

## Annex Four

### Customer Intelligence End of Year Report 2014/2015

“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 our 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 2014 and 31 March 2015 and will contribute to the production of the Council’s Landlord Annual Report to tenants (2014/15) 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 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 expects tenants and landlords to work closely together to set local service standards/offers. Landlord Services Local Offers were reviewed early in 2015 in consultation with tenants.

#### How do we compare!

	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/15</b>
Complaints	237	241	213
Compliments	184	105	68
Service Requests	237	159	171
<b>Total</b>	<b>658</b>	<b>505</b>	<b>452</b>

## What we know at a Glance!

	2012/2013	2013/2014	2014/2015
<b>Tell Us'</b>	<b>290</b>	<b>215</b>	<b>159</b>
Complaints	142	141	108
Compliments	128	61	37
Service requests	20	13	14
<b>MP Enquiries</b>	<b>39</b>	<b>30</b>	<b>38</b>
Complaints	/	1	2
Compliments	/	/	/
Service Requests	39	29	36
<b>Councillor/Other</b>	<b>122</b>	<b>90</b>	<b>110</b>
Complaints	11	5	11
Compliments	4	2	1
Service Requests	107	83	98
<b>Other</b>	<b>207</b>	<b>170</b>	<b>145</b>
Complaints	84	94	92
Compliments	52	42	30
Service Requests	71	34	23
<b>Year Total</b>	<b>658</b>	<b>505</b>	<b>452</b>
<b>Response time</b>	8.75 days	6 days	5 days

## Complaints & Compliments

	2012/2013	2013/2014	2014/2015
Number of complaints	236	241	213
Number of stage 1 complaints	214	213	189
Number of stage 2 complaints	17	22	18
Number of stage 3 complaints	5	6	6
Number of complaints upheld	18	17	16
Number of compliments	184	105	68

A total of 452 complaints, compliments and service requests were received within Landlord Services during 2014 – 2015. Of the total number received, 47% of these were complaints, 38% service requests and 15% compliments

Across the total number of 213 complaints, 48% relate to Mears (inclusive of Mears Gas), 14% relate to Housing Solutions and 11% relate to Tenancy/ASB issues

Across the total number of 105 compliments, 37% relate to the Caretaking Service, 15% to Housing Solutions and 10% to Tenancy/ASB

In summary, only 213 complaints were received within Landlord Service during 2014/2015. This is a significantly small proportion in relation to 5087 household and garage tenancies.

6 Stage 3 complaints were investigated by an independent member of staff. None of these were upheld.

### Complaints upheld

During 2014/2015 there was a total of 16 complaints, that following investigation were classified as upheld. Of the 16 cases 75% were associated with Mears 33% regarding gas, the remainder for responsive repairs.

The common themes and trends for the upheld complaints were

- Poor communication between Mears and the customer
- Poor out of hours service
- Operatives not turning up when arranged
- Repairs taking too long to complete

There were no compensation or financial payments, just formal apologies made for all upheld complaints

### Ombudsman

There were no ombudsman cases this year.








### Compare our Performance April 2014 – March 2015

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

	2011/12	2012/13	2013/14	2014/15	Estimated Top Quartile*
Overall satisfaction with Landlord Services	75.2%	To be carried out in 2015/16	To be carried out in 2015/16	Carried out in 2015/16 – 78%	84 %
Average time between lettings	16 days	14 days	19 days	17 days	20 days
Walkabouts/ Estate Inspections	4	4	3	Estate Inspections = 10	Not benchmarked
Satisfaction with cleaning	86%	86%	87%	87%	86.25%
Number of tenants on the database of involvement	373	348	428	497	Not benchmarked
% appointments made and kept	99.13%	99.56%	97.57%	97.86%	98%
Gas servicing – CP12	99.75%	99.9%	100%	99.69%	99.92%

Urgent repairs completed on time	100%	95.09	98.53%	98.02%	97.0%
Customer satisfaction	87%	91.45%	93.68%	93.76%	97.0%
Arrears as a % of rent due	2.04%	2.37%	2.28%	1.96%	1.61%
Evictions	8	22	22	28	0.18%

