement. Responsibility for the wording of planning obligations is delegated to the Corporate Director Growth, Assets & Environment, Head of Managed Growth, Regeneration & Development and Development Control Manager in accordance with Part 3 of the Tamworth Borough Council Constitution.

It is therefore considered that the current method of releasing collected financial obligations to the relevant projects is not the most efficient, and that a more streamlined approach could be implemented to make more efficient use of resources. It is recommended that Cabinet delegate authority for the release of monies collected in connection with developer contributions into the relevant project budgets to the Corporate Director Growth, Assets & Environment (the director) and the relevant portfolio holder.

Under the proposed system, on receipt of a relevant developer contribution, a request will be sent by the planning service to the director and relevant portfolio holder setting out details of the amount and project to which the money is to be allocated. Upon receipt of authorisation from both the director and relevant portfolio holder, the money will be immediately released to the relevant budget holder who will be required to provide notice to the planning service

when the money has been spent.

In the event that the director and relevant portfolio holder are unable to agree on the allocation of any contribution, or consider that there is any other reason why they should not make a decision, they shall request that the planning service refer the decision to Cabinet. No specific criteria have been suggested to determine when a decision should be referred to Cabinet and this will instead be left to the discretion of the director and relevant portfolio holder.

OPTIONS CONSIDERED

Options for spending the collected s106 monies are limited to the scope of the projects set out in the legal agreements that required the financial contributions. The only alternative therefore is to not spend the monies on the specified projects and instead to return the contributions to the developers.

The alternative option to implementing the revised allocation process is to keep the current process in place and require all monies to be released by Cabinet. As stated in the report, this is considered to be less efficient than the revised process and so it is recommended that the revised process be adopted.

RESOURCE IMPLICATIONS

There are no further resource implications above those currently identified within the service area.

The Unit 1 Ventura funds of £25,291 was allocated as part of the £50k S106 contribution in the 2016/17 budget and has been spent as part of the phase 2 costs. A budget of £26,800 remains from previous years approved Gateways funding – partially funded from the S106 balances with S106 funding of £22k still to be identified/allocated.

LEGAL/RISK IMPLICATIONS BACKGROUND

As noted in the report, the collected monies can only be spent in accordance with the relevant legal agreement between the developer/landowner and the Council. The legal agreements for the identified monies, and any future monies received, will be checked to ensure the monies are spent in accordance with the conditions of the agreements.

SUSTAINABILITY IMPLICATIONS

The collected monies will assist in delivering infrastructure that is needed to allow sustainable growth within the Borough.

BACKGROUND INFORMATION

The Council has recently submitted for examination a Community Infrastructure Levy (CIL) Draft Charging Schedule. If the Charging Schedule passes examination, and is subsequently adopted by the Council, contributions towards infrastructure projects will begin to be collected through CIL. Whilst contributions would still be able to be collected through the use of s106 agreements, the two methods should not be used to collect contributions to the same item or type of infrastructure. As a result, if the Council were to adopt the CIL, the use of s106 agreements would be scaled back accordingly.

The 23 October 2014 Cabinet report advised members that, as money collected through CIL is pooled to be spent on items on the Council's Regulation 123 list, a new process will need to be put in place upon adoption of CIL for determining priorities for spending the collected monies and allocating monies to specific infrastructure projects. No further progress has been made on developing a procedure since the 23 October 2014 meeting and it is not proposed to resume work on this until the outcome of the CIL examination is known.

REPORT AUTHOR

Richard Powell, Planning Policy and Development Officer, x274

LIST OF BACKGROUND PAPERS

Report to Cabinet, "Community Infrastructure Levy and Planning Obligations " 23 October 2014.

APPENDICES

None.

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THURSDAY, 28 SEPTEMBER 2017

REPORT OF THE COUNCILLOR JOY GOODALL

CASTLE HLF PROJECT UPDATE

PURPOSE

To update members on the current position of the Castle's Heritage Lottery bid project which, if successful in this development phase will allow a full refurbishment to the Tamworth Story on the upper level of the Castle.

In addition further approval is being sort, subject to the bid being successful, to procure architectural services for the Castle over a period of 3 years and the use of existing retained / revenue budgets for repairs to the Castle required within this project.

RECOMMENDATIONS

Cabinet note the current progress of the Heritage Lottery bid for the Castle and delegate authority to the Executive Director of Corporate Services to increase the Capital budget to £732,930 should the bid prove successful.

Cabinet endorse the procurement of architectural services over a period of 3 years for the Castle including delegating authority to the Corporate Director Growth, Assets & Environment to enter into contract with the most economically advantageous tenderer, after consultation with the Portfolio Holder for Environment & Culture and the Solicitor to the Council.

Cabinet approve the use of existing retained /revenue budgets to complete repairs work as necessary in this project.

EXECUTIVE SUMMARY

Following the previous successful phase one application to the Heritage Lottery fund in June 2015 a number of work streams have taken place with these secured funds to allow the submission of a second round application to refurbish the Tamworth Story display housed in the upper floor of the Castle.

Alongside the bid process there have been may work streams to ensure maintenance of the historic fabric of the Castle has been ongoing.

Some of these streams of work require the input of professional conservation accredited architects with a solid historic buildings repair background, and each of these work streams has required individual procurement that has been time consuming and costly to Tamworth Borough Council.

To ensure that the Castle is in a position to maintain its service, protect and conserve the building, be cost effective and ease the delivery of the new build for the Tamworth

story should the second round bid be successful, it is proposed that architectural services should be procured for a period of 3 years. This would also satisfy the funding needs of the Heritage Lottery.

The successful procured architects would be retained on an as required basis to enable use during the three year period.

Financial obligations to meet such demands will be met from existing revenue and retained building repairs budgets and the Heritage lottery funds should the bid be successful.

OPTIONS CONSIDERED

1. Do nothing – however this would leave the Castle at risk of decay and loss of reputation as a tourist attraction
2. Continue to apply for additional funds.

RESOURCE IMPLICATIONS

Should the bid prove to be successful a project team will be required to manage the project. This team will consist of external procured professionals in line with the bid requirements and Tamworth Borough Council's management staff. Once building work has commenced the Castle will be closed to the public for a period of time which is currently unknown and therefore capacity can be directed to perform this role.

Financial Resources

The proposed project has been costed and the current value of the scheme is £ 732,930. At the stage of first submission the cost was estimated at £605,250. The increase in costs is largely due to costs escalating within the building trade, additional repairs necessary as enabling works, and new costs imposed by Staffordshire Hoard collection care in relation to the Hoard display cases. The second round application is based on worse case at this point

	2018/19 Approved Budget	Revised Budget
Estimated Cost	605,250	732,930
Funding Available		
GF Cap Rec	86,100	86,100
HRA Cap Rec	38,900	38,900
HLF	470,250	499,900
Friends of Castle	10,000	15,000
BRF		46,030
Castle Structural Repairs Retained Fund		10,000
Castle Accessions Fund		10,000
Ready to Borrow		27,000
Total Funding Available	605,250	732,930
Budget Shortfall	0	0

The revised application seeks to maximise funding from Heritage Lottery with proposed contribution levels of Heritage Lottery 68%, Tamworth Borough Council 26 % and external funds secured at 6 % of the total project cost. The revenue implications for future years of the scheme will be considered as part of the Capital Budget Process for 2018/19 should the bid prove successful .

In addition to the Heritage Lottery funds, and Tamworth Borough Council's funds officers have also secured funds up to £42,000 as follows

Tamworth Friends of the Castle £15,000

Museums Ready to Borrow Scheme £27 000

Ready to Borrow Scheme

During the design of the refurbishment officers were advised that the current cabinets housing the Saxon Hoard were no longer fit for purpose. This advice had the potential to add in excess of £30 000 to the project cost causing financial concern however officers have secured funds from the National Museums Ready to Borrow Scheme to totally fund this element of the works and to ensure the Saxon Hoard remains a prominent part of the display.

Alongside the development of the funding bid the service has continued to maintain the asset with a number of procurements being undertaken. The architectural requirements for such work are a specialised trade and the number of external companies that can fulfil conservation grade requirements is extremely limited. To streamline future Architectural requirements for repairs and the installation of the refurbishment it is proposed these services be procured on a 3 year basis on an as and when need basis up to a maximum of £140,000. The Castle currently has revenue and retained funds to finance such needs.

LEGAL/RISK IMPLICATIONS BACKGROUND

1. Tamworth Borough Council will need to adhere to HLF's legal requirements throughout the term of the project including requirements for procurement.
2. If funding isn't successful there is a risk that Tamworth Castle would lose its reputational standing as a significant heritage tourist attraction for Staffordshire, suffer due to aging facilities, infrastructure and outdated interpretation which in turn would affect product delivery.

SUSTAINABILITY IMPLICATIONS

It is expected that a new facility /attraction will increase footfall and income to the Castle which in turn will allow the continued maintenance and development of the attraction to be sustained.

It is predicted that the footfall in 2019/20 will increase by 23% from 40,615 visitors to 49,960 following the refurbishment.

BACKGROUND INFORMATION

The Castle has remained a major tourist attraction over the years and has enjoyed success at national award events. In order to maintain and develop its offer to the public it is vital for the Castle to continue to change with current times in relation to the package it offers and to be mindful of aging attractions within the service. With

this in mind a decision was taken to refurbish and modernise the attraction in the Castle known as the Tamworth Story. The vision is to improve the customer experience and offer a modern new exciting interaction attraction that also covers the heritage element of the Castle and the history of Tamworth. The new design would also continue to incorporate the display of the Saxon Hoard.

In June 2015 an application was made to the Heritage Lottery Fund to fund a stage one project to develop a possible refurbishment package. The Castle was successful in obtaining these funds and has been working with appointed professional bodies to design a possible new attraction within the upper level of the Castle.

This work has now progressed to the Stage that the Heritage Lottery have encouraged Tamworth Castle to submit a second stage application to install the newly designed exhibition.

The exhibition is entitled Battle and Tribute and explores the battle connections between the Saxon Hoard and the warring tribal communities that settled around Tamworth in the Saxon period, who formed the Kingdom of Mercia. The design is very interactive and has a number of new elements including an immersive combat film experience and a touch screen battle game. During the development a number of public consultations have been undertaken and feedback has been very encouraging.

The second stage bid has been submitted and the Castle will be informed of the outcome in October / November 2017.

REPORT AUTHOR

Should Members require any further information on this report please contact Neil Mason x568

LIST OF BACKGROUND PAPERS

N/a

REPORT OF THE PORTFOLIO HOLDER OF HOUSING

28TH SEPTEMBER 2017

ANNUAL REPORT TO TENANTS' 2016-2017

EXEMPT INFORMATION

n/a

PURPOSE

To provide details of the Councils Landlord Performance for 2016/17 as required under the Homes & Community Agency (HCA) Landlord Regulatory Framework 2012.

RECOMMENDATIONS

Cabinet approve:-

- Approve production of the Council's Landlord Annual Report to Tenants' (2016/17) complying with required governance under the Landlord Regulatory Framework.
- Delegate further scrutiny of performance; detailed under each of the Landlord national consumer standards; to Tamworth's relevant scrutiny committee(s) in consultation with the Scrutiny Chair(s) and Portfolio Holder for Housing

EXECUTIVE SUMMARY

The Councils landlord service is subject to statutory regulation by the Homes & Community Agency. The Localism Act 2011 has been in place for 6 years and landlords are familiar with their respective roles arising from that legislation. Specifically the regulatory framework seeks to ensure compliance with four national consumer standards, listed below, :-

1. Tenant Involvement and Empowerment
2. Home
3. Tenancy
4. Neighbourhood and Community

The standards are detailed on the Governments website:-

<https://www.gov.uk/government/publications/regulatory-standards>

Each year the HCA publishes the regulator's approach to consumer regulation and includes case studies and lessons learned with the expectation that organisations' use this to support their own learning. The last report issued was for 2015/16 and can be found at <https://www.gov.uk/government/publications/consumer-regulation-review-2015-to-2016> . The HCA report for the period concerning this report (2016/17) should be published around September and officers will assess this to inform continuous improvement and progress. If it is available in time for the Cabinet

report the relevant link will be inserted.

Given Cabinet’s approach to managing performance and the developing role of its scrutiny committee(s) it is recommended that detailed scrutiny of landlord performance should be delegated to the relevant committee in agreement with the respective Chair(s) and Portfolio Holder of Housing.

