



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds on
Tuesday, 2nd May, 2017 at 5.00 pm

MEMBERSHIP

MEMBERSHIP

Councillor D Coupar (Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Gabriel

Councillor S Hamilton

Councillor K Ritchie

Tenant/ Leaseholder

Ted Wilson

Tracey McGarry

Jo Hourigan

Independent Representative

Timothy Woods

Matthew Walker

Andrew Feldhaus

Co-opted Member

David Glew

Chris Simpson

A G E N D A

| Item No | Ward/Equal Opportunities | Item Not Open | | Page No |
|---------|--------------------------|---------------|--|---------|
| 1 | | | <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p> | |
| 2 | | | <p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> | |

3

LATE ITEMS

To identify any items which have been admitted to the agenda by the Chair for consireation.

(The special circumstances shall be specified in the minutes)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence

6

MINUTES - 28 FEBRUARY 2017

To approve as a correct record the minutes of the Housing Advisory Board held on 28 February 2017

1 - 12

STAR SURVEY - HEADLINE FINDINGS AND NEXT STEPS

To receive and consider the attached reports of the Chief Officer, Housing Management which provide the Board with the following:

Headline Findings

Summarises the responses to the survey and compares it to a similar survey conducted in 2014.

Next Steps

Provides an update to the Housing Advisory Board on actions taken by Housing Leeds following the STAR Survey, and in particular the following:

- The development of a STAR Action Plan, outlining how Housing Leeds intends to deliver service improvements in order to improve customer satisfaction.
- How Housing Leeds will monitor the delivery of service improvements through the STAR Action Plan.
- Plans to undertake ongoing surveys which will evidence whether service improvements are having the desired impact on customer satisfaction.
- Wider tenant engagement activity planned to increase communication opportunities with all tenants through increased digital engagement

DATE AND TIME OF NEXT MEETING

Tuesday, 20 June 2017 at 5.00 p.m.

HOUSING ADVISORY BOARD

TUESDAY, 28TH FEBRUARY, 2017

PRESENT: Councillor D Coupar in the Chair

Councillors B Anderson, S Hamilton and
K Ritchie

Tenant/Leaseholder

Tracey McGarry
Mick Dodds

Co-opted Member

David Glew

51 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

52 Apologies for Absence

Apologies for absence were submitted on behalf of Councillor A Gabriel, Ted Wilson, Timothy Woods, Matthew Walker, Andrew Feldhaus and Chris Simpson.

Councillor M Harland was in attendance as a substitute.

53 Minutes - 29 November 2016

RESOLVED – That the minutes of the meeting held on 29 November 2016 be confirmed as a correct record subject to the following amendment:

Minute 45 – Council House Growth Programme

Amend 'Natural Ventilation and Heat Recycling' to read 'Mechanical Ventilation and Heat Recycling'

54 Matters Arising/Outstanding Actions

The report of the Head of Resources and Strategy provided the Board with an update on matters arising from the last meeting and actions outstanding from the previous minutes including matters that had been concluded and were being recommended to close.

In response to a question of whether the Board would receive a paper on the Leeds Standard, it was reported that there was still legislative consultation taking place regarding this. Colleagues in City Development were currently working on it and the outcome of the consultation was expected in the summer. Following this there would be a report to Executive Board which could also be brought to the Housing Advisory Board.

RESOLVED – That the updates be noted and the relevant items be agreed as closed.

55 Update from the Tenants Representative

The Chair invited Tenants representatives to provide any updates of feedback on issues affecting Council House Tenants.

Tracey McGarry informed the Board of a recent example of positive digital engagement that had taken place with Housing Growth through the tenant involvement scheme. Tenants in new houses had been issued online questionnaires which had returned positive feedback and would be submitted to those involved with future design.

Tracey also made reference to the TARA Panel which supported networking and tenants groups across the city. There had been a one year evaluation of the city wide approach which had demonstrated the sharing of good practice. The most recent meeting had been attended by the Leeds Anti-Social Behaviour Team which had enabled the group to look at case studies and different solutions to tackling anti-social behaviour.

Mick Dodds reported on the work that had been done with Community Payback Teams. There would be financial support for this for a further year and the work had assisted with the cleaning of and improvement of facilities. He also reported that the Citywide Repair and Investment Group was up and running. This would look at why Leeds had a higher proportion of costly emergency repairs and would consider how engagement could be improved with tenants in order to try and reduce these.

