CABINET HOUSING AND PLANNING PANEL – 11 AUGUST 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

WELWYN HATFIELD COMMUNITY HOUSING TRUST MONITORING

1   Executive Summary

1.1   This is a report of the performance of Welwyn Hatfield Community Housing Trust's (the Trust) Voids Management Services in Appendix A and the work with the Tenant's Panel in Appendix B.

1.2   The report also includes a summary of the performance in the key areas of the Trust's activity up to the end of the first quarter 2016/17 are set out in Appendix C.

2   Financial Implication(s)

2.1   There are no direct financial implications for the Council arising from this report. Any decisions around capital expenditure are dealt with by specific reporting.

3   Recommendation(s)

3.1   It is recommended that the Committee note the report

4   Background

4.1   Welwyn Hatfield Community Housing Trust was set up on 1 April 2010. A management agreement sets out the roles and responsibilities of the Trust. Each year the Trust and the council agree a Delivery Plan, which sets out the aims and objectives for that year.

4.2   As part of the Monitoring Framework timely performance management information will be reported to this committee each quarter. The committee has requested that full statistics for all the service areas managed by the Trust are presented twice a year (at close of Quarter Two and Quarter Four).

4.3   In addition, a detailed presentation, setting out how a particular area of service is managed, will be presented twice a year (at close of Quarter One and Quarter Three.

This Quarter one report focuses on the Voids Management Services (Appendix A) and the work with the Tenant's Panel (Appendix B).

4.4   The monitoring framework will ensure that:

- The Trust delivers the key goals and objectives set out in the Annual Delivery Plan

- The best possible service is provided for the customers and the wider community

- The Trust delivers continuous improvement in the services it provides and the way these are delivered.

- The monitoring framework enables the Council and the Trust to identify opportunities for improvements and where necessary to deliver change as well as celebrate and share success.

5 Policy Implication(s)

5.1 Welwyn Hatfield Community Housing Trust has been established in accordance with Council policy and is being monitored in accordance with the Monitoring Framework. There are no new policy implications arising from this report.

6 Risk Assessment

6.1 A risk assessment has not been prepared in relation to the contents of this report as there are no significant risks inherent in the proposals.

7 Equality and Diversity

7.1 I confirm that it has not been necessary to carry out an Equality Impact Assessment (EIA) in connection with this report.

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Date   26 July 2016

Background papers: Welwyn Hatfield Borough Council and Welwyn Hatfield Community Housing Trust Management Agreement.

WELWYN HATFIELD COMMUNITY HOUSING TRUST
CHPP - 11 AUGUST 2016
REPORT OF THE MANAGING DIRECTOR

VOID MANAGEMENT – INFORMATION ABOUT THE WORK OF THE WELWYN HATFIELD COMMUNITY HOUSING TRUST

1   <u>Introduction</u>
1.1   Void management is the term used to describe how the Trust deals with vacant property in order to minimise loss of rental income and to make effective use of the housing stock to meet need in the Borough.   In 2015/16, Welwyn Hatfield Community Housing Trust re-let 434 empty homes, approximately 5% of the council's stock.

1.2   The void process begins when notice to terminate is received from the current tenant and ends once the new tenant has been signed up and moved into their new home. Within the void period there are many activities that take place to identify repairs required to the empty property and to select the prospective new tenant.

1.3   This report gives the Panel some information about void management generally, with a look at past and present performance. It is written for information