Compliance with each of the national standards is routinely assessed and this is provided in detail in the attached appendices. Headline successes directly supporting the Councils strategic priorities includes;

- Improving customer satisfaction levels with tenants rising from the 78% assessed independently using the Star Status Survey (2016); to 88% currently using aggregated satisfaction figures derived from localised surveys across each core service area.
- Successfully launching service charges in 2016 to generate an additional £595k per year to invest in services
- Development of a self-financing model for its sheltered housing service, following County wide cessation of supporting people grant funding, whilst maintaining satisfaction levels above 95%.
- Independent accreditation for its income management service by HQN. In fact the income collection levels enjoyed in 2016/17 continued to be top quartile. Eviction levels nearly halved as efforts were put into earliest help and prevention; achieving significant reductions in rent loss
- Independent accreditation for its Neighbourhood services by HouseMark as a result of its focus on total ‘place based’ solutions. Collaboration with community safety and partners was identified as best practice
- Successful procurement process to ensure contractual arrangements delivering a multi-million pound repairs and investment service

Alongside this the focus on using HRA resources to support corporate ambitions around commerciality have seen progress on the development of regeneration at Tinkers & Kerria, with over 100 households successfully moved on; as well as development & acquisition of new and affordable housing.

Landlord Service has continued to celebrate improving performance and the majority of the benchmarked KPIs are either top quartile or in an improving position, as seen in the table below. The live performance dashboard is discussed with tenants and these are the top KPIs they scrutinise routinely:-

	2014/15	2015/16	2016/2017	Estimated Top Quartile*
Overall satisfaction with Landlord Services	75%	78%	78%	82%
Average time between lettings	17 days	14 days	17.60 days	17.50 days
% of appointments made and kept	97.86%	94.17%	95.00%	98.06%
Gas servicing – CP12	99.69%	99.37%	99.99%	100.00%
Urgent repairs completed on time	98.02%	98.35%	97.58%	98.04%

Customer satisfaction with repairs	93.76%	97.67%	83%	98.50%
Arrears as a % of rent due	1.96%	1.82%	1.82%	2.13%
Evictions	28	18	10	8

Benchmarking across the sector and 'best in class' is a core part of the Councils approach to performance management; ensuring we are able to measure key performance indicators, improvements and operational efficiencies. Tamworth's own stock retained housing service continues to report outcomes that are either top quartile or in an improving position. In fact qualitative data suggests overall satisfaction (when aggregated across all landlord services) is around 88%. Full details of the KPIS are shown in the customer intelligence report 2016/2017.

Clearly the service remains focused on continuous improvement and key to the work plan for 2017/18 is the:-

- Development of the HRA business plan to assess and support commercial opportunities in line with the Councils commercial investment strategy
- Assessment of the landlord service functions using peer review; self-assessment and independent scrutiny. Repairs and lettings due 2017/18.
- Assessment of options for the future delivery of repair and investment services for its council housing
- Continued focus on delivering quality services supporting the digitisation and customer transformation agenda by delivering services right first time using predictive income & data analysis to reduce waste demand on officers time.
- Assessment of future funding models for the delivery of supported and sheltered housing
- Continuation of welfare reform agenda, particularly universal credit
- Business and organisational re-engineering to support the most vulnerable within communities in collaboration with partners

Key to demonstrating performance is communicating performance; and for Tamworth this is via the production of an Annual Tenants' Report. This outcome based assessment is subject to wider benchmarking with organisations such as HouseMark, Rent Income Excellence Network and Chartered Institute of Housing. Comparisons with 'best in class' to provide real time learning and is central to localised performance management.

As in the past, the Tenant Consultative Group have influenced the production and contributed to target setting and scrutiny in relation to core housing management performance. If approved, the production of the Annual Tenants Report will be the 7th publication since the regulatory code was introduced.

The co-regulatory framework developed by tenants is aimed at ensuring they influence, scrutinise and inform policy decisions and their views are routinely referenced in cabinet reports. In addition, the Annual Report gives details of how tenant involvement will be delivered, by whom, and how tenants will play a central part in performance management, activities and initiatives in the future.

Along with the Corporate Communications Team, we continue to review all tenant led publications. Being able to produce Open House and the Annual Report to tenants electronically has facilitated a more regular edition and satisfied requests for more

up-to-date and timely information. Moving to e-publications, as agreed in 2014, has already contributed to savings in the HRA resulting in savings being invested in gathering improved customer profiling data so services can be tailored.

RESOURCE IMPLICATIONS

The production of the annual report will be advertised on the web, via an e-newsletter and targeted hard copy to ensure value for money and provision for this is within existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

Failure to comply with the Homes & Community Agency Regulatory Framework could result in intervention should this be assessed as causing “serious detriment” to tenants’. The co-regulatory framework developed with tenants to assess consumer standards as well as contribute to economic regulation mitigates this risk going forward.

REPORT AUTHOR

Head of Landlord Services – Tina Mustafa Ext. 467

Tenant Regulation & Involvement Manager – Leanne Lea Ext. 484

List of Background Papers

Standard	The Homes Standard: Quality of Accommodation		
Required Outcomes			
Registered providers shall: <ul style="list-style-type: none"> ensure that tenant's homes meet the standard set out in section five of the government's Decent Homes Guidance and continue to maintain their homes to at least this standard meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the governments Decent Homes Guidance 			
Specific Requirements			
1.1 Registered providers may agree with the regulator a period of non-compliance with the Decent Homes Standard, where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.			
Tamworth Borough Council's Compliance position: Non-Compliant			
We currently have 1712 (39.99%) properties that are non-standard. Most of the outstanding failures are down to thermal comfort. This is something we will need to pick up in the next round of stock condition survey and capital programme planning.			
Over the last 3 years we have improved properties in the following ways:			
	2016/2017	2015/2016	2014/2015
Kitchens	295	259	251
Bathrooms	246	228	192
Roofing	16	Deferred until 2016/17	/
Windows and Doors	340	244	228
DFA's	127	158	73

Tamworth Borough Council is committed to reducing fuel poverty by improving the thermal efficiency of its lowest rated homes and improving the energy efficiency of homes through the installation of modern boilers. This programme will continue until all properties have energy efficient boilers fitted.

During 2017/2018 we will undertake a review of options for delivery of legionella, asbestos surveys, fire risk and legionella risk assessments. We will also review options for fire risk assessments carried out on our properties so as to ensure the ongoing and continued safety of tenants within their home.

Standard	The Homes Standard: Repairs and Maintenance				
Required Outcomes					
Registered providers shall: <ul style="list-style-type: none"> provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties and adaptations 					
Specific Requirements					
2.1 Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, works on void properties and adaptations					
2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meet tenant's needs					
Tamworth Borough Council's Compliance position: Compliant					
Mears, repairs contractor, benchmarked the efficiency of the service by using HouseMark					
Performance Indicator	2014/15	2015/16	2016/17	Trend 2015/16 to 2016/17	HouseMark Top Quartile
Percentage of repairs completed on the first visit	90.47	87.77	88.32	↑	91.75
Appointments kept as a percentage of appointments made	97.86	94.24	95	↑	99.08
Average number of days taken to complete repairs	9.67	10	14	↓	7.61
Percentage of dwellings with a valid gas certificate	99.69	99.97	99.99	↑	100
Percentage of all responsive repairs completed within target	98	98	98	↔	99.32

127 adaptations were completed in 2016/17, all of the minor work types were completed within 28 days.

We carried out a customer satisfaction survey at the end of 2016/2017 and found that:

- 61% of respondents were either very or fairly satisfied with the repairs service

Standard	Tenancy Standard: Allocations & Mutual Exchange
Required Outcomes	
<p>Registered providers shall: let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:</p> <ul style="list-style-type: none"> • make the best use of available housing • are compatible with the purpose of the housing • contribute to local authorities' strategic housing function and sustainable communities <p>There should be clear application, decision making and appeals processes.</p> <p>1.2 Registered providers shall enable their tenants to gain access to opportunities to exchange their tenant with that of another tenant, by way of internet-based mutual exchange services.</p>	
Specific Requirements	
<p>1.1 Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements</p> <p>1.2 Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes, within the resources available to them. These services should be focused on the needs of their tenants, and will offer choices for them.</p> <p>1.3 Registered providers' published policies shall include how they have made use of common housing registers, common allocations policies and local lettings policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.</p> <p>1.4 Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.</p> <p>1.5 Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties.</p> <p>1.6 Registered providers shall record all lettings and sales as required by the CORE system</p>	

- 1.7 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options.
- 1.8 Registered providers shall subscribe to an internet based mutual exchange service (or pay the subscriptions of individual tenants who wish to exchange), allowing:
- A tenant to register an interest in arranging a mutual exchange through the mutual exchange service without payment of a fee
 - The tenant to enter their current property details and the tenant requirements for the mutual exchange property they hope to obtain
 - The tenant to be provided with the property details of those properties where a match occurs
- 1.9 Registered providers shall ensure the provider of the internet based mutual exchange service to which they subscribe is a signatory to an agreement such as 'Swap and Move', under which tenants can access matches across all (or the greatest practicable number of) internet based mutual exchange services.
- 1.10 Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants
- 1.11 Registered providers shall provide reasonable support in using the service to tenants who do not have access to the internet

Tamworth Borough Council's Compliance position: Compliant

- Tamworth Borough Council allocates housing in a fair and transparent manner through Finding a Home choice based lettings scheme. During 2016/17 we re-let:
- General needs - 229
 - Sheltered - 41
 - Supported – 13
- Re let time for standard works was 17.60 days
 - Disabled families are given the opportunity to move to more suitable accommodation so they can access their home and remain living independently, we call this a direct match. During 2016/17 we offered 4 direct matches.
 - With the incentive to move option larger family homes are being released giving more opportunity for families to access family accommodation, 9 families moved using this assistance during the year
 - 75 nominations were completed this year
 - Under the acquisitions programme we increased our stock by 17 properties
 - Satisfaction with the allocations and lettings process was 92%
 - Tamworth Borough council have implemented the new mutual exchange scheme 'Swap and Move'. Tenants can register an interest under this scheme without payment as Tamworth Borough council pay for a subscription.
 - 30 mutual exchanges were processed within 42 days and approved. This saves the council approximately £1,500 per property

<ul style="list-style-type: none"> ➤ Housing solutions interviews are offered to all applicant to ensure that customers are aware of all housing choices available to them before deciding which option to pursue ➤ We prevented 69 homelessness cases
<ul style="list-style-type: none"> ➤ We had 26 families in temporary accommodation (Bed and Breakfast) and a further 8 in private sector leasing ➤ Tamworth Borough council operates an internal appeals process for tenants in regard to allocations and lettings ➤ The complaints process is used to deal with other causes of dissatisfaction with regard to the housing register ➤ The Finding a Home policy gives priority for under occupation to social tenants and overcrowding to tenants across the board including private sector leasing ➤ Allocation criteria have been amended within the Allocation Policy (to align with under-occupancy terms of the Welfare reform Act) so that allocations will not be made where this would result in under-occupation as defined by the Welfare Reform Act. ➤ Despite these changes applicants are still able, within the limits of the revised criteria, to choose on which actual properties they place a bid. ➤ Choice based lettings includes allocations policy and local letting criteria, within the policy ➤ Criteria for disqualification are set out in the Finding a Home policy and the allocations policy

Performance Indicator	2015/16	2016/17	Trend 2015/16 to 2016/17	HouseMark Top Quartile
Percentage of properties accepted on first offer	82.91	76	↓	Not benchmarked
Number of re-let days	14.16	17.60	↓	17.50
Satisfaction with allocations and lettings	92	92	↔	98
Percentage/number of closed resolved asb cases	97.47 (316)	98.52 (270)	↑	99.59
Percentage/number of closed unresolved asb cases	2.53 (8)	1.48 (4)	↓	Not benchmarked

Current tenant arrears as a percentage of the annual debit (excluding h/b adjustments)	1.82	1.82	↔	2.13
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End of year customer Intelligence Report/Cabinet report

Standard	Tenant Involvement & Empowerment: (1) Customer Service, Choice and Complaints
Required Outcomes	
<p>Registered providers shall:</p> <p>A) Provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards</p> <p>b) Have an approach to complaints that is clear, simple and accessible that ensures complaints are resolved promptly, politely and fairly.</p>	
Specific Expectations	
<p>1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:</p> <ul style="list-style-type: none"> ➤ How tenants can access services ➤ The standards of housing services their tenants can expect ➤ How they are performing against those standards ➤ The service choices available to tenants, including any additional costs that are relevant to specific choices ➤ Progress of any repairs work ➤ How tenants can communicate with them and provide feedback ➤ The responsibilities of the tenants and provider ➤ Arrangements for tenant involvement and scrutiny <p>1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenant's behalf.</p>	
Tamworth Borough Council's Compliance position: Compliant	

1.1 How tenants can access services;

Tamworth Borough Council has designed services around the varying needs of our customers. TBC provides customer with a variety of access routes to services which include;

- Telephone services which includes answer machines for office and out of hours telephone calls
- In person at Marmion House
- Visits to tenants homes by Officers, if required
- Emails
- Text
- On-line
- By letter
- Interactive website
- Mobile app in partnership with Staffordshire County Council and several other local authorities across Staffordshire
- Tourist Information Centre

These channels of communication are on the TBC website, displayed in the reception areas of Marmion House and in the TBC Customer Services Strategy 2014-2017

TBC Opening times are displayed on the Council's website and Marmion House Council Offices. Opening Times are as follows;

- Monday to Thursday 8.45am - 5.10pm
- Friday 8.45am - 5.05pm.
- N.B: We are closed on bank holidays
- Our quieter times are between 9am and 10.30am and after 3.30pm. Thursday is our quietest day
- For general information or to report an issue outside of office hours, this website is available 24/7. We also have an app that you can download onto your smartphone.
- Wates provide repairs for all our council houses. To report any issues please call: Freephone 0800 183 00 44. This number is also for out-of-hours enquiries.