The Board was also given an update on work that the Voice of Older Tenants (VOLT) was involved in. This included the Time to Shine project which aimed to tackle social isolation, engagement with sheltered housing tenants and looking at different support models.

It was announced that Housing Leeds had been shortlisted by TPAS for two categories in the northern awards. These were Annual Reports to Tenants and Tracey McGarry had been shortlisted for Tenant of the Year.

On behalf of the Board, the Chair wished Tracey luck following her nomination and thanked her for her work with tenants and updates to the Board which demonstrated good examples of working partnership with tenants.

The Chair thanked Tracey and Mick for their updates to the Board.

56 Tenant Engagement Framework

The report of the Chief Officer, Housing Management provided the Board with an update on the development of a new Tenant Engagement Framework.

Jill Wildman, Chief Officer, Housing Management presented the report.

Housing Leeds had been working with VITAL to review the engagement framework with a focus on tenant involvement and engagement. Digital opportunities had been explored for a broader format of engagement and how to get customer insight on how to improve services. Further issues highlighted included work with community groups, other partners, work in priority areas and project work.

Attention was brought to an appendix to the report which showed the wider engagement framework and this was to be implemented from 1 April 2017.

Tracey McGarry gave the Board some examples of tenant engagement and involvement including roadshows, the mobile office and galas; and also the groups that were engaged which had brought a wider representation of tenant views.

RESOLVED – That the Board supports Housing Leeds to continue work with tenants to develop the detail of the updated framework and to plan the transition, with a view to full implementation from 1 April 2017.

57 High Rise Strategy Update

The report of the Director of Environment and Housing provided an update on progress with the implementation of the High Rise Strategy, which included the delivery of a number of initiatives including:

- The development of new housing Management models;
- A range of multi-agency actions to deliver a more joined up, improved service to high rise tenants;
- A programme of physical investment

Jill Wildman, Chief Officer, Housing Management presented the report.

The Executive Board had agreed to implement a High Rise Strategy in October 2016 and significant progress had been made to date. The implementation plan was appended to the report.

Further issues highlighted included the following:

- There were two main strands to the strategy – Housing Management and Physical Improvements.
- The enhanced management model that had been piloted at the Clydes and Wortleys. This had involved an intensive housing management approach with dedicated officers and had included increased security and work with other partners such as waste management. The scheme would be rolled out to another 17 tower blocks across the city.
- Retirement homes – a number of blocks had been identified as suitable for sheltered accommodation.
- Family homes – there were families in blocks who wished to remain there and investment and studies would be used to improve security and play facilities.
- Physical investment – an investment strategy had been developed to meet the needs of all blocks across the city.
- Wi-fi provision – work was taking place with a number of internet providers in a pilot scheme to install free wi-fi in a number of blocks.
- Further updates would be brought to the Board.

In response to comments and questions, the following was discussed:

- With regard to the pilot scheme at the Clydes and Wortleys it was reported that there had been improved confidence with sustainability. There would be further surveys over the next 12 months with tenants across all tower blocks which would hopefully lead to further improvement.
- The change of engagement culture and provision of a full wrap around service was useful to all tenants across the city.
- Pre-tenancy training – this had been found beneficial for new tenants as well as new applicants particularly with regards to managing finance and knowing what a tenancy agreement involves. Details of the pre-tenancy training were requested and it was asked whether the training could incorporate issues that may prevent future disrepair claims.

RESOLVED – That progress on the delivery of the High Rise Strategy be noted, and that pre-tenancy training and support be reviewed and strengthened where necessary in relation to property management and maintenance issues.

58 The Housing Leeds Asset Management Strategy

The report of the Chief Officer, Property & Contracts advised the Board on the development of an Asset Management Strategy (AMS) for Housing Leeds.

Phillip Charlton, Investment Strategy Manager presented the report and gave the Board a presentation on the Asset Management Strategy.

Issues highlighted included the following:

- The Asset Management Strategy had been developed following work with the Chartered Institute of Housing.
- Reference was made to the Best Council Plan and the outcome for people to live in good quality affordable homes within clean and well cared for places.
- The following priorities of the AMS:
 - Delivering Modern, Fit for Purpose Housing and neighbourhoods.
 - Reducing Fuel Poverty, Cutting Carbon and Improving Health Outcomes.
 - Increasing Affordable Housing Supply.
 - Intelligence-led Portfolio Management
- Headline Spending Plans

In response to comments and questions, the following was discussed:

- The report and presentation was welcomed particularly how it demonstrated where improvements could be made.
- Provision of affordable housing and release of monies from green belt developments to provide this. The successful example following the development at Spofforth Hill was discussed. While this example had been successful, it was reported that all areas of the City required some affordable provision. Further discussion included the release of land to develop affordable housing in areas which already had infrastructure such as public transport and school provision.
- The focus on supporting communities was welcomed but there was concern regarding pressure on funding for the HAP Environmental Improvement Programmes and the ongoing need to invest in neighbourhood programmes. It was acknowledged that the feel of an estate gave tenant satisfaction as well as improved housing. It was reported that there was £4.5 million capital for environmental works within the Asset Management Strategy.
- Information in the strategy relating to repairs and maintenance was well received.
- Lettings standard and whether this would cover the provision of extraction fans for bathrooms and kitchens.

RESOLVED –

- (1) That the progress on the developing AMS be noted.
- (2) That the inclusion of details on the AMS in a report to Executive Board on the revised HRA Business Plan in March 2017 be noted.

59 HRA Capital Financial Position Period 9 2016/17

The report of the Head of Finance, Environment and Housing provided a financial position statement on the HRA Housing Leeds Capital Programme at period 9 for the financial year 2016/17.

The following information was included in the report for the Board's consideration:

- Housing Leeds & BITMO refurbishment programme
- Housing Leeds Council House Growth Programme

Richard Ellis, Head of Finance, Environment and Housing presented the report.

Issues highlighted from the report included the following:

- The current spending of mainstream capital programme at the end of period 9 was £50.5 million which was below the forecast of £54 million. It was expected that projection of £77 million would be spent by the end of the year.
- BITMO Spending was below estimated projections.
- Council house growth programme spending was below projections but there was confidence that this would be spent by the end of the year.
- Members' attention was brought to an appendix to the report which detailed capital the capital programme spending.

RESOLVED –

- (1) That the Housing Leeds and BITMO refurbishment programmes at period 9 be noted.
- (2) That the Housing Leeds Council House Growth programme financial position at period 6 be noted.

60 Housing Leeds (HRA) Revenue Financial Position Period 9 - 2016/17

The report of the Head of Finance, Environment and Housing updated the Board on the revenue financial position for the Housing Leeds (HRA) service as at the end of December 2016 (Period 9).

Richard Ellis, Head of Finance, Environment and Housing presented the report.

The following issues were highlighted:

- At the end of period 9 the HRA was projecting a surplus of £405k against the 2016/17 budget.
- Income was projected to be £380k over budget and reference was made to the variances that were detailed in the report.
- Right to buy sales – 357 had been completed to date and it was anticipated to meet the target of 450 sales for the year. This would generate £16.2 million of receipts to the Council.
- Rent collections and arrears.

In response to comments and questions, the following was discussed:

- Increase in the number of direct debit payments not being met in December – it was reported that there had been a rise in the number of returned direct debits due to accounts not having sufficient funds. Various reasons for this were discussed which included a reduction in the number of tenants in receipt of benefits and spending pressures around the Christmas period. There were also a number of tenants who had not received payments from DWP which also affected this. Further discussion was held regarding the possibility of allowing flexible payments or rent free weeks at certain times of the year when people had spending pressures.
- It was requested that information on where rent money goes be provided.

RESOLVED – That the report be noted, that the possible reinstatement of rent free weeks be explored and that communications to tenants includes information on what their rent money helps to provide.

61 Housing Adaptations

The report of the Head of Housing Support set out the steps taken by the Health and Housing Service to improve performance on delivery of housing adaptation schemes within target timescales and to improve budget management relating to council housing adaptations. The report also set out proposals to further improve service performance and budget management.

Jill Wildman, Chief Officer, Housing Management presented the report.

Issues highlighted from the report included the following:

- Improvements in completion of adaptations within timescales.
- Positive impact of combined service areas.
- Development of new targets which would be more customer focussed.
- Significant challenges to be faced with the adaptations budget.
- Consideration of broader options for those who need adaptations including options for rehousing.

In response to comments and questions, the following was discussed:

- The report and progress made was welcomed.
- Gap between public and private adaptations – there were cost implications and differences in way that private adaptations were funded. Best practice of both models was being looked at in order to bring these in line with each other.
- Where adaptations allowed for early hospital discharge, this helped to prevent future budget pressure on the NHS; this was an area that could be explored further.

RESOLVED – That the report be noted.