Top performance indicators as voted for by tenants – As at 31 March 2015

Performance Indicator	Target	Current Value	Are we on target	Trend
Percentage of all responsive repairs completed within target	97%	98.2%		↑
Percentage of appointments made and kept	96%	97.7%		↑
Percentage of repairs completed on first visit	80%	91.6%		↑
Percentage of properties with valid Gas Safety Certificate	100%	99.69%		↓
Average re-let times (in days)	16 days	17 days		↑
Percentage of ASB reports acknowledged in writing within 24 hours	90%	92.5%		↑
Percentage of ASB cases with an agreed customer action plan within 10 days	90%	92%		↑
Current rent arrears as a percentage of annual debit	-	1.96%	-	-
Number of complaints since 1st April 2014	-	213	-	-
Number of complaints upheld since 1st April 2014	-	16	-	-
Number of compliments since 1st April 2014	-	68	-	-

## **Monitoring performance**

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

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

## **Reporting our performance**

Each year Landlord Service publishes an annual report to tenants which includes a summary of the previous year's activity and performance information in key areas of service delivery accompanied by commentary. This report is published 'in lieu' of the October edition of 'Open House'. In addition, performance information is also published on Tamworth Borough Council's website

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 customers. Landlord Service has a robust programme of individual service satisfaction measures in place to consistently compare tenants' satisfaction with services overtime and in addition to this, 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 and Tenant Involvement Groups. 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**

Although the Status Survey is no longer a statutory requirement we continue with **STAR** to ensure the continued measurement of customer satisfaction with services our customers receive from their landlord and how its performance compares to other landlords both alike and national. In addition to this, the survey will 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 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 key performance indicators

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

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

During 2014/2015, Landlord Service has engaged and carried out significantly more qualitative research', to determine customer opinion and expectation i.e. ASB telephone surveys/Complaint surveys. The primary benefits of qualitative research is that information is considerably richer than a series of numbers on a page, and in addition we can interact with customers more positively as the same time as performing the research. For Landlord Service this is key opportunity to interact and communicate with those tenants that ordinarily are 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 950 ALMOs, Councils and Housing Associations to compare and benchmark valuable information such as value for money and performance.

### Impact Assessments

In addition to customer satisfaction surveys and tenant feedback, Landlord Service routinely carries out impact assessments for all Landlord 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 achieved for future involvement/activity.

### Tenant Inspectors

As part of its Tenant Involvement and Co-regulation framework the Council also runs an innovative scheme to empower customers to act as tenant inspectors. This scheme, which has now been running for over two years, provides tenant volunteers 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 2014/2015**

During 2014/2015 we have continued to review and measure tenant opinion in many 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 have been responsible for collating, monitoring and reporting on the following:

<b>Customer intelligence 2013/2014 &amp; 2014/2015</b>		
<b>Customer feedback/Intelligence</b>	<b>Format</b>	<b>Frequency</b>
Complaints satisfaction	Telephone/postal	Monthly
Repairs satisfaction	Focus Group	Half yearly
New Tenant questionnaire	Paper based/postal	Quarterly
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	Yearly

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

- Repairs & Maintenance satisfaction - Mears
- Gas servicing satisfaction - Mears
- Finding a Home satisfaction
- Non-Bidders Questionnaire 'Finding a Home' – This is a questionnaire that is carried out to ascertain why some people are not bidding for properties on the 'Finding a Home' Choice Based Letting Scheme
- Local Offers consultation
- Environmental works programme satisfaction
- Communal cleaning satisfaction

Tamworth Borough Council 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 difficult financial climate and 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

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

<b><i>You said:</i></b>	<b><i>We listened:</i></b>
Customers have told us that sometimes there is not enough information provided in stage 1 response letters	The Complaints Review Panel have worked with staff to compile a comprehensive suite of standard response letters that are fully informative in an attempt to reduce any escalation of complaint to stage 2
Customers have complained that they believe that the 90 day repairs category is too long	This will be reviewed as part of the TBC Repairs Policy 2015/16
Repair appointments are not always given out routinely and customers have reported that they are not always offered a job reference number	Mears call centre staff have been requested to routinely offer appointments and issue job reference numbers so that jobs can always be traced back to the customer  Mears have also invited customers from some of the tenant working groups to shadow call centre staff
Repair Operatives requesting to use tenants' tools.	This was raised with operatives as part of Mears 'tool box talks'
Bathroom refurbishments taking longer to complete than originally advised	In reality bathroom refurbishments are being completed within agreed timescales it is simply that the agreed timescales are longer than some customers would like. This is further compounded by the fact that work operatives are not on site constantly throughout the course of the works which again gives customers the view that the work could be completed more quickly if they were on site more frequently. Communication between customers and the Tenant Liaison Officer has also been