2   Void Re-Let Times

2.1   The average time taken to re-let voids across Welwyn Hatfield to the end of Quarter 4 2015/16 was 17.2 days. This exceeded the target of 21 days and, in recent years, average turnaround times have been reducing:
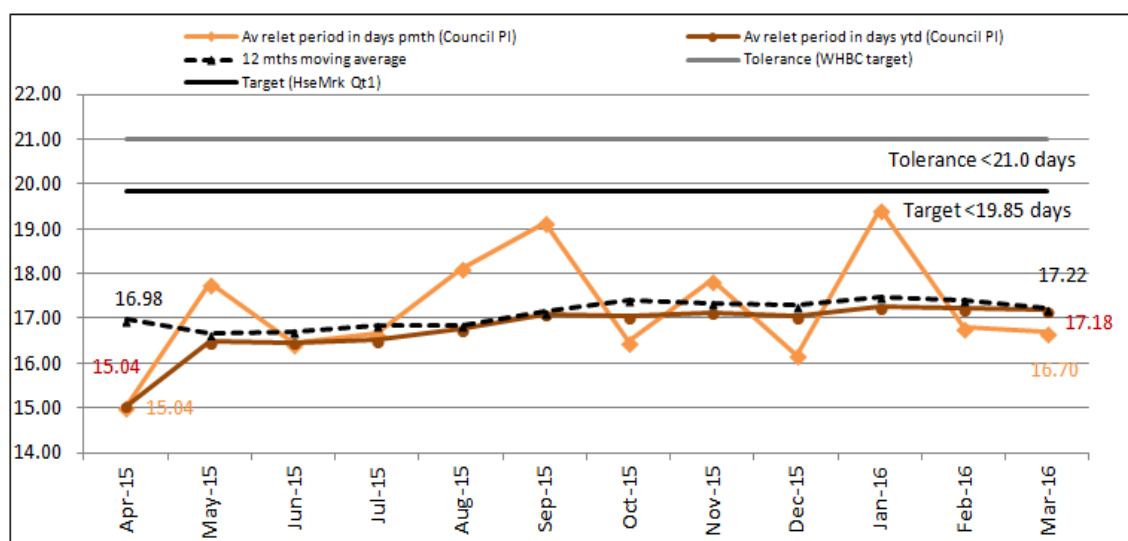
2.2   Current performance compares favourably with other housing providers and has been steadily improving year on year, consolidating our position as a top performing organisation in this service area. The benchmarked performance for 2015/16 actually saw our position ranked 1st out of 246 housing organisations indicating that we were the best performer for the year.

2.3 LI 212 Average Void times in days (cumulative):

	Target	Apr to Jun	No. of re-lets	Apr to Sept	No. of re-lets	Apr to Dec	No. of re-lets	Apr to Mar	No. of re-lets
2013 /14	21 Days	21.5	117	20.5	244	20.5	371	20.9	509
2014 /15	21 Days	18.8	123	17.5	244	17.0	364	17.2	487
2015 /16	21 Days	16.5	135	17.1	251	17.0	344	17.2	434

Void Loss

2.4 No rent income is collected whilst a property is empty and it is therefore important to reduce void losses by re-letting empty homes as quickly as possible. In 2015/16, the percentage of rent lost due to properties being empty was 0.61%.

2.5 In 2013/14 the average re-let time was 20.9 days. The reduction in average re-let times since then means that the losses through voids have been effectively controlled. Due to increases in the rent charged for properties for 2014/15 and 2015/16 however, the percentage of rent lost has increased despite the average turnaround times improving significantly during this time (0.55% void loss for 2013/14 and 0.58% for 2014/15). The void losses would have been much higher still had the average turnaround times not reduced during this period. This is especially important given the recent rent decreases that have been applied to all tenancies from April this year.

2.6 Keeping void losses to a minimum through the efficient re-letting of empty properties is a key part of our aim to optimise income collection. As well as the rent lost due to the time taken to re-let empty homes, the amount of money spent in repairing empty homes to bring them back to the re-let standard impacts on our budgets.

2.7 Percentage of rent lost from vacant dwellings (cumulative):

	Target	QTR1	QTR2	QTR3	QTR4
2013/14	0.70%	0.54%	0.53%	0.56%	0.55%
2014/15	0.70%	0.56%	0.55%	0.57%	0.58%
2015/16	0.70%	0.61%	0.59%	0.53%	0.61%

3 Void Works and Spend

3.1 In order for staff to correctly identify works which are required to meet the re-let standard a void specification is worked to. This should ensure that no non-essential work is carried out and that a consistent approach is taken across all voids. It is important that the specification is fully understood by both staff and tenants in order to manage expectations and to measure performance accordingly.

3.1 In 2015/16, the average re-let spend per home to meet the lettable standard was £2613. Void works are carried out by the Housing Maintenance Team (HMT). The

standard aims to strike a balance in our approach to re-let repairs. It aims to consistently apply a minimum standard and level of repairs necessary to allow a new tenant to move into their home. This can be a fine line and is therefore an area that is often reviewed, particularly through customer feedback and complaints. Finding the right balance is a subjective judgement. We do review comments and suggestions for ways of improving our services and have separate processes in place for this.