62 Review of Support Models for Older Housing Leeds Tenants

The report of the Director of Environment and housing outlined the following:

- How Housing Leeds planned to enhance the way that it supports residents to remain independent in support of the Council's Breakthrough Project – To Make Leeds the Best City to Grow Old in.
- Proposals of three support models that offer older tenants living in Housing Leeds properties greater choice and flexibility, to ensure that we meet the changing needs of an ageing population and ensure the best use of housing stock.
- Plans to modernise the marketing of housing options of older people by promoting a 'Retirement Living' concept and changing perceptions and attitudes of retirement living of older people, families, carers and professionals.

Jill Wildman, Chief Officer, Housing Management presented the report:

It was reported that the review of the support models for Older Housing Leeds Tenants was ongoing and the following three support models had been identified:

- Extra Care Housing
- Retirement Living with Support (Sheltered Housing)
- In Your Own Home.

Further issues highlighted included the following:

- Extending the Annual Home Visit questionnaire in order to better inform other services on issues such as social isolation.
- Rebranding of Sheltered Housing to Retirement Living
- A further update to be brought to the Board in Autumn 2017.

With regard to the rebranding of Sheltered Housing to retirement Living, it was felt that this may not be fully representative and Mick Dodds agreed to get the views of VOLT and VITAL and report back.

The Chair thanked those who had visited Wharfedale View prior to the meeting which was a good example of quality accommodation and demonstrated the ambition of the Council.

RESOLVED –

- (1) That the Board supports the development of the three support models and proposals to roll out pilots.

- (2) That the Board supports the proposed marketing campaign linked to older persons housing and further views be sought from VOLT and VITAL on the rebranding of sheltered housing.
- (3) That a further update be brought to the Board in Autumn 2017.

63 Performance Update

The report of the Director of Environment and Housing presented a summary of data against the six Housing Leeds priorities. It also provided performance data, supporting commentary and contextual information as well as signposting to relevant information contained in other reports on the agenda.

Debra Scott, Head of Resources, Environment and Housing presented the report. Prior to this, the Chair announced that this would be Debra's final meeting as she was retiring from the Council and thanked her for her contribution to the work of the Board.

The following issues were highlighted:

- Environmental Improvements – a summary of HAP funded schemes was detailed and an update was given on the Environment Improvement Programme.
- Rent and Benefits – This had been covered in the financial reports.
- Housing People – There was strong performance with regard to preventions and temporary accommodation. Performance was also strong in relation to the re-let of properties and void properties.
- Repairs – Performance was above target on getting repairs right first time.
- Capital Programme – This had been covered in the financial reports.
- Knowing our Tenants – Annual home visits were ahead of target. There was a report to follow on disrepairs. A copy of the questions used for Annual Home Visits was requested.

RESOLVED – That the most recent performance information relating to the six Housing Leeds priorities be noted, and that Annual Home Visit questions be recirculated.

64 Disrepair Case Analysis and Prevention Strategies

The report of the Chief Officer, Property and Contracts provided the Board with the following information:

- Progress made in reducing the disrepair caseload and the significant reduction achieved in costs following the change to processes implemented from November 2016.
- The analysis work undertaken by Housing Leeds in establishing the causes of disrepair and their location and property archetype.

- The link between ongoing repair requests and disrepair cases, mainly in relation to damp.
- The actions Housing Leeds has in place to both effectively target its response to damp and to focus investment on difficult to treat properties.

Simon Costigan, Chief Officer, Property and Contracts presented the report.

There had still been an increase with the number of cases coming through but these were now being dealt with under a new fast track process to settle within 28 days which would prevent prolonged delays and reduce costs. There had been a need to bring in additional resources to deal with the increased number of claims and this had ensured that all claims submitted were currently being dealt with. The Board was given details of the numbers of claims that had been submitted and at what stage they were currently at.

In response to Members comments and questions, the following was discussed:

- A piece of work was being carried out to identify where and why repeat claims are made. The majority of claims were made due to damp/condensation and as well as repair there was a need to prevent any reoccurrence. Reference was made to specific property types and areas that had seen more claims and work was ongoing to address this under the investment strategy.
- The capital programme had been focussed on improvements to heating and energy efficiency and over £70 million had been invested to date. There was also a need to invest in tenant education which could prevent some of the problems that had occurred.
- Extraction vents were not included in letting standards. It was suggested that all properties be fitted with vents when they become void and all tenants be issued with guidance on preventing damp in order to reduce and prevent future claims.
- It was agreed that Simon Costigan and David Glew meet to discuss issues relating to the disrepair claims and an update be brought back to the Board.

