

Customer Intelligence End of Year Report 2017/2018

“You said – we listened”

Introduction

This report sets out an analysis of all customer intelligence received within Landlord Services between 1 April 2017 and 31 March 2018 and will contribute to the production of the Council’s Landlord Annual Report to tenants (2017/18) complying with required governance under the Landlord Regulatory Framework.

Local Offers

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

Consumer Regulation review

The annual review sets out our consumer regulation role and key messages they wish to share. The key messages in this year’s review are:-

- Complying with health and safety obligations remain the most fundamental responsibility of providers, and that we are able to demonstrate our obligations.
- To be able to demonstrate that we understand our statutory responsibilities including but not limited to gas safety, fire safety, lift safety and electrical safety.
- As a landlord we must be clear about our responsibility for ensuring tenants are safe in their home
- Compliance with the outcomes set out in the consumer standards, which includes how tenants are listened to, reflects the culture of the organisation.
- We have principal responsibility for responding to complaints about the service, and the need to have clear mechanisms in place for tenants to complain. Where issues do arise transparency with the regulator is essential.

For the full report please click on the link below

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730021/Consumer_Regulation_Review_2017-18_20180727.pdf

Consumer Standards

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

Economic Standards

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

*This does not apply to local authorities

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

How do we compare!

	2015/16	2016/17	2017/2018
Complaints	224	216	206
Compliments	51	53	50
Service Requests	137	171	261
Total	412	440	517

What we know at a Glance!

	2015/2016	2016/2017	2017/2018
*Tell Us	196	203	308
Complaints	149	155	206
Compliments	26	17	48
Service requests	21	31	54
MP Enquiries	20	12	11
Complaints	3	/	/
Compliments	/	/	/
Service Requests	17	12	11
**Councillor	69	82	69
Complaints	5	/	/
Compliments	1	/	1
Service Requests	63	82	68
*Other	127	143	/
Complaints	67	61	/
Compliments	24	36	/
Service Requests	36	46	/
Cabinet/Member	/	52	129
Service Requests	/	/	128
Compliments	/	/	1
Year Total	412	492	517
Response time	4 days	4 days	3.25 days

***Other - Since** April 2017 Other and ***Tell Us** have combined as they are now all recorded through the corporate Tell Us process

****Councillor** service requests ceased being logged at the end of November 2017 From December a new ****Members** email address was set up and is now used by Councillors to make service requests

Complaints & Compliments

	2015/2016	2016/2017	2017/2018
Number of complaints	224	216	206
Number of stage 1 complaints	204	195	183
Number of stage 2 complaints	17	16	16
Number of stage 3 complaints	3	5	7
Number of complaints upheld	8	30	37
Number of compliments	51	53	50
Number of service requests	137	223	261

A total of **517** complaints, compliments and service requests were received within Landlord Services during 2017 – 2018. Of the total number received, **40%** were classified as complaints, **50%** service requests and **10%** compliments.

The number of service requests has increased, partly as a result of the introduction of the Member Housing Enquiry process introduced November 2017. All Member and Cabinet Housing Enquiries are initially directed to the relevant service area manager for investigation and response within 5 working days

Across the total number of **206** complaints:

- **46%** relate to Wates (inclusive of Wates Gas)
- **2%** relate to Housing Solutions
- **13%** relate to Tenancy/ASB issues
- **7%** relate to TBC Repairs
- **7%** relate to Property Services
- **25%** relate to other landlord services

Across the total number of **50** compliments:

- **22%** relate to Wates (inc Gas)
- **20%** to Housing Solutions
- **18%** to Caretaking
- **16%** to Tenancy/ASB issues
- **24%** relate to other landlord services

In summary, only **206** complaints were received within Landlord Service during 2017/2018. This is a significantly small proportion in relation to **4927** household and garage tenancies.

7 Stage 3 complaints were investigated by an independent member of staff. **2** stage 3 complaints were upheld.

Complaints upheld

During 2017/2018 there was a total of **37** complaints, that following investigation, were classified as upheld. Of the **37** cases **81%** were associated with Wates.

There were **7** 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

- Poor communication between customer and contractor
- Roofing repairs taking longer than the customer expects
- Operatives not turning up to booked appointments
- Damp and mould not being dealt with
- Parking issues now the garage sites are being demolished
- Plumbing repairs are completed to a poor standard as pipework is still leaking

Cabinet/Members Enquiries

Cabinet/Member Enquiry Housing

248 working days - 133 enquiries

Breakdown of enquiries by Service Area:

Service Area	Total No Enquiries
Tenancy Sustainment – ASB/Tenancy	26
Other services areas (not housing)	3
Wates/ TBC Repairs	31
Housing Options/Sheltered	6
Housing Options/Repairs	1
Housing Solutions	32
Caretakers/Repairs	4
Tenant Involvement	1
Tenancy Sustainment – TBC Repairs	1
Housing General	6
Tenancy Sustainment - Income	5
Repairs/Property Services	10
Housing Strategy/Conditions & Supply	6
Housing Solutions/Housing Benefit	1
Total number	133

Top 3 service areas

Service Area	Total number of enquiries	% of all enquiries
Housing Solutions	32	24%
Wates/TBC Repairs	31	23%
Tenancy Sustainment Tenancy/ASB	26	19.5%

Total number of enquiries from Councillors

Councillor	Total No Enquiries
Cllr Doyle	21
Cllr Thurgood	31
Cllr Cook	20
Cllr Pritchard	1
Cllr Claymore	14
Cllr James	2

Cllr Lunn	1
Cllr Goodall	7
Cllr Kingstone	3
Cllr Norchi	18
Cllr Clements	4
Cllr Bilcliff	1
Cllr P Thurgood	2
Cllr Summers	2
Cllr People	2
Cllr Rogers	4
Cllr Faulkner	2
Total number	*135

*The variation in number of enquiries by service area to number of Councillor enquiries' is because 2 Councillors jointly contributed to the same service request with another Councillor

Councillors with majority of enquiries

Councillor	Total number of enquiries	% of all enquiries
Cllr Thurgood	31	23%
Cllr Doyle	21	16%
Cllr Cook	20	15%

