



HOUSING MANAGEMENT ADVISORY BOARD

To: Board Members Ali, Davis, Edwardes (Chair), Hudson, Mason, Riley (Vice-Chair), and Wright, Councillors Capleton, Draycott and Seaton (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Housing Management Advisory Board to be held in Committee Room 2, at the Council Offices, Southfields, Loughborough on Wednesday, 23rd March 2022 at 4.30 pm for the following business.



Chief Executive

Southfields
Loughborough

15th March 2022

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 3 - 8
To confirm the minutes of the meeting held on 12th January 2022.
3. DECLARATIONS OF INTEREST
All members will make a declaration at each meeting if they have an interest in any item of business on the agenda which would affect them more than tenants or residents of the ward(s) affected generally.
4. CUSTOMER ENGAGEMENT STRATEGY 2022-2025 9 - 22
A report of the Head of Landlord Services.

5. STAR SURVEY 2021 23 - 31
A report of the Head of Landlord Services.
6. DRAFT FENCING POLICY 32 - 40
A report of the Head of Landlord Services.
7. SHELTERED HOUSING REVIEW - VERBAL UPDATE
A verbal report of the Head of Strategic and Private Sector Housing.
8. PERFORMANCE INFORMATION PACK - QUARTER 3 2021-22 41 - 61
A report of the Head of Landlord Services.
9. QUESTIONS FROM MEMBERS OF THE BOARD
In accordance with the Board's decision members of the Board were asked in advance of this agenda being published whether they had any questions on matters within the remit of the Board that they wished to ask, for response at this meeting.

On this occasion no questions were submitted.
10. WORK PROGRAMME 62 - 65
A report of the Head of Landlord Services to enable the Board to review and agree its Work Programme, together with meeting dates for 2021/22.

For information further meetings of the Board are scheduled as follows in 2021/22:

Wednesday 11th May 2022 at 4.30pm
11. EXEMPT INFORMATION
It is recommended that members of the public be excluded from the meeting during the consideration of the following item on the grounds that it will involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
12. UPDATE ON FUTURE ARRANGEMENTS FOR THE DELIVERY OF PLANNED WORKS, VOIDS AND ASSOCIATED WORKS
An exempt report of the Head of Landlord Services circulated to members of the board. **To Follow.**

HOUSING MANAGEMENT ADVISORY BOARD 12TH JANUARY 2022

PRESENT: The Chair (Edwardes)
The Vice Chair (Riley)
Board Members Davis, Hudson, Mason,
Councillors Capleton, Draycott and Seaton

Councillor Poland – Cabinet Lead Member for
Public Housing

Head of Landlord Services
Group Accountant
Democratic Services Officer (NC)
Democratic Services Officer (EB)

APOLOGIES: Board Members Ali and Wright

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. She also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

31. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Board held on 10th November 2021 were confirmed as an accurate record.

Matters arising from the minutes:

- (i) It was clarified that the reserve for financing major repairs still existed.
- (ii) The Sheltered Housing Review and the Asset Management Strategy had been added to the work plan.
- (iii) A covering note had been produced regarding the bulky waste collection and circulated to the Board. It was further clarified that collections were paid for out of the Housing Revenue Account (HRA) and there was a separate contract for the clearance of internal areas, also paid out of the HRA.
- (iv) The email containing information on bulky waste collection that was circulated following the previous meeting would be re-circulated to the new Board Members.
- (v) Regarding the report from Savill's that reported that rents in Charnwood Borough Council housing were lower than the peer group, it was clarified that this meant that the Council did not have as much surplus as other Councils in the peer group too. It was further clarified that since the rent formula was set by central government, it was difficult to increase rents. It was added that if a council property became void then rents could be increased when re-let to meet a formula rent. It was added that one year

there had not been any increase in rents or council tax and this had a knock-on effect.

- (vi) It was clarified that CPI was set each September for the following financial year. September 2021 CPI was 3.1%.

Mr Philip Hudson joined the meeting during the discussion of this item.

32. DECLARATIONS OF INTEREST

No declarations of interest were made.

33. HOUSING CAPITAL PROGRAMME 2022-23

The Head of Landlord Services submitted a report for the Board to consider the housing capital programme for 2022-2023 (item 4 on the agenda).

The Head of Landlord Services gave an update as follows:

- (i) The report set out the approach to investment in the housing stock for the year.
- (ii) Under the Charnwood standard the Council replaces a kitchen every 20 years, a bathroom every 30 years, and a boiler every 15 years as a minimum. This approach would lead to peaks in the number of replacements needed each year as often replacements would be needed at the same time.
- (iii) There had been a backlog of work due to the impact of the national lockdowns, the high level of refusals for work, and the contract with Fortem Solutions Ltd concluding in 2021, limiting delivery. When this backlog was considered with the 2022/23 the programmes were too big to deliver within one year, as such there is a proposal to lower the delivery programme to the more manageable target of 200 kitchens and 200 bathrooms.
- (iv) Multiple contractors would be delivering the replacements. A tender had been put out for level access showers and adaptations and a tender for kitchens and bathrooms was being prepared to be put out.
- (v) In addition to improving existing homes, £1.5 million had been included in the programme to acquire more properties to meet housing need.
- (vi) Improvement of communal areas, installations of disabled adaptations and installation of fire-safety works were continuing.

The Head of Landlord Services noted a typographical error on page 13 of the report, the figure for the 2022/23 capital budget to deliver works should have read £9,244,000 rather than £9,214,200.

In response to questions the Board were informed that:

- (i). Bathrooms would be replaced every 30 years, whereas level-access showers would be replaced every 15 years typically due to degradation off the floor of the shower. If a shower over a bath broke, it would be replaced where necessary.
- (ii). It was clarified that the Stock Maximisation – Garages budget was to improve garage sites that were in poor condition i.e. re-roofing, in order to enable re-letting. Garages were under review regarding the use of the sites. Some sites

- were used well and unlikely suitable for development, however there were instances where issues such as replacement doors were needed. The sites would be subject to an assessment.
- (iii). An assessment on all doors was carried out by a contractor. Those in need of urgent replacement would be delivered first. It was expected that some doors that were functional but not to standard would be put into the programme down the line and approached on a priority basis.
 - (iv). Mobility scooter storage would be provided in general needs accommodation as well as sheltered accommodation.
 - (v). It was clarified that 'Water closet' referred to a toilet that was separate to a bathroom.
 - (vi). The Stock Condition Survey was planned for the coming year in order to update the system and to check the assumptions in the business plan. It was likely to be based on a 20% sample of properties, it was thought that a survey of around 1000 properties would be representative. When the survey was completed, the data would be fed into the systems. If the work needed was different to that in the 30-year plan then the plan would be amended.
 - (vii). It was possible that additional project management resources would be needed to coordinate the work of multiple contractors.

Action: Head of Landlord Services to confirm position on how to prevent issues on a property coinciding. Democratic Services Officer to send out note with minutes.

A query was raised by a tenant member of the Board regarding how the compatibility of the lifeline system would be affected by the replacement of front doors.

Action: Head of Landlord Services to discuss with member following the meeting.

The issue of the future of garages at Fielding Court was raised.

Action: Head of Landlord Services to consult with Head of Strategic and Private Sector Housing on the issue and feed back to the Board.

RESOLVED that the Board endorse the approach to delivering the 2022-23 2022/23 capital programme as set out in the report.

Reason

To improve the Council's housing stock, in line with the Charnwood and Decent Homes Standards, thus delivering the priorities set out in the Housing Revenue Account (HRA) Business Plan approved by Cabinet in September 2014.

34. HOUSING REVENUE ACCOUNT BUDGET CONSULTATION 2022-2023

The Head of Financial Services submitted a report to enable members of the Board to consider the 2022/23 budget before the final budget report goes to Cabinet in February 2022 (item 5 on the agenda).

The Group Accountant attended the meeting to assist with the discussion of this item and gave an update as follows:

- (i) The consultation covered the budget for the next financial year and covered how the revenue funded the capital programme.
- (ii) Overall there were no service pressures compared with previous years.
- (iii) Rent increases would be increased in line with government guidance.
- (iv) Based on the draft budget, £1.9 million would be taken out of the HRA financing fund to help finance the capital programme.
- (v) Previous year's surpluses were put into a separate reserve.
- (vi) It had been recommended that £110 per property was put into the working balances as a minimum level of reserve.

It was suggested that funds could be transferred from the General Revenue Budget to the HRA due to the general revenue fund making a profit from bulk waste collection.

The Head of Landlord Services clarified that there had been an increased cost in terms of estate maintenance, however, there had been no causal link proven between the increase in bulky waste collection and the increased costs. It was also unsure as to whether it was legally viable for the General Revenue Budget to fund the HRA.

Action: Group Accountant and Head of Landlord Services to consult with the Accountancy and Head of Cleansing and Open Spaces and report back to the Board.

It was clarified that four hours of bulky waste collection per week was paid for through the HRA in a contract with Serco.

Issues were raised by the Board concerning waste from Housing Association properties being dumped on Council land.

Action: Head of Landlord Services to contact Tenancy and Estates Manager to report on the issue.

Concern was raised about the impact of bulky waste charges on tenants on benefits and low incomes. It was noted that it was agreed by Cabinet that collection could be free in exceptional circumstances if the tenant could not afford it, however, concern was raised that this information was not readily available to tenants.

In response to a question from the Board it was clarified that:

- (i). The average weekly rent increase of 4.1% did not include service charges.
- (ii). Council tax recharged referred to tenants living in sheltered accommodation which were bed sits classed as one property rather than individual properties, as such one Council tax bill was paid, re-charged to those tenants only.
- (iii). The rates, rents and other charges referred largely to empty properties for which the HRA needed to pick up Council tax.

RESOLVED that the report be noted.

Reason

To acknowledge the Boards consideration of the matter.

The Group Accountant left the meeting during the discussion of this item.

35. QUESTIONS FROM MEMBERS OF THE BOARD

In accordance with the Board's decision at its meeting on 22nd March 2017 (HMAB Minute 24.1), members of the Board had been asked in advance of the agenda being published whether they had any questions on matters within the remit of the Board that they wished to ask, for response at this meeting.

On this occasion no questions had been submitted.

36. WORK PROGRAMME

The Board received a report of the Head of Landlord Services to enable the Board to agree its Work Programme (item 7 on the agenda).

Members of the Board could identify matters that they considered required looking at over the next few meetings of the Board, including any already listed on the Work Programme but not yet scheduled. Officers present could provide advice as to whether items might be appropriately considered at the time proposed.

Summary of discussion:

- (i) The possibility of adjusting age limits on lettings in order to better use stock had been added to the Work Programme under 'Re-designation of Stock.
- (ii) The STAR Survey was conducted every two years.
- (iii) The Fencing Policy had been considered by CHRF and as such could now be considered by HMAB.
- (iv) It was noted that the Work Programme for March 2022 was heavy.

Action: Democratic Services Officer to arrange meeting with Chair, Vice-Chair and Head of Landlord Services to discuss Work Programme.

RESOLVED that the Board's Work Programme be updated to reflect all decisions made above and earlier in the meeting.

Reasons

To ensure that the information in the Work Programme is up to date.

37. EXEMPT INFORMATION

It was resolved that members of the public be excluded from the meeting during the consideration of the item on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

At this point in the meeting the livestream was stopped.

38. UPDATE ON FUTURE ARRANGEMENTS FOR THE DELIVERY OF PLANNED WORKS, VOIDS AND ASSOCIATED WORKS

An exempt report of the Head of Landlord Services was considered (Exempt item 9 on the agenda).

A summary of the Board's discussion on this matter is provided in the exempt minute (Housing Management Advisory Board 38E. 2021/22).

NOTES:

1. No reference may be made to these minutes at the next meeting of Full Council unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Housing Management Advisory Board.

HOUSING MANAGEMENT ADVISORY BOARD**Report of the Head of Landlord Services**ITEM 4 CUSTOMER ENGAGEMENT STRATEGY 2022-20251. PURPOSE OF REPORT

To present the board with a draft customer engagement strategy that replaces the existing one.