RESOLVED – That the work undertaken by Housing Leeds in taking remedial action and addressing the root cause of Disrepair Claims be noted, and that an update would be brought back to the Board following the discussion between Simon Costigan and David Glew.

65 Housing Advisory Board Forward Plan 2016/17

The Board considered the contents of the Housing Advisory Board Forward Plan for 2016/17.

Members were advised that there was to be an additional meeting of the Board to be held on Tuesday, 2nd May 2017 which would primarily consider the results of the Star Tenant Satisfaction Survey.

RESOLVED – That the Content of the Housing Advisory Board Forward Plan 2016/17 be noted.

66 Date and Time of Next Meeting

Tuesday, 2 May 2017 at 5.00 p.m.

This page is intentionally left blank



Report author: Frank Perrins &
Jackie Fox

Tel:

Report of Chief Officer Housing Management

Report to: Housing Advisory Board

Date: 2 May 2017

Subject: STAR Survey 2016/17 – Headline Findings

| | |
|--|--|
| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): | <input type="checkbox"/> Yes x No |
| Are there implications for equality and diversity and cohesion and integration? | x Yes <input type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes x No |

Summary of main issues

In November / December 2016, Housing Leeds conducted a satisfaction survey of its tenants. This report summarises the responses to the survey and compares it to a similar survey conducted in 2014.

In general the results showed a mixed picture, with many key indicators maintaining levels of satisfaction from the last survey.

- The key question - overall satisfaction with services – should be considered as remaining constant at 76% (despite a drop of -1% from the previous survey as the difference is within tolerance of the +/-1.7% confidence interval).
- Areas of increased satisfaction included:
 - That your landlord treats you fairly;
 - Heating and insulation is good at keeping your home warm in winter;
 - Advice and support on managing finances and paying rent / service charges; and
 - Grounds maintenance, such as grass cutting.
- Areas showing decreased satisfaction included:

- Neighbourhood as a place to live;
 - The way the landlord deals with complaints;
 - The way the landlord deals with anti-social behaviour; and
 - Some indicators from the East of the city, for example, overall satisfaction, repairs and maintenance, and dealing with enquiries.
- As noted previously, there are distinct differences in satisfaction related to age, with younger tenants significantly less satisfied than older tenants.
 - The survey also showed that just over two thirds of tenants find it useful to have an annual visit to discuss their tenancy.

Recommendations

That the Housing Advisory Board note the findings of the survey along with the detailed analysis in the accompanying presentation.

2 Purpose of this report

- 2.1 To provide headline findings from the Survey of Tenants and Residents (STAR) 2016/17 survey and an analysis of key themes.

3 Background information

- 3.1 A postal survey was sent to a representative stratified random sample of 15,000 general needs tenants of Housing Leeds, and all tenants of Belle Isle TMO in November/December 2016. 4,000 of these tenants had email addresses and were sent emails too to allow them the option of completing the survey online if they preferred.
- 3.2 In addition, new approaches were piloted in order to test low cost methods of online engagement and to attract more responses from younger tenants. 11,000 additional emails were sent to tenants with known email addresses, and online responses called for through the Tenant newsletter, social media – Housing Leeds Facebook and Twitter, and the Housing Leeds website.
- 3.3 In total, 3117 responses were received from the robust random sample with a further 1049 online responses. These additional online responses were found to skew the overall findings, since they were outside the representative random sample and were subject to a ‘mode effect’ (where the method of carrying out the research affects the responses made). They were therefore excluded from the reported performance figures, but have been used to gain further insight and any comments made have been reviewed.
- 3.4 The findings from the robust random sample are accurate and representative at: City level to +/- 1.7%, Area level to +/- 3%, (BITMO 4.9%) and at Ward level to +/- 10%. At City level this means that differences of less than 2% (up or down) cannot be considered as robust (and therefore not significant).
- 3.5 The previous STAR survey took place two years previously in 2014. By using the results from the same methodology and many of the same questions we are able to compare trends around the changing views of tenants.
- 3.6 The Intelligence and Policy Service carried out the STAR survey entirely in house, using council resources including the Print and Mail Room, and completed the project at a cost of around £9K. This is a reduction of £5k compared to the cost of the survey in 2014, as no reminder survey was sent to tenants receiving the postal survey.

4 Key findings from STAR 2016 survey

In general the results showed a mixed picture, with many key indicators maintaining levels of satisfaction from the last survey.