Recurrent Enquiries

Councillor	No of recurrent enquiries
Cllr Claymore	4
Cllr Cook	5
Cllr Clements	2
Cllr Norchi	2
Cllr Thurgood	5
Cllr Doyle	2
Total number	20

No authority to release

Councillor	Number of advised No Authority to Release
Cllr Doyle	3
Cllr Thurgood	15
Cllr Cook	16
Cllr Claymore	2
Cllr People	1
Cllr Kingstone	1
Cllr Goodall	5
Cllr Faulkner	1
Cllr James	1
Cllr Rogers	1
Cllr Summers	1
Cllr Clements	1
Total	48

Average response days - 1.25

Themes:

- Someone is about to be made homeless what can we do for them
- Advice has previously been given but this family/person still needs help, is there anything else that we can do
- When will an applicant be successful bidding on a property/has been bidding for quite a while without success
- Can a repair be carried out/update on a repair
- Update on housing application

Information	Summary Headlines
Summary information for 2017/18 setting out complaints and learning	<ul style="list-style-type: none"> • Complaints have reduced from 241 to 206 over the last 4 years. 206 complaints resulting from over c35,000¹ interactions represent less than <1% • 183 complaints are satisfied at stage 1 (89%) • Compliments have reduced slightly by 3. We are now receiving compliments across the whole of landlord services and Wates, and not just for a particular service areas i.e. caretaking/cleaners • 17% (38) increase in service requests • Average response is 3 days • Numbers upheld have increased to 3. This is part of the continual trend analysis to promote and ensure learning
Summary Cabinet/Members Enquiry	<ul style="list-style-type: none"> • 135 enquiries received during 248 working days (2 on average per week) • 31 & 21 from Cllr Thurgood and Cllr Doyle • 24% service requests – housing solutions • 23% service requests – Wates/TBC repairs • 20% service requests – Tenancy Sustainment ASB/Tenancy • Average response time is 1.25 days
Performance table taken from the customer dashboard	Information will be updated and discussed in the cabinet report date xx/xx/xx
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
- Pilot to extend cabinet housing enquiry to all members
- When reporting repairs job numbers are now provided by Wates so as to improve any follow up enquiries

Areas identified for 2018/19

We continue to support and develop the Complaints Review Panel with a focus on learning and recommendations for future service improvement/delivery. In response to the panels request we shall arrange complaint handling training for staff/tenants






Compare our Performance April 2017 – March 2018

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'.

	2015/16	2016/17	2017/2018	Estimated Top Quartile*
Overall satisfaction with Landlord Services	78%	78%	78%	82%
Average time between lettings	14 days	17.60 days	17.75	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	561	617	557	Not benchmarked
% of appointments made and kept	94.17%	95%	90.48%	98.06%
Gas servicing – CP12	99.37%	99.99%	97.82%	100.00%
Urgent repairs completed on time	98.35%	97.58%	96.91%	98.04%

Customer satisfaction with repairs	97.67%	83%	95%	98.50%
Arrears as a % of rent due	1.82%	1.82%	2.15%	1.79%
Evictions	18	10	18 (0.42%)	0.18%

Top performance indicators as at 31 March 2018 as voted for by tenants

Performance Indicator	Target	Current Value	Are we on target	Trend
Percentage of all responsive repairs completed within target	94%	95.10%		↑
Percentage of appointments made and kept	93%	90.48%		↓
Percentage of repairs completed on first visit	85%	89.34%		↑
Percentage of properties with valid Gas Safety Certificate	100%	98.62%		↑
Average re-let times (in days)	16	17.75		↓
Percentage of closed resolved anti - social behaviour cases	-	98%	-	-
Number of closed unresolved anti - social behaviour cases	-	1	-	-
Current rent arrears as a percentage of annual debit	3%	2.15%	-	-
Number of complaints since 1st April 2016	-	216	-	-
Number of complaints upheld since 1st April 2016	-	30	-	-
Number of compliments since 1st April 2016	-	53	-	-

Monitoring performance

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

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

Reporting performance

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

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

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

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

STAR survey – Survey of Tenants and Residents

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

The principal objectives of the STAR survey are to:

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

STAR Survey 2015/16 key performance indicators

Key Performance Indicators	2011	%diff.	2015
Overall satisfaction	75%	↑+3%	78%
Quality of home	Aggregate data not available	N/A	79%
Neighbourhood	75%	↑+8%	83%

Rent provides VFM	Aggregate data not available	N/A	73%
Repairs & Maintenance	68%	—	68%
Listens to views*	54%	↑+5%	59%
Keeping tenants informed*	68%	↑+12%	80%

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

During 2017/2018, Landlord Service continued to engage and carry out 'qualitative research', to determine customer opinion and expectation, i.e. ASB telephone surveys/complaint surveys/service charge consultation etc. The primary benefits of qualitative research is that information is considerably richer than a series of numbers on a page and in addition, provides the opportunity to interact with customers more positively at the same time as researching performance. For Landlord Service this provides interaction and communication with those tenants that are ordinarily considered 'hard to reach'

HouseMark

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

Impact Assessments

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

Tenant Inspectors

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

Service assessments 2017/2018

During 2017/2018 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 2017/2018		
	Format	Frequency
Complaints satisfaction (Tell us)	Telephone/postal	5 working days after 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

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

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

You said, we listened

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

You said:	We listened:
Due to the number of complaints around damp and mould on the increase, the complaints review panel asked if we would consider issuing hygrometers	Consideration by Tamworth borough council repairs and Wates will be given once a sample has been sourced
The ASB service improvement group requested the possibility of receiving basic Housing Law training	A short course was organised for the group to provide an overview of the law and legal tools that are available
After looking at satisfaction levels dip, members of the ASB service improvement group felt that focus groups for some complainants was not the best way to discuss their dissatisfaction	Individual complainants dissatisfied with the service are now invited to attend an interview
When reporting asb on line several queries had been raised about obtaining a copy of the report and an acknowledgement	The web updates team have confirmed that an acknowledgement is now available and a copy of the report saved which can be downloaded as and when necessary