2. ACTION REQUESTED

The board is requested to note, comment and recommend adoption of the proposed strategy subject to any agreed amendments and cabinet approval.

3. BACKGROUND

3.1 The existing customer engagement strategy was developed in 2017 as a four-year plan to develop and improve our structures on engagement, involvement and participation with and from our tenants and leaseholders.

3.2 The strategy set out four objectives and a four-year action plan to deliver on those objectives. The four objectives were:

- making it easier for our customers to engage us in ways and on issues that interest them;
- being more accountable for the services we deliver by empowering our residents to challenge us;
- to use customer feedback to improve our housing services and increase value for money; and
- to embed customer engagement in all our services.

3.3 Members of HMAB were given regular update reports on progress in carrying out the actions set out under the four objectives. The last report members received was for the 15 January 2020 meeting. The report stated that the outstanding actions in what was to be the final year of the strategy were on course to be carried out in the forthcoming year.

3.4 In March 2020 the coronavirus pandemic saw the first lockdown take place. One of areas of the landlord service to be affected significantly was customer engagement. All face-to-face meetings such as CHRF, the Senior Citizens' Forum and the

Leasehold Forum were discontinued. Annual events such as the September tenant networking event held in the town hall were cancelled. Consequently the customer engagement strategy itself was effectively suspended: virtually all planned events and actions could not be undertaken.

3.5 During 2021 engagement activities gradually resumed; and we are now in the fortunate position to be able to look forward to 2022 and beyond in terms of re-establishing all customer engagement activities as normal. It is appropriate, therefore, that we now review all our engagement activities and develop a new four-year strategy.

3.6 It goes without saying that the momentum that the customer engagement team built up throughout 2019 was unavoidably halted from the restrictions imposed upon how we had to deliver our services in response to the pandemic. In developing the new strategy we have had to take into account that we were not at the point we would have been in the development of the service had the pandemic not happened.

4. SUMMARY OF THE PROPOSED CUSTOEMR ENGAGEMENT STRATEGY 2022-2025

4.1 The proposed new strategy has retained the four original objectives in that they are still relevant to the engagement service.

4.2 The strategy very much centres itself around a four-year plan of actions. Those actions are, as far as possible, measurable, achievable, time-defined and focused on tangible, practical outcomes. When completed or put in place, they will enhance and improve the opportunities residents have to influence and shape our services and to hold us to account for the stewardship of their rent and service charges.

4.3 The proposed new strategy and action plan is attached as appendix 1 to this report.

5. CONSULTATION

5.1 The proposed strategy was discussed at CHRF on 2 March 2022. Various comments, observations and recommendations were made, some of which resulted in amendments being made to the strategy, for example, the inclusion of a glossary of terms and acronyms.

6. RECOMMENDATION

HMAB members are requested to note, comment upon and commend this strategy to be adopted by the council's cabinet, subject to any amendments being suggested and agreed.

Andrew Staton
Landlord Services Manager

5 March 2022

Customer Engagement Strategy 2022 – 2025

Charnwood Borough Council: Landlord Services

March 2022

Contents

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1. Our vision

Landlord Services will engage all of its tenant and leaseholder customers offering them a wide range of opportunities to work with us to scrutinise, improve and deliver excellent services.

2. Our priorities

2.1 Our customer engagement priorities are linked to two of the key themes in Charnwood Borough Council's corporate plan for 2020- 2024:

- Healthy communities.
- Your council.

2.2 Landlord Services is working in partnership with all other council services to fulfil all themes although our particular focus is on the above two themes as they apply to the council's tenants and leaseholders. These are reflected in the following four priorities we set for delivering our existing customer engagement strategy:

- **To make it easier for our customers to engage in ways and on matters that interest them.** We will offer a range of options and both traditional and technology-based channels of communication.
- **To be more accountable for the services we deliver** by empowering our residents to challenge us and to get involved in setting priorities.
- **To use customer feedback to improve our housing services and increase value for money.** We will systematically gather feedback from our customers and keep them informed about how their contributions have been used to drive continuous improvement.
- **To embed customer engagement in all our services.** We will ensure that our officers and contractors understand this is a shared responsibility.

3. Scope of our strategy

3.1 Our customer engagement strategy will ensure we meet our regulatory requirements by providing a range of opportunities for customers to influence and be involved in:

- decision-making about our housing related services, including setting of service standards and agreeing local offers for service delivery.
- developing housing-related policies and strategic priorities.
- scrutinising our performance and recommending how performance might be improved.

3.2 Customer engagement is about how we:

- ensure that our tenants and leaseholders are able to challenge and give their views on the housing services we deliver.
- inform and consult customers about changes to our housing services.
- get feedback from customers about our housing services.

3.3 This strategy is relevant to:

- our tenants and leaseholders.
- elected members.
- landlord services officers and contractors.
- housing applicants.

4. Customer engagement team achievements

The pandemic has been a challenging time for the customer engagement team to undertake many of its activities. There is one customer engagement officer who is managed by the principal officer for customer engagement and older persons' services within the landlord services team. Despite the restrictions during 2021 the customer engagement team achieved the following:

- Obtained computer equipment for involved tenants to enable them to engage in online meetings.
- Appointed new members to Housing Management Advisory Board (HMAB)
- Held online meetings with members of Charnwood Housing Residents' Forum (CHRF)
- Resumed meetings of the editorial panel

- Held the annual garden competition
- Reviewed and recommenced the tenant bid process and completed works suspended as a result of to the pandemic
- Supported projects and events through the community initiative fund and EEM community donations fund
- Worked closely with the council's communications team to provide updates and information through social media.
- Supported the council's response to the pandemic in providing assistance to residents and our local community.

5. Priorities for 2022-2025

5.1 The priorities that were set for the existing customer engagement strategy will not change in this new strategy; there will, however, be different actions to deliver on the objectives set under these priorities They will be revisited and updated as necessary during the life of this strategy.

Priority one: To make it easier for our customers to engage us in ways and on issues that interest them

We will:

- review and expand upon the structures of engagement and the menu of opportunities for tenants and leaseholders to engage in and develop ways for customers to get involved for short periods and more informally rather than having to make a long-term, formal commitment.
- provide ways for customers to ask questions, give us feedback and access information using their phones, tablets or computers. That will include developing our website and we will explore with our customers how they would like to use digital routes such as SMS text messaging, Facebook, Twitter, WhatsApp and/or other applications.

Priority two: To be more accountable for the services we deliver

We will:

- consult our customers on the kind of information they want from us, how often and how they would like it presented. We will continue to involve customers in designing the content and format of the information we provide
- empower customers to hold us to account by providing appropriate information, training, support and feedback

- develop and support a resident-led scrutiny process that will challenge our housing services and make recommendations for improvement
- commit to providing feedback and a response to our customers following their feedback and enquiries

Priority three: To use customer feedback to improve our housing services and increase value for money

We will:

- systematically gather feedback from our customers, using it to understand service weaknesses, identify good practice and provide transparency over value for money of our services
- develop a range of ways to gather feedback, including surveys, mystery shopping and formal and informal consultations
- produce a regular “You said, we did,” article for Your Homes Matter highlighting where customer feedback has made a difference to how we deliver our services

Priority four: To embed customer engagement in all our services

We will:

- Provide briefing sessions to councillors, to officers in all council services and to our contractors on the importance of engaging with the council’s tenants and leaseholders as part of delivering the council’s corporate plan. Agree with them how we will work together to meet our shared responsibility and deliver this strategy.
- Introduce core objectives and targets for customer engagement through personal development plans (or the equivalent) for all Landlord Services officers, including use of the tenant bids budget and EEM’s community donation fund. This could include attending events, such as the Tenant Network, or identifying tenant bid projects.

5.2 The detailed action plan to deliver on these priorities can be found in appendix B.

6. Delivering the strategy

We will deliver this strategy through implementing our customer engagement model and will measure and report on our performance. The action plan to deliver this strategy is attached as appendix B.

7. Customer engagement model

Our customer engagement model to support delivery of this strategy is illustrated in the diagram on page 6 as appendix A.

8. Key performance indicators

8.1 We will report on our performance against a set of indicators agreed with our customers. Regular reports will be made to HMAB and CHRF and to all customers in our annual report.

8.2 The current indicators are:

- The number of tenants and the number of leaseholders who are actively and regularly engaged with us
- The number of engaged customers who are members of minority and hard to reach groups
- The number of informal contacts made with customers in which some form of feedback is gathered
- The number of changes made as a result of customer engagement
- Any savings identified as a result of customer engagement.

Appendix A: The customer engagement model

**Shaping
(HMAB)**

- Designing service improvement
- Holding to account – systematic monitoring of performance information
- Can ask CHRF to scrutinise area of concern

Challenging (CHRF)

- Challenging the service to improve
- Developing customer involvement
- Sub-groups with different functions: to include scrutiny task and finish; Tenant Bids

**Influencing
(variety of routes)**

Senior
Citizens'
Forum

Community
Representatives

Leasehold
Surgeries

Customer
insight and
complaints

Estate
Walks

Appendix B

Customer engagement strategy 2022-25 action plan

Ref no.	Priority one: To make it easier for our customers to engage us in ways and on issues that interest them						
	Objective	Priority L/M/H	Milestones/How success will be measured	Progress	Lead	Target date	Status
1.1	Recommence the sheltered courts tenant meetings and senior citizens forum	H	<ul style="list-style-type: none"> Date of meetings set Representation from every court 		Principal officer/CEOs	March 2022	Open
1.2	Work with our communications team to ensure we use all methods of communication to reach a wider audience	H	Monitor hits on website and response to social media announcements		CEOs	May 2022	Open
1.3	Continue to hold the annual tenant garden competition	H	Measure number of entries		CEOs	July 2022	Open
1.4	Develop our website to include online applications for funding opportunities and a live calendar of engagement activities	H	Evidence of online forms completed		CEOs	December 2022	Open
1.5	Introduce more informal engagement activities to engage with our customers in their communities, such as estate action days and short-term activities	H	Estate walks scheduled for 2022		Principal officer/CEOs	April 2023	Open
1.6	Improve relationships with customers and communities by	M	<ul style="list-style-type: none"> Magazine articles in each addition of 		CEOs	April 2023	Open

	promoting our community funding opportunities, such as tenant bids, community initiatives fund and EEM community donations.		YHM, including “You said, we did” article. • Report to CHRF & HMAB on funding for the year				
1.7	Introduce a series of informal roadshows throughout the borough	M	Programme of road shows		CEOs	June 2023	Open
1.8	Recommence the annual tenant network event	M	Attendance numbers at event		CEOs	August 2023	Open
1.9	Explore with our customers how they can provide feedback and access information using digital routes through their tablets, phones or computers	M	Customer survey to identify preferred methods of contact and availability of devices and internet		CEOs	April 2024	Open
1.10	Review our “Have Your Say” leaflet to include all opportunities including an indication of time commitments and expected outcomes	H	Production of new leaflet		Principal officer/CEOs	May 2024	Open
Ref no.	Priority two: To be more accountable for the services we deliver						
	Objective	Priority L/M/H	Milestones/How success will be measured	Progress	Lead	Target date	Status
2.1	Promote the outcomes of customer engagement activity to all stakeholders emphasising the difference it has made	H	Report generated from TP Tracker for annual report		Principal officer/CEOs	October 2022	Open