- 4.1 **Overall satisfaction with services** - should be considered as remaining constant at 76%, despite a drop of -1% from the previous survey, as the difference is within the confidence interval (+/- 2%) and we can only be ‘certain’ that the result lies somewhere between 74% and 78%.

4.2 Successes

- Tenants reported increased satisfaction that their **landlord treats them fairly**, a core value for Leeds City Council, rising from 68% to 72% city wide;
- Particularly positive, a significant increased percentage of tenants reported that their **heating and insulation is good at keeping their home warm in winter**, rising from 56% to 63% city wide, reflecting improvements to homes in the previous two years;
- Increase in satisfaction for **advice and support on managing finances and paying rent / service charges** rising from 63% to 66% citywide. Actions to help tenants in financial difficulty including the development of an enhanced offer were a key outcome of the previous STAR survey; and
- Satisfaction with **grounds maintenance**, such as grass cutting rose from 66% to 69%.

4.3 Results showing decreased satisfaction included:

- **Neighbourhood as a place to live**, with satisfaction falling from 76% to 72% city wide. In addition, satisfaction with the **overall appearance of the neighbourhood** changed from 68% in 2014 to 66% in 2016. However the continuing importance of the local neighbourhood for tenants is reflected in the service priorities, with 'Your neighbourhood as a place to live' remaining the third priority for tenants.
- **The way the landlord deals with anti-social behaviour**, with satisfaction down 5% to 55%. This is a perception question and the responses may include the views of all tenants, regardless of whether they have made a complaint, or could be perceived to be responsible for causing anti-social behaviour.
- Some indicators from tenants living in the **East** of the city. **Overall satisfaction with services provided** decreased 6% to 69%, **satisfaction with repairs and maintenance** decreased 10% to 60%, **satisfaction with the way your landlord deals with enquiries** decreased 9% to 63%.

4.4 Results across different themes

- The top three **tenant priorities** remain 'repairs and maintenance', 'the overall quality of the home', and 'your neighbourhood as a place to live'. 'Value for money for your rent' in fourth position is increasing as a priority for tenants.
- **Your home:**
 - Satisfaction with the **overall quality of the home**, and **repairs and maintenance** remain constant city wide at 70% / 71%.
 - Thinking about the last repair carried out, tenants reported high satisfaction with a new question on the **ease of reporting** the repair, 84%. However, satisfaction with the **speed of the repair** decreased 2% to 72% city wide.

- **Your neighbourhood:**
 - A new question asking to **what extent respondents agreed that the overall appearance of the neighbourhood is mainly the responsibility of local residents** showed two thirds agreed, 67%, with a fifth strongly agreeing.
 - A trend question asking to what extent possible indicators were an issue in their neighbourhood showed issues were more likely to be rated as a 'major issue' compared to 2014. **Car parking** remains the **main major issue** for 35% of tenants, followed by **rubbish or litter** (29% of tenants) and **dog fouling** (28%).
- **Customer service questions:**
 - Nearly four in five tenants, 78% agreed **staff were friendly and approachable**, and just over two thirds of tenants, 69%, found it **useful to have an annual visit to discuss their tenancy**.
 - A national comparator question, looking at how easy an organisation makes it for a customer to handle their issue, was included for the first time. Responses showed the '**customer effort**' score is the same as the UKCSI¹ average of 4.8.
- **Finances and life satisfaction:**
 - Satisfaction that **rent provides good value for money** has risen by +2% (77%), perhaps reflecting the small drop in rent charges.
 - An increase of +3% (26%) in tenants reported that **welfare reform has had a large impact** on them.
 - Surprisingly a significant drop -8% (19%) in tenants reported that they are in **financial difficulty** compared to 2014 which runs contrary to what we might expect.
 - A new national question looking at wellbeing asked tenants about their **overall satisfaction with their life nowadays**. Responses showed life satisfaction was 7.3 out of 10 which is considered high and broadly equal to the Leeds average of 7.7.

4.5 Other findings of note:

- As in 2014, comparison across key questions in the survey for different demographic groups showed **younger tenants to be significantly less satisfied than older tenants**.
- **Key drivers** identified that affected overall tenant satisfaction were:
 - Providing effective and efficient service, being treated fairly, repairs and maintenance, and overall quality of the home,

¹ UK Customer Satisfaction Index surveys customers from 244 organisations.

- The key tenant demographic drivers for satisfaction were satisfaction with life nowadays, age and current financial position (with those finding it difficult influencing lower satisfaction).