Landlord Service Achievements 2017/18

Customer Dashboard – Key Performance Indicators as voted for by tenants

Performance Indicator	Target	Year End 2017/18	On Target	Comments
Older people, living independently in Sheltered housing, satisfied with the service	80%	94%	↑	<ul style="list-style-type: none"> Continue to develop the range of current activities in sheltered housing to enable tenants to stay well and independent. Delivered capital improvements DFA, and kitchen and bathroom programme
Current Arrears as a % of the debit	3%	2.15%	↓	<ul style="list-style-type: none"> Arrears down from the start of the year, c£396k to c£378k Collected 100.10% of the debit
Average re-let times for empty properties resulting in reduced rent loss	16 days	17.75	↓	<ul style="list-style-type: none"> Sustained top quartile performance 96% satisfaction with the allocations and lettings process an increase of 4%

% of properties with a valid gas certificate – complying with LGSR	100%	98.68%	↓	<ul style="list-style-type: none"> • Reported performance is good when benchmarked with HouseMark • Overall satisfaction of 95% with the repair service
% of all responsive repairs completed within target times	97%	83%	↑	
% of appointments made and kept	96%	90.48%	↓	
96% ASB cases resolved and communicated	95%	96%	↓	<ul style="list-style-type: none"> • Satisfaction has taken a slight dip from 75% 2016/17 to 67.25% currently
Numbers of Adaptations outstanding at year end outside agreed service standard Minor works – completed within 28 days DFA – within 1 year	-	-	-	<ul style="list-style-type: none"> • All DFAs (109) have been issued and there is no waiting list
Overall satisfaction with the Councils landlord service	80%	78%	↑	<ul style="list-style-type: none"> • 75% in 2011/12 via independent Status Survey • 78% in 2015 - Star Survey independently commissioned
Satisfaction with cleaning & caretaking services	85%	75%	↓	<ul style="list-style-type: none"> • Aggregate figure of 75% cleaning (measured by tenant inspectors)

Home Improvement programme 2017/18

Improvement programme	How many	Total spend
Kitchens	188	£944,000
Bathrooms	196	£801,000
Roofing	12	£164,000
Windows & Doors	147	£234,000 (some work still on site at 31 st March)
Disabled Adaptations (Major & Minor)	109	£193,000 (some work still on site 31 st March)

Also during the year!

What we achieved in 2017/2018	
Number of needs and risk assessment carried out prior to moving in	147
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	49
Percentage of legionella checks completed during the year	100%

HouseMark 2017/2018

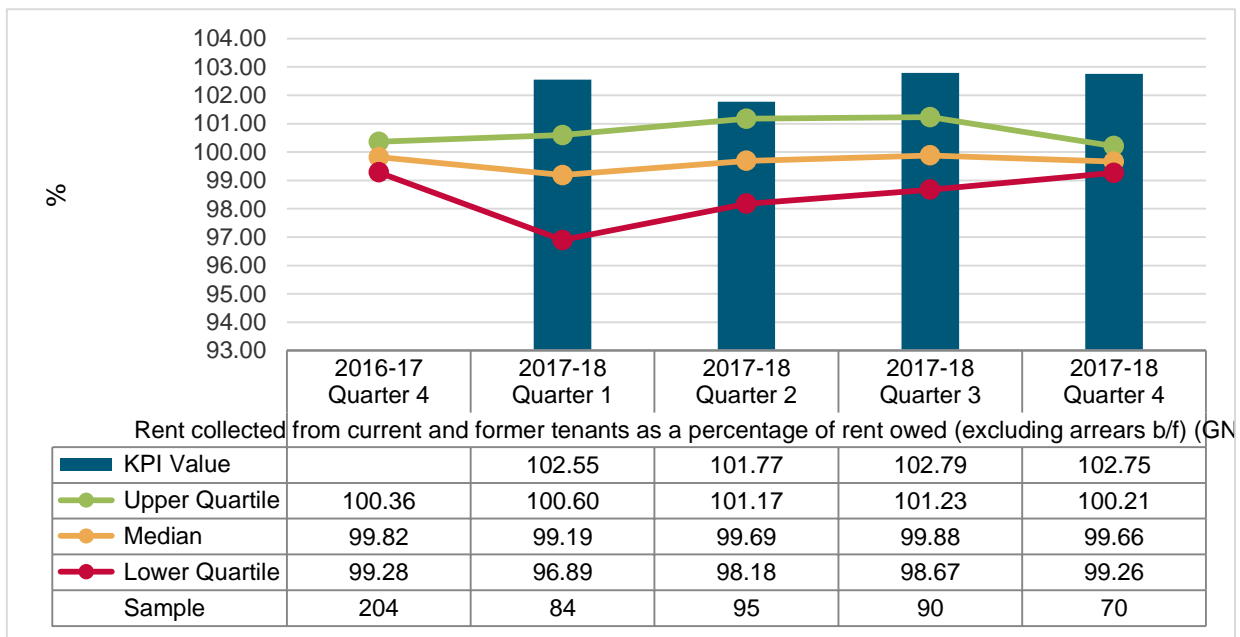
Responsive Repairs	2016/2017	2017/2018
Average number of calendar days taken to complete repairs	16 (lower quartile)	9.88 (club median)
Percentage of repairs completed at the first visit	88.32% (lower quartile)	89.34% (lower quartile)
Appointments kept as % of appointments made	95% (lower quartile)	90.48% (lower quartile)
Satisfaction with repairs	83% (lower quartile)	95% (club median)

Rent Arrears & Collection	2016/2017	2017/2018
Rent collected from current and former tenants as a % rent due (excluding arrears b/f)	103% (upper quartile)	102.75% (upper quartile)
% of rent paid by housing benefit	Not benchmarked	55.70% (lower quartile)
Rent arrears of current tenants as % rent due (excluding voids)	1.82% (upper quartile)	2.45% (club median)
Rent arrears of current and former tenants as % of rent due (excluding voids)	3.34% (club median)	5.75% (lower quartile)
Rent written off as a % of rent due	0.14 (upper quartile)	0.24 (upper quartile)
Rent loss due to empty properties (voids) a % rent due	0.54% (upper quartile)	0.52% (upper quartile)
Evictions due to rent arrears as a % of all tenancies	0.23% (upper quartile)	0.42% (lower quartile)