	improved
Customers having to enquire as to the outcome of their banding review	A response letter is now sent out within 7 days to advise customers that the review will take place over forthcoming weeks and the customer will be advised accordingly.
Residents believe that the time taken to try and resolve their damp and condensation issues takes far too long	In the majority of cases the issue of damp and condensation is 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

## Landlord Service Achievements 2014/15

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

Performance Indicator	Target	Year End 2014/15	On Target	Comments
Overall satisfaction with the councils landlord	80%	-		<ul style="list-style-type: none"> <li>75% in 2011/12 via independent status survey</li> <li>78% in 2015 - Star Survey independently commissioned</li> <li>Aggregate Satisfaction (based on internal qualitative survey shows 88% satisfaction</li> </ul>
Older people, living independently in Sheltered housing, satisfied with the service	95%	98%	↑	<ul style="list-style-type: none"> <li>Continued external Accreditation with CHSH</li> <li>High Satisfaction levels despite SCC SP grant funding cessation and communications around future service options</li> </ul>
Current Arrears as a % of the debit	3%	1.96%	↑	<ul style="list-style-type: none"> <li>Arrears are at the lowest for last 3 years</li> <li>Arrears reduced by £53k – target of 1% based on arrears at year start (£412k) exceeded and arrears reduced by almost 13%</li> <li>HouseMark benchmark (best in class) shows collection 100.1% - top</li> </ul>