2.2	Provide regular reports on complaints received and lessons learned	M	Article in YHM		LSM	October 2022	Open
2.3	Work with our editorial panel to improve the design, content and format of our literature	M	Copies of new materials produced		CEOs	March 2023	Open
2.4	Promote the outcomes of any grant funded activities	H	Articles in <i>Your Homes Matter</i>		CEOs	April 2023	Open
2.5	Develop a training programme for tenants to empower them to hold us to account	M	Record of number of tenants attending training		Principal officer/CEOs	December 2023	Open
2.6	Develop and support a tenant-led scrutiny process to challenge our services and recommend improvements	M	<ul style="list-style-type: none"> Recruitment of scrutiny panel members Training of scrutiny panel members Scrutiny report and suggested actions 		CEOs	June 2024	Open
Priority three: To be use customer feedback to improve our housing services and increase value for money							
Ref no.	Objective	Priority L/M/H	Milestones/measure of success	Progress	Lead	Target date	Status
3.1	Recruit and train communal cleaning inspectors	H	<ul style="list-style-type: none"> Article in <i>YHM</i> spring edition 2022 Recruitment and training of a minimum of 		CEOs	December 2022	Open

			twelve tenant inspectors				
3.2	Use the feedback from our STAR survey to understand service weaknesses and implement improvements	H	All SMT to provide input in to "You said, we did" article for YHM on changes to their service areas		SMT	April 2023	Open
3.3	Complete the impact assessment stage of the grant funded processes for tenant bids, EEM donations and community initiative funds to ensure they deliver value for money	M	Impact assessments to be completed following each grant or bid completed		CEOs	April 2023	Open
3.4	Use our TP Tracker software to produce reports on the cost and outcomes of customer engagement to ensure we are providing value for money	M	Feedback report to be included in annual report		CEOs	October 2023	Open
3.5	Introduce a mystery shopping process to gather feedback and make recommendations for areas for improvement	M	<ul style="list-style-type: none"> Recruitment of mystery shopper Training of mystery shoppers Mystery shopping feedback report and suggested improvements 		CEOs	September 2024	Open

Ref no.	Priority four: To embed customer engagement in all our services						
	Objective	Priority L/M/H	Milestones/measurements of success	Progress	Lead	Target date	Status
4.1	Use the tenant bids budget effectively and in accordance with the new revised procedures	H	Report to HMAB & CHRF, including impact assessments		Principal officer/CEOs	Each financial year	Open
4.2	Use EEMs' community donation fund in accordance with the new revised procedures	H	Report to HMAB & CHRF, including impact assessments		Principal officer/CEOs	Each financial year	Open
4.3	Customer engagement officers to regularly attend team meetings to facilitate cross-team working across all landlord services and support teams to promote engagement in all our services	M	Evidence of attendance at team meetings		Principal officer/CEOs	January 2023	Open
4.4	Introduce core objectives and targets in individuals' appraisals for customer engagement for all landlord services staff	M	SMT to identify achievable targets for their teams		SMT	April 2024	Open

Glossary

CHRF – Charnwood Housing Residents' Forum

EEM – a framework organisation used by the council to procure contracts

HMAB – Housing Management Advisory Board

SMT - Senior Management Team (managers from all areas of Landlord Services)

STAR survey – a nationally recognised survey to gather customer satisfaction feedback from tenants

HOUSING MANAGEMENT ADVISORY BOARD

Report of the Head of Landlord Services

Item 5

STAR SURVEY 2021

1. Purpose of report

To consider the results of the STAR survey at Appendix 1, and the actions in progress and proposed to support greater satisfaction with services.

2. Recommendation

That the Board notes and comments on the STAR survey and the actions in progress and proposed to support greater satisfaction with services.

3. Background

Approximately every two years, in line with best practice, the Council undertakes a survey focussed on tenants' perception of the housing service. The last survey was conducted in 2018, a copy of which can be found on the Council's website. Several actions / service improvements were linked to the findings of the 2018 survey. Progress on these items can be found at Appendix 2.

The 2021 survey was conducted later than planned due to the pandemic.

4. Identified Areas of Service / Performance Focus

The survey identifies a drop in tenant satisfaction with the overall housing service provided. The following areas of service / performance focus have been identified as likely to have had a bearing on satisfaction. Improvements in progress, planned, or proposed are identified.

4.1 Area of Focus - Quality of Home and Planned Investment

Key driver analysis contained on page 16 of the report identifies that where tenants are satisfied with the quality of their home, they are likely to be more satisfied overall with the overall housing service provided.

Planned programmes, including those for kitchen and bathroom replacement programmes, have not been delivered. Delivery in 2021/22 has been limited due to the contract with Fortem Solutions Ltd coming to an end, compounded by the previous year of limited delivery due to Covid-19-related issues.

It is reasonable to conclude that where part of the service is not delivered, the level of satisfaction will drop.

It is therefore likely the recommencement of planned investment in 2022 will support an improvement in the level of satisfaction. Customers awaiting works have been

kept updated, and the Board receives a regular update on the procurement process for new contractors.

Actions

- Recommencement of planned maintenance services.
- Press releases including electronic communications / articles in the tenants' magazine as contractors are appointed.
- Further correspondence with customers expecting works.

4.2 Area of Focus - Listening to Residents' Views and Acting Upon them

The report identifies around a quarter (24%) of tenants are dissatisfied with this measure.

Several improvements to customer engagement activities took place as a direct result of the last STAR survey. These are detailed at Appendix 2. In 2020 customer engagement services were involved in supporting the Council's response to the pandemic, particularly at sheltered accommodation

An updated Customer Engagement Strategy features elsewhere on the agenda for this meeting. A second Customer Engagement Officer post is currently being recruited to. The level of resource will therefore be increased to deliver the updated strategy.

The report identifies those tenants whose contact preference is either email or online are the least satisfied with this measure, which may indicate that tenants feel that views given over a digital platform are not heard the same as those given through traditional methods. The draft new Customer Engagement Strategy has a focus on providing more digital routes for customer feedback. The Council's Scrutiny Committee is currently exploring the concept of an online customer portal. If implemented, this may support improved perception that the Council is easy to deal with.

It is likely delays in planned investment also have a bearing on this measure i.e., where a service requested (or expected) is not delivered, the customer may conclude they have not been listened to.

Actions

- Communication and delivery of Customer Engagement Strategy.
- Consideration of implementation of customer portal.

4.3 Area of Focus - Anti-Social Behaviour Services

Those who have contacted the Council with an ASB complaint in the last 12 months are significantly less likely to be satisfied with the overall services provided compared to those who have not made an ASB complaint (58% cf. 79%).

An organisational review of ASB services is nearing completion. The tenant editorial panel has been involved in the development of website information.

It is proposed the Board considers a report at a future meeting on the changes made, which have been based on customer feedback.

Actions

- Delivery of ASB review.
- Communication of new processes arising from the review of ASB.

4.4 - Area of Focus Neighbourhoods and Safety and Security

Satisfaction with neighbourhood was lowest amongst those in Loughborough Southfields (64%) and Loughborough Hastings, Loughborough Lymington (67%). These areas cover the town centre. Estate walks with residents and Councillors are currently being re-introduced having stopped due to the pandemic. Customer engagement estate-based activities will be prioritised in these areas.

Those in Thurmaston are significantly less likely (62%) to feel the Council provides a home that is safe and secure compared to the other areas. Further interrogation of the data, and potentially some further research with tenants and other stakeholders will take place to better understand this dynamic.

Actions

- Customer engagement estate activities to be prioritised in areas where satisfaction is lowest. Appropriate communications to be issued capturing outcomes.
- Further investigation to take place in respect of the results relating to tenants in Thurmaston and their sense of safety and security with their home.

4.5 - Area of Focus - Rent Value for Money

The Council's rents are currently significantly lower than comparable authorities in its HRA Business Plan benchmarking group. The quality of services will have a (likely more) significant bearing on this indicator. It is proposed that an article about rent payments and the services funded, including benchmarking information, be included in the tenants' magazine, both hard copy and online.

Action

- Article in the tenants' magazine, both hard copy and online, setting out detail around the services funded, and benchmarking information.

4.6 - Repairs and Maintenance

Positively, customer perception of the attitude of workers is identified as 93%. Perceptions were lowest regarding the time taken before work starts where 77% are satisfied with this measure. Responsive repairs delivery was paused several times over the life of the pandemic.

System developments are currently in progress in the repairs section with a view to tracking the completion of repairs which go beyond their planned completion dates. Currently, performance data is based on completed repairs. This development will provide the opportunity for enhanced tracking of repairs and analysis.

Whether the repair is completed "right first time" has a significant bearing on the customer perception of the service. The data will be interrogated with a view to identifying improvements.

Action

- Introduction of enhanced performance reporting for repairs not completed, and the identification of improvements.
- Review of Right First-Time data to identify improvements.

5. Specific Areas of Consultation / Communication of Results of Survey

Several locally service-specific questions were asked of tenants, to inform service delivery. The findings are below.

Rent Payment Pattern - Tenants were asked whether they would be in favour of the council changing to rent being charged every week of the year, giving up the 'rent-free' weeks but having a lower weekly rent instead. 60% of residents were in favour of the existing pattern of rent payments, compared to 40% of residents expressing a preference for rent to be charged each week at a lower rate. No change to the current arrangement is therefore proposed.

Communal Cleaning Improvements - Tenants were asked whether they would be prepared to pay for enhancements to the communal cleaning scheme. Over half (54%) did however express not having a desire to pay more for the cleaning service with any of the improvements identified. No change to the current arrangement is therefore

proposed beyond the new use of scrubbing machines (rather than mopping) to reduce residual water and the risk of harm caused by a person slipping.

Priorities for Investment - When asked what future improvements tenants would like to see the council prioritise, building or acquiring more housing for people (46%), investment in sheltered accommodation (43%) and replacing kitchens, bathrooms, and heating systems more frequently (42%) were the most popular. This information will be used to inform the updated Asset Management Strategy scheduled to be brought forward later this year.

Delivery of face-to-face services - 83% of tenants feel that it is important to be able to come to the council offices in the future without an appointment to see a member for the landlord services team. Walk-in appointments at the Council offices will continue to be available for Landlord Services customers.

Actions

- Update and communicate Asset Management Strategy and HRA Business Plan based on tenant priorities. Issue appropriate communications to inform tenants of plans.
- Article in the tenants' magazine setting out the results of the STAR survey, and particularly the areas consulted on and the actions to be taken, therefore.

6. Context and 2023 Survey

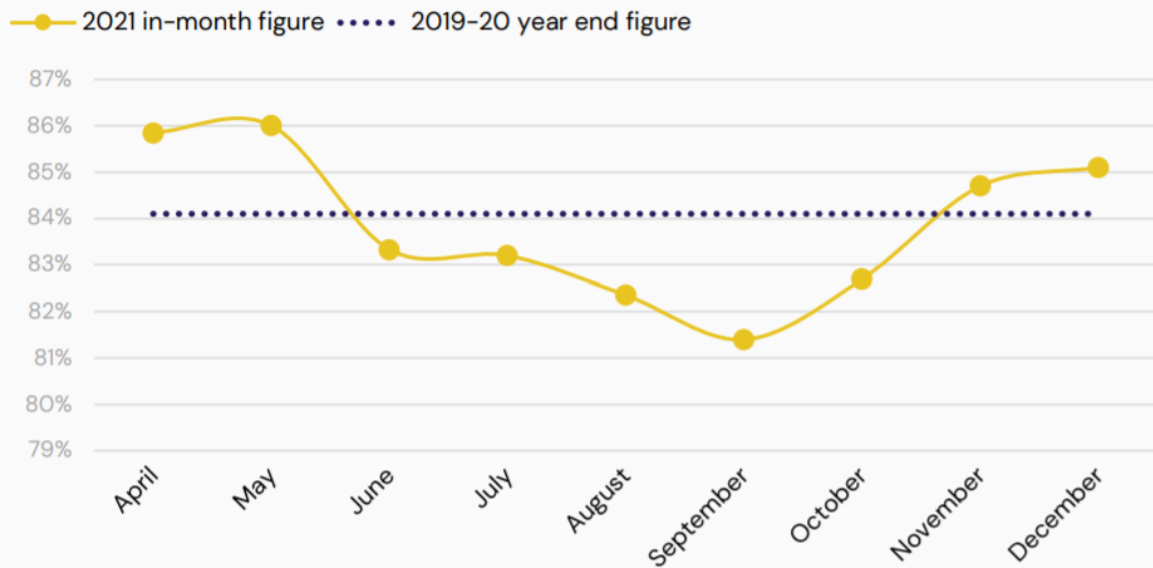
As stated, the hiatus in delivery of planned investment has likely had a significant bearing on the results of the survey, compounded by pressures on services due to the pandemic.