When visiting Marmion House customer information is readily available from front-line staff in recognition of customers individual needs. Information can be obtained in various formats, fonts and translations upon request. Several TBC staff are available who can assist hearing impaired customers and can use British Sign Language. Others can translate in a range of languages.

The aim of Landlord Service is to provide a high quality service which is responsive to, and driven by, the needs of our customers. Each year we produce an Annual Report which shows achievements for the previous year and plans to maintain and improve the service we provide in the future. The Annual Report to tenants contains a wealth of informative information on key performance, customer satisfaction, complaints, achievements and more.

Local Offers and Service Standards

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 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*

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 was reviewed early 2015 in consultation with tenants.

Landlord Services Local Offers is set out in full in the Annual Report to tenants and is available in large print, audio and easy-read. Translations are available on request.

Tenants can request a copy of the Annual Report by Post in A4 or A3 document, by email or chose to read it online on the Council's website

Performance Information

The Annual Report to tenants provides tenants across TBC with a summary of performance during the previous financial year (1 April – 31 March)

In the delivery of the local offer and service standards. The following groups scrutinise performance;

- Tenant Involvement Group (TIG) meet quarterly and feed into the
- Tenant Consultative Group (TCG) meet monthly

And from this the following publications are produced and available to tenants in a variety of chosen formats;

- Annual Report
- Annual Impact Assessment
- Customer Intelligence End of Year Report
- Tenant Involvement Strategy – The action plan is updated annually assisted by tenants

The Tenant Involvement Group and the overarching Tenant Consultative Group monitor performance through local offer performance indicators, complaints analysis, customer satisfaction surveys, tenants groups and audits. A health check has been carried out by TPAS.

Compare our Performance April 2016 – March 2017

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'.

	2014/15	2015/16	2016/2017	Estimated Top Quartile*
Overall satisfaction with Landlord Services	75%	78%	78%	82%
Average time between lettings	17 days	14 days	17.60 days	17.50 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	497	561	617	Not benchmarked
% of appointments made and kept	97.86%	94.17%	95.00%	98.06%
Gas servicing – CP12	99.69%	99.37%	99.99%	100.00%
Urgent repairs completed on time	98.02%	98.35%	97.58%	98.04%
Customer satisfaction with repairs	93.76%	97.67%	83%	98.50%
Arrears as a % of rent due	1.96%	1.82%	1.82%	2.13%
Evictions	28	18	10	8

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 overtime 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.

Choice

TBC delivers responsive repairs by appointment. Repair/gas appointments are offered within core opening hours based on and am or pm appointment slots with flexibility and choice offered where possible. For example around 'school hours'. Wates offer an out of hour's service for emergencies only. There are a small amount of Saturday morning appointments available.

NB: Wates took over the repairs contract from Mears on 1 April 2017. Dodd's (on behalf of Wates have taken on the gas contract from Morrison 1 April 2017.

Wates have overhauled the telephone system as requested by tenants;

- To report an issue call: Freephone 0800 183 00 44 this number is also for out-of-hours enquiries. (If you call from a mobile phone it is likely you will be charged for the call by your mobile provider.)
- You can select an option for responsive repairs, gas repairs, Tamworth Borough Council and planned works
- Non-urgent repairs can also be reported by email to repairs@tamworth.gov.uk
- Complaints can be reported directly to Wates if customers wish to do so.

Wates Operatives carry ID cards and tenants are encouraged to ask to see it. This message has been repeated at sheltered housing meetings with tenants and in the Open House e-newsletter.

Wates will phone or text tenants, where possible, ahead of carrying out repairs to remind tenants of their appointments or if they are early/late for appointments. Tenants advise us of their preferred method of contact at point when they report repairs.

While Wates carry out repairs on behalf of Tamworth Borough Council, tenants have responsibilities for a number of repairs in their home.

These are clearly set out;

- New tenancy pack issued at the start of their tenancy
- TBC tenancy Agreement
- Landlord Services Repairs Policy
- Periodically highlighted in Open House tenants e-newsletter

Information can be provided in a range of formats upon request.

In recognition of the changing and individual needs of tenants the following have been put in place to assist in the repairs processes;

Handy person service

TBC runs a handy person service for sheltered housing tenants. The free-of-charge service is designed to assist people living in sheltered accommodation to carry out small jobs around the home. All you need to provide is the materials.

What types of jobs will the Handy person carry out?

- Assemble flat pack furniture, fit shelves/shelving units, fit curtain poles/tracks and window blinds
- Fits additional door locks, security chains, bars and spy holes
- Fit bolts/locks to gates or sheds, connect a washing machine or dishwasher
- Fit wall brackets, fit bath or sink plugs and chains
- Trim internal doors, install minor aids and adaptations
- Change a smoke alarm battery, change light bulbs

NB: Electrical or gas jobs, carpet fitting or dog walking will not be considered.

This list is not exhaustive and tenants are advised to discuss any works they wish to be carried out with their Scheme Manager.

Golden Ticket

TBC introduced a 'golden ticket' for vulnerable customers to provide an enhanced repairs service. Where a golden ticket is issued some repairs are defined as being the responsibility of the tenant will be carried out by Tamworth Borough Council.

By recognising that tenants have different needs and as part of the enhanced repairs offer to customers all repairs will now be carried out if the customer is;

- Living in Sheltered Accommodation
- Any household where all are over 75 years of age and
- In receipt of DLA, Attendance Allowance or War Disablement Pension

- Or at the discretion of the corporate Director of Communities, Partnership and Housing

This allows for an improved service for those vulnerable residents who require it the most. The Golden Ticket will be used as a flag on our IT systems for those tenants in need of this enhanced service.

TBC is committed to ensuring that all of its homes meet the requirements of the Governments Decent Homes Standard. This standard will be subject to regular review and consultation, including kitchens, bathrooms, windows, heating and environmental works.

Home Improvement Program 2016/17

Improvement programme	How Many	Total spend
Kitchens	295	772,000
Bathrooms	246	927,000
Roofing	16	156,000
Windows and Doors	340	229,000
Disabled Adaptations	127	440,000

Also during this year!

What we achieved in 2016/2017	
Number of needs and risk assessments carried out prior to moving in	48
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	48
Percentage of legionella checks completed during this year	100%

TBC ask customers to give their preferred method of contact. This is recorded and updated at every opportunity so that TBC continue to communicate using this preferred method.











Tenants have an obligation to report their repairs where an appointment will be made. This will be followed up with a letter, text or email as a preferred method of contact requested by the tenant. Where a job cannot be completed in one visit the tradesperson will confirm the next appointment, where possible, whilst on site or confirmed by the repairs contractor on the same day as the original visit.

Comparing our Performance 1 April 2016 – 31 March 2017

Landlord Service continues to review key performance indicators, with tenants, to ensure they remain customer focused and are meaningful. TBC 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;

	1 April 2014 – 31 March 2014	1 April 2015 – 31 March 2016	1 April 2016 – 31 March 2017	Estimated Top Quartile*
Overall satisfaction with Landlord Services	75%	78%	78%	82%
Average time between lettings	17 days	14 days	17.60% days	17.50 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	497	561	617	Not benchmarked
% of appointments made and kept	97.86%	94.17%	95.00%	98.06%
Gas servicing – CP12	99.69%	99.37%	99.99%	100.00%
Urgent repairs completed on time	98.02%	98.35%	97.58%	98.04%
Customer satisfaction with repairs	93.76%	97.67%	83%	98.50%
Arrears as a % of rent due	1.96%	1.82%	1.82%	2.13%
Evictions	28	18	10	8

Top performance indicators as at 1 April as voted for by tenants

Performance Indicator	Target	Current Value	Are we on target?	Trend
Percentage of all responsive repairs completed within target	97%	97.58%		
Percentage of appointments made and kept	96%	95%		
Percentage of repairs completed on first visit	80%	88.75%		
Percentage of properties with valid Gas Safety Certificate	100%	99.99%		
Average re-let times (in days)	16	17.60		
Percentage of closed resolved anti-social behaviour cases	—	96%	—	—
Number of closed unresolved anti-social behaviour cases	—	1	—	—
Current rent arrears as a percentage of annual debit	1.9%	1.82%	—	—
Number of complaints since 1 st April 2016	—	216	—	—
Number of complaints upheld since 1 st April 2016	—	30	—	—
Number of compliments since 1 st April 2016	—	53	—	—

Encouraging Feedback

Tenants are encouraged to feedback to TBC through customer satisfaction surveys, compliments, comments and complaints and inspections.

When feedback is received it is promoted via Open House e-newsletter, Annual Report, Impact Assessments, specific letters and the website. Customer satisfaction forms a key part of the Landlord Service performance management process and continues to help 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 overtime 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. These groups provide the opportunity for tenant scrutiny of services with actions/recommendations put forward to resolve issues.

The responsibilities of the tenant and provider

Tenants are given a choice in how they pay their rent, however, in order to minimise collection costs and to maximise resources for service delivery, TBC will encourage tenants wherever possible to pay their rent by Direct Debit.

Customer Satisfaction with Services

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

Key Performance Indicators	2011	%diff.	2015
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 2016/2017, Landlord Service engaged and carried out significantly more 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 more than 550 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.

- 2016/2017 Tenant Inspectors carried out 73 planned and 17 second communal cleaning inspections
- 2016/2017 Tenant Inspectors assisted on the 10 Estate Inspections

Service assessments 2016/2017

During 2016/2017 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:

Customer intelligence 2016/2017		
	Format	Frequency
Complaints satisfaction (Tell us)	Telephone/postal	As soon as complaint is closed
Repairs/Gas servicing questionnaire – Mears/Wates	Postal/telephone	Half yearly
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
Service Charge Offer Consultation	Postal/face-to-face	Prior to the implementation of service charges

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
- Environmental works programme satisfaction

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

The current financial climate and the continued national policy changes affecting welfare benefits and housing have implications for the services we provide, and in general will increase pressure on services at a time when resources for public services are declining. Time has been spent focusing on how we can re-design services to minimise the impact of external change on the services we provide. 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	
<i>You said:</i>	<i>We listened:</i>
The Complaints Review Panel recommended that an acknowledgement email is sent every time a non- urgent repair is reported via the Mears email address	Repairs emails are checked throughout the day and an acknowledgement is always emailed
Residents believe that the time taken to try and resolve damp and condensation issues takes far too long and sometimes issues are not always resolved.	In the majority of cases and after thorough investigation the issue of damp and condensation is often concluded as the result of individual lifestyle. When this is proved to be the case, staff will offer advice and assistance to customers along with supporting literature on how they can mitigate risks to condensation/damp When this is not the cause we will endeavour to work with Oaks preservation to reduce the time taken to diagnose a damp/condensation issues It has been recommended that the Tenancy Sustainment Officer, on the 6 weeks welcome visit, discuss the condensation leaflet and leave it with the tenant to refer to
Residents have requested further information on what Anti -Social Behaviour is and the powers available to deal with it	Anti -Social Behaviour law training was arranged for some tenants on the tenant involvement working groups and proved to be extremely successful
Residents are keen to learn about how other teams/agencies support Landlord Service in dealing with Anti-Social Behaviour	Guest speakers such as the CCTV manager are being invited to future meetings
Residents felt people would be put off by attending an Anti-Social Behaviour Focus Group and recommended individual interviews	Individual interviews for dissatisfied customers instead of focus groups are now being piloted