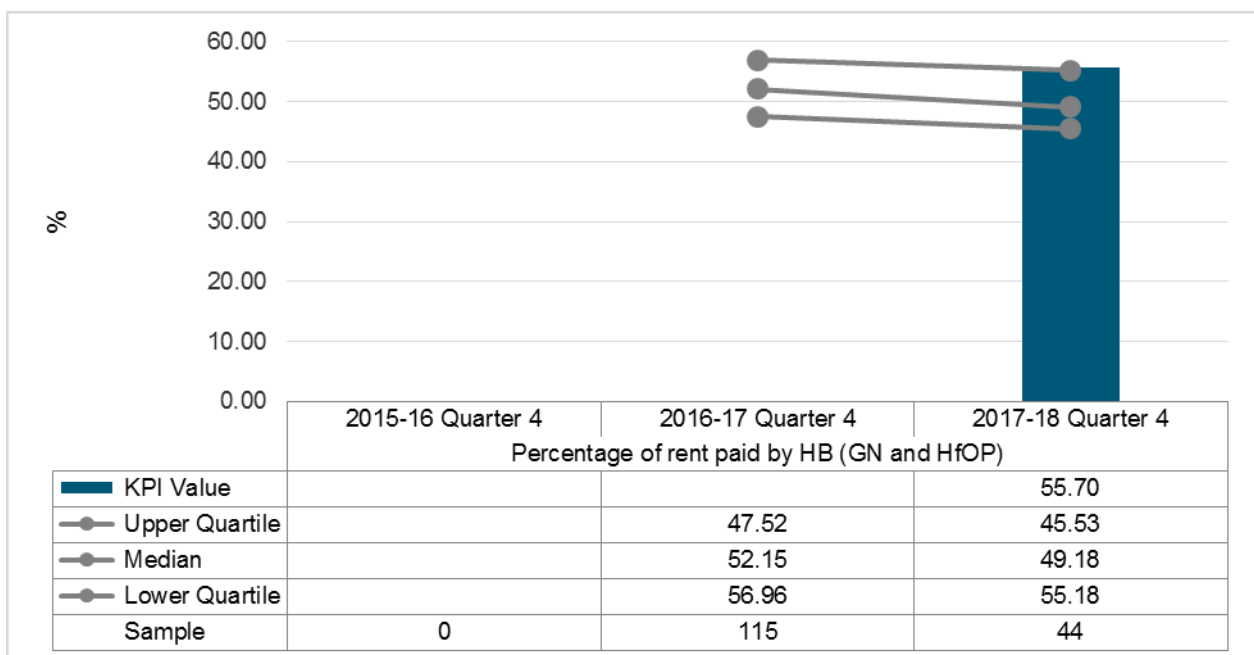
Void works & lettings	2016/2017	2017/2018
Average re- let time in days (standard re-lets)	17.60 (Upper quartile)	17.75 (Upper quartile)
Average re- let time in days (major works)	51.75 (club median)	28 (Upper quartile)
Percentage of properties accepted on first offer	76% (club median)	81% (club median)

Complaints	2016/2017	2017/2018
Percentage of complaints responded to within target time	93% (upper quartile)	95% (upper quartile)
Average time to respond to complaints	4 days (upper quartile)	3.25 days (upper quartile)

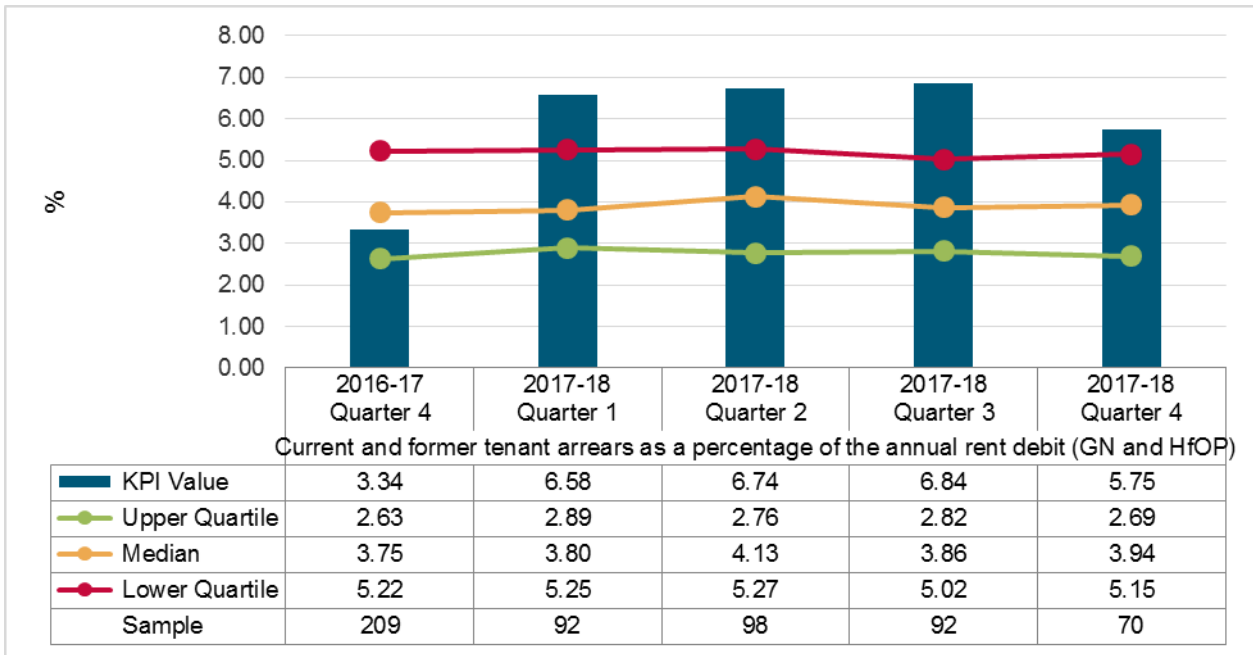
Rent collected from current and former tenants as a percentage of rent owed (excluding arrears b/f) (GN and HfOP)