3.2   We do not carry out works that are not necessary, in order to constrain spending on re-let repairs and avoid incurring delays (and lost rent) in completing void works. This approach has helped us to achieve the best performing organisation of 2015/16 for average turnaround times. Our aim going forward is to strive to sustain this level of performance whilst improving further the quality of repairs undertaken.

3.3   There is a very effective and joined up approach taken across teams in managing voids. The success of this approach can be measured through our performance figures and budget monitoring processes. This shows continuous improvement in the following areas:

- Steady reduction in the time taken to re-let empty homes

- Optimising rental income

- Reduction in the amount spent on void repairs

3.4   **Key Performance Indicators Q1 2016/17**

3.5   The average turnaround times are up slightly at the end of Q1 this year compared to the average performance for 2015/16. However, this is still within the target set for the year and within the range that can be reasonably expected.

3.6   There were a few exceptional circumstances that led to an increase in the turnaround times for some individual properties during the period. These impacted on overall average re-let times. The exceptional circumstances included delays incurred awaiting police reference checks for a vacancy within a Local Letting Scheme, reference check delay from another housing provider (housing association), temporary loss of IT following Hatfield office relocation, and delays incurred with a buy back property requiring additional works prior to letting. These issues have been reviewed and the expectations are positive that average turnaround times for standard voids will be within target for the year.

KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
Average void property re-let time (days) for 'Standard' voids	42	20.0	18.3	↓	**20.0**	21.0	23.0	
% stock vacant due to 'standard'	26	0.29%	0.18%	↓	**0.29%**	0.33%	0.35%	

voids								
% stock vacant due to 'major/policy' voids	52	0.58%	0.49%	↓	**0.58%**	0.60%	0.70%	
% of rental income loss due to vacant dwellings	£96,169	0.74%	0.65%	↓	**0.74%**	0.60%	0.70%	

3.7 **Classification of Voids**

3.8 Benchmarked performance compares how an organisation is performing against its peers for standard voids. As previously reported our performance was ranked the best in this category for 2015/16.

3.9 There are 3 terms in which a void is defined or categorised. In most cases these will be 'standard' (i.e. routine) which are benchmarked. However, a void could be classified as 'major works' or a 'policy void' if appropriate. Major work and Policy voids tend to be empty or delayed for strategic reasons.

3.10 Policy Voids

3.11 At the end of June 2016 there were 29 properties vacant in this category. These include:

- High Value Voids that have been earmarked for sale which once sold will be removed from our asset base

- Property being used as a temporary decant whilst essential repair and improvement is carried out at the tenant's main tenancy address

- Property empty for remodelling or redevelopment

- Property empty for use by a partner organisation (GAP scheme)

3.12 Policy voids may therefore never result in being re-let and for this reason are excluded from turnaround performance. However policy voids are all reflected as void rent losses until they are no longer in the ownership of the council. The main impact here is where properties are scheduled for demolition and continue to show as a void loss until they are demolished and removed from our accounting systems.

3.13 Major Works

3.14 At the end of June 2016 there were 23 properties vacant in this category. These include:

- Fire damaged property requiring extensive rebuilding works

- Asbestos removal to HSE guidelines

- Property undergoing major adaptation for disabled household

- Property affected by severe damp problems

- Property awaiting structural survey

- Property requiring structural alterations and improvement works

3.15 Major works and Policy voids are reviewed regularly through weekly void management meetings. In addition, a strategic voids review is scheduled to take place every six weeks with senior management from all service areas.

3.16 Standard voids are much more fluid and there is a high turnover of properties. Of the 52 cases categorised as major/policy voids at the end of the reporting period 2016/17, 29 were classed as 'policy' voids. These voids may not result in being re-let as previously highlighted. They will however continue to be included in the performance data until the status has changed (i.e. removed from the asset base, if sold for example).

	2015/16 Total as at 31st March 2016	2016/17 Total as at end of reporting period
Total number of properties vacant at period end due to 'standard' voids	14	26
Total number of properties vacant at period end due to 'major/policy' voids	48	52

4   Benchmarking

	Trust performance 2015/16	HouseMark ALL		HouseMark ALMO	
		Trust position	Top quartile figure	Trust position	Top quartile figure
Average void property relet time (days) for 'Standard' voids	**17.72**	**1st**	18.59	**1st**	17.78
% of rental income loss due to vacant dwellings	**0.61%**	**2nd**	0.60%	**1st**	0.63%

4.1 This benchmarking comparisons show that the performance in this area was the best it could be when measured against our peers for 2015/16. This does reflect a lot of positive measures and effective team working in recent years.