Landlord Service Achievements 2016/17

Customer Dashboard – Key Performance Indicators as voted for by tenants

Performance Indicator	Target	Year End 2016/17	On Target	Comments
Older people, living independently in Sheltered housing, satisfied with the service	80%	94%	↑	<ul style="list-style-type: none"> ➤ Embedded the new housing management model ➤ Annual Health and safety sheltered inspections & training completed
Current Arrears as a % of the debit	2%	1.82%	↑	<ul style="list-style-type: none"> ➤ Arrears down from the start of the year, c£337k to £329k ➤ Collected 103% of the debit ➤ Arrears lowest in the last 5 years ➤ External Accreditation from HQN
Average re-let times for empty properties resulting in reduced rent loss	16 days	17.60	↓	<ul style="list-style-type: none"> ➤ Sustained top quartile performance ➤ 92% satisfaction with the allocations and lettings process
% of properties with a valid gas certificate – complying with LGSR	100%	99.99%	↔	<ul style="list-style-type: none"> ➤ Reported performance is good when benchmarked with HouseMark ➤ Overall satisfaction of 61% with the repair service
% of all responsive repairs completed within target times	97%	78%	↓	
% of appointments made and kept	96%	95%	↑	
% ASB cases resolved and communicated	95%	99%	↑	<ul style="list-style-type: none"> ➤ Satisfaction is improving overall from 65% in 2015 to 75% currently ➤ Mini web site and joint working with CS hub is invaluable and improves local interaction and joint working with a range of partners

Numbers of Adaptations outstanding at year end outside agreed service standard	-	-	-	➤ All DFAs (127) have been issued and there is no waiting list
Minor works – completed within 28 days	-	-	-	
DFA – within 1 year	-	-	-	
Overall satisfaction with the Councils landlord service	80%	78%	↑	<ul style="list-style-type: none"> ➤ 75% in 2011/12 via independent Status Survey ➤ 78% in 2015 - Star Survey independently commissioned
Satisfaction with cleaning & caretaking services	85%	88%	↑	<ul style="list-style-type: none"> ➤ Aggregate figure of 88% cleaning (measured by tenant inspectors) ➤ Communal cleaning survey carried out July 2017 – results ready September 2017

HouseMark 2016/2017

Responsive Repairs	2015/2016	2016/2017
Average number of calendar days taken to complete repairs	10.00 (club median)	16 (lower quartile)
Percentage of repairs completed at the first visit	87.77% (lower quartile)	88.32% (lower quartile)
Appointments kept as % of appointments made	94.24% (lower quartile)	95% (lower quartile)

Rent Arrears & Collection	2015/2016	2016/2017
Rent collected from current and former tenants as a % rent due (excluding arrears b/f)	100.50% (upper quartile)	103% (upper quartile)
Rent collected from current and former tenants as % rent due (Inc. arrears b/f)	98.59% (upper quartile)	101% (upper quartile)
Rent arrears of current tenants as % rent due (excluding voids)	1.82% (club median)	1.82% (upper quartile)
Rent arrears of former tenants as % rent due (excluding voids)	2.96% (lower quartile)	3.32% (lower quartile)
Rent arrears of current and former tenants as % of rent due (excluding voids)	4.78% (lower quartile)	3.34% (club median)
Rent loss due to empty properties (voids) a % rent due	0.34% (upper quartile)	0.54% (upper quartile)
Evictions due to rent arrears as a % of all tenancies	0.42% (lower quartile)	0.23% (club median)
Rent arrears of current and former tenants written off as % rent due	0.14% (upper quartile)	0.11% (upper quartile)

Void works & lettings	2015/2016	2016/2017
Average re let time in days (standard re-lets)	14.16 (upper quartile)	17.60 (upper quartile)
Percentage of properties accepted on first offer	82.91% (upper quartile)	76% (club median)

Arrangements for tenant involvement and scrutiny

The responsibilities of tenants and landlord are clearly set out both in the TBC tenancy agreement and in published service standards and leaflets.

TBC is committed to involving its tenants in the way it delivers its services. Customers can have a real influence in the way services are shaped and improved by choosing a way to get involved that suits them. The Tenant Involvement Strategy was reviewed in 2013/2014 following an independent health check carried out by the Tenant Participation Advisory Service (TPAS). The Tenant Involvement & Consultation Strategy 2017-2020 is currently under review.

TBC has several information documents for tenants

- Landlord Services Repairs Policy
- Annual Report
- Services Charges
- Tenant Involvement and Consultation Strategy (2017-2020 currently under review)
- Health and safety Guide for High Rise Flats – updated 2017

TBC has a designated Tenant Regulatory and Involvement Team.

TBC has a framework to involve residents:

Involvement Activity	Involvement Group
Scrutinising Performance	<ul style="list-style-type: none"> ➤ Tenant Consultative Group ➤ Tenant Involvement Group
Developing services and policies	<ul style="list-style-type: none"> ➤ Customer focus Groups; ➤ ASB Service Improvement Group ➤ Complaints review Panel
Community and Estates	<ul style="list-style-type: none"> ➤ Communal Cleaning Inspections ➤ Estate Inspections ➤ Community engagement days
Service Monitoring and Improvement	<ul style="list-style-type: none"> ➤ Tenant Inspections ➤ Customer satisfaction surveys across all Landlord Services ➤ Customer comments, compliments and complaints

TBC offers opportunities for resident involvement;

- Discussed at tenancy sign ups
- Tenancy Sustainment Officers discuss opportunities at 6 week new tenancy visit
- Introduction letter sent to all new tenants 3 months after moving into their new properties
- Tenant Regulatory and Involvement Team contact all new tenants to introduce themselves and to ask if they would like to be added to the 'database of tenant involvement' to get involved in a way that suits them.

Details are also promoted in the tenants' e-newsletter, Annual Report, Annual Tenant Involvement Impact assessment, quarterly tenant recruitment drives and on the TBC website.

1.2 Complaints

How do we compare!

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 was reviewed early 2015 in consultation with tenants.

How do we compare!

	2013/2014	2014/15	2015/16	2016/2017
Complaints	241	213	224	216
Compliments	105	68	51	53
Service Requests	159	171	137	171
Total	505	452	412	440

TBC will accept compliments and complaints made by advocates authorised to act on a tenant's/tenants' behalf.

What we know at a Glance!

	2013/2014	2014/2015	2015/2016	2016/2017
Tell Us'	215	159	196	203
Complaints	141	108	149	155
Compliments	61	37	26	17
Service requests	13	14	21	31
MP Enquiries	30	38	20	12
Complaints	1	2	3	/
Compliments	/	/	/	/
Service Requests	29	36	17	12
Councillor/Other	90	110	69	82
Complaints	5	11	5	/
Compliments	2	1	1	/
Service Requests	83	98	63	82
Other	170	145	127	143
Complaints	94	92	67	61
Compliments	42	30	24	36
Service Requests	34	23	36	46
Cabinet Requests*	/	/	/	52
Year Total	505	452	412	492
Response time	6 days	5 days	4 days	4 days

***Cabinet request logging and monitoring commenced partway through quarter 2 (2016/17)**

Complaints & Compliments

	2013/2014	2014/2015	2015/2016	2016/2017
Number of complaints	241	213	224	216
Number of stage 1 complaints	213	189	204	195
Number of stage 2 complaints	22	18	17	16
Number of stage 3 complaints	6	6	3	5
Number of complaints upheld	17	16	8	30
Number of compliments	105	68	51	53
Number of service requests	159	171	137	223

A total of 492 complaints, compliments and service requests were received within Landlord Services during 2016 – 2017. Of the total number received, 44% were classified as complaints, 45% service requests and 11% compliments.

The number of service requests has increased significantly, partly as a result of the introduction of the Cabinet Housing Enquiry process introduced August 2016. All Cabinet Housing Enquiries are initially directed to the relevant service area manager for investigation and response within 5 days

Across the total number of 216 complaints:

- **48%** relate to Mears (inclusive of Mears Gas)
- **18%** relate to Housing Solutions
- **16%** relate to Tenancy/ASB issues
- **8%** relate to TBC Repairs
- **5%** relate to Property Services

Across the total number of 53 compliments:

- **21%** relate to Housing Solutions
- **21%** to Tenant Involvement
- **13%** to Tenancy/ASB issues

In summary, only 216 complaints were received within Landlord Service during 2016/2017. This is a significantly small proportion in relation to 4952 household and garage tenancies.

5, Stage 3 complaints were investigated by an independent member of staff. 1, stage 3 complaint was upheld.

Complaints upheld

During 2016/2017 there was a total of 30 complaints, that following investigation, were classified as upheld. Of the 30 cases 7% were associated with Mears.

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

- Lack of communication between the repairs contractor and the tenant
- Plumbing jobs not completed within timescales and below standard
- Out of hours (repairs) staff not ascertaining if a tenant is vulnerable/golden ticket
- Repairs contractor cancelling jobs at the last minute
- Housing applications not being input within a reasonable period of time
- Compensation requests for damage caused by leaking pipes not being repaired correctly
- Damp and mould. It should be noted that in the majority of cases the issue around damp/mould is investigated and concluded to be the result of household lifestyle.
- Homeless applications requesting timescales of when a property will be offered

Ombudsman

2 Ombudsman cases were received around:

- Damp and mould
- Disability adaptation

Recommendations were made for both of the Ombudsman cases which were actioned accordingly

Cabinet Enquiries

Cabinet Enquiry Housing – 22.08.2016 – 31.05.2017

64 enquiries

Breakdown of enquiries by Service Area:

Service Area	Total No Enquiries
Mears /Property Services	2
Tenancy Sustainment/Mears	1
Mears/Repairs	12
Wates/Repairs	6
Tenancy Sustainment - Income	1
Housing Options	1
Housing Solutions	23
H Solutions/H Conditions & Supply	1
Tenancy Sustainment – ASB/Tenancy	10
County Council	1
H Solutions/H Options/B Support	1
H Solutions/H Options	2
Property Services/Asset Management	3
Total number	64

Total number of Councillor enquiries is 64

Summary Findings

Cabinet Housing Enquiry was introduced week commencing 22/8/16 to support cabinet members in resolving enquiries

Information	Summary Headlines
Summary information for 2016/17 setting out complaints and learning	<ul style="list-style-type: none"> ➤ Complaints have reduced from 241 to 216 over the last 4 years. 216 complaints resulting from over c35,000¹ interactions represent less than <1% ➤ 195 complaints are satisfied at stage 1 (90%) ➤ Compliments have reduced, Caretakers do not routinely collect satisfaction anymore ➤ Service requests have increased by 10% from members (159-to-177) ➤ Average response is 4 days ➤ Numbers upheld have increased to 30 and this is part of the continual trend analysis to promote and ensure learning and was predictable given end of year position with Mears and challenges around housing need & supply
Summary Cabinet Enquiry since inception (22/8/16-31/5/17)	<ul style="list-style-type: none"> ➤ 64 enquiries received during 32 weeks (2 on average per week) ➤ 25 & 22 from Cllr Doyle & Thurgood ➤ 36% complaints – housing solutions ➤ 18% complaints – Mears (not Wates) ➤ Average response time 1.49 days
Performance table taken from the customer dashboard	Information will be updated and discussed in the cabinet report 17/8/17
Extract of letters	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 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:

- Contributions to the review of the corporate 'Tell Us' Policy
- Review of all service standards and literature
- Development of peer mentoring to help resolve complaints at an informal level
- Improvements to stage 1 responses to mitigate need for further questions and escalation to stage 2
- Where possible to record responses to complaints face-to-face rather than via letter, recording outcomes in writing
- Prioritising of service improvement, i.e. lettable standard where complaints around condition of empty property
- Forecasting increase in complaints, i.e. on closedown of Mears contract

Areas identified for 2017/18

- Work around damp and condensation – report expected on Forward Plan March 2018
- Development of standard letters linked to formal customer care and letter writing training
- Development of insight and profiling data to tailor service user solutions to service user offer
- Members and Officers collaborating to shift the emphasis from “we will fix it for you” to providing service users with tools to ‘self-

empower'; nudge techniques around digital connectivity that seeks to reduce waste demand

- To identify letter writing skilling/customer care training as a core competency requirement and make recommendations for a training plan as part of the DQS process; concurrently underway elsewhere and as part of the council's corporate ambition around managing demand more effectively
- Continued contribution to the development of the Corporate 'Tell Us' policy
- Potential to extend cabinet housing enquiry to all members subject to further CEO & Leader discussions

Ways to express a complaint

Complaints are reported in a variety of ways;

- Tenants can put their complaint in writing, email or over the telephone
- Reporting complaints on the Tamworth Borough Council's website (Tell Us form)
- In person at Marmion House Council Office

<http://www.tamworth.gov.uk/making-complaint>

On receipt of a responsive repair, gas or planned works complaint it will initially be directed to the repairs contractor for a response.