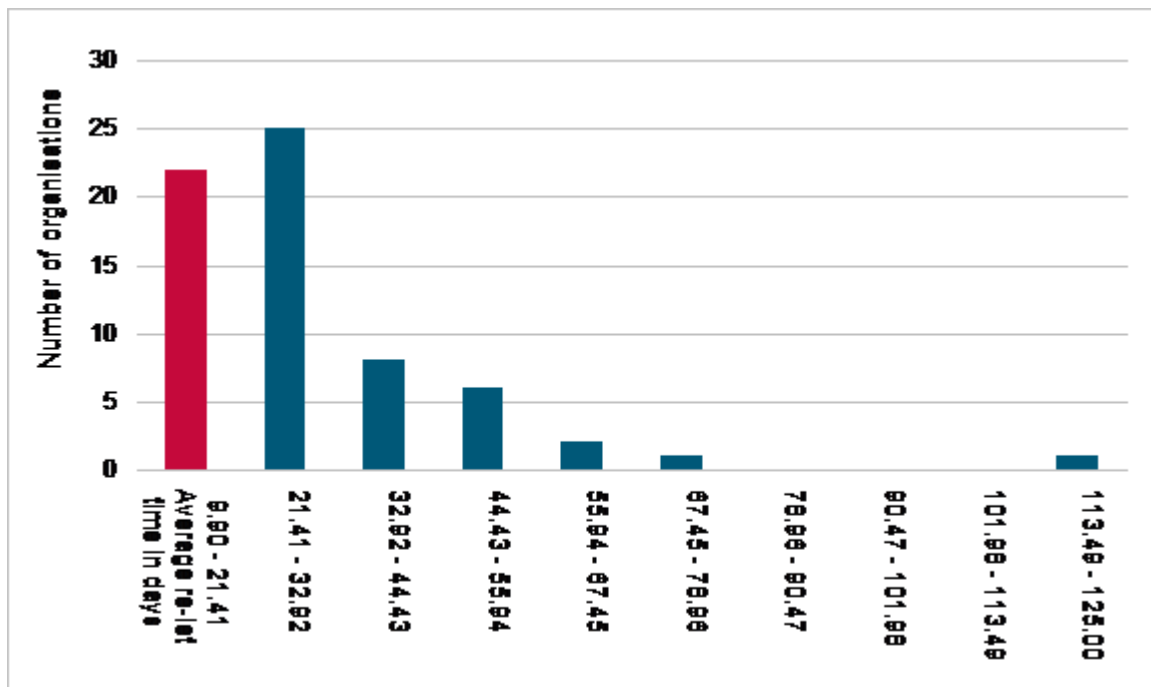
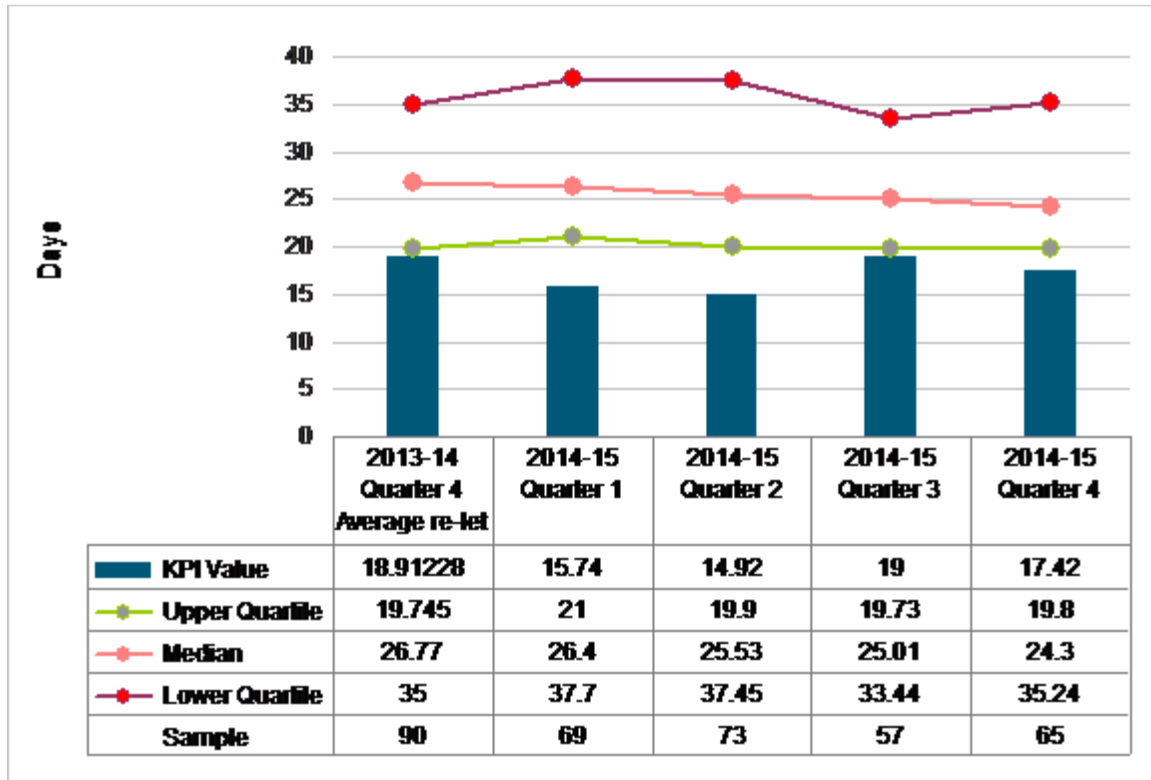
				quartile performer
Average re-let times for empty properties resulting in reduced rent loss	16 days	17 days	↔	<ul style="list-style-type: none"> <li>• Voted by HouseMark most improved landlord 2013/14</li> <li>• Sustained top quartile performance</li> <li>• 98% satisfaction with 'finding a home' service</li> </ul>
% of properties with a valid gas certificate – complying with LGSR	100%	99.69%	↔	<ul style="list-style-type: none"> <li>• Reported performance is good when benchmarked with HouseMark</li> <li>• Mears understand that appointments need to be offered in 2 hr slots rather than am/pm</li> <li>• Gas compliance is excellent when compared with HCA recent interventions in the private sector</li> <li>• Overall satisfaction with the repair is 93%</li> </ul>
% of all responsive repairs completed within target	97%	98%		
% appointments made and kept	96%	99%		
% ASB cases resolved and communicated	95%	100%	↑	<ul style="list-style-type: none"> <li>• Independent Accreditation is set for 2015/16 following award in 2012</li> <li>• Satisfaction is improving overall from 57% in 2012 to 80% currently</li> <li>• Mini web site and joint working with CS hub is invaluable and improves local interaction and joint working with a range of partners</li> </ul>
Numbers of Adaptations outstanding at year end outside agreed service standard	-	0	↑	<ul style="list-style-type: none"> <li>• A new OT joined up this year part funded from SCC and is an excellent addition to the team</li> <li>• All DFAs (33) have been issued and there is no waiting list</li> </ul>
Minor works – completed within 28 days DFA – within 1 year				
Satisfaction with cleaning & caretaking services	85%	91%	↑	<ul style="list-style-type: none"> <li>• Aggregate figure of 88% cleaning ( measured by tenant inspectors) and caretakers continue to have highest number of compliments when compared to other service areas across the directorate</li> </ul>