5 Corporate Considerations

5.6 Consultation and Engagement

- The STAR survey is a key consultation tool, which collects tenant feedback around services provided and consults on their priorities.
- Tenants were asked if they want to get involved – and engagement teams are contacting interested tenants.

5.7 Equality and Diversity / Cohesion and Integration

- The survey findings combined with what we already know about tenants have been used to identify variations in the opinions and priorities of different social and demographic groups, which can be used to support future service development.

5.8 Council policies and the Best Council Plan

- The Best Council Plan includes the objective of ensuring high quality public services, with a focus on improving customer satisfaction. The STAR survey is a key tool for assessing whether this best council objective has been met.

5.9 Resources and value for money

- The STAR survey was carried out using internal print, data entry and mail services and final costs are expected to be around £9K.

5.10 Legal Implications, Access to Information and Call In

- The STAR survey is a confidential survey, subject to data protection laws around the use of market research.

6 Recommendations

- 6.11 That the Housing Advisory Board note the findings of the survey along with the detailed analysis in the accompanying presentation.



Housing Survey (STAR) 2016/17

STAR 2016/17

- Same approach as previous (Postal/Online) but tested new channels and saving money **£5k**
 - § Random representative sample -15,000 received postal surveys, of which 4,000 also received an email option
 - § Piloted additional channels -11,000 emails and social media
- 3,117 responses from robust random sample
 - § Also 1,049 additional responses from online pilot
- Responses accurate and representative at:
 - § City level to +/- 1.7%
 - § Area level to +/- 3% (BITMO 4.9%)
 - § Ward level to +/- 10%

Online pilot - learning:

- § Email links provided a much higher response rate than sharing on social media:
 - § 1348 completed, following link sent by email, (11% return)
 - § Only 20 used web link shared on social media/newsletter/survey cover letter
- § Most completed the online survey via smartphone:
 - § 53% Smartphone, 35% Desktop, 12% Tablet (eg iPad)
- § Online method attracted more younger/middle aged respondents than postal:

| | Source | <35 | 35-64 | 65+ |
|----------------|------------|-----|-------|-----|
| Online | Desktop | 11% | 75% | 15% |
| | Smartphone | 31% | 65% | 4% |
| | Tablet | 10% | 73% | 17% |
| Online Total | | 22% | 69% | 9% |
| Postal Total | | 10% | 49% | 40% |
| Tenant Profile | | 25% | 56% | 19% |

Overall satisfaction

| Indicator | ENE | | SSE | | WNW | | BITMO | | City | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | Change |
| Overall satisfaction with services provided | 75% | 69% | 78% | 80% | 77% | 77% | 88% | 88% | 77% | 76% | -1% |