Service standards

TBC have developed robust comments/compliments/and complaint processes as highlighted above making it easy for customers to express themselves. They will receive a time measured response setting out what they can expect from us.

What lessons have been learnt?

A Complaint Review Panel was set up with tenants to review anonymised information relating to all 'Tell Us' complaints received within Landlord Services. Based on this information, the panel will make recommendations regarding service improvements and we will continue to share these recommendations with tenants.

The tenants involved on the Complaints Review Panel review stages 1 and 2 complaints. They also look at trends and common themes in service areas for improvements or concerns that need addressing.

A complaints telephone survey is carried out by the Tenant Regulatory and Involvement Team to monitor customer satisfaction in relation to complaint handling.

Additional information surrounding the compliments and complaints procedures can be found on the TBC website

Have your say!

TBC have a comprehensive and systematic process which monitors complaints to identify common causes of complaint and uses complaints as an essential tool for service improvement. A summary of complaints is reported to the Tenant Consultative Group and the Complaints Review Panel to monitor service performance and improvements.

A summary of complaints received each year and the main improvements delivered as a result is included in TBC's Annual Report to tenants and Open House e-newsletter. This information is intended to promote the complaints service in recognition of "You said, We did"

Recommendations for improvement

- To improve communication between TBC tenants and their repairs contractors visits to Wates call centre will be offered to Tenant Inspectors and members of core tenant involvement groups
- Increase assistance to customers wanting to digitally access services
- Rent and Arrears customer satisfaction survey will be distributed in October 2017 to review services
- Report findings from the 2017 Communal Cleaning Customer Satisfaction Survey
- Tenant Inspectors, Service Charge Officer, Estates Manager and Tenant Regulatory & Involvement Team to discuss findings from inspections and communal cleaning survey to address concerns and look at service improvements

Standard	Tenant Involvement & Empowerment: (2) Involvement and Empowerment
Required Outcomes	
<p>Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in;</p> <ul style="list-style-type: none"> ➤ The formulation of their landlord’s housing-related policies and strategic priorities ➤ The making of decisions about how housing-related services are delivered, including the setting of service standards ➤ The scrutiny of their landlord’s performance and the making of recommendations to their landlord about how performance might be improved ➤ The management of their homes, where applicable ➤ The management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing of savings made, and ➤ Agreeing local offers for service delivery. 	
Specific Expectations	
<p>2.1 Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by;</p> <ul style="list-style-type: none"> ➤ Supporting their tenants to exercise their Right to Manage or otherwise exercising housing management functions, where appropriate ➤ Supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them ➤ The provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord’s performance in a form which registered providers seek to agree with their tenants. Such provision must include the publication of an annual report which should include information on repair and maintenance budgets, and ➤ Providing support to tenants to build their capacity to be more effectively involved. <p>2.2 Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.</p> <p>2.3 Registered providers shall consult with tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to</p>	

change their landlord or when proposing significant change in their management arrangements.

2.4 Registered providers shall consult tenants at least every three years on the best way of involving tenants in the governance and scrutiny of the organisation’s housing management service.

Tamworth Borough Council’s Compliance Position: Compliant

TBC operates a framework for resident involvement which is at the heart of all that we do. It can be summarised as:

<p>Scrutinising performance</p>	<ul style="list-style-type: none"> ➤ Tenant Consultative Group (TCG) ➤ Tenant Involvement Group (TIG) 	<ul style="list-style-type: none"> ➤ Scrutiny of service performance (including the delivery of local offers) ➤ Consultation on Environments Works ➤ Consultation on regeneration works in Kerria, (Amington) and Tinkers Green (Wilnecote) ➤ Reporting to tenants through the development of the Annual Report and Annual Landlord Services impact Assessment ➤ Annual review of local offer ➤ Update action plan annually in the Tenant Involvement & Consultation Strategy ➤ Tenant scrutiny on the performance of services
<p>Developing service priorities and policies</p>	<ul style="list-style-type: none"> ➤ Customer Focus Groups (Qualitative) ➤ Customer Surveys (Quantitative) 	<ul style="list-style-type: none"> ➤ Formulation and review of Tenant Involvement & Consultation Strategy 2013-2016 (With an annual update on the action plan agreed with tenants) 2017-2020 currently under review ➤ The Tenant Involvement Strategy was reviewed in 2013/2014 following an independent health check carried out by the Tenant Participation Advisory Service (TPAS). ➤ Service charges ➤ Health Inequalities Plan- Landlord Services 2017 – 2018 ➤ Local Offer and Service standards ➤ Formulation of policy and procedures ➤ Monthly updates on the Cabinet forward work plan including strategic repairs options, the introduction of service charges and the sheltered housing review

		<ul style="list-style-type: none"> ➤ Monthly monitoring of landlord service performance, intelligence and satisfaction.
Community and estates	<ul style="list-style-type: none"> ➤ Estate inspections ➤ Communal cleaning inspections ➤ Community days ➤ 'Plant a Pot' activities with sheltered housing schemes and supported housing ➤ Engagement days with multi- agency approach to neighbourhoods and communities 	<ul style="list-style-type: none"> ➤ Identification of estate/community priorities and issues ➤ Community engagement – “You said, we did”
Service Monitoring and improvement	<ul style="list-style-type: none"> ➤ Interviewing TBC on their ASB delivery services and how they monitor concerns ➤ Customer surveys ➤ Customer comments, compliments and complaints 	Testing service delivery and feedback

Supporting formulation of Tenant Groups

TBC supports the formation of tenant groups. The Tenant Consultative Group (TCG) is the overarching group that all the other groups feed into. The current group consists of a mixture of tenants from across the borough. There are tenants, 1 leaseholder as and when time permits. TBC financially compensates members in free travelling arrangements and any other expenses incurred. This is a constituted group with a 'Code of Conduct and Confidentiality Policy' to be adhered to by all involved

TBC provides administrative support to the TCG and all other groups via the Tenant Regulatory and Involvement Group.

TBC provides internal and external training for Members and encourages participation where possible.

Responding

TCG meets monthly to scrutinise and review performance. Guest speakers can be invited via the Chair. The group receive monthly updates on the Cabinet forward work plan including strategic repairs options, the introduction of service charges and the sheltered housing review.

Following the meeting all Members receive a copy of the 'minutes' taken on the day, with action points that need addressing. These will be responded to by the next monthly meeting, where possible, by the team/person it is addressed to. The Chair will read out updates on points raised at the next meeting.

TBC reports all performance through the Annual Report and Annual Impact Assessment written with assistance from the TCG and TIG groups.

TBC offers a separate form for Members to log any personal concerns that they bring to the meeting on behalf of other tenants/residents across the borough who cannot attend the meeting. These will be addressed and responded to and updated at the next meeting under 'any other business'.

Supporting work of the TCG

The TCG is supported administratively by the Tenant Regulatory & Involvement Group with provision of generic and bespoke training by both internal and external trainers. TCG Members have received training on interview techniques, scrutiny, and mystery shopping to name a few. Any training that the Members request that will enhance the role that they undertake will be considered for their personal development and fed into an annual training plan. Members are supported through the delivery of formal training sessions in all areas of performance and service reviews i.e. (2017) TPAS training in 'Tenancy & ASB Law'

The TCG & TIG groups routinely consider detailed reports on:

- Performance against the TBC local offer
- Key Performance Indicators that have been set by tenants
- Complaints analysis
- Results of customer/tenant satisfaction reports
- All consultation work
- Update from all other specific groups
- Environmental works
- Service charges
- Repairs process and the recruitment of new repairs contractor (April 2017)
- Review of Tenant Regulatory and Involvement
- Landlord service performance, intelligence and satisfaction.
- Cabinet forward work plan including strategic repairs options

➤ Sheltered Housing Review

Annual report

The Tenant Regulatory & Involvement Manager works alongside tenants from TCG & TIG groups to develop an annual assessment of performance and production of the resultant Annual Report to tenants. The format and design is agreed with these two groups to ensure that it is written in 'Plain English' and relevant to what tenants want to know. Tenants are invited to give feedback on the report. The Annual report can be received by email, hard copy by post or read on the TBC website.

Each annual report sets out, for £ spent, how much was spent on responsive repairs, planned works and cyclical works.

Impact assessments

Impact Assessments are written as summary reports after each engagement activity to consider value for money and outcomes.

The Annual Impact Assessment covers value for money from all areas of Landlord Services.

Right to manage

Support will be provided should a request be received

Local Offers

As part of Landlord Services Local Offers and our continual drive to deliver good quality, value for money services to our tenants, we have made it clear what you can expect from us and this will be used to measure performance.

Tenants were consulted in detail during the development of the 'Local Offers' in 2010 via;

- Tenant Consultations in a range of settings
- Customer Surveys
- Website
- Road-show
- Letters

TBC reviews the Local Offers annually in partnership with tenants and both the TCG and TIG working groups.

2015-2018 Tamworth's Local Offers, Our Customer Promise, 'Every Tenant Matters' was promoted in Open House, sent out to all tenants and

is displayed via the TBC website

Building capacity

Several tenants that have joined groups from other tenant involvement activities. This is a personal choice and one that suits their individual needs, time constraints and interests. On-going training internal/or external to assist in confidence building to move on to other things is offered and encouraged.

Examples;

Estate Inspection	<ul style="list-style-type: none"> ➤ Tenants joined in and became Tenant Inspectors for communal cleaning and further estate inspections 	1 joined the TCG 3 became Tenant Inspectors
Multi-agency engagement days	<ul style="list-style-type: none"> ➤ Tenants joined in and became Tenant Inspectors for communal cleaning and further estate inspections 	
Seniors United (Quarterly meeting held to bring sheltered housing tenants together)	<ul style="list-style-type: none"> ➤ 2 tenants assist with the tenants e-newsletter ➤ 2 further tenants joined the TCG group 	
TCG Member	<ul style="list-style-type: none"> ➤ Became a Co-ordinator to oversee all communal cleaning sheets carried out by the Tenant inspectors 	
Customer tenant/Satisfaction surveys	<ul style="list-style-type: none"> ➤ Tenants have attended visits to repairs call centres and had an opportunity to discuss concerns with the repairs senior management team and call centre staff. 	
New tenancy introductions & tenant involvement recruitment drive	<ul style="list-style-type: none"> ➤ Several tenants joined various groups ➤ 2016/17 - 87 tenants agreed to be added onto the database of tenant involvement 	4 become Tenant Inspectors 1 joined the TCG
Tenant Inspector	<ul style="list-style-type: none"> ➤ 1 inspector went into full time work ➤ 2 Tenant Inspectors moved into voluntary work 	1 became an active member of TCG

TCG	<ul style="list-style-type: none"> ➤ 3 Members became active on the Complaints Review Panel ➤ 3 tenants joined the ASB service Improvement Group 	
<p>Performance monitoring and scrutiny</p> <p>The TCG (Tenant Consultative Group) is the umbrella group of all tenant working groups that has a specific role, within the TBC governance framework, to monitor performance and scrutinise service delivery. The Chair of the TCG has an open opportunity to meet with heads of service to assist in the understanding of current service standards and to invite them as guest speakers at monthly meetings. This will inform the Chair and other Members of the TCG a clear understanding of strategic business issues.</p> <p>Tenants are offered the opportunity to scrutinise in detail service specific performance through involvement in Tenant groups. These will meet individual needs and tenants only offer as much or as little time that suits them.</p> <p>Change in the management of Stock</p> <p>TBC will consult tenants regarding any significant change in the management of stock – this is set out contractually within TBC tenancy agreements. Consultation with tenants will set out clearly the costs and benefits of relevant options.</p> <p>Tenant Consultation on scrutiny and Governance</p> <p>TBC consult tenants with tenants at least three years on the best way of involving tenants in the governance and scrutiny of the organisations housing management service;</p> <ul style="list-style-type: none"> ➤ Annual Tenant Conferences held bi-annually ➤ Tenant Involvement and Consultation Strategy ➤ Local Offers 		
Recommendations for Improvement		
<ul style="list-style-type: none"> ➤ TCG - Increase the number of tenant representatives on the TCG to have representation from across all areas of the borough ➤ Implementation of action plan developed in response to the Tenant Involvement and Consultation Strategy ➤ On-going consultation with tenants surrounding service charges ➤ Implement a 'repairs focus group' to look at service standards and improvements in service delivery following customer surveys/feedback from tenants 		

<ul style="list-style-type: none"> ➤ Tenants Inspectors to inspect completed environmental works 	
Standard	Tenant Involvement & Empowerment: (3) Understanding and responding to diverse needs
Required Outcomes	
Registered providers shall; <ul style="list-style-type: none"> ➤ Treat all tenants with fairness and respect ➤ Demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs. 	
Specific Expectations	
3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.	
Tamworth Borough Council's Compliance Position: Compliant	
<p>A core TBC value is to treat customers fairly. Understanding the diversity of our customers and delivering equality of service to our customers is at the heart of everything we do. 'Every Tenant Matters'</p> <p>TBC staff all attend Equality and Diversity awareness courses (repeated annually for new starters) and frontline members of staff have received additional training on 'managing difficult behaviour', 'conflict management' and 'recognising hate crime'. Board members have undertaken specific strategic equality and diversity training to ensure effective leadership at the highest level on this issue.</p> <p>Understanding and responding to the diverse needs of tenants</p> <p>TBC promise to:</p> <ul style="list-style-type: none"> ➤ Treat customers fairly and equally ➤ Communicate and provide information through a range of formats ➤ Continue with the collection and analysis of detailed information about current and future customers in order to respond to specific needs ➤ Use detailed information to help design and deliver services which match customer needs and expectations <p>During 2012 two additional Income Maximisation Officers were employed to contact all tenants identified as being potentially affected by the</p>	

“bedroom tax” that was being introduced from April 2013 in order to raise awareness and identify options to mitigate any potential loss of housing benefit. Their primary role is to support the current 4 Income Maximisation Officers in avoiding evictions and to sustain tenancies. TBC has developed measures to provide and enhanced housing management service for tenants living in sheltered housing schemes to replace support services withdrawn during 2014 following the withdrawal of County Council Supporting People Funding.