<b>Improvement programme</b>	<b>How many</b>	<b>Total spend</b>
Kitchens	251	£839,000
Bathrooms	192	£791,000
Roofing (High Rise)	/	/
Windows & Doors	228	£317,000
Disabled Adaptations	73	£201,000

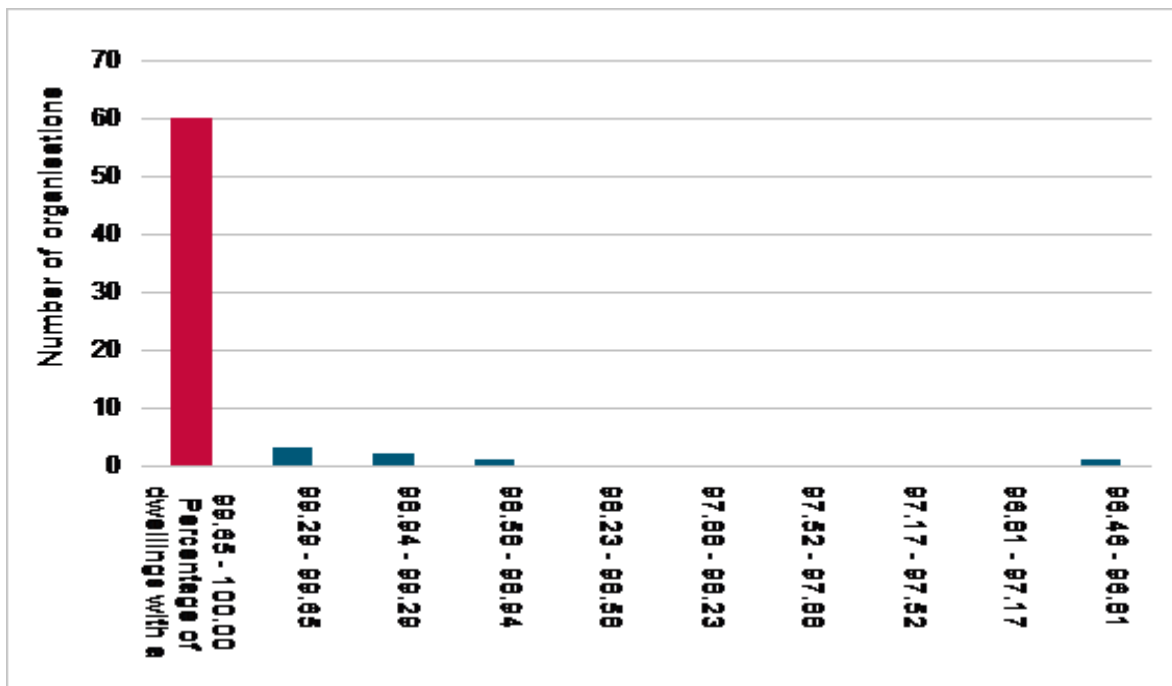
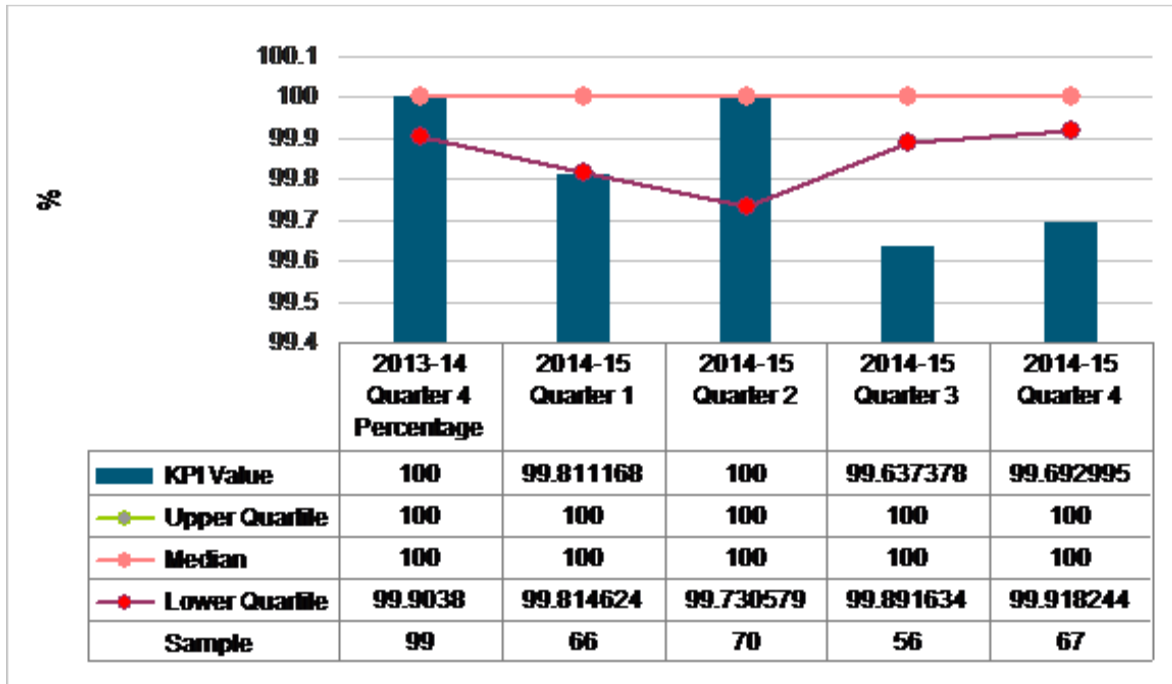
### **Also during the year!**