5   Audit

5.1   Regular monitoring takes place and performance is reviewed through monthly and quarterly reports by officers (through Operational Management Team and Leadership Team) and Board Members (Services Committee), as well as CHPP itself.

5.2   In addition the management of voids has been separately audited by SIAS (Shared Internal Audit Service) to independently assess the effectiveness of the void management processes.   The independent and impartial audit by SIAS (September 2015) assessed the service with a rating of 'substantive assurance'. The excellence performance results achieved for 2015/16 are consistent with the level of confidence in the service identified by the audit.

5.3   Internal audit provides an independent and objective opinion on the organisation's governance arrangements, encompassing internal control and risk management, by completing an annual risk-based audit plan. The audit of Voids Management in September 2015 was a scheduled assurance-based review following on from the approved 2015/16 Audit Plan. SIAS provided overall Substantial Assurance that effective controls are in operation for those elements of the service covered by the audit review, namely:

- Policy and procedures

- Voids processes

- Discretionary payments to tenants

Appendix B
WELWYN HATFIELD COMMUNITY HOUSING TRUST
CABINET AND HOUSING PLANNING PANEL
REPORT OF THE DIRECTOR OF OPERATIONS

TENANTS PANEL

The Tenants Panel was established more than twenty years ago in response to the contemporary national emphasis on tenant empowerment and participation. The Council's Panel was devised to represent the interests of the borough's council tenants, to act as a sounding-board for new housing services and to help drive improvements in the customer experience. Welwyn Hatfield has always enjoyed the benefit of a very active Panel and its areas of interest have been wide, maturing into full scrutiny over the life of the Panel.

The Panel was initially formed from a body of volunteer tenants but has evolved to become an elected body of twenty seven members, including leaseholders. Members serve a two year term before they must be re-elected and receive training to help build their capacity to fulfil their role. Under changes to the constitution, ratified at this year's AGM, members can serve a maximum term of eight years, after which time they must take a two year break before standing for re-election.

The Government's approach to tenant empowerment has evolved over time and is probably best described by the Homes and Communities Agency's *'Tenant Involvement & Empowerment' Standard (2012).* Whilst aimed at Registered Providers, this document is the blueprint for tenant involvement and empowerment generally and describes well the work of the Welwyn Hatfield Tenants Panel.

The Standard is concise and sets out a range of 'required outcomes' for tenants in the arena of customer service, involvement and valuing of diversity. Specifically, the Standard requires that *"tenants are given a wide range of opportunities to influence and be involved in:*

- *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 in savings made, and*
- *agreeing local offers for service delivery."*

It may be said that the Tenants Panel has enjoyed a developed role in ensuring the requirements above since its inception and, in many ways, has exceeded the Standard. For example, Tenants Panel Members attend SOSC and EOSC as part of their role as representing council tenants.

To consolidate the Tenants Panel's development and to ensure its continued relevance, an independent review of the Tenants Panel was carried out by Campbell Tickell during 2015-16. It should be reiterated that this review of the Tenants Panel was a wholly self-contained piece of work and in no way connected to the wider Review of the Community Housing Trust. As may be expected, this review of the Panel was carried out in

partnership with Tenants Panel members and generated many recommendations for change.

A key recommendation of the review was for a more formal approach to scrutinising the services provided by Welwyn Hatfield Community Housing Trust and its contractors. Tenants Panel scrutiny projects are carried out by a sub-committee of the Tenants Panel, with the service area to be reviewed being chosen by the Tenants Panel as a whole.

The first scrutiny exercise/service review focused on the Welfare Gardening Scheme and the final report was released to the Tenants Panel at its July meeting. The recommendations were positively received and the Trust Management is now formulating its response in much the same way that management would respond to an audit. It is intended that any recommendations for service improvement arising from the service review will be fed back to CHPP and the Trust's Management Board. As would be expected, the Trust will be charged with implementing the recommendations and the CHPP will monitor the Trust's implementation.

Other Tenants Panel activities include choosing Neighbourhood Improvement Scheme projects (minor environmental projects), following bids made by tenants and commenting on new customer-facing policies as they are being developed by the Trust.

The Tenants Panel has a Communications Committee, meeting quarterly, which acts as an editorial group for the tenants' magazine, 'Your Voice' and an Environmental Committee, which has a say on issues affecting local neighbourhoods, such as tree management, footpaths and refuse collection.