The Council conducted the bulk of its survey in September and October 2021. The Council is a member of Housemark and receives regular benchmarking information. Some landlords submit satisfaction data to Housemark on a monthly basis. The data from those landlords submitting monthly data indicates that satisfaction results were lowest for tenants over these months. The commentary in the extract from a recent Housemark report correlates with the notion that repairs and maintenance services have been under pressure. Housemark data also tells us that average satisfaction levels initially increased in 2020 when the pandemic first hit and the nation had a sense of pulling together, however by the Summer of 2021 average satisfaction levels started to dip compared to pre-pandemic levels, likely due to the impact of disrupted services.

It is proposed a new STAR survey be undertaken in 2023 and that the HMAB monitor the action plan arising from this report.

Where landlords carried out monthly STAR surveys in November and December, we found a 0.6 percentage point drop in satisfaction rates compared to November. This suggests that services are still under considerable pressure through continued shortages of labour and materials – as highlighted in previous Monthly Pulse reports.

Satisfaction with the service the landlord provides



Source: Housemark (2022) (www.housemark.co.uk)

Actions

- Plan for and undertake STAR survey in 2023.
- HMAB to monitor implementation of the action plan arising from this report.

Officer to contact:

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Head of Landlord Services
Peter.oliver@charnwood.gov.uk
01509 634666

Appendix 1 - STAR Survey

Attached as separate document.

Appendix 2 - Actions Identified from 2018 STAR Survey

Action Identified	Progress	Progress RAG
<p>A review of our customer engagement/tenant involvement strategy, including an expansion of the opportunities tenants have to become involved in decisions that affect them, and service delivery and scrutiny through a new 'menu of involvement' is already well advanced and seeks to address the clear findings of the survey that we need to improve the way in which we communicate to our tenants, the opportunities for them to become involved and to influence the services for which they pay us to provide and the extent to which they think we take their views into account when making decisions that affect them;</p>	<p>This item was completed in 2019. A new menu of involvement was completed and promoted. Subsequent delivery of involvement activities was hampered by the pandemic.</p>	<p style="background-color: #92d050;"></p>
<p>A review of the tenants' magazine both in its format and its content to make it more appealing to read and to have content that is tenant-focused and tenant-produced. That review will also include the setting-up of an editorial panel involving tenants;</p>	<p>This item was completed in 2019, and the tenants editorial panel, continues to operate.</p>	<p style="background-color: #92d050;"></p>
<p>a review of how we demonstrate that we have listened to tenants' views and taken them into account in our decision making;</p>	<p><i>A you said, we did</i> section has been included in the tenants' magazine, containing information around learning implemented from analysis of complaints</p>	<p style="background-color: #92d050;"></p>
<p>The implementation of a communal cleaning service for [general needs] tenants living in blocks of flats with shared internal areas, the cost of which will be recovered through a service charge;</p>	<p>The service was consulted on, introduced in early 2020, and continues.</p>	<p style="background-color: #92d050;"></p>
<p>A review of our anti-social behaviour procedures in order to try to improve the time it takes to resolve an ASB case;</p>	<p>Work commenced on this item, however, has been subsumed into a wider review of ASB which is currently in progress, and due to conclude, with new processes implemented from 1st April 2022. The timeline was impacted by the pandemic.</p>	<p style="background-color: #ffc000;"></p>

A review of our approach to the provision of fencing at individual properties.

A new policy has been developed in consultation with the CHRF.



HOUSING MANAGEMENT ADVISORY BOARD

Report of the Head of Landlord Services

ITEM 6

DRAFT FENCING POLICY

1. PURPOSE OF REPORT

To present the board with a draft policy that sets out the council's position as landlord in respect of its provision and maintenance of boundary structures such as fences, hedges and walls.

2. ACTION REQUESTED

The board is requested to note, comment upon, and endorse the policy.

3. BACKGROUND

3.1 As landlord of approximately five and a half thousand dwellings the council owns a variety of boundaries, including:

- boundaries between tenanted properties (e.g. a dividing fence);
- boundaries between a tenanted property and a public highway (e.g. a front garden wall or hedge);
- boundaries between tenanted properties and other council-owned land (e.g. a rear boundary backing on to a garage site);
- boundaries between tenanted properties and privately-owned property (e.g. with a property bought under the right to buy, be that freehold or leasehold).

3.2 While Land Registry records might (but are not guaranteed to) provide certainty over the ownership of a particular boundary they do not define the relationship between landlord and tenant in terms of provision and maintenance.

3.3 The existing tenancy agreement is silent on boundary provision and maintenance. That, together with the absence of a policy statement has always run the risk of creating inconsistency in making decisions on boundary matters and disputes and uncertainty over the council's position as landlord. This draft policy aims to set out a comprehensive and a clear position.

3.4 The new tenancy agreement states that maintenance of boundaries dividing the tenant's property with another will be governed by the council's fencing and boundary policy.

4. POLICY SUMMARY

4.1 The draft policy is attached as appendix 1 to this report.

- 4.2 In summary, the policy sets out clearly in tabular form the landlord's position on a comprehensive range of situations involving boundaries and covers both the provision of a boundary where none exists and the maintenance of it once provided and the continuing maintenance of existing boundaries.
- 4.3 While it is preferable to be as clear and unambiguous as possible in policy statements it has to be conceded that there will always be situations where the individual's circumstances may require a different approach to be taken and a decision being made that is not in line with the policy. Section 4.3 of the policy statement sets out those circumstances where a different approach might be called for; it also states that each case will be considered on its own merits.
- 4.4 The remainder of section 4 of the policy statement sets out miscellaneous details over various aspects of boundary maintenance including permissions for tenants installing boundaries, circumstance where the council may remove boundaries and the tenant's obligations upon tenancy termination.

5. CONSULTATION

- 5.1 Consultation has taken place both internally and with Charnwood Housing Residents' Forum (CHRF). The policy as attached to this report has been amended as a result of the CHRF consultation comments and recommendations in respect of:
- disputes between tenants over boundary maintenance responsibilities; and
 - the maintenance of boundaries dividing tenants' properties with other council-owned land such as a garage site.
- 5.2 CHRF's comments led to a reconsideration of the policy generally in terms of the maintenance responsibilities between landlord and tenant. From this, several changes were made in the table in section 4 of the policy where responsibility has been changed from tenant to landlord.
- 5.3 A draft equality impact assessment has been carried out on this draft policy and has concluded that there are no adverse effects on protected groups but a positive effect on disabled people, people who are survivors of domestic abuse, and victims of anti-social behaviour by virtue of the provisions contained in section 4.3 of the draft policy.

6. RECOMMENDATION

HMAB members are requested to note, comment upon and endorse the report, subject to any agreed amendments being made

Andrew Staton/Debbie Bartlett

Landlord Services Manager/Repairs and Investment Manager

8 February 2022

Charnwood Borough Council

Fencing and Boundary Policy

2022-2026

1. Policy objectives

The objectives of this policy are as follows:

- To set out clearly the obligations of both Charnwood Borough Council and its tenants and leaseholders in respect of fencing and boundaries at tenanted properties and communal areas.
- To provide a framework by which a consistent application of the council's position on boundary responsibilities can be practised by staff.
- To provide a means by which disputes can be resolved through the application of this policy.

2. Scope of this policy

This policy will be applied to all rented dwellings owned by the council and tenants living in them.

3. Terms used in this policy

Throughout this document the term boundary structure is used to describe man-made and living structures that separate one property from another, including walls, timber fences, and hedges.

4. Policy statement

- 4.1 The installation and maintenance responsibilities of the council and its tenants are set out in the below table.

Boundary	Scenario	Boundary structure ownership/Maintenance responsibility
Back garden - between two tenanted properties (front/back; side/side etc.)	At void there is no boundary structure.	The council will mark the boundary using four-foot/1.2m chain-link fencing with concrete posts and, in respect of adjoining properties, a six-foot/1.8m-square timber privacy screen along the line of the party wall at the rear of the property. Thereafter the maintenance will fall to the tenants either side of the two properties' dividing fence.

	Original CBC-provided fence (including post and wire/chain-link)/hedge/wall / etc. and its maintenance.	The maintenance will fall to the tenants either side of the two properties' dividing boundary.
	Tenant-erected boundary structure.	Maintenance will fall to the tenant who has erected the boundary structure.
	No boundary structure present	The council will mark the boundary using four-foot/1.2m chain-link fencing with concrete posts and, in respect of adjoining properties, a six-foot/1.8m-square timber privacy screen along the line of the party wall at the rear of the property. Thereafter the maintenance will fall to the tenants either side of the two properties' dividing fence.
Between tenanted property and public highway/footpath	Front garden: no boundary structure.	Tenant's responsibility. The council will generally not install a front garden fence.
	Front garden: existing boundary structure.	Tenant's responsibility.
	Side and rear of property: no boundary structure.	A fence will be erected by the council, that is appropriate to the context and any planning restrictions in place. Thereafter the maintenance will fall to the tenant.
	Side and rear of property: existing boundary structure.	Tenant's responsibility.
Between tenanted property and garage site / field / commercial	Side and rear of property no	A fence will be erected by the council, that is appropriate to the context and any planning restrictions

premises / open land etc.	boundary structure	in place. The council will maintain this structure.
	Existing boundary structure.	The council will maintain the boundary structure.
Between tenanted property and another privately-owned property: title not proven / or another privately-owned property: title belonging to CBC	Side and rear of property no boundary structure.	The council will mark the boundary using four-foot/1.2m chain-link fencing with concrete posts and, in respect of adjoining properties, a six-foot/1.8m-square timber privacy screen along the line of the party wall at the rear of the property. Thereafter the maintenance will fall to the tenant.
	Side and rear of property - existing boundary structure.	Tenant's responsibility.
Fencing and gates in communal areas	N/A	The council will maintain this boundary structure.
Gates at tenanted property	Front, side, and back.	Tenant's responsibility. The council will generally not install or maintain gates.

4.2 Generally, where the council determines it is responsible for demarking a boundary a four-foot/1.2m chain-link fence with concrete posts will be installed. Where this is not appropriate (for example where the property adjoins a garage site or similar) an alternative type of fence that is suitable to the context will be installed. The council retains the exclusive right to determine the type of fence or nature of boundary structure installed.

4.3 The following considerations will be taken into account in the context of the table above:

- The council will consider each case involving a boundary on its merits;
- There may be instances where the council will consider installing a fence / gate outside the parameters set out in the above table, including where:

- a recommendation has been received from an occupational therapist;
 - recommended by the council's anti-social behaviour team to improve security where there is a risk of serious anti-social behaviour or harm (such as domestic abuse);
 - it is contractually bound to do so.
- Tenants are responsible for the safe enclosure of any pets to prevent escape onto neighbouring properties;
 - Where fencing works on communal areas will cost more than £250 per leasehold flat, CBC will consult leaseholders in line with its statutory obligations under section 20 of the Landlord and Tenant Act 1985 (as amended by the Commonhold and Leasehold Reform Act 2002).

4.4 In respect of boundary alterations:

- Prior written permission, requested in writing, must be obtained from CBC before a tenant alters a boundary structure. This includes the taking down, alteration of, and installation of fences, hedges, and walls.
- It is the tenant's responsibility to ensure all other necessary approvals, for example, planning permission and/or Building Regulations are in place. The specification and standard for the works must be agreed with CBC prior to the work starting.

4.5 The council reserves the right to remove fencing or boundaries and recharge works to the tenant where the fencing or boundary is not deemed acceptable or is unsafe or where deliberate damage of the structure has taken place. Any new boundary or fencing to be erected must give due consideration to the setting, appearance and style of the surrounding environment. If any boundary or fencing that does not fit its surrounding CBC reserves the right to remove it and recharge the tenant for the costs of this work.

4.6 Boundary structures installed by the tenant will be maintained by the tenant with no obligation to the council to maintain, repair or replace.