<b>What we achieved in 2014/2015</b>	
Number of needs and risk assessment carried out prior to moving in	91 - (100%)
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	66 - (100%)
Percentage of legionella checks completed during the year	100%

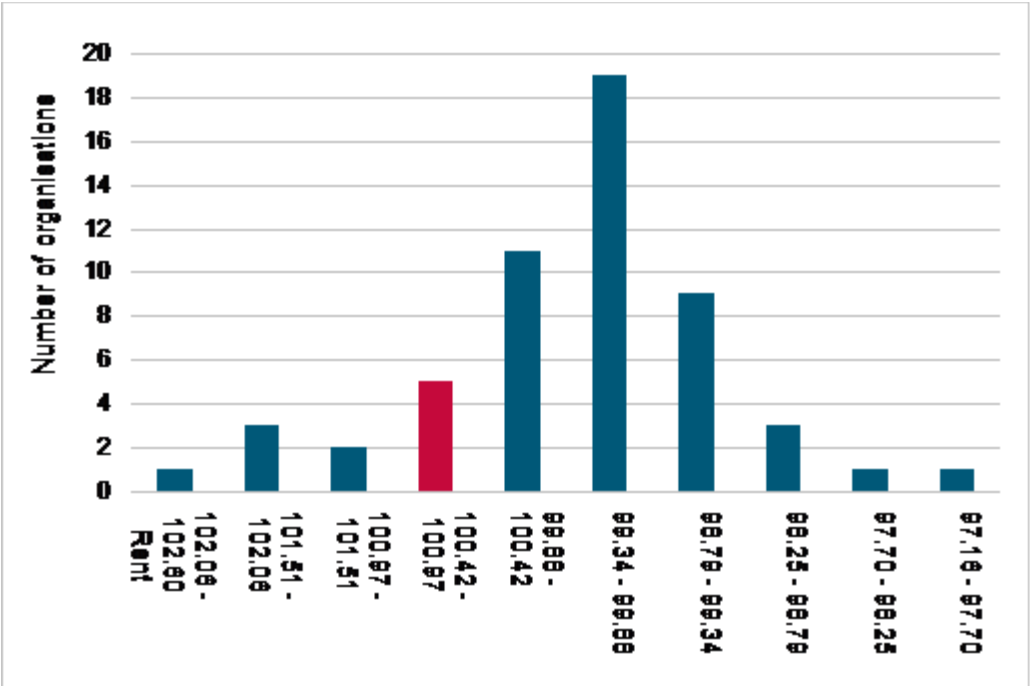
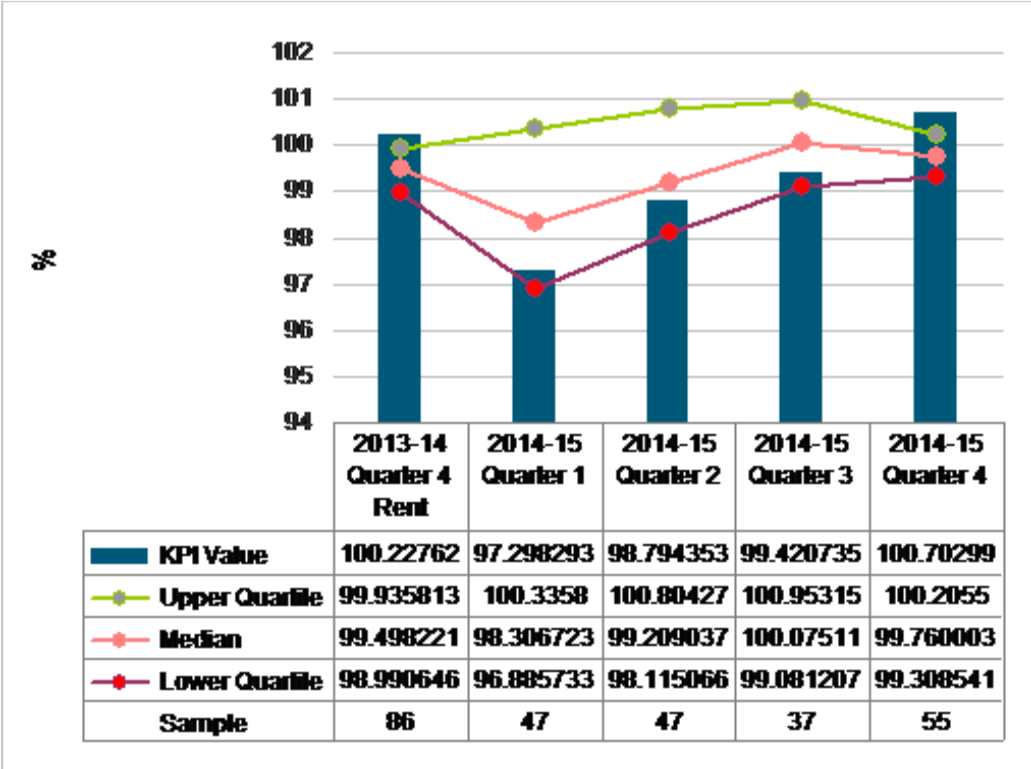
### Average re-let time in days (standard re-lets)