Since the launch of Welwyn Hatfield Community Housing Trust in 2010 the role of the Tenants Panel has evolved further. Tenants who contributed to the Panel have become Board Members, building on some of the skills that they have developed as part of the body. This arrangement has been in place since the creation of the Trust in 2010 but is being reviewed as part of an overall review of Tenants Panel governance, to take place over the coming months.

Appendix C

WELWYN HATFIELD COMMUNITY HOUSING TRUST

PERFORMANCE MANAGEMENT REPORTING – Quarter ONE

Total stock owned, acquired and sold through RTB by stock size

	Rented stock			Lease-holder stock	Grand total stock managed	Acquired stock through 'buy-back'	Stock sold through RTB scheme
	General Needs	Sheltered	**Total**			**2016-17**	**2016-17**
Bedsit	183	4	**187**	58	245		
One Bedroom	1045	871	**1916**	592	2508		-3
Two Bedroom	1835	831	**2666**	515	3181	4	-6
Three bedroom	3881	4	**3885**	90	3975	3	-5
Four Bedroom	287	0	**287**	0	287		-1
Five Bedroom	11	0	**11**	0	11		
Six Bedroom	4	0	**4**	0	4		
	7246	**1710**	**8956**	1255	10211	7	-15

RENT COLLECTION & ARREARS RECOVERY

ID	KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
	Rent collected as % of rent owed	£13.2 million	102.2%	99.8%	↑	**102.2%**	100.0%	99.80%	

	Trust performance 2015/16	HouseMark ALL		HouseMark ALMO	
		Trust position	Top quartile figure	Trust position	Top quartile figure
Current tenant rent arrears as a % of the total ARD at period end	**1.03%**	**1st**	1.66%	**1st**	1.18%
Rent collected as % of rent owed	**100.34%**	**1st**	100.21%	**1st**	99.93%

MANAGING UNDER OCCUPATION

ID	KPI	Qrtly KPI result	KPI YTD	Target (YTD)	Tolerance (YTD)	On Target for YTD	End of year target
	Number of under occupying hseholds moved to smaller homes	24	**24**	20	17		80

	2015/16 results	This quarter results	2016/17 YTD
Total households affected by under occupation and housing benefit reduction at period end	610	-	**622**
Total number of households requesting assistance to move at the end of the period	128	-	**101**
Number of under occupying households moved to smaller accommodation within the period *Method of move by:*	71	24	**24**
Transfers	57	9	9
Mutual exchanges	14	15	15
% of households wanting to move, actually assisted, within the period	36%	19%	**19%**

Comments by exception

No exceptions to report

Further actions – We are carrying out a review of underoccupation cases and this is likely to result in an increase in the number of households seeking assistance to downsize, especially given the expansion of the government's welfare reform programme and over time, changes in household composition. The greatest impacts will be felt by households becoming subject to the spare room subsidy rules and a further reduction in the benefits

Gas safety compliance and repairs

ID	KPI	Qrtly volume / number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
Gas servicing									
35	% of properties with a valid gas safety certificate	9008	99.94%	99.90%	↔	**99.94%**	100%	99.50%	
36	% servicing Appointments Made & Kept	2665	99.66%	99.27%	↔	**99.66%**	95.00%	92.00%	
46	% Customer Satisfaction with servicing	860	86.62%	88.84%	↓	**86.63%**	92.00%	90.00%	
TSG responsive repairs service									
34	Responsive Repairs - % Appointments Made & Kept	4080	99.14%	98.55%	↑	**99.14**	95.00%	90.00%	
47	Responsive Repairs - % First Visit Fix	3223	86.50%	87.52%	↓	**86.50%**	85.00%	80.00%	

Responsive Repairs service

ID	KPI	Qrtly vol / no.	Qrtly KPI result	KPI 12 mth moving av	→trend (12 mth moving av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	YTD
Responsive repairs completed on time									
29	% Emergency repairs completed on time	1442	100.00%	100.00%	↔	**100.00%**	99.00%	98.00%	
30	% Urgent repairs completed on time	378	100.00%	99.57%	↑	**100.00%**	98.00%	97.00%	
31	% Routine repairs completed on time	4565	99.98%	99.62%	↑	**99.98%**	98.00%	96.00%	
49	% of ALL response repairs completed on time	6385	99.98%	99.71%	↑	**99.98%**	98.00%	96.00%	