TBC works in partnership with local partners to promote equality and diversity, and attending meetings across Staffordshire on equality and diversity, Hate Crime and modern Day Slavery.

Understanding the different needs of tenants

TBC believes that it is essential in delivering excellent services to firstly fully understand its customers and their needs. TBC uses a number of tools to achieve this objective including;

- Customer surveys
- Tenants groups
- Providing tenants with necessary help and guidance to maintain their tenancy
- Compliments and complaints
- Customer profiling at every opportunity
- Changing how we contact tenants in accordance to their changing needs and technology
- Profile mapping to understand customers diverse needs

3.1 Access to services and communication

Many services at TBC have been changed to take into account the diverse needs of customers, for example:

- Visiting service for customers with mobility issues
- Flexible appointments for repairs and gas servicing
- Mobile hearing loop
- Leaflets in large print
- Easy to read versions of service standards published
- Hearing impairment – hearing loop on customer services and some staff members trained in British Sign Language
- Accessible buildings which are DDA compliant
- Information available in other formats and languages

Recommendations for Improvement	
<ul style="list-style-type: none"> ➤ Continue to recognise the individual needs of customers ➤ Continue to update customer profiling, (email addresses, telephone numbers) 	
Standard	Neighbourhood and Community Standard: (1) Neighbourhood Management
Required Outcomes	
Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.	
Specific Expectations	
1.1 Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.	
Tamworth Borough Council's Compliance Position: Compliant	
TBC have promised tenants to carry out 10 estate inspections between April and December inclusive. These are not exhaustive and additional inspections can be carried out if tenants request it or where there are known issues on the estates.	
These are supported by multi-agency community days led by the local PCSO officers. Tenants are invited and encouraged to become involved in all inspections and community days if they wish to do so.	
TBC are members of Community Safety Partnership, access to Police and partner's information enables TBC to work pre-actively rather than reactively.	
TBC agree to remove 100% of graffiti from Council-owned land and properties within 30 days and offensive graffiti within 48 hours of being reported.	
TBC aim to remove 100% of reported fly tipping within three days	
Communal cleaning of areas every 28 days. Communal cleaning inspections are carried in each block/sheltered housing scheme at least once annually. They will report all findings back to the Estates Manager within 3 days where health and safety concerns or repairs are required.	

There is a clear audit trail that tenant inspectors review annually to look for common themes, service improvements/delivery and performance.

Local area co-operation

TBC promise to:

- Work in partnership with local agencies, where appropriate, to deal with social, environment and economic issues in the areas where we provide homes

- Review each year the outcomes we have achieved through local area co-operation and its value for money

The TBC Estates Manager meets with the Tenant Regulatory & Involvement Team, Tenancy Sustainment Officers, and Caretaking Team on a monthly basis. Discussions will be had surrounding any concerns that have been raised, recognising any common themes, estate intelligence, and allocations of roads between the teams.

The TBC Estates Manager and Caretaking Teams are on the estates daily and have been provided with mobile phones to report issues as soon as they are noticed.

2 Community Development Officers review engagement at a community level and aim to obtain feedback on community matters. They hold community events, fun days in the summer months. More focused community led groups and events will take place across the borough where there are 'hot spots' of concerns.

Grounds maintenance

TBC has its own grounds maintenance team – Street Scene – who have a set of their own service level agreements.

Estate Inspections will highlight concerns with grounds maintenance and enable TBC to talk to tenants in receipt of this service.

Fly-tipping

Removal of fly-tipping is important in maintaining both the visual appearance of estates but also ensuring that any health hazards are removed.

Estates caretaking Team, Street Scene and Tenancy sustainment Officers are working in partnership to co-ordinate an approach to tackle fly-tipping.

TBC has a designated Cleaner Neighbourhoods Officer who will talk to tenants about tackling and preventing fly-tipping. Prosecution will occur if witnesses come forward and evidence can be proved.

2016/2017 the Council's Caretaking Team has dealt with:

- 16 cases of non-offensive graffiti removal
- 10 cases of offensive graffiti removal
- Resolved 887 bulky item jobs
- Cleared 65 alleyways
- 12 ivy removal jobs
- 157 additional cleaning and
- Took away 167 tonnes of rubbish from across the borough

Communal Cleaning

TBC has recruited and trained tenants to act as communal cleaning inspections. 1 April 2016 and 31 March 2017 Tenant Inspectors carried out 90 communal cleaning inspections. 17 of these inspections were second inspections due to the cleaning standards or tenancy issues.

TBC work with tenants to put together a customer satisfaction survey which is delivered to all tenants in receipt of communal cleaning. The following are some key figures at a glance from this year's tenants survey;

General purpose properties

- ❖ 248 (75%) of tenants in receipt of communal cleaning have rated their overall satisfaction as either fairly satisfied or very satisfied.
- ❖ 262 (79%) of tenants are either fairly satisfied or very satisfied with the frequency of the communal cleaning service they receive.
- ❖ 243 (73%) of tenants are either fairly satisfied or very satisfied with the cleanliness of the entrance areas and immediate outside areas to their block or sheltered scheme

Sheltered Housing Schemes

- ❖ 80 (90%) of tenants are either fairly satisfied or very satisfied with the cleanliness of basins and WC in the communal toilets
- ❖ 80 (89%) of tenants are either fairly satisfied or very satisfied with the cleanliness of the walls and floors in the communal kitchen
- ❖ 83 (82%) of tenants are either fairly satisfied or very satisfied with the cleanliness of tables and chairs in the communal areas of their scheme
- ❖ 76 (92%) of tenants are either fairly satisfied or very satisfied with the cleanliness of the laundry facility in their scheme

Tenant inspectors were actively involved in reviewing the service standards and updating the latest caretaking/cleaning policy with the Estates manager 2016/2017

Tenant Inspectors have 6 monthly meetings with the Estates Manager, Tenant Regulatory & Involvement team and Service Charge officer to discuss issues and service improvements.

A process map is followed after tenants and the Communal Cleaning Co-ordinator agreed on how the inspections should be carried out.

The Tenant Inspector Co-ordinator will recommend which communal areas should have a second inspection undertaken. Comments will be added and concerns acknowledged. This has proved a great way of getting tenants involved in their communities and listening to their views on where they live. It has been agreed that tenant Inspectors will not inspect their own block/scheme.

Tenant Inspectors have put through one Environmental Works Bids which have been upheld. This was a direct action following an inspection.

- 2015 Ashbury Court had an uneven pathway running down the side of the block. The Environmental Works Bid was completed by the Tenant Inspector and was then put to the TCG for consideration. The concern was upheld and the slabs have now been re-laid and the drying area re-surfaced.
- Several blocks have been re-furbished and re-decorated with the assistance of the communal cleaning score cards

TBC Tenant Inspectors have consistently stated that they feel the service they provide is valuable and has changed the way they look at their

estates. They have forged a good working relationship with the cleaning staff and will openly ask questions or raise concerns when they can. A robust audit trail can be followed from start to finish of all cleaning inspections. The only person who will know where the cleaning inspections will take place is the Tenant Regulatory & Involvement Team who will inform the Tenant Inspectors on the day.

Any complaints raised by tenants in relation to the cleaning service they receive will be addressed by the Estates Manager and followed up with an additional cleaning inspection if requested.

The Estates Manager checks and updates a risk assessment annually which all tenant inspectors are required to read and sign, along with a confidentiality disclaimer, on an annual basis.

1.1 All TBC policies, procedures and service standards are developed following consultation with our customers. Tenant's views are very important to us. Service Level agreements are followed and addressed if issues occur.

TBC has developed with residents a range of policies and service standards to maintain good neighbourhoods, including:

- ASB
- Hate Crime
- Modern Day Slavery
- Equality and diversity
- Estate Caretaking and Cleaning
- Grounds maintenance
- Recognising diverse needs

All policies have been subject to an Equality Impact Screening to ensure they are non-discriminatory and promote equality.

TBC has also developed a number of strategies and plans to improve neighbourhoods and build excellent communities:

- Finding a home through Choice Based Lettings
- Garage allocations
- Regeneration of 2 areas in tinkers Green and Kerria Centre
- Refurbishment of garages and a strategy to build on several unused garage sites across the borough

Recommendations for Improvement	
Continue to recruit tenant inspectors to audit the delivery of estate caretaking and cleaning services.	
Standard	Neighbourhood and Community Standard: (2) Local Area Co-Operation
Required Outcomes	
Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.	
Specific Expectations	
2.1 Registered providers, having taken account of their presence and impact within the areas where they own properties, shall; <ul style="list-style-type: none"> ➤ Identify and publish the roles they are able to play within the areas where they have properties ➤ Co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives. 	
Tamworth Borough Council's Compliance Position: Compliant	
TBC are active partners in the local community Safety Partnership	
TBC has close links with the Community Together CIC which tackles social isolation, promotes learning through a range of technology from beginners to advanced learners. The Tenant Regulatory & Involvement Team worked together with Community Together CIC as part of a 3 year Cook and Healthy Eating Programme to promote healthier lifestyles across Tamworth www.communitytogethercic.org.uk	
TBC will promote learning skills and refer them to the Community Together CIC jobs club for local people.	
The Tenant Regulatory and Involvement Team also works in partnership with the Sports Development Team to promote exercise, health and well-being across the borough. This has seen older tenants accessing gym equipment which has been adapted for disabled people. A pilot scheme was introduced in 2017 to try and encourage tenants to swim and to enjoy some gentle exercise in water.	
Recommendations for Improvement	
Partnership working remains a priority focus for TBC and the Tenant Regulatory and Involvement Team will continually look for ways to engage with customers across Tamworth borough.	

