

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 Handyperson 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% |
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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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