First visit fix completions

48	% completed as 'first visit fix'	5066	94.02%	91.77%	↑	**94.02%**	90.00%	88.00%	

Repair appointment service

32	Appointments kept as a % of appointments made	9181	96.61%	96.24%	↑	**96.61%**	95.00%	92.00%	

Customer satisfaction

33	% customers satisfied with the completed repair	451	92.90%	93.32%	↓	**92.90%**	92.00%	90.00%	
37	% customers satisfied with the reporting of the repair to the Repair Centre Team	804	94.15%	91.73%	↑	**94.15%**	95.00%	90.00%	

Responsive repairs service

	2015/16 total	This quarter period total	2016/17 YTD total
Emergency repairs completed	7765	1442	1442
Urgent repairs completed	3254	378	378
Routine repairs completed	21185	4565	4565
Total responsive repairs completed	32204	6385	6385
Total repairs completed as 'first visit fix'	19796	4773	4773
Total repair appointments made	27683	9181	9181
Total repair appointments kept	28788	8881	8881
Total customer satisfaction surveys received relating to completion of a repair	2400	451	451
Total customer satisfaction surveys received relating to the reporting of a repair to the Repair Centre Team	1538 (since Nov '15)	804	804

Comments by exception

KPI 37- % customers satisfied with the reporting of the repair to the Repair Centre Team. Despite there being an upward trend in performance, a key issue identified has been diagnosis of the repair when initially reported. Action has been taken and the repairs advisors have carried out job shadowing with contractor's supervisors to increase their technical knowledge in support of diagnosis.

INDEPENDENT LIVING

ID	KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
Mobile warden emergency call service									
	Average time (mins) for mobile warden to attend emergency alarm call	80	11.84	11.23	↑	**11.84**	12.0	13.0	■

HOMELESSNESS & TEMPORARY ACCOMMODATION

ID	KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
4	Average length of stay in Temporary Accommodation (TA) (weeks)	34	14.7	14.0	↑	**14.7**	12.0	13.0	■
	Number of duty hseholds in TA at period end	-	63	73	↔	**63**	55	60	■
5	Average days to make a homeless decision	44	22.3	29.9	↓	**22.3**	28	33	■

Homelessness decisions

Decision	2015/16 total	This quarter period total	2016/17 YTD total
Total number fully accepted with a duty to house	159	30	30
Total number eligible but duty rejected	50	14	14
Not eligible	1	0	0
Total decisions made	**210**	**44**	**44**
% of decisions made actually accepted	76%	68%	68%

Homelessness acceptance reasons

Primary reason	2015/16 total	2015/16 %	This quarter period total	2016/17 YTD total	2016/17 YTD %
Parents/relatives/friends eviction	40	25%	9	9	30%
Relationship breakdown (violent & non-violent)	44	28%	5	5	17%
Harassment/Violent associated persons	2	1%	1	1	3%
Mortgage arrears	0	0%	0	0	0%
Rent Arrears	4	3%	1	1	3%
Loss of private accommodation (AST)	35	22%	2	2	7%
Loss of other accommodation (non-secure occupancy)	27	17%	9	9	30%
Other reasons (emergency circumstances)	7	4%	3	3	10%
Total	159	100%	30	30	100%

Comments by exception

There has been an increase in households presenting to the team due to loss of private rented accommodation and parental evictions. There is also a relationship between these two causes – in a number of cases households are returning to the parental homes after being evicted from private rented accommodation and then are subsequently also evicted from the parental home. We are also seeing a higher number of single parents with small children being evicted from the parental home. We have also seen an increase in loss of accommodation with no security.

This increased case-load has the effect of lengthening decision making times, as staff resources become spread more thinly, whilst (in the case of family and other vulnerable households) increasing the demand on temporary accommodation.

We have seen a blockage with move on from temporary accommodation due to the high demand for accommodation and the lack of availability within the choice based lettings system and the private rented sector.

In addition we do have cases that we have acknowledged are not ready for independent living and have referred them to supported housing projects, such as Mike Mably House and the Small Steps scheme at the Foyer. We are reliant on spaces becoming available before we can move them on.

We are seeing an increase in parental evictions, this is due to families returning home after losing private rented accommodation, in addition there are single parents with children between ages 6months and 3years and the parents have now decided to ask them to leave.