Standard	Neighbourhood and Community Standard: (3) Anti-Social Behaviour
Required Outcomes	
Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.	
Specific Expectations	
<p>3.1 In their work to prevent and address ASB, registered providers shall demonstrate:</p> <ul style="list-style-type: none"> ➤ That tenants are made aware of their responsibilities and rights in relation to ASB ➤ Strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies ➤ A strong focus exists on preventative measures tailored towards the needs of tenants and their families ➤ Prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available ➤ All tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not ➤ Provision of support to victims and witnesses 	
Tamworth Borough Council's Compliance Position: Compliant	
<p>Tamworth Borough Council was awarded recognition for its anti-social behaviour policy; 'HouseMark Accreditation for Excellent Practice in Anti-social Behaviour'</p> <p>TBC records ASB performance through the tenant's e-newsletter, Open House. This can be posted as a hard copy to tenants, emailed or can</p>	

be read on-line on TBC website

TBC has successfully set up a pro-active ASB zone on the Council's website which covers useful documentation;

- Anti-Social Behaviour Policy
- ASB, Crime and Policing Act 2014
- ASB, Diary Record Incident Form
- CACH (Chase against crimes of hate) information leaflet
- Clare's Law
- Local Offers
- Tenancy Support Directory
- Witness Support Charter

TBC continues to benchmark key performance with other housing providers using HouseMark	2103/14	2014/15	2015/2016	2016/2017
Number of complaints received	584	296	309	247
Percentage of customers satisfied they were kept informed throughout their ASB case	57%	79%	68%	75%
Percentage of customers satisfied with the support given to them during their ASB case	61%	74%	65%	88%
Percentage of customers satisfied with the outcome of their ASB case	57%	67%	58%	88%
Successfully closed ASB cases	70%	99%	98%	Benchmarked in table along with unresolved closed (as per dashboard)
Percentage of customers who have already made a complaint of ASB, who would be very or fairly willing to report ASB in the future	79%	85%	82%	100%

During 2016/2017 TBC received 247, not recorded on 'Tell Us' complaints relating to ASB

TBC work in partnership with local statutory and voluntary agencies to deal with ASB. We are active members of the Community Safety Partnership and regularly attend;

- Daily Multi-agency briefings
- Tamworth Vulnerability Partnership held weekly
- ASB weekly meetings
- MARAC conferences
- Safeguarding and professional meetings when required

- Partnership working with Community Wardens work closely with the Police/ PCSO's on a daily basis.

TBC has a stand-alone Case Management System with a Performance Management System attached to run off reports. These enable staff to analyse performance data such as profiling, demographics, ASB hot spots and resolution.

During community engagement days held several times a year in partnership working with Police, PCSO's Street Scene, Community Wardens, Community Development Workers, Landlord Services, Estates Caretaking Team and Tenant Regulatory and Involvement officers to engage with all tenants/residents and to address any ASB or community based concerns. Home visits can be arranged or a 'safe' place to take statements and discuss measures to tackle any level of ASB. This has proved their successful in obtaining local intelligence and cleaning up neighbourhoods.

3.1 ASB policy specifically refers to working with partners to tackle ASB. This commitment is confirmed within our published service standard, the ASB Zone on the Council's website, by easy access to services which are displayed inside and outside of Marmion House (Tamworth Borough Council building)

TBC has four Tenancy Sustainment Officers in the Tenancy Sustainment Team who are active daily in the community and will deal with all low level ASB. By using early intervention tools and mediation promptly, appropriate and decisive action can prevent ASB escalating. This will focus on preventing further problems and resolving many issues at first point of contact.

- Good Neighbour Agreement – informal agreement between neighbours
- Acceptable Behaviour Contract – Parents are encouraged to take responsibility for their child/children and both will be asked to sign the contract.

TBC has a designated Anti-Social Behaviour Project Officer who will assist with any action that has been signed for legal action when a case escalates. The ASB Officer remains as a first point of contact for advice for Landlord Services. The Officer will assist the Tenancy Sustainment Officers in the preparation of cases that are going to Court and the legal process. Witnesses will also be supported and witness statements taken. TBC has links with the Community Safety Partnership;

- Tamworth Borough Council
- Police/PCSO's
- Fire Service
- Mental Health Services
- Social Care Services – adults and children
- Safeguarding Team
- 3rd party and commissioning services, i.e. Pathways projects
- Multi-Agency Risk Assessment Conferences (MARAC)

TBC will use a full range of tools and legal powers available to them, when required

3.2 The ASB Zone has a library of 30+ ASB fact sheets that are accessible to all and used by staff during early intervention or mediation. These are Plain English and can be obtained in other languages, different font or audio if requested.

New Tenants are made aware of their rights and responsibilities in relation to ASB at their sign-up visit when collecting keys to their new property. During the 'New Tenancy Visit' Tenancy Sustainment Officers/Sheltered Scheme Manager reinforces this and checks that they know how to report concerns.

Tenants' rights and responsibilities regarding ASB are clearly set out in the;

- Tenancy Agreement
- On TBC website when visiting the ASB Zone
- ASB policy for TBC

TBC places a strong focus on preventative ASB measures tailored towards the needs of tenants and their families, such prevention work includes;

- TBC Good Neighbour Agreements
- Acceptable Behaviour Contract
- Family Interventions project referrals
- Referrals to floating support
- Community interventions
- Mediation
- Case conferences
- Community Protection Powers

TBC works closely with their own Community Wardens and local PCSO's who are in the community on a daily basis. They will advise the Tenancy Sustainment Officers of any concerns in order for early intervention, if required.

2015 /2016 Introduced the use of Community Protection Powers under the new legislation and now serve Community Protection Warnings, Community Protection Notices and Fixed Penalty Notices

Due to the success of the mediation service, funds have been increased. A Service Level Agreement with 'Neighbour Relation Service for Mediation' has been extended. Partners can also access this service for their own use, if required.

The Tenancy Support Directory was updated with additional information around assistance for perpetrators of domestic abuse, hate crime, child sexual exploitation (CSE) and modern day slavery/human trafficking

The Factsheet library has been extended, (currently 33 fact sheets), which can be found in www.tamworth.gov.uk/ASB Zone

Nature of Incident	2014/2015	2015/2016	2016/2017
Noise	131	105	95
Pets/animals	50	25	32
Harassment/threats	41	55	13
Garden nuisance	40	44	35
Other	86	80	72
Total	348	309	247

Where other options fail, or the ASB is so severe, TBC will take legal action, including injunctions and tenancy demotions. TBC will seek to evict tenants in the most severe of cases or as a last resort. The new ASB Crime & Policing Act 2014 introduced a number of new powers as below which has strengthened the early intervention toolkit;

1. Community Protection Warnings (CPW)
2. Community Protection Notices
3. Fixed Penalty Notices - £100 financial deterrent, which can stop people being criminalised
4. When every other avenue has been exhausted or in severe ASB cases it will lead to Prosecution

During 2016/2017 no tenants were evicted for anti-social behaviour

Throughout the year TBC, with the assistance of their tenants monitors the effectiveness of the tools that they use to manage ASB and will incorporate this into the annual report which is available to all tenants. The Community Safety Partnership continues to attend training to

keep up to date with changes to legislation and best practice.

TBC have a 'Service Improvement Group' who currently meet three times a year with the ASB Project Officer. They review 'Local Offers' annually and scrutinise current and new best practice. A guest speaker is invited to each meeting to strengthen knowledge and to explain their role in resolving ASB.

What the group has accomplished so far;

- Tenants engage in 'Reality Check Exercises' and put forward service improvement recommendations
- Have a greater understanding of legislation and powers within the current ASB policy and national standards
- 2016 TPAS training on 'interviewing and questioning techniques'. From the information they had reviewed they used these skills to interview staff. The findings were used to update staff, where training gaps were recognised and to improve the service being delivered.
- The group assisted with the writing and reviewing of the ASB fact sheet library with the ASB Project Officer. These are written in Plain English and are updated accordingly with new legislations or if tenants want additional information.
- 2017 TPAS training in 'Tenancy & ASB Law' for Service Improvement Group, staff and members of the Tenant Consultative Group

The Service Improvement Group works closely with the ASB Project Officer and Landlord Services. Input from this group is very useful when considering policy changes and updates to service delivery. In this we can identify the best ways of dealing with ASB, understanding tenants views/concerns, and good practice. By working together and regular training it allows both TBC and tenants to keep up with changes in legislation and best practice.

All tenants and residents can report ASB through a variety of channels;

- In writing – Tamworth Borough Council, Marmion House, Lichfield Street, Tamworth, Staffordshire B77 7BZ
- Mobile/Texts direct to their case Officer
- Telephone - Tenancy Sustainment Team 01827 709514
- Website/on-line form (ASB incident form – 'Do It Online') this will be picked up the next day by the Tenancy Sustainment Team
- Email - estatementteam@tamworth.gov.uk

- In person by visiting Marmion House
- Requesting a home visit from Tenancy Sustainment Officer
- Requesting to meet their Tenancy Sustainment Officer in a safe environment agreed by both parties

Referrals to other specialist agencies are made where appropriate

TBC keeps complainants/victims of ASB updated at regular periods. Complaints will be given a risk level (high, medium or low) and will be acknowledged within 24 hours. TBC will :

- Issue you with a case number
- Give you the name of your case officer (this will be your Tenancy Sustainment Officer)
- Make an appointment to visit you to discuss your complaint in more detail (If you are not comfortable with an officer visiting you at home, we can arrange an alternative venue)
- Carry out a risk assessment to ensure the service we provide meets your needs
- Agree an Action Plan with you including how often we will review your case with you

When the ASB case has been closed the Tenant Regulatory & Tenant Involvement Team will contact the complainant and ask if they would be happy to complete a 'Complaints Customer Satisfaction Survey' to assess satisfaction with the service they have received on that occasion.

If a customer completes a negative satisfaction survey, TBC will invite them in to discuss how they perceive the service can be improved upon. Tenant views are very important to us.

TBC provides support to victims and witnesses in a variety of ways;

- TBC Landlord Services witness support charter which is displayed in the ASB Zone on the website. This will explain what to expect if they are required to go to court and what to expect
- Victim support run a signposting service in Tamworth
- Referrals available for Officers to use

- Safeguarding Team for adults and children

The ASB Project Officer and the Tenancy Sustainment Officer will offer on-going support, advise to call emergency services if required and will signpost to partner organisations as and when required.

TBC also has links with - <http://www.staffordshiresmartalert.uk/staffs/>

Recommendations for Improvement: 2017/2018

- Continue to run the ASB Service Improvement Group and encourage residents/tenants to scrutinise the current service and improve on it.
- Publish updated Corporate ASB policy and continue to review Landlord Services ASB procedure
- Expand Neighbour Relations for use by the Community Safety Partnership so that all residents of the borough will have access to the service
- Consider options around introducing a 'Noise app' for residents in Tamworth
- Continue joint working with the Community Safety Partnership to tackle and reduce anti-social behaviour in Tamworth
- Continue to review and expand the Tenant support directory
- Ensure timescales agreed in the action plan are adhered to
- Update interview form to remind Officers to always consider referrals during the initial interview
- Always consider mediation during the initial interview, taking into account the severity of the case and the Officer's judgement.
- Continue to benchmark key performance with other housing providers using HouseMark
- Continue to publish ASB performance information in the tenants e-newsletter

**TBC received -'HouseMark Accreditation for Excellent Practice in Anti-social Behaviour'
Tamworth is now used as 'best practice'.**

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Customer Intelligence End of Year Report 2016/2017

“You said – we listened”

Introduction

The aim of Landlord Service is to provide a high quality service which is responsive to, and driven by, the needs of our customers. Each year we produce an Annual Report which shows achievements for the previous year and plans to maintain and improve the service we provide in the future. The Annual Report to tenants contains a wealth of informative information on key performance, customer satisfaction, complaints, achievements and more.

This report sets out an analysis of all customer intelligence received within Landlord Services between 1 April 2016 and 31 March 2017 and will contribute to the production of the Council’s Landlord Annual Report to tenants (2016/17) 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 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

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 was reviewed early 2015 in consultation with tenants.

How do we compare!

	2013/2014	2014/15	2015/16	2016/2017
Complaints	241	213	224	216
Compliments	105	68	51	53
Service Requests	159	171	137	171
Total	505	452	412	440

What we know at a Glance!

	2013/2014	2014/2015	2015/2016	2016/2017
Tell Us'	215	159	196	203
Complaints	141	108	149	155
Compliments	61	37	26	17
Service requests	13	14	21	31
MP Enquiries	30	38	20	12
Complaints	1	2	3	/
Compliments	/	/	/	/
Service Requests	29	36	17	12
Councillor/Other	90	110	69	82
Complaints	5	11	5	/
Compliments	2	1	1	/
Service Requests	83	98	63	82
Other	170	145	127	143
Complaints	94	92	67	61
Compliments	42	30	24	36
Service Requests	34	23	36	46
Cabinet Requests*	/	/	/	52
Year Total	505	452	412	492
Response time	6 days	5 days	4 days	4 days

*Cabinet request logging and monitoring commenced partway through quarter 2 (2016/17)

Complaints & Compliments

	2013/2014	2014/2015	2015/2016	2016/2017
Number of complaints	241	213	224	216
Number of stage 1 complaints	213	189	204	195
Number of stage 2 complaints	22	18	17	16
Number of stage 3 complaints	6	6	3	5
Number of complaints upheld	17	16	8	30
Number of compliments	105	68	51	53
Number of service requests	159	171	137	223

A total of 492 complaints, compliments and service requests were received within Landlord Services during 2016 – 2017. Of the total number received, 44% were classified as complaints, 45% service requests and 11% compliments.