4.7 At the end of a tenancy:

- The council will be obliged to remove any fencing or other boundary structure that is found to be in a damaged, unsatisfactory, or unsafe condition. These works will be recharged to the former tenant(s) in line with CBC's recharge policy. A member of the repairs & maintenance team will discuss this with the tenant during the pre-void inspection visit;
- Any natural boundary hedging exceeding 5'3" (1.6m) at the front of the property and/or 6'6" (2m) at the rear of the property and /or dividing boundaries at the end of a tenancy will be cut by CBC and the cost of this work will be recharged to outgoing tenant(s). A member of the repairs & maintenance team will inform the tenant(s) of the recharge at the pre-void inspection visit. This applies to a tenanted property and not a void property.

5. Equalities and diversity

See attached equality impact assessment.

6. Other policies affected by and affecting this policy

This policy should be read and applied in conjunction with the following:

- Tenancy agreements, secure/introductory; non-secure and licences;
- Individual leases;
- Repairs policy;
- Charnwood fit-to-let standard;
- Commonhold & Leasehold Reform Act 2002 (as amended).

Title:	Fencing and boundary policy
Author(s):	Debbie Bartlett
Version dated:	27 January 2022
Status – draft or final:	Draft
Parties to be consulted:	SMT CHRF HMAB
Consultation period:	
Date approved:	
Review date:	April 2025
Review to be carried out by:	Repairs and Investment Manager

Housing Management Advisory Board

23 March 2022

Performance information pack
QUARTER 3 2021-2022

Landlord services performance

Anti-social behaviour information relating to the council's housing stock

Compliance performance (fire safety etc.)

HOUSING MANAGEMENT ADVISORY BOARD

Report of the Head of Landlord Services

Item 8 LANDLORD SERVICES PERFORMANCE

Purpose of report

To consider performance at the end of quarter 3, 2021-2022, October to December 2021.

Recommendation

The board is asked to note and comment on performance for the third quarter of 2021-2022.

Targets met or within tolerance levels (performance is within 5% of the target)

(a) Repairs

Description	Target	Performance Q3
% Emergency repairs completed within 24 hours	100%	99.96% 2,562/2,563
% Responsive repairs for which appointments are made and kept	98.58%	99.29% 4,465/4,497
% Responsive repairs which are completed 'right first time'	96%	99.82% 5,015/5,024
% Urgent repairs completed on time	97%	95.30% 1,581/1,659

Note: The timescales that apply to the different categories of repairs are:

Emergency repairs – 24 hours

Urgent repairs – 5 days

Routine repairs – 28 days

(b) Gas servicing

Description	Target	Performance Q3
% Properties with a valid gas safety certificate	100%	97.7% 5,064/5,183

(c) Rent collection

Description	Target	Performance Q3
% Rent collected (including rent arrears brought forward)	94.55%	94.59%

(d) Tenancy management

Description	Target	Performance Q3
% New tenancies sustained over twelve months	95%	99.55% 221/222
% New tenancy visits completed on target	95%	96.07% 171/178

(e) Supported housing

Description	Target	Performance Q3
% Support plans agreed with sheltered tenants/reviewed within time	100%	99.72% 716/718

(f) Customer satisfaction

Description	Target	Performance Q3
% Tenants satisfied with responsive repairs (overall)	97.4%	98.29% 517/526
% Tenants satisfied with the time taken to complete the repair	97.60%	98.29% 517/526
% Tenants satisfied that the operative arrived on time	98.57%	99.62% 524/526
% Residents satisfied with Decent Homes work	95%	N/A
% Residents satisfied with the time taken to complete the Decent Homes work	95%	N/A
% Lifeline customers satisfied with the way their alarm call was dealt with	99.50%	100% 163/163

(g) Rent arrears and universal credit

The arrears and universal credit performance indicators for quarter 3 2021-2022 are attached in **appendix 1**.

Targets not met within a 5% tolerance

(a) Repairs

Description	Target	Performance Q3
% Routine repairs completed on time	97.00%	82.67% 2,385/2,885
% Responsive repairs completed within timescales	97%	91.57% 6,508/7,107
Average number of days taken to carry out standard re-let repairs	14 days	19.20 days

Commentary:

The repairs section is working through the backlog that remains outstanding from when the section was dealing with emergency repairs only . It has been compounded by a number of vacancies that have not been filled owing to a lack of response to our last recruitment campaign which we will be running again .The void times have extended owing to the backfilling by the voids team to assist the responsive repairs team.

(b) ASB

Description	Target	Performance Q3
% ASB complainants satisfied with the way their case was dealt with	86.00%	72.73% 10/13

Commentary:

The majority of cases closed have been cases where a new report has been made and the details added to the master record therefore a survey would not be appropriate as the ASB is continuing and so there is still a live case. The number of surveys carried out in quarter 3 was low and so affects the satisfaction percentage rate significantly.

(c) Rent arrears percentage of annual rent debit

Description	Target	Performance Q3
Rent arrears of current tenants as a percentage of the annual rent debit rent debit	3.24% EOY	3.59%

Commentary:

The target above is for the end of the year and, at the time of writing this report, we are cautiously optimistic that the target will be met.

(d) Complaints

Description	Target	Performance Q3
% Complaints responded to within timescales (stages 0 and 1)	95%	85.30% 325/381

Commentary:

Staff vacancies and workload/capacity have resulted in some response targets not being met. The business support team is helping investigating officers keep track of response deadlines and meetings with those officers are also held to monitor adherence to those deadlines.

Officers to contact: Deborah Bartlett
Repairs and Investment Manager
deborah.bartlett@charnwood.gov.uk
01509 634501

Andrew Staton
Landlord Services Manager
andrew.staton@charnwood.gov.uk
01509 634608

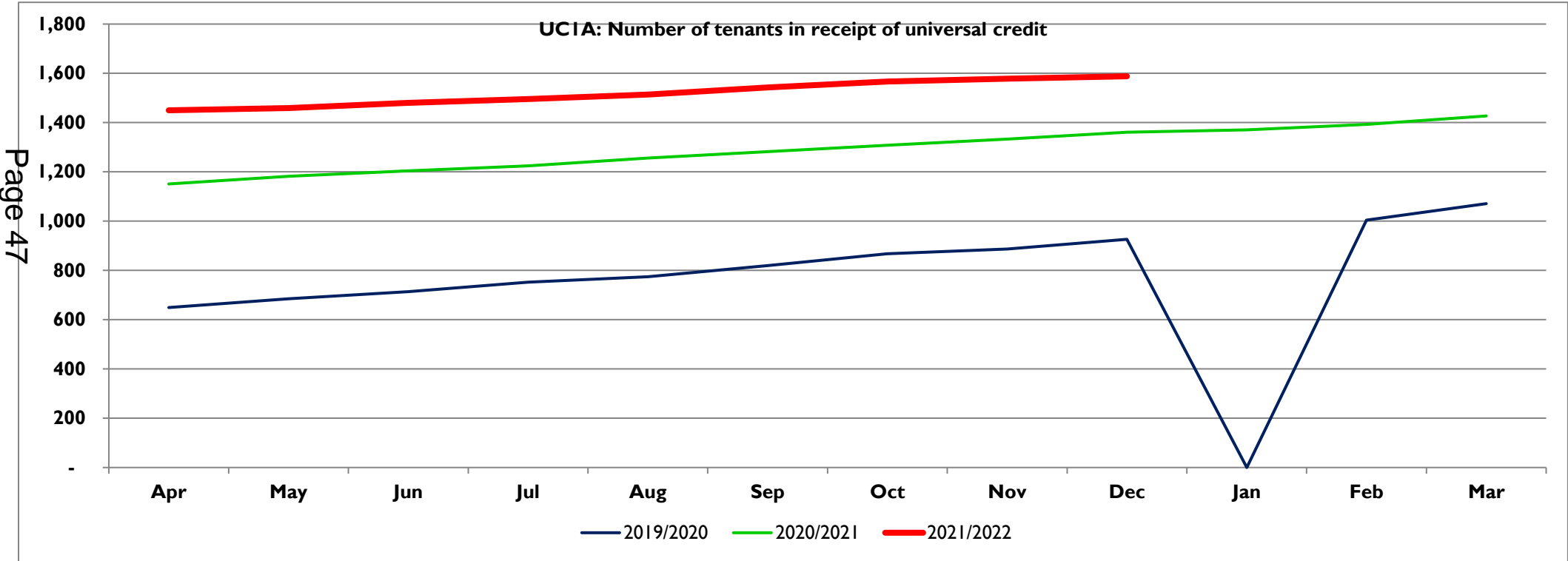
APPENDIX 1: RENT ARREARS AND UNIVERSAL CREDIT

Q3: October – December 2021: Landlord services – rent arrears and universal credit performance indicators

KPI ref	Description	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
UC1A	Number of tenants in receipt of universal credit	1,588	1,543	1,480	1,427
UC1B	Percentage of tenants in receipt of universal credit and who are in arrears	56.9%	59.9%	58.9%	59.6%
UC1C	Total arrears of tenants in receipt of universal credit and who are in arrears	£506,974	£499,437	£479,363	£545,701
UC1D	Average debt of tenants in receipt of universal credit and who are in arrears	£561	£540	£550	£641
UC2A	Number of tenants not in receipt of universal credit	3,631	3,673	3,742	3,835
UC2B	Percentage of tenants not in receipt of universal credit and in arrears	21.5%	26.0%	25.5%	12.7%
UC2C	Non-UC arrears	£235,072	£251,726	£255,020	£95,418
UC2D	Average debt of tenants not in receipt of UC and who are in arrears	£324	£264	£267	£196

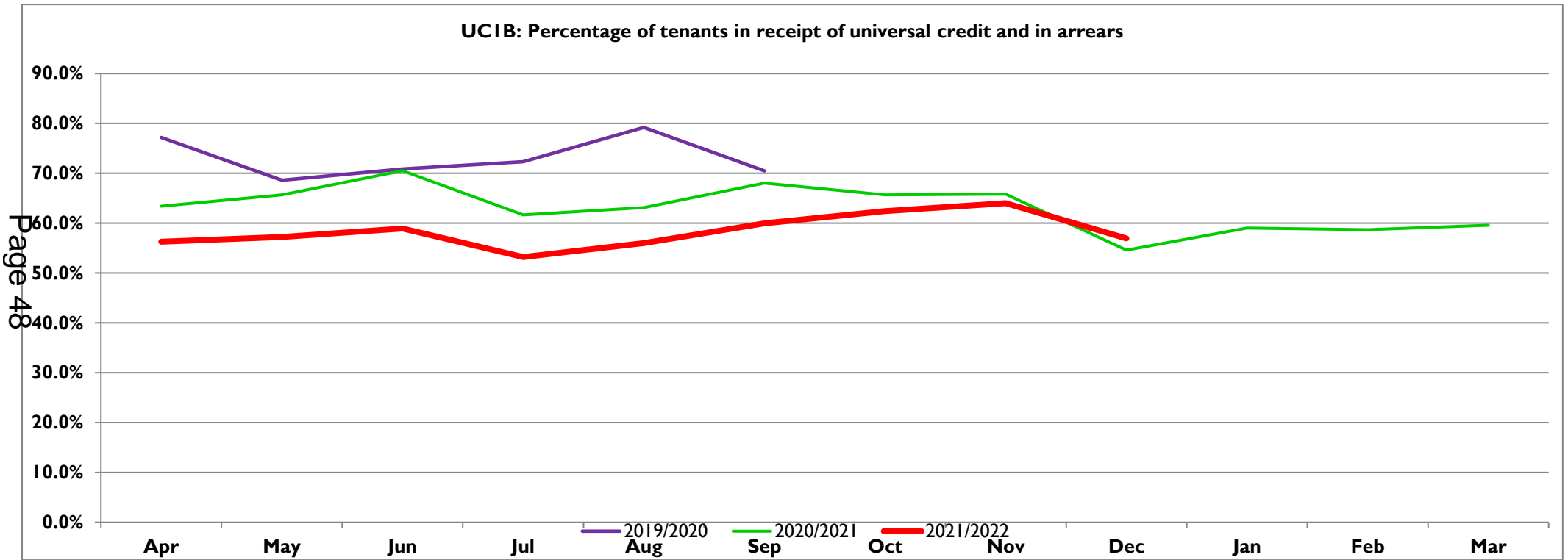
UC1A Number of tenants in receipt of universal credit