HOUSING NEEDS REGISTER

COMBINED	Entitled to single/ couple accom.	Entitled to older person(s) accom	Entitled to 2 bed non-family accom	Entitled to 2 bed family accom	Entitled to 3 bed family accom	Entitled to 4+ bed family accom	Total:
Band A	19	14	0	4	2	1	40
Band B	33	94	19	45	37	13	241
Band C	45	17	6	132	79	18	297
Band D	657	25	3	81	175	15	956
Band E	63	167	9	12	7	1	259
Sum:	817	317	37	274	300	48	1793

	Entitled to single/ couple accom.	Entitled to older person(s) accom	Entitled to 2 bed non-family accom	Entitled to 2 bed family accom	Entitled to 3 bed family accom	Entitled to 4+ bed family accom	Total:
Total Home seekers	722	156	11	217	155	19	1280
Total Transfer	95	161	26	57	145	29	513

1.1.1. Average waiting time for rehousing applicants for 2016/17 YTD by property type

Type / Size	No. of Lets	Shortest wait	Longest wait	Average wait
Sheltered accomm.	40	14 days	3 years	10 months
Studio general needs	8	11 weeks	26 months	15 months
1-bed general needs	40	11 days	11 years	17 months
2-bed flat or maisonette	19	7 weeks	15 months	5 months
2-bed house	29	14 days	3 years	11 months
3-bed flat or maisonette	2	13 weeks	6 years	35 months
3-bed house	38	10 weeks	7 years	7 months
4-bed	1	20 months	20 months	20 months
5-bed	0			

CUSTOMER SATISFACTION

KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
New Tenant satisfaction survey								
Before being housed, satisfaction with how the Trust dealt with you and your application	12	100%	95%	↑	**100%**	90%	85%	🟩
After being offered a home, satisfaction with helpfulness of Trust staff	12	100%	95%	↔	**100%**	90%	85%	🟩
Satisfaction with the home being an acceptable standard	12	100%	91%	↑	**100%**	90%	85%	🟩

KPI	Qrtly num-ber	Qrtly KPI result	STAR 2014 result	Change from last STAR	KPI YTD	Target for Qrt2	On target	Target for Qrt4	Tolerance Qrt4
Pulse STAR survey (Customer satisfaction perception survey)									
Overall satisfaction with the Trust	428	82%	81%	↑	**82%**	81%	🟩	85%	83%
Satisfaction with views being listened to and acted upon	428	62%	60%	↑	**62%**	60%	🟩	68%	66%
Satisfaction with the ability of staff to deal with queries	428	77%	71%	↑	**77%**	71%	🟩	75%	73%
Satisfaction with the quality of the home	428	77%	79%	↓	**77%**	79%	🟥	83%	81%
Satisfaction with the repairs and maintenance service	428	72%	72%	↔	**72%**	72%	🟩	78%	76%
Satisfaction with the neighbourhood as a place to live	428	83%	84%	↓	**83%**	84%	🟥	88%	85%
Satisfaction with the rent providing value for money	428	77%	76%	↑	**77%**	76%	🟩	82%	80%

Comments on customer satisfaction

Satisfaction generally shows signs of improvement. There are two indicators which go against this trend: 'satisfaction with the quality of the home' and 'satisfaction with the neighbourhood as a place to live'.

'Satisfaction with the quality of the home' is the only indicator yet to stabilise or make progress and has yielded a number of comments about exterior decoration, requests for kitchen and bathroom refurbs and communal area concerns. All of these have been responded to individually.

'Satisfaction with the neighbourhood as a place to live' has attracted general comments about hedges, condition of roads and pathways, anti-social behaviour and public transport. Managers are working with Council colleagues to understand where and how this perception may be influenced in partnership.

More information will be submitted to subsequent committees.