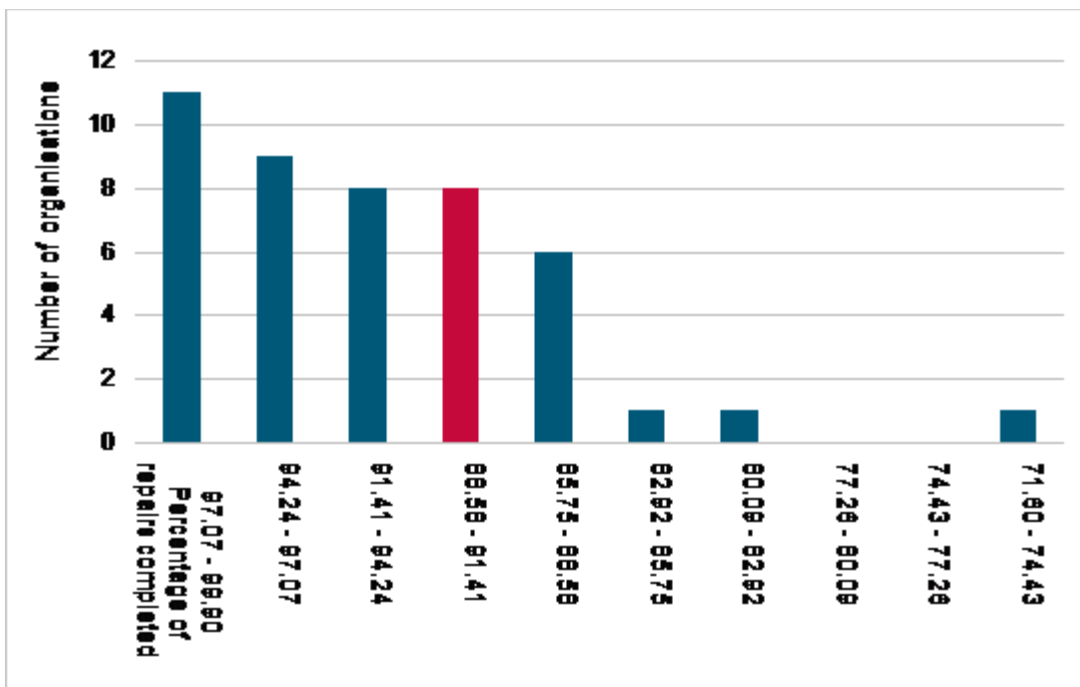
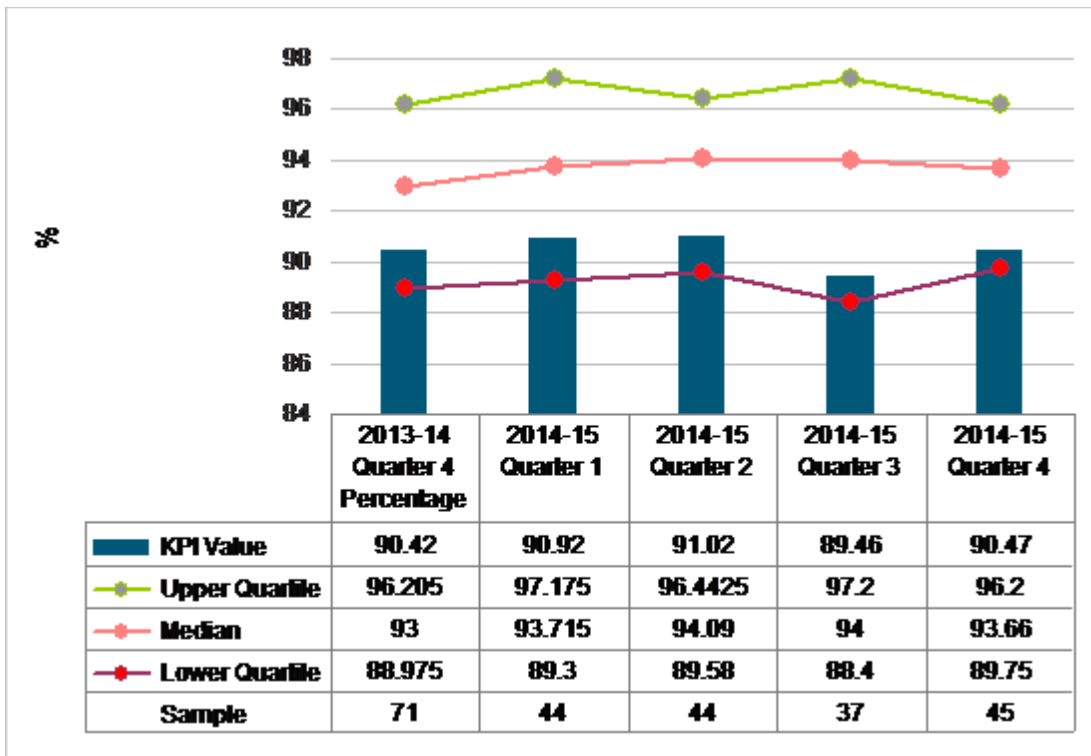
## Percentage of dwellings with a valid gas safety certificate



Rent collected from current and former tenants as % rent due (excluding arrears b/f)



## Percentage of repairs completed at the first visit



## Rent loss due to empty properties (voids) as % rent due