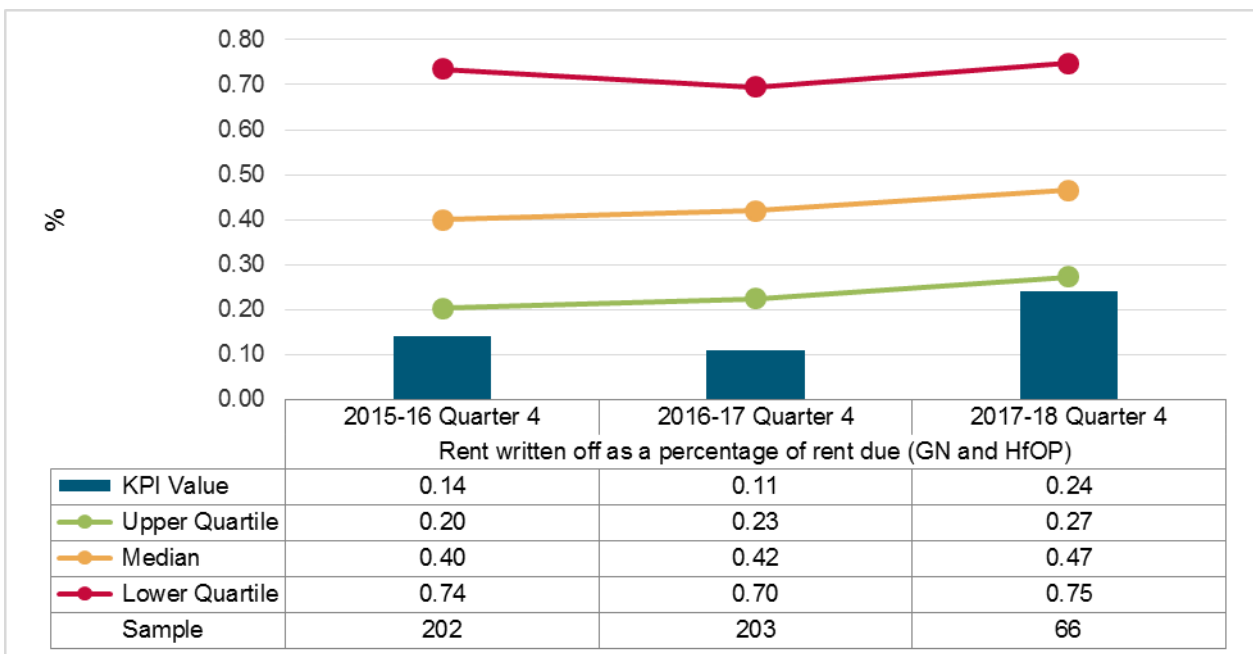
Percentage of rent paid by HB (GN and HfOP)



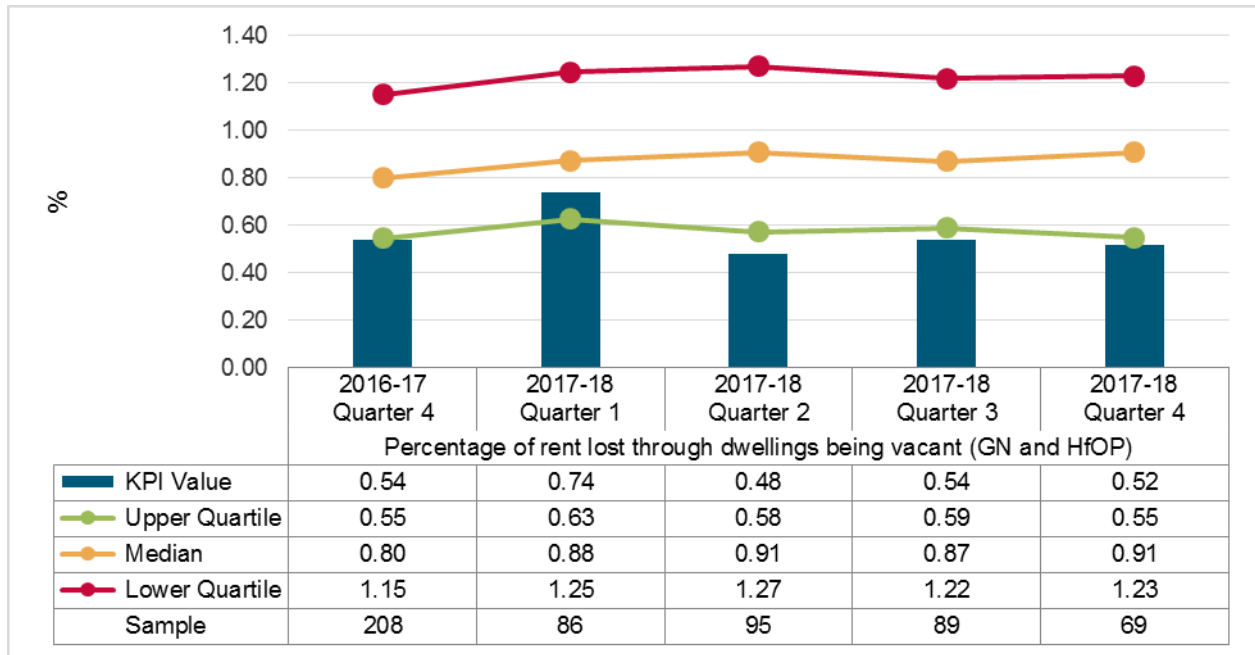
Current and former tenant arrears as a percentage of the annual rent debit (GN and HfOP)