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	649	685	714	752	774	820	868	887	926	No data	1,004	1,071
2020/21	1,151	1,182	1,204	1,224	1,256	1,282	1,308	1,333	1,361	1,371	1,393	1,427
2021/22	1,450	1,459	1,480	1,496	1,514	1,543	1,567	1,578	1,588			



UC1B Percentage of tenants in receipt of universal credit and who are in arrears

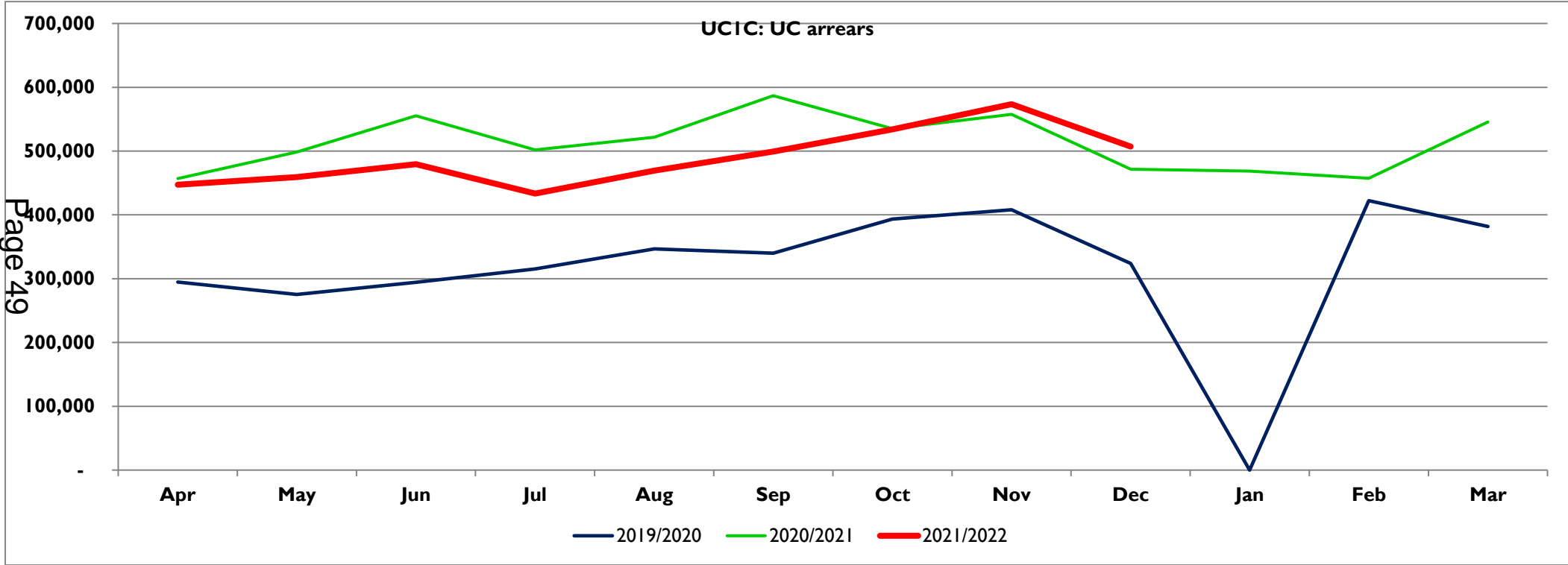
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	77.2%	68.6%	70.9%	72.3%	79.2%	70.5%	73.6%	74.0%	61.8%	No data	69.7%	60.2%
2020/21	63.4%	65.7%	70.5%	61.7%	63.1%	68.0%	65.7%	65.8%	54.6%	59.0%	58.7%	59.6%
2021/22	56.3%	57.2%	58.9%	53.2%	56.0%	59.9%	62.4%	64.0%	56.9%			



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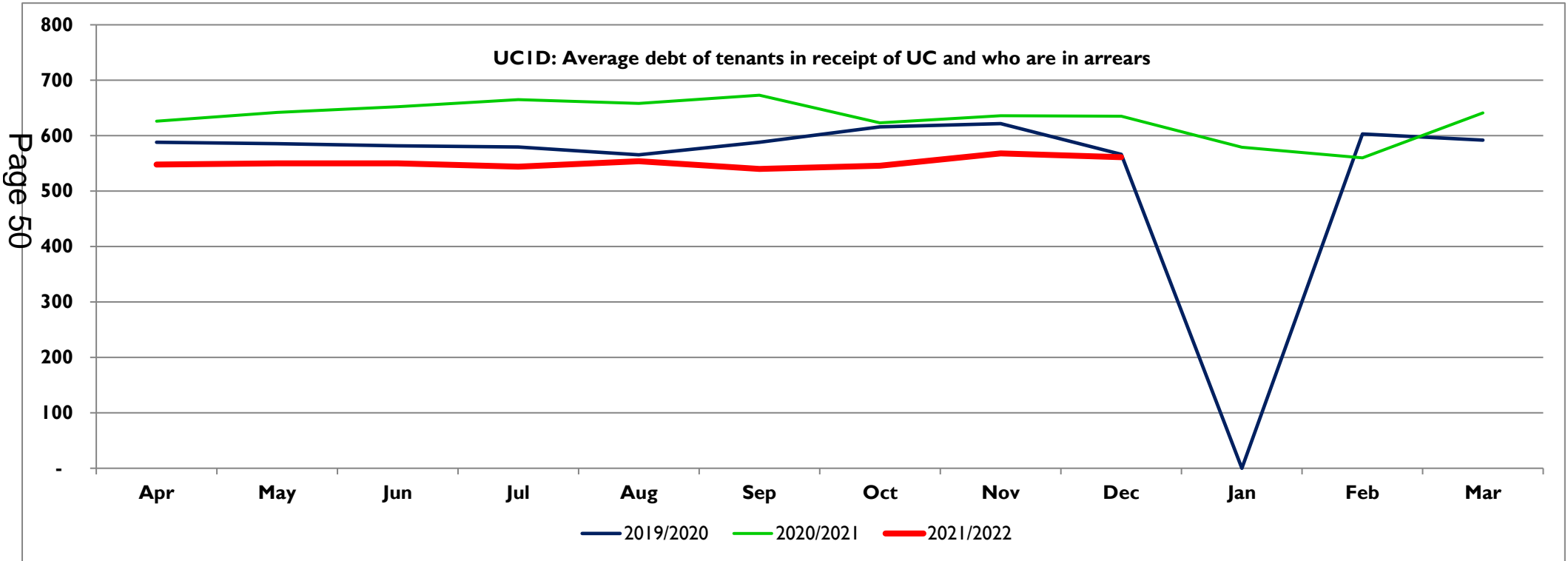
UC1C Total debt of tenants in receipt of universal credit and who are in arrears (£s)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	294,628	275,192	294,416	315,337	346,504	339,857	393,449	407,838	323,969	No data	422,240	381,854
2020/21	456,913	498,413	555,479	501,988	521,649	586,825	535,319	557,596	471,446	468,523	457,397	545,701
2021/22	447,403	459,255	479,363	433,410	469,519	499,437	533,958	573,458	506,974			



Average debt of UC tenants who are in rent arrears (£s)

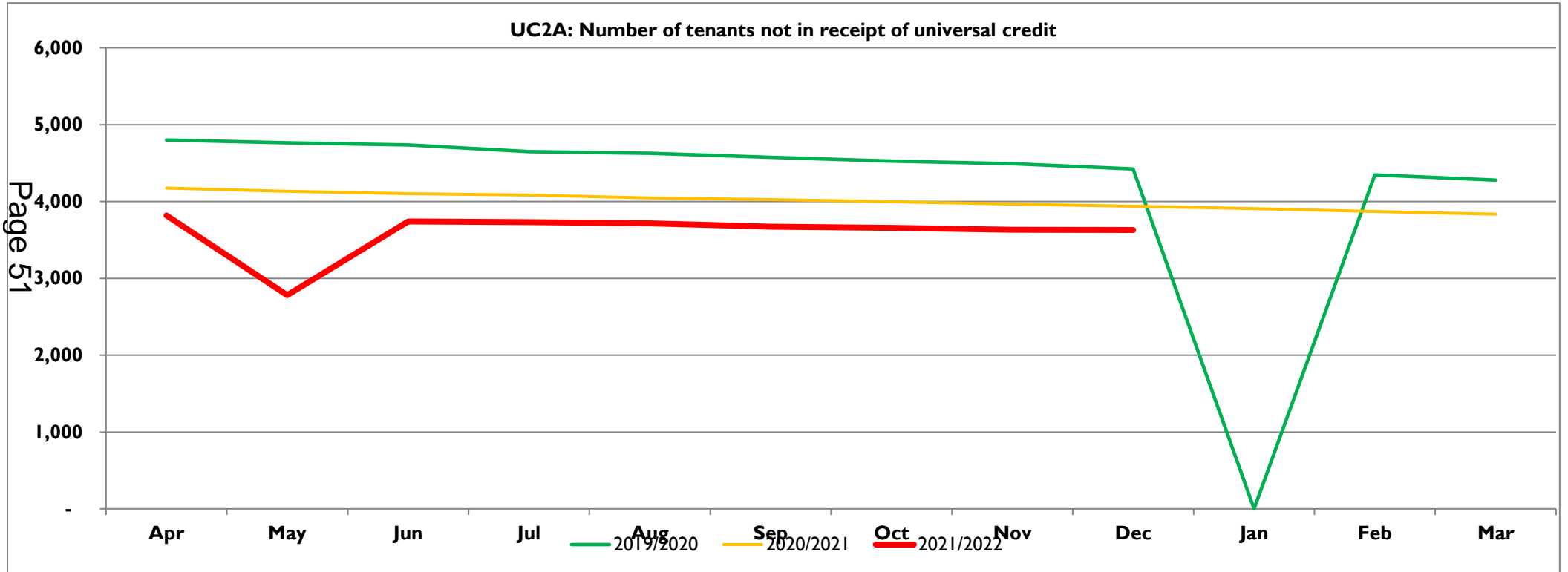
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	588	586	582	546	637	554	616	622	566	No data	603	592
2020/21	626	642	652	665	658	673	623	636	635	579	560	641
2021/22	548	550	550	544	554	540	546	568	561			