The number of service requests has increased significantly, partly as a result of the introduction of the Cabinet Housing Enquiry process introduced August 2016. All Cabinet Housing Enquiries are initially directed to the relevant service area manager for investigation and response within 5 days

Across the total number of 216 complaints:

- **48%** relate to Mears (inclusive of Mears Gas)
- **18%** relate to Housing Solutions
- **16%** relate to Tenancy/ASB issues
- **8%** relate to TBC Repairs
- **5%** relate to Property Services

Across the total number of 53 compliments:

- **21%** relate to Housing Solutions
- **21%** to Tenant Involvement
- **13%** to Tenancy/ASB issues

In summary, only 216 complaints were received within Landlord Service during 2016/2017. This is a significantly small proportion in relation to 4952 household and garage tenancies.

5, Stage 3 complaints were investigated by an independent member of staff. 1, stage 3 complaint was upheld.

Complaints upheld

During 2016/2017 there was a total of 30 complaints, that following investigation, were classified as upheld. Of the 30 cases 7% were associated with Mears.

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

- Lack of communication between the repairs contractor and the tenant
- Plumbing jobs not completed within timescales and below standard
- Out of hours (repairs) staff not ascertaining if a tenant is vulnerable/golden ticket
- Repairs contractor cancelling jobs at the last minute
- Housing applications not being input within a reasonable period of time
- Compensation requests for damage caused by leaking pipes not being repaired correctly
- Damp and mould. It should be noted that in the majority of cases the issue around damp/mould is investigated and concluded to be the result of household lifestyle.
- Homeless applications requesting timescales of when a property will be offered

Ombudsman

- 2 Ombudsman cases were received around:
- Damp and mould
 - Disability adaptation

Recommendations were made for both of the Ombudsman cases which were actioned accordingly

Cabinet Enquiries

Cabinet Enquiry Housing – 22.08.2016 – 31.05.2017

64 enquiries

Breakdown of enquiries by Service Area:

Service Area	Total No Enquiries
Mears /Property Services	2
Tenancy Sustainment/Mears	1
Mears/Repairs	12
Wates/Repairs	6
Tenancy Sustainment - Income	1
Housing Options	1
Housing Solutions	23
H Solutions/H Conditions & Supply	1
Tenancy Sustainment – ASB/Tenancy	10
County Council	1
H Solutions/H Options/B Support	1
H Solutions/H Options	2
Property Services/Asset Management	3
Total number	64

Total number of enquiries from Councillors

Councillor	Total No Enquiries
Cllr Doyle	25
Cllr Thurgood	22
Cllr Cook	11
Cllr Pritchard	2
Cllr Claymore	4
Total number	64

Summary Findings

- Cabinet Housing Enquiry was introduced week commencing 22/8/16 to support cabinet members in resolving enquiries

Information	Summary Headlines
<p>Summary information for 2016/17 setting out complaints and learning</p>	<ul style="list-style-type: none"> • Complaints have reduced from 241 to 216 over the last 4 years. 216 complaints resulting from over c35,000¹ interactions represent less than <1% • 195 complaints are satisfied at stage 1 (90%) • Compliments have reduced, Caretakers do not routinely collect satisfaction anymore • Service requests have increased by 10% from members (159-to-177) • Average response is 4 days • Numbers upheld have increased to 30 and this is part of the continual trend analysis to promote and ensure learning and was

	predictable given end of year position with Mears and challenges around housing need & supply
Summary Cabinet Enquiry since inception (22/8/16-31/5/17)	<ul style="list-style-type: none"> • 64 enquiries received during 32 weeks (2 on average per week) • 25 & 22 from Cllr Doyle & Thurgood • 36% complaints – housing solutions • 18% complaints – Mears (not Wates) • Average response time 1.49 days
Performance table taken from the customer dashboard	Information will be updated and discussed in the cabinet report 17/8/17
Extract of letters	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 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: -

- Contributions to the review of the corporate 'Tell Us' Policy
- Review of all service standards and literature
- Development of peer mentoring to help resolve complaints at an informal level
- Improvements to stage 1 responses to mitigate need for further questions and escalation to stage 2
- Where possible to record responses to complaints face-to-face rather than via letter, recording outcomes in writing
- Prioritising of service improvement, i.e. lettable standard where complaints around condition of empty property
- Forecasting increase in complaints, i.e. on closedown of Mears contract

Areas identified for 2017/18

- Work around damp and condensation – report expected on Forward Plan March 2018
- Development of standard letters linked to formal customer care and letter writing training
- Development of insight and profiling data to tailor service user solutions to service user offer
- Members and Officers collaborating to shift the emphasis from “we will fix it for you” to providing service users with tools to ‘self-empower’; nudge techniques around digital connectivity that seeks to reduce waste demand
- To identify letter writing skilling/customer care training as a core competency requirement and make recommendations for a training plan as part of the DQS

process; concurrently underway elsewhere and as part of the council's corporate ambition around managing demand more effectively


- Continued contribution to the development of the Corporate 'Tell Us' policy
- Potential to extend cabinet housing enquiry to all members subject to further CEO & Leader discussions





Compare our Performance April 2016 – March 2017

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'.

	2014/15	2015/16	2016/2017	Estimated Top Quartile*
Overall satisfaction with Landlord Services	75%	78%	78%	82%
Average time between lettings	17 days	14 days	17.60 days	17.50 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	497	561	617	Not benchmarked
% of appointments made and kept	97.86%	94.17%	95.00%	98.06%
Gas servicing – CP12	99.69%	99.37%	99.99%	100.00%
Urgent repairs completed on time	98.02%	98.35%	97.58%	98.04%
Customer satisfaction with repairs	93.76%	97.67%	83%	98.50%
Arrears as a % of rent due	1.96%	1.82%	1.82%	2.13%
Evictions	28	18	10	8

Top performance indicators as at 1 April 2017 as voted for by tenants

Performance Indicator	Target	Current Value	Are we on target	Trend
Percentage of all responsive repairs completed within target	97%	97.58%		↑

Percentage of appointments made and kept	96%	95%		↓
Percentage of repairs completed on first visit	80%	88.75%		↑
Percentage of properties with valid Gas Safety Certificate	100%	99.99%		↔
Average re-let times (in days)	16	17.60		↓
Percentage of closed resolved anti - social behaviour cases	-	96%	-	-
Number of closed unresolved anti - social behaviour cases	-	1	-	-
Current rent arrears as a percentage of annual debit	1.9%	1.82%	-	-
Number of complaints since 1st April 2016	-	216	-	-
Number of complaints upheld since 1st April 2016	-	30	-	-
Number of compliments since 1st April 2016	-	53	-	-

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 overtime 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

Key Performance Indicators	2011	%diff.	2015
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 2016/2017, Landlord Service engaged and carried out significantly more 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 more than 550 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 2016/2017

During 2016/2017 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:

Customer intelligence 2016/2017		
	Format	Frequency
Complaints satisfaction (Tell us)	Telephone/postal	As soon as complaint is closed
Repairs/Gas servicing questionnaire – Mears/Wates	Postal/telephone	Half yearly
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
Service Charge Offer Consultation	Postal/face-to-face	Prior to the implementation of service charges

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
- Environmental works programme satisfaction

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

The current financial climate and the continued national policy changes affecting welfare benefits and housing have implications for the services we provide, and in general will increase pressure on services at a time when resources for public services are declining. Time has been spent focusing on how we can re-design services to minimise the impact of external change on the services we provide. 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

<i>You said:</i>	<i>We listened:</i>
The Complaints Review Panel recommended that an acknowledgement email is sent every time a non-urgent repair is reported via the Mears email address	Repairs emails are checked throughout the day and an acknowledgement is always emailed
Residents believe that the time taken to try and resolve damp and condensation issues takes far too long and sometimes	In the majority of cases and after thorough investigation the issue of damp and condensation is often concluded as the result

issues are not always resolved.	<p>of individual lifestyle. When this is proved to be the case, staff will offer advice and assistance to customers along with supporting literature on how they can mitigate risks to condensation/damp. When this is not the cause we will endeavour to work with Oaks preservation to reduce the time taken to diagnose a damp/condensation issues</p> <p>It has been recommended that the Tenancy Sustainment Officer, on the 6 weeks welcome visit, discuss the condensation leaflet and leave it with the tenant to refer to</p>
Residents have requested further information on what Anti -Social Behaviour is and the powers available to deal with it	Anti -Social Behaviour law training was arranged for some tenants on the tenant involvement working groups and proved to be extremely successful
Residents are keen to learn about how other teams/agencies support Landlord Service in dealing with Anti-Social Behaviour	Guest speakers such as the CCTV manager are being invited to future meetings
Residents felt people would be put off by attending an Anti-Social Behaviour Focus Group and recommended individual interviews	Individual interviews for dissatisfied customers instead of focus groups are now being piloted

Landlord Service Achievements 2016/17

Customer Dashboard – Key Performance Indicators as voted for by tenants

Performance Indicator	Target	Year End 2016/17	On Target	Comments
Older people, living independently in Sheltered housing, satisfied with the service	80%	94%	↑	<ul style="list-style-type: none"> Embedded the new housing management model Annual Health and safety sheltered inspections & training completed
Current Arrears as a % of the debit	2%	1.82%	↑	<ul style="list-style-type: none"> Arrears down from the start of the year, c£337k to £329k Collected 103% of the debit Arrears lowest in the last 5 years External Accreditation from HQN
				<ul style="list-style-type: none"> Sustained top quartile

Average re-let times for empty properties resulting in reduced rent loss	16 days	17.60		<ul style="list-style-type: none"> performance 92% satisfaction with the allocations and lettings process
% of properties with a valid gas certificate – complying with LGSR	100%	99.99%	↔	<ul style="list-style-type: none"> Reported performance is good when benchmarked with HouseMark Overall satisfaction of 61% with the repair service
% of all responsive repairs completed within target times	97%	78%	↓	
% of appointments made and kept	96%	95%	↑	
% ASB cases resolved and communicated	95%	99%	↑	
<p>Numbers of Adaptations outstanding at year end outside agreed service standard</p> <p>Minor works – completed within 28 days DFA – within 1 year</p>	-	-	-	<ul style="list-style-type: none"> All DFAs (127) have been issued and there is no waiting list
Overall satisfaction with the Councils landlord service	80%	78%	↑	<ul style="list-style-type: none"> 75% in 2011/12 via independent Status Survey 78% in 2015 - Star Survey independently commissioned
Satisfaction with cleaning & caretaking services	85%	88%	↑	<ul style="list-style-type: none"> Aggregate figure of 88% cleaning (measured by tenant inspectors) Communal cleaning survey carried out July 2017 – results ready September 2017

Home Improvement programme 2016/17

Improvement programme	How many	Total spend
Kitchens	295	772,000
Bathrooms	246	927,000
Roofing	16	156,000
Windows & Doors	340	229,000
Disabled Adaptations	127	440,000

Also during the year!

What we achieved in 2016/2017	
Number of needs and risk assessment carried out prior to moving in	48
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	48
Percentage of legionella checks completed during the year	100%

HouseMark 2016/2017

Responsive Repairs	2015/2016	2016/2017
Average number of calendar days taken to complete repairs	10.00 (club median)	16 (lower quartile)
Percentage of repairs completed at the first visit	87.77% (lower quartile)	88.32% (lower quartile)
Appointments kept as % of appointments made	94.24% (lower quartile)	95% (lower quartile)

Rent Arrears & Collection	2015/2016	2016/2017
Rent collected from current and former tenants as a % rent due (excluding arrears b/f)	100.50% (upper quartile)	103% (upper quartile)
Rent collected from current and former tenants as % rent due (Inc arrears b/f)	98.59% (upper quartile)	101% (upper quartile)
Rent arrears of current tenants as % rent due (excluding voids)	1.82% (club median)	1.82% (upper quartile)
Rent arrears of former tenants as % rent due (excluding voids)	2.96% (lower quartile)	3.32% (lower quartile)
Rent arrears of current and former tenants as % of rent due (excluding voids)	4.78% (lower quartile)	3.34% (club median)
Rent loss due to empty properties (voids) a % rent due	0.34% (upper quartile)	0.54% (upper quartile)
Evictions due to rent arrears as a % of all tenancies	0.42% (lower quartile)	0.23% (club median)
Rent arrears of current and former tenants written off as % rent due	0.14% (upper quartile)	0.11% (upper quartile)

Void works & lettings	2015/2016	2016/2017
Average re let time in days (standard re-lets)	14.16 (upper quartile)	17.60 (upper quartile)
Percentage of properties accepted on first offer	82.91% (upper quartile)	76% (club median)