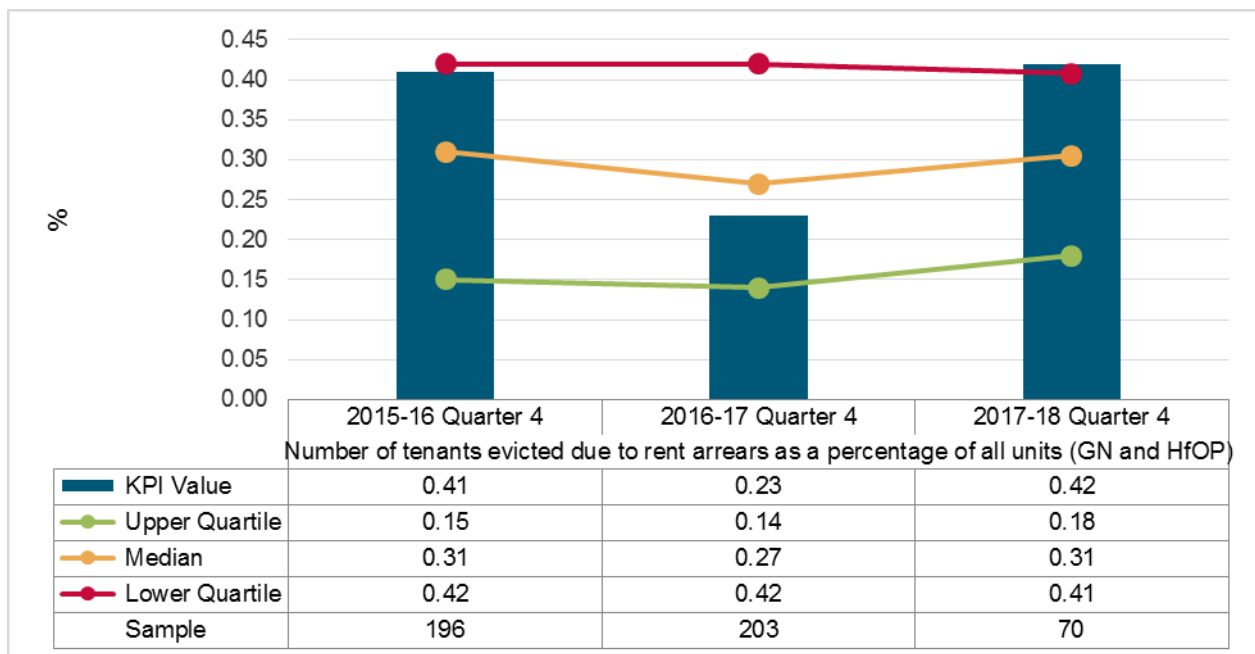
Rent written off as a percentage of rent due (GN and HfOP)



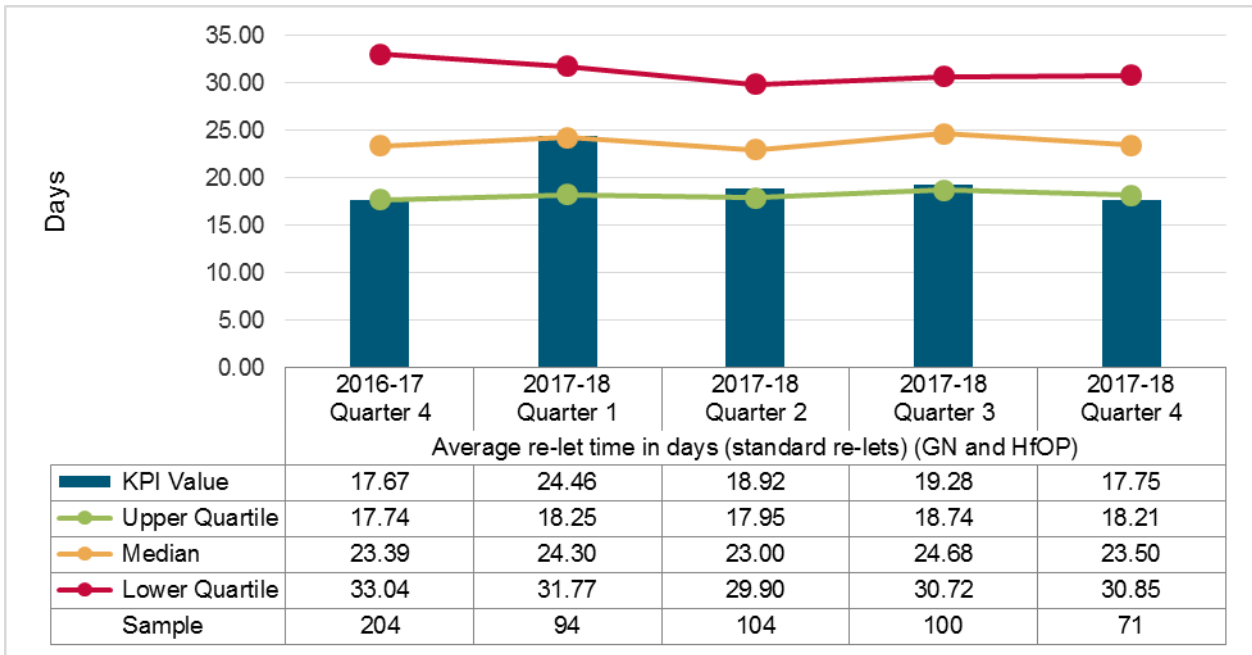
Percentage of rent lost through dwellings being vacant (GN and HfOP)



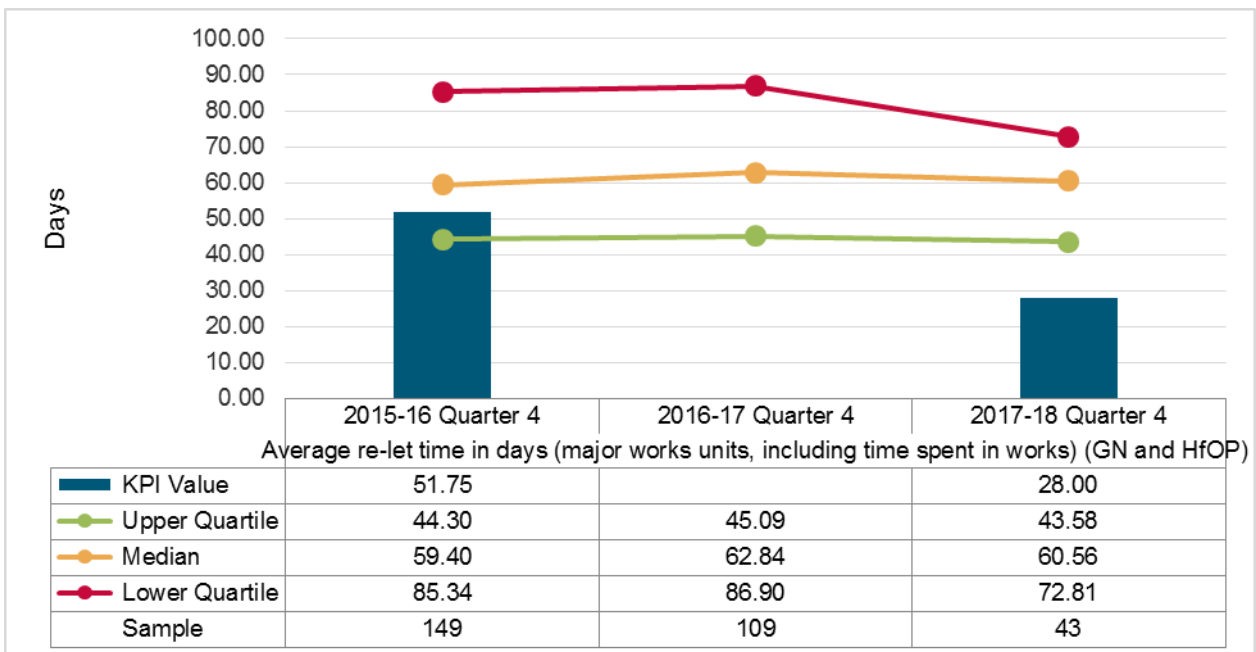
Number of tenants evicted due to rent arrears as a percentage of all units (GN and HfOP)