CUSTOMER COMPLAINTS, COMPLIMENTS AND MEMBER ENQUIRIES

ID	KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target for YTD
COMPLAINTS - KPI for responding to complaints within target of 10 working days									
	% within target stage one	49	98.0%	90.71%	↑	**98.0%**	90%	85%	🟩
	% within target stage two and LGO	6	83.3%	95.6%	↔	**83.3%**	90%	85%	🟥
MEMBER ENQUIRIES - KPI for responding to member enquiries within target of 10 working days									
	% within target	64	90.6%	91.3%	↑	**90.6%**	90%	85%	🟩

Number received and closed

	2015/16 total	This quarter period total	2016/17 YTD total
CUSTOMER COMPLAINTS			
Number of cases received	307	60	60
Number of cases closed	343	55	55
Number of active cases at end of reporting period	26	31	-
MEMBER ENQUIRIES			
Number of cases received	200	75	75
Number of cases closed	246	64	64
Number of active cases at end of reporting period	30	43	-
CUSTOMER COMPLIMENTS			
Number of compliments received	156	35	35

Complaints and Member enquiries closed by service category

	Complaints		Member enquiries		TOTAL closed	
	No. 2016/17 YTD	% of grand total YTD	Number 2016/17 YTD	% of grand total YTD	Number 2016/17 YTD	% of grand total YTD
Responsive Maintenance	17	30.9%	24	37.5%	41	34.5%
Specialist Maintenance	21	38.2%	7	10.9%	28	23.5%
Planned Maintenance	7	12.7%	3	4.7%	10	8.4%
Maintenance sub-total	45	81.8%	34	53.1%	79	66.4%
Area Housing Management	4	7.3%	7	10.9%	11	9.2%
Housing Needs/HNR Application	3	5.5%	23	35.9%	26	21.8%
Community Development/ASB	0	0.0%	0	0.0%	0	0.0%
Rents, leasehold & RTB	0	0.0%	0	0.0%	0	0.0%
Welfare Services	3	5.5%	0	0.0%	3	2.5%
Operations sub-total	10	18.2%	30	46.9%	40	33.6%
Grand total	55	100.0%	64	100.0%	119	100.0%

Complaints closed by stage/level of complaint

	2015/16 total	This quarter period total	2016/17 YTD total
Stage one	326	49	49
Stage two	17	6	6
Stage LGO	0	0	0
Total	343	55	55

Nature of complaints closed by summarised service category

	2015/16 total	This quarter period total	2016/17 YTD total
Lack of service/service failure	81	42	42
Staff rude/ unhelpful	20	0	0
Treated unfairly/banding issues	42	5	5
Poor workmanship / quality	200	8	8
Not provided	0	0	
Total	343	55	55

Complaints feedback

ID	KPI	Qrtly volume/ number	Qrtly KPI result	KPI 12 mth move.av	→trend (12mths move.av)	KPI YTD	Target (YTD)	Toler-ance (YTD)	On Target YTD
Customer complaints satisfaction survey results									
	% found it easy to complain	18	77.8%	85.3%	↔	**77.8%**	80%	75%	■
	% happy with how the problem was resolved	18	55.6%	67.3%	↑	**55.6%**	80%	75%	■
	% happy with the way complaint was handled	18	61.1%	73.0%	↑	**61.1%**	80%	75%	■
	% felt treated fairly	18	72.2%	74.5%	↑	**72.2%**	80%	75%	■

Outcome of complaints

	YTD
Fully upheld	19
Partially upheld	15
Not upheld	35
Total	69

	YTD
% fully/partially upheld	49%
Number fully/partially upheld	34

Customer survey activity

	2015/16 total	This quarter period total	2016/17 YTD total
Number of customer satisfaction surveys received	85	18	18

Comments by exception

% of stage two complaints responded to within target is showing as 83.3%, below the target of 90%, due to one case out of the six being responded to five days after the expected date. The case involved a complexity of repair issues that have since been addressed.

Customer satisfaction feedback for three out of the four KPIs are showing lower than expected. Whilst it is pleasing to see a trend of improvement, the target is still some way off.

Overall, the number of surveys received are low and we need to improve this. The two key areas of concern expressed through customer feedback relate to communication and the customer feeling dissatisfied with being kept informed, and the time taken to address the customer's concerns. This continues to be a priority.

We note there is an even split between those complaints that are upheld and those that are not. This may account for the low satisfaction reading on the % happy with the way the complaint was resolved.

These concerns relate to a small number of the responsive repair cases closed in the period. This service has the highest volume of customer contact across the Trust and is a top priority service for customers. The team have closed a total of 41 complaints and member enquiries in this reporting period, retaining an acceptable response performance for the majority of cases.

In the previous quarter's report to Committee, it was indicated that, as part of the STAR survey action plan, an end-to-end review of the complaints process would be carried out and this has now been completed. A number of issues were identified from the review, the timeliness of dealing with complaints being one of them. An action plan has been written addressing all of the issues and the recommendations for improvement.