UC2A

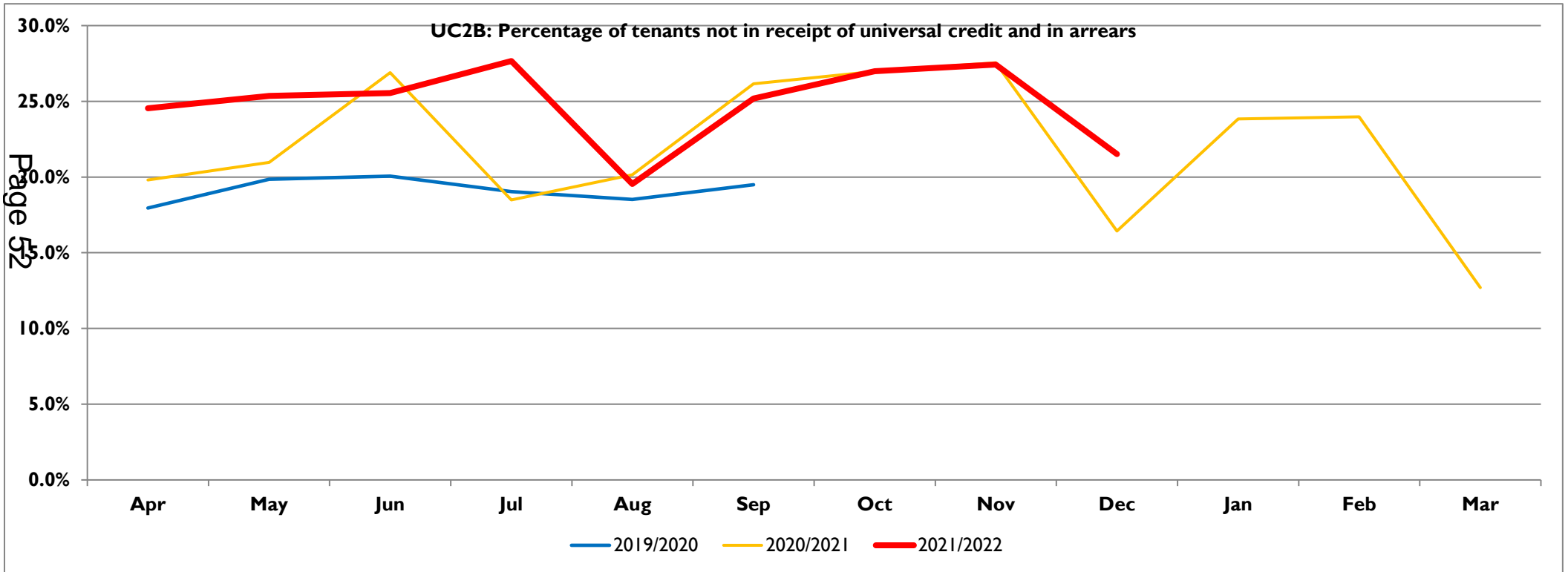
Number of tenants not in receipt of universal credit

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	4,801	4,765	4,736	4,649	4,628	4,577	4,527	4,491	4,424	No data	4,347	4,279
2020/21	4,175	4,134	4,102	4,083	4,048	4,026	3,997	3,968	3,938	3,909	3,871	3,835
2021/22	3,819	2,781	3,742	3,731	3,715	3,673	3,657	3,632	3,631			



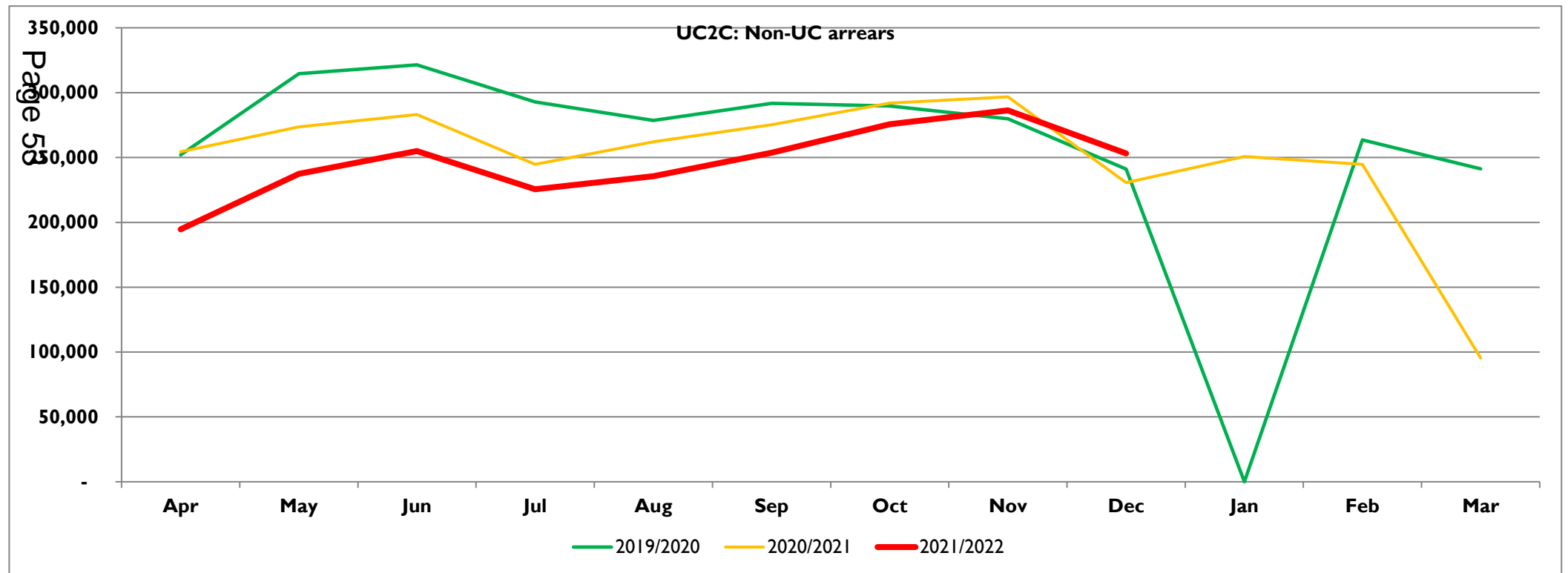
UC2B Percentage of tenants not in receipt of universal credit and who are in arrears

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	18.0%	19.9%	20.1%	19.0%	18.5%	19.5%	20.5%	20.5%	23.7%	No data	22.4%	18.1%
2020/21	19.8%	21.0%	26.9%	18.5%	20.2%	26.2%	27.0%	27.5%	16.4%	23.8%	24.0%	12.7%
2021/22	24.5%	25.4%	25.5%	27.7%	19.5%	26.0%	27.0%	27.4%	21.5%			



UC2C Total debt of tenants not in receipt of universal credit and who are in arrears (£s)

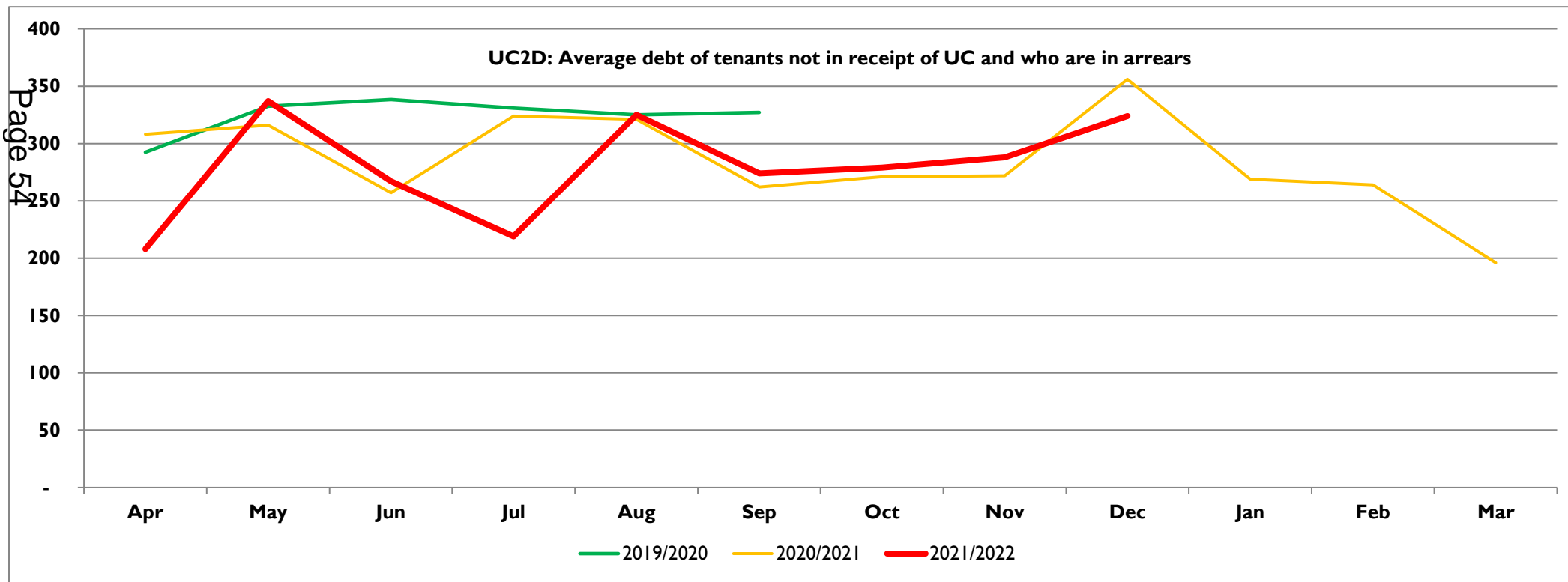
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	252,086	314,604	321,434	292,803	278,585	291,836	289,666	279,904	241,129	No data	263,571	241,253
2020/21	254,390	273,554	283,214	244,743	262,125	275,364	291,946	296,785	230,642	250,803	244,717	95,418
2021/22	194,618	237,495	255,020	225,598	235,617	251,726	275,614	286,350	253,072			



UC2D

Average debt of tenants not in receipt of universal credit and who are in rent arrears (£s)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2019/20	292	333	338	331	325	327	312	304	230	No data	270	312
2020/21	308	316	257	324	321	262	271	272	356	269	264	196
2021/22	208	337	267	219	325	264	279	288	324			



KPI	DESCRIPTION	TARGET	ACTUAL	%	COMMENTARY
1	GAS COMPLIANCE				
	PROPERTIES WITH A CURRENT CPI2	5,183	5,064	97.70%	We have 119 properties out of compliance. The increase is due to no December services being carried out by Sure, creating a backlog which is being actively worked on and 50+ appointments made. The total number of CBC properties has dropped as we are now basing data on stock data extracts rather than simple existence of QL GAS100 components.
	CAPPED PROPERTIES WITH A CURRENT CPI2 (VOID)		205	4%	4% of our properties are capped and void
	CAPPED PROPERTIES WITH A CURRENT CPI2 (NOT VOID)		87	2%	2% of our tenanted properties do not have use of gas appliances.
	COMMUNAL BOILERS WITH A CURRENT CPI2	15	15	100%	All communal boiler systems is are compliant. A one-star contract with PH Jones will replace the current three-star contract
	SOLID FUEL APPLIANCES WITH A CURRENT CERTIFICATE	59	47	80%	Twelve properties are behind in their service schedule; one is out of compliance. Solid fuel services are due to restart shortly with PH J. We are reviewing with the tenancy management team our position on taking legal action to gain access and remove appliances that are unsafe if the tenant does not undertake required remedial actions.
	REPAIRS COMPLETED WITHIN PRIORITY	2,131	1,717	81%	No data due to the end of the contract with Sure Group.
	TOTAL REPAIRS COMPLETED IN PRIORITY	372	256	69%	76% of repairs were attended in priority with a focus on the vulnerable due to weather conditions
	CUSTOMER SATISFACTION (98%)	393	374	95%	Audits received 95% customer satisfaction.
1a.	AUDITING - ASSURANCE				
	COMPLETED GAS AUDITS - MAIN GAS CONTRACT	0	374	0%	374 audits have now been completed
	COMPLETED SOLID FUEL AUDITS				
2	SMOKE ALARM & CO COMPLIANCE - RECONCILIATION PROJECT				
	No. properties with a battery smoke alarm				PDF Reader has been created and configured for gas safety certificate data extraction.