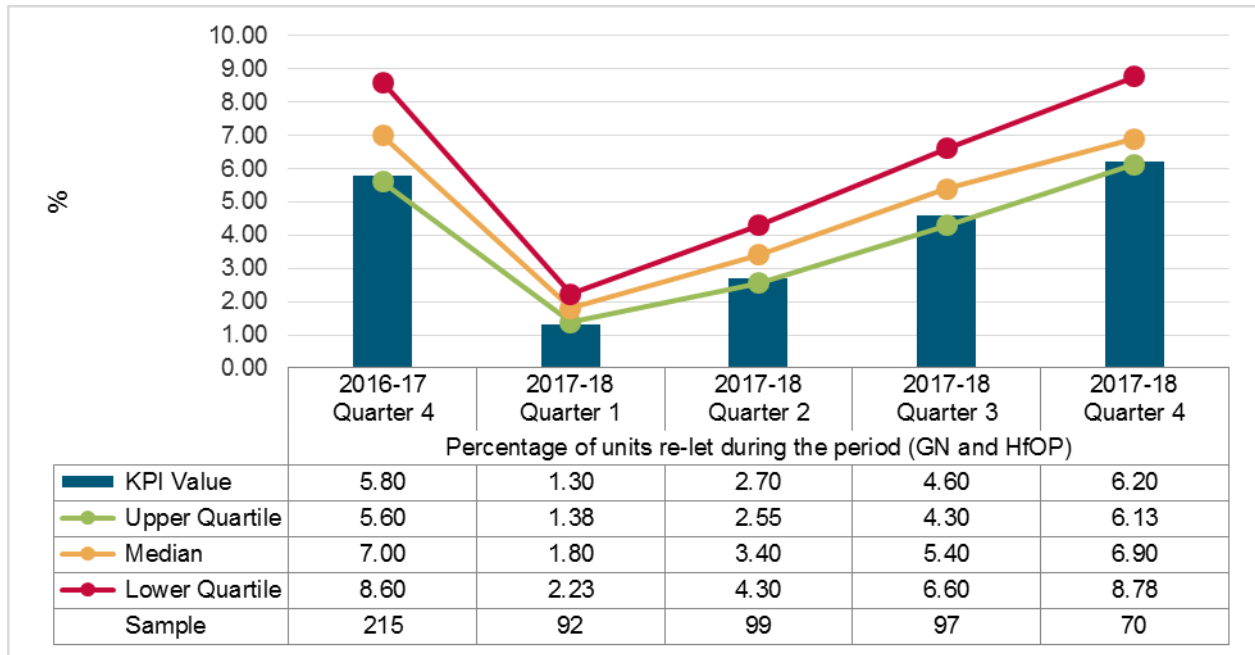
Average re-let time in days (standard re-lets) (GN and HfOP)



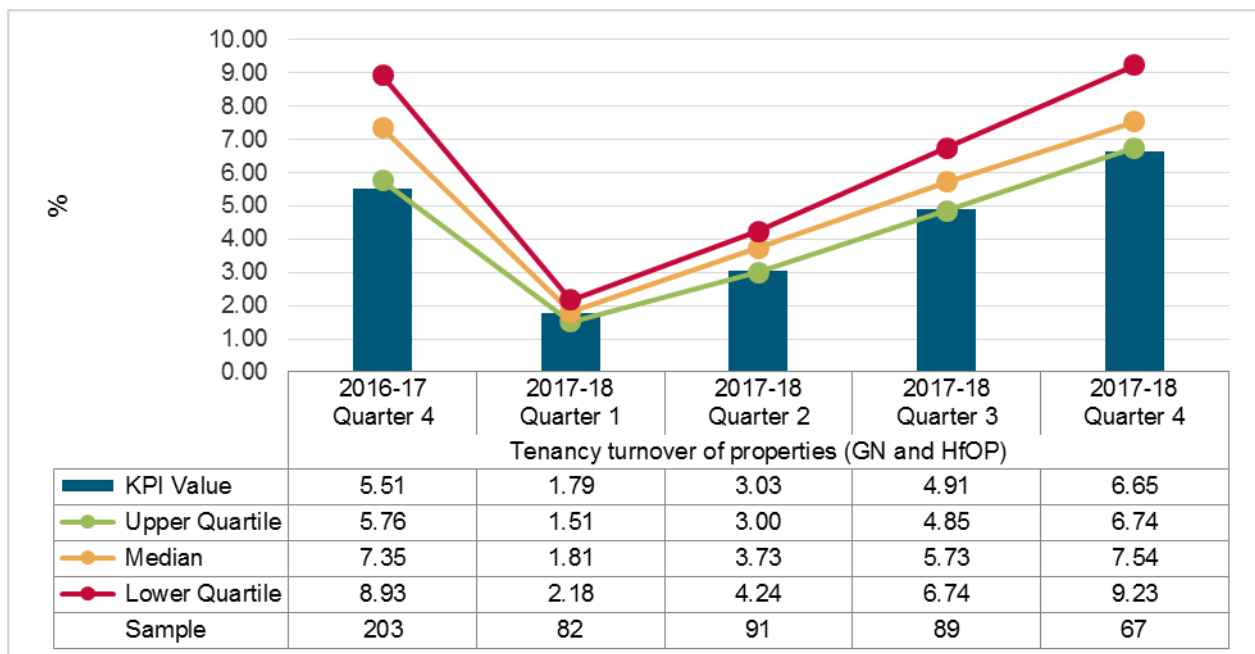
Average re-let time in days (major works units, including time spent in works) (GN and HfOP)



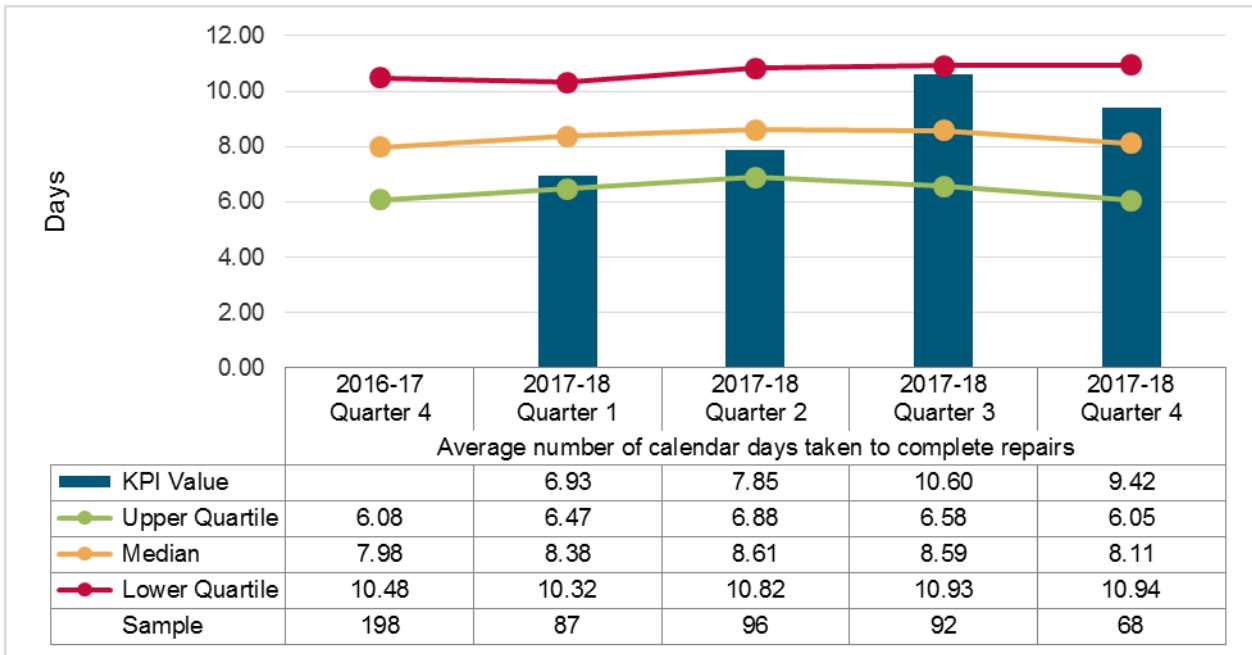
Percentage of units re-let during the period (GN and HfOP)



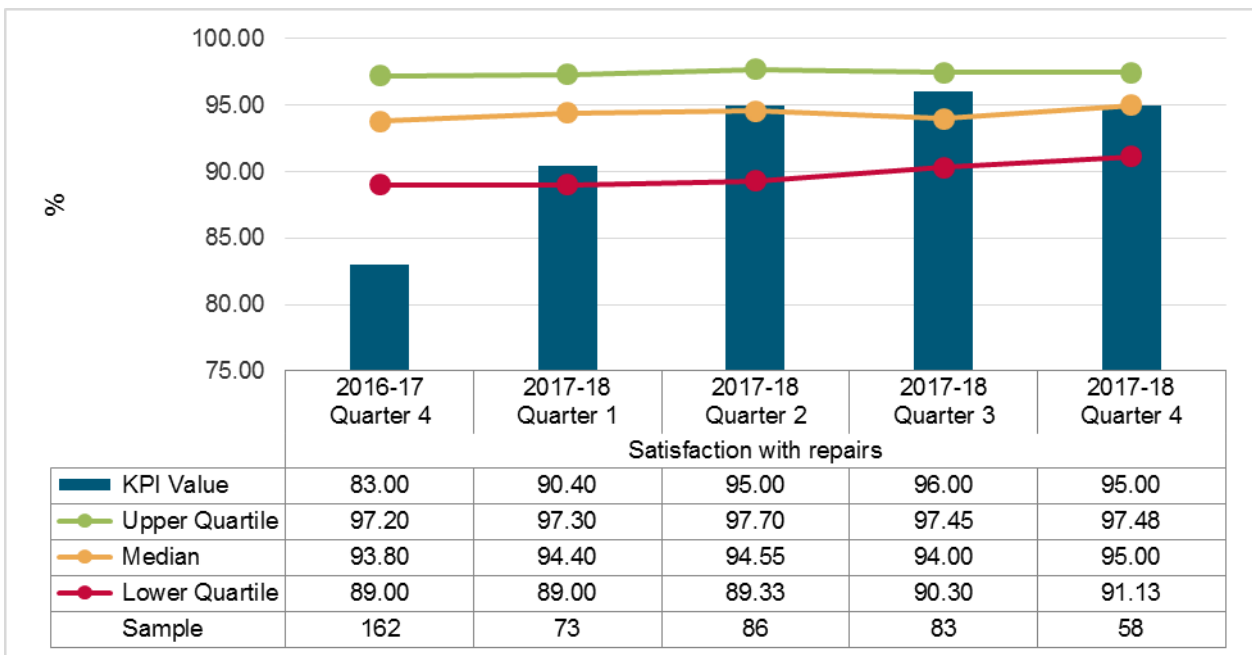
Tenancy turnover of properties (GN and HfOP)



Average number of calendar days taken to complete repairs



Satisfaction with repairs



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