		2,237			Further development in progress for a script to locate and read latest CP12 for each property and collate data. An interface is required for the bulk updating of QL components from collated data files to allow semi-automated update/maintenance of components on QL. This is continuing.
	No. properties with hard-wired smoke detection		2,645		
	No. properties with both battery and hard-wired detection		306		
	No. properties: unknown/missing data		9		
	No. properties with individual smoke detection connected to Lifeline with communal fire alarm systems		405		
	PROPERTIES WITH A CO ALARM INSTALLED		5,602		Reconciliation is required: this work is outstanding owing to a lack of information on the QL system
3	FIRE SAFETY				
	FIRE ALARM - SIX-MONTHLY	20	15	75%	Monthly data sheet being received confirming dates and certificate details for each site. Five December sites are late and are being checked.
	EMERGENCY LIGHTING: DURATION TEST - ANNUAL	18	18	100%	Monthly data sheet is being received confirming dates and certificate details for each site
	EMERGENCY LIGHTING: FLICK TESTING - MONTHLY	277	277	100%	Monthly data sheet is being received confirming dates and certificate details for each site
	FIRE RISK ASSESSMENT	297	297	100%	The final 26 FRAs are due to be returned. New action logs will be produced when received.
	FIRE EXTINGUISHER	14	14	100%	14 sites have fire extinguishers/blankets installed (47 components)
	FIRE RISK ACTION LOG		3	3	Three of the eight sheltered schemes where fire remedial works were being undertaken still have continuing works and have been transferred to the assets team
	FRA RECOMMENDATIONS: IMMEDIATE/AS SOON AS PRACTICABLE	349	65	18.62%	Totals will increase as new batches of FRA are ordered and received back. Further FRAs are to be ordered. The assets team has been reviewing actions actively and has claimed all actions originally flagged for repairs team. No further actions have been marked 'complete', including some for housing which appear to have had action or would have been actioned as part of monthly checks
	FRA RECOMMENDATIONS - SHORT-TERM	328	283	86.28%	
	FRA RECOMMENDATIONS: NON-URGENT	111	-	0.00%	
	FRA RECOMMENDATIONS: LONG-TERM	-	-	NA	
	FRA RECOMMENDATIONS: ASSET PROTECTION ONLY	-	-	NA	

	FRA RECOMMENDATIONS: TOTAL		788	348	44.16%	A large number of items may be advice or information to be confirmed e.g. the frequency of fire door inspections or removal of items/refuse. If removal of items are complete then there could be a notable drop in 'immediate actions totals. Regarding fire doors: discussions are taking place with Pete B and FSF with the same expectation.
4	WATER SAFE					
	LEGIONELLA MONITORING: MONTHLY		15	15	100%	All sheltered schemes are compliant with monthly, quarterly and annual checks . New checks on temperature at targeted outlets at each scheme are to be introduced, adding robustness to SE checks which are monthly. A number of risk assessments and proposals have been introduced and we are starting a programme of biocide dosing unit installation in December as part of recommendations. These are active preventative measures starting with Fielding Court, Arnold Smith House, Martin Court and Sorrel Court
5 Page 52	LIFTS & STAIRLIFTS					
	PASSENGER LIFT: SIX-MONTHLY		4	4	100%	Stair lifts, hoist, passenger – 206 with 40 outstanding. Premier performance is being monitored owing to inconsistent reporting. We are looking at bringing a second contractor on board
	STAIRLIFT: ANNUAL SERVICE		206	166	81%	
6	ASBESTOS					
	Communal areas for reinspection 20/21		493	493	100%	New figures from report with more granularity. Actuals will alter throughout the year
	Surveys requested in the month					Eleven surveys are booked for December. Two surveys are complete. No responses have been received from the remainder for appointments
	Total surveys requested					These are mainly programme surveys. Surveys for e.g.. roofs cannot be actioned until contractor is in place to erect scaffold to allow access. The assets and compliance teams will be writing to tenants asking for them to contact MCP as there are a lot of 'no responses' and where responses have been received the tenants have ignored or refused the survey request as they are not aware of works. I have had this response from one tenant when calling them on an unrelated matter

	Total properties with an asbestos survey		5,530	5,530	100%	Reconciliations are continuing: 5,530 properties have been identified from validation of CBC data and this has been passed to MCP. Checks for properties not on Alpha Tracker (surveys since end-of-year 2018) are complete - Surveys predating this Alpha Tracker are in the process of being uploaded up to a separate documents folder where they will be available to view but without the additional features provided by the Alpha Tracker. New KPIs under the new contract are being established with some reliance on reconciliation. Waiting for data from Paul McM re some properties thought not to have surveys. We will, however, attempt to validate this during upload process from Prem Sys to AT
	COMPLETED ASBESTOS AUDITS: assurance testing					Audits completed with assurances issued on works carried out - further auditing to be completed on licensed works as necessary
7	Electrical condition reports (periodic testing) inc PAT testing					
	Sheltered schemes: PAT testing		14	14	100%	PAT testing complete

APPENDIX 3: ANTI-SOCIAL BEHAVIOUR – QUARTER 3 2021-2022

1. Incidents of ASB reported by estate – quarter 3: October to December 2021

Estate	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
Anstey	8	11	15	12
Barrow Upon Soar	9	9	13	12
Birstall	7	5	3	4
Loughborough - Ashby Road	14	15	23	6
Loughborough - Bell Foundry	108	59	51	31
Loughborough - General	12	43	30	23
Loughborough - Shelthorpe	20	54	31	16
Loughborough - Thorpe Acre	6	4	15	1
Loughborough - Town Centre Central	15	16	17	15
Loughborough - Warwick Way	73	56	36	14
Mountsorrel	4	35	19	15
Quorn	4	5	8	4
Rest of Charnwood	8	10	5	1
Rothley	3	7	12	11
Shepshed	34	30	33	15
Sileby	19	41	61	23
Syston	17	15	17	7
Thurmaston	5	1	13	21
Woodhouse Eaves	8	9	6	5
Grand total	374	425	408	236

2. Case closure quarter 3 2021/2022

CASES CLOSED DURING QUARTER 3	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
Numbers of cases closed	48	150	72	270
Total time open (days)	4,351	15,015	3,475	23,252
Average length of time open (days)	91	100	48	86

3. Case resolution rate quarter 3 2021-2022

CASES CLOSED DURING QUARTER 3	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
Numbers of cases closed	48	150	72	203
of which were resolved	46	99	36	128
Case resolution rate (%)	96%	66%	50%	63%

Any cases that were duplicates or entered in error have been excluded from this calculation.

4. Case closure and reasons for closure when unresolved quarter 3 2021-2022

Case resolution - unresolved cases' reason for closure	
Reason for closure when unresolved	Nos
No perpetrator identified	2
TOTAL	2

Following clarification from Housemark as to what constitutes a resolved case along with more accurate reasons now being recorded in respect of a reason why the case has been closed cases which would previously be included in the above table are no longer included hence the difference in the numbers recorded from quarter 2 to quarter 3.

5. Case closure by disposal (action status at point of closure) quarter 3 2021/2022

Disposal type	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
Advice	0	52	13	27
Verbal warning	0	2	0	1
Written warning	1	7	1	8
Community protection advice/warning letter	0	1	1	1
Mediation	0	6	0	5
Acceptable behaviour contract	0	0	0	0
Injunction	0	0	0	1
Tenancy – extension to introductory tenancy	0	0	0	0
Notice of possession proceedings	0	0	0	0
Notice of seeking possession	0	1	0	0
Suspended possession order (SPO)	0	0	0	0
Outright possession order	0	0	0	1
Criminal behaviour order (CBO)	0	0	0	0
Closure order	0	0	0	0
Eviction order	0	0	0	1
No further action at complainant's request	2	19	9	35
No further action – reported for information only	0	4	2	1
No further action – no perpetrator identified	2	14	6	10
No further action - other	5	32	16	34
No further action – evidence not provided	27	45	6	29
Other (in this case non-engagement by complainant)	303	209	15	48
Entered in error/duplicate case	No longer included	No longer included	No longer included	68
Referred to the police	0	0	1	0
Referred to the environmental protection team	0	0	1	0
Alleged perpetrator ended tenancy	0	0	1	0
Complainant moved	0	0	1	0
Grand total	340	392	73	270

6. Open cases at end of quarter 3 2021/2022

Cases open at end quarter 3	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21
Numbers of cases	406	372	338	133
Total time open (days)	16,359	34,135	27,458	13,880
Average length of time open (days)	403	92	81	104

7. Repeat complainants

Repeat and anonymous complainants for cases opened during quarter 3 2021/2022	
Anonymous/no victim or complainant	19
Reported twice	37
Reported three times or more	22
TOTAL	78

Officers to contact:

Peter Oliver
Head of Landlord Services
peter.oliver@charnwood.gov.uk
01509 634952

Claire Westrup
Principal Officer – Tenancy and Income Management
claire.westrup@charnwood.gov.uk
01509 634604

HOUSING MANAGEMENT ADVISORY BOARD

Report of the Head of Landlord Services

ITEM 10 WORK PROGRAMME AND MEETING DATES 2021/22
and 2022/23

Purpose of the Report

To enable the Board to agree its work programme. The current work programme, appended, sets out the position following the previous meeting of 12th January 2022 and subsequent discussion with the Head of Landlord Services and the Chair regarding additional items that require consideration by the Board.

The Board is also asked to agree meeting dates for the remainder of the 2021/22 Council Year and the 2022/23 Council Year, and to review the information it receives in the Performance Information Pack (which is sent out each meeting and considered following the formal meeting, if required).

Recommendations

1. To agree that the Board's work programme be updated in accordance with the decisions taken during consideration of this item and any further decisions taken during the course of the meeting.
2. That the Board reviews the information it wishes to receive in the Performance Information Pack, which is currently as follows:
 - Repairs
 - Gas Servicing
 - Rent Collection
 - Rent Arrears Percentage of Annual Rent Debit
 - Tenancy Management
 - Anti-social Behaviour
 - Supported Housing
 - Customer Satisfaction
 - Rent Arrears and Universal Credit

Reasons

1. To ensure that the information contained within the work programme is up to date.
2. A review of this matter has been requested by the Chair.

HOUSING MANAGEMENT ADVISORY BOARD - WORK PROGRAMME

MEETING DATE/ FREQUENCY	ISSUE	INFORMATION REQUIRED/ INVITEES/ OFFICERS	NOTES
SCHEDULED:			
Every meeting	Work programme		To review the Board's work programme.
Every meeting	Questions from members of the Board		<p>Questions on matters within the remit of the Board (if any), for response at the meeting.</p> <p>Members will be asked in advance of the agenda being published for each meeting whether they have any such questions, for listing on the agenda.</p>
Every meeting	EXEMPT - Update on Future Arrangements for the Delivery of Planned Works, Voids, and Associated Works	Head of Landlord Services	Exempt report
Quarterly	Performance Information	Head of Landlord Services	<p>As Requested at the meeting of 14th July 2021</p> <p>See also HMAB minute 14.4, 9th November 2016. Also minutes from 4th February 2021.</p> <p>To enable the Board to ask questions, if any, on the performance information pack sent out with the agenda for the meeting.</p>
Annual	Budget Setting and Priorities for Next Year	Head of Landlord Services	To be considered every September with an update in January.

March 2022	Fencing Policy	Head of Landlord Services	Recheduled from November meeting to allow it to go to CHRF first.
March 2022	Sheltered Housing Review	Head of Strategic and Private Sector Housing	Requested at meeting on 10 th November 2021 Verbal Update
March 2022	STAR Survey	Head of Landlord Services	Scheduled by Board at meeting on 8 th September 2021
March 2022	Customer Engagement Strategy	Landlord Services Manager	
TO BE SCHEDULED:			
To be scheduled	Repair Guide	Head of Landlord Services	Requested at meeting on 12 th May 2021
To be scheduled	Housing Strategy	Head of Strategic and Private Sector Housing	Rescheduled from November Meeting
To be scheduled	Sheltered Housing Review	Head of Strategic and Private Sector Housing	Requested at meeting on 10 th November 2021 Written Report
To be scheduled	Asset Management Strategy: Investment Priorities.	Head of Landlord Services	Q2 2022/23
To be scheduled	Garages Review	Head of Landlord Services	Requested at meeting on 10 th November 2021
To be scheduled	Re-designation of Stock	Head of Strategic and Private Sector Housing	Requested at meeting on 10 th November 2021
To be scheduled	Approach to damp and mould	Head of Landlord Services	
To be scheduled	Service Provided Code of Conduct	Head of Landlord Services	Requested at meeting on 12 th May 2021

Notes:

1. All reports must include an explanatory list of any acronyms used.
2. *Performance information pack will include (a) Repairs; (b) Gas Servicing; (c) Rent Collection; (d) Rent Arrears Percentage of the Annual Rent Debit; (e) Tenancy Management; (f) Anti-Social Behaviour; (g) Supported Housing; (h) Customer Satisfaction and (i) Rent Arrears and Universal Credit.