City wide including BITMO remaining constant

§ Within Housing Leeds, drop in satisfaction in East -6%

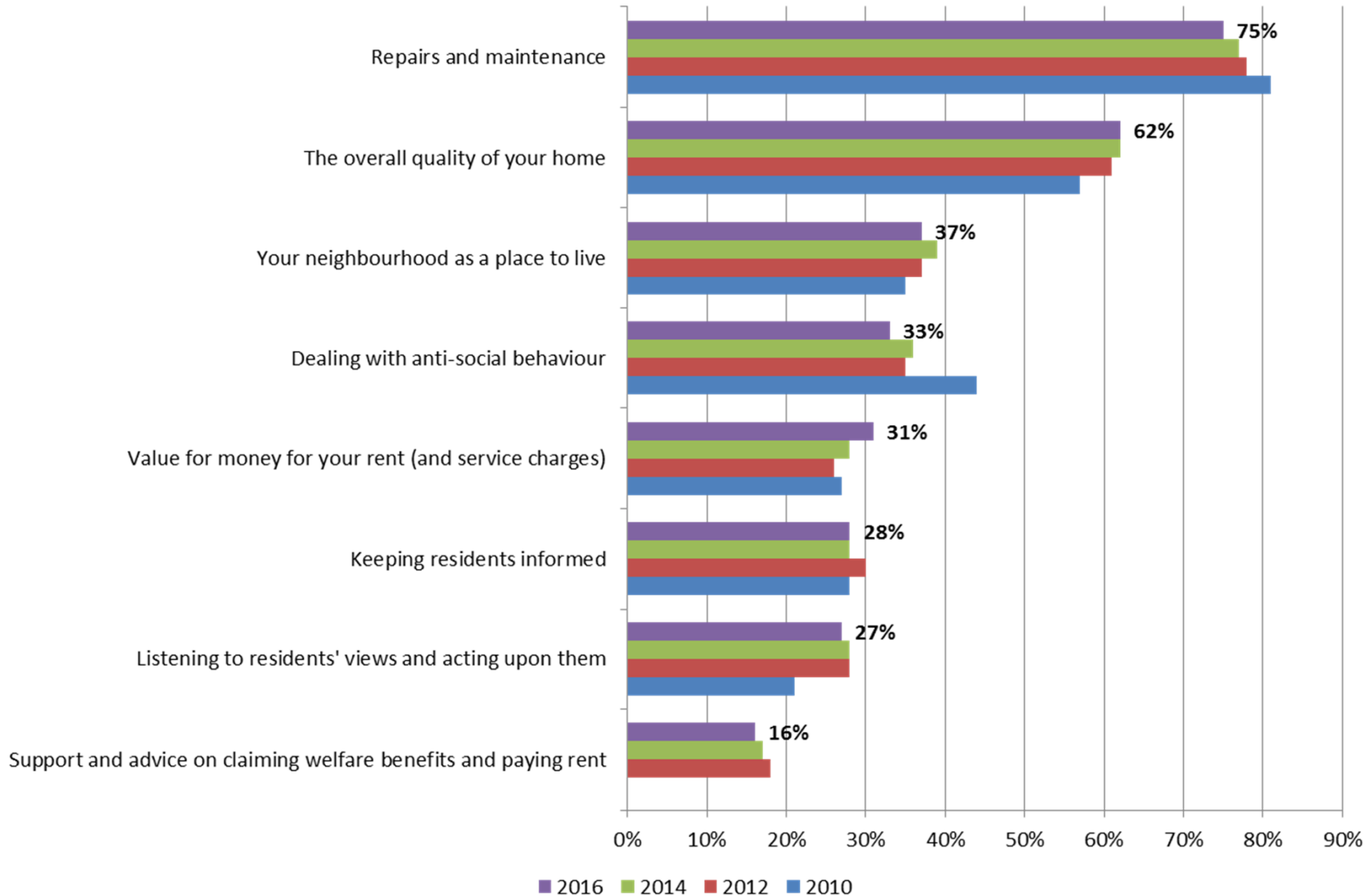
Key drivers for overall satisfaction:

- Providing effective and efficient service, being treated fairly, repairs and maintenance and overall quality of the home
- Satisfaction with life nowadays, age, financial position

Overall satisfaction by different groups



Tenant priorities 2010 – 2016/17



The home

| Indicator | ENE | | SSE | | WNW | | BITMO | | City | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | 2014/15 | 2016/17 | Change |
| Repairs | | | | | | | | | | | |
| Satisfaction with overall quality of the home | 71% | 64% | 70% | 74% | 72% | 73% | 82% | 84% | 71% | 71% | 0% |
| Satisfaction with repairs and maintenance | 70% | 60% | 72% | 74% | 70% | 73% | 85% | 85% | 71% | 70% | -1% |
| Heating and insulation is good at keeping the home warm in winter | 50% | 59% | 57% | 67% | 58% | 63% | 70% | 69% | 56% | 63% | 7% |
| The following refer only to respondents who said they had a repair in the last 12 months | | | | | | | | | | | |
| Satisfaction with ease of reporting repair | | 80% | | 86% | | 85% | | 91% | | 84% | |
| Satisfaction with the accuracy of the repair ordered | | 70% | | 76% | | 78% | | 87% | | 75% | |
| Satisfaction with the overall quality of work | 74% | 71% | 77% | 78% | 75% | 75% | 86% | 87% | 76% | 75% | -1% |
| Satisfaction that the repair was done 'right first time' | 64% | 62% | 70% | 70% | 68% | 67% | 78% | 81% | 67% | 67% | 0% |
| Satisfaction with the speed of the repair | 70% | 66% | 78% | 75% | 74% | 74% | 85% | 75% | 74% | 72% | -2% |

Key drivers for satisfaction with repairs and maintenance:

Overall quality of the home, speed of completion of repair, and ease of handling the issue

The Neighbourhood

- Neighbourhood as a place to live down by **-4% (72%)**
- Overall appearance of neighbourhood down by **-2% (66%)**
- Grounds maintenance, such as grass cutting, **up by +3 (69%)**

4th Quartile:

As a place to live:

Chapel Allerton
Killingbeck&Seacroft
Headingley
City & Hunslet
Farnley & Wortley
Bramley &Stanningley
Burmantofts & Rich H
Beeston & Holbeck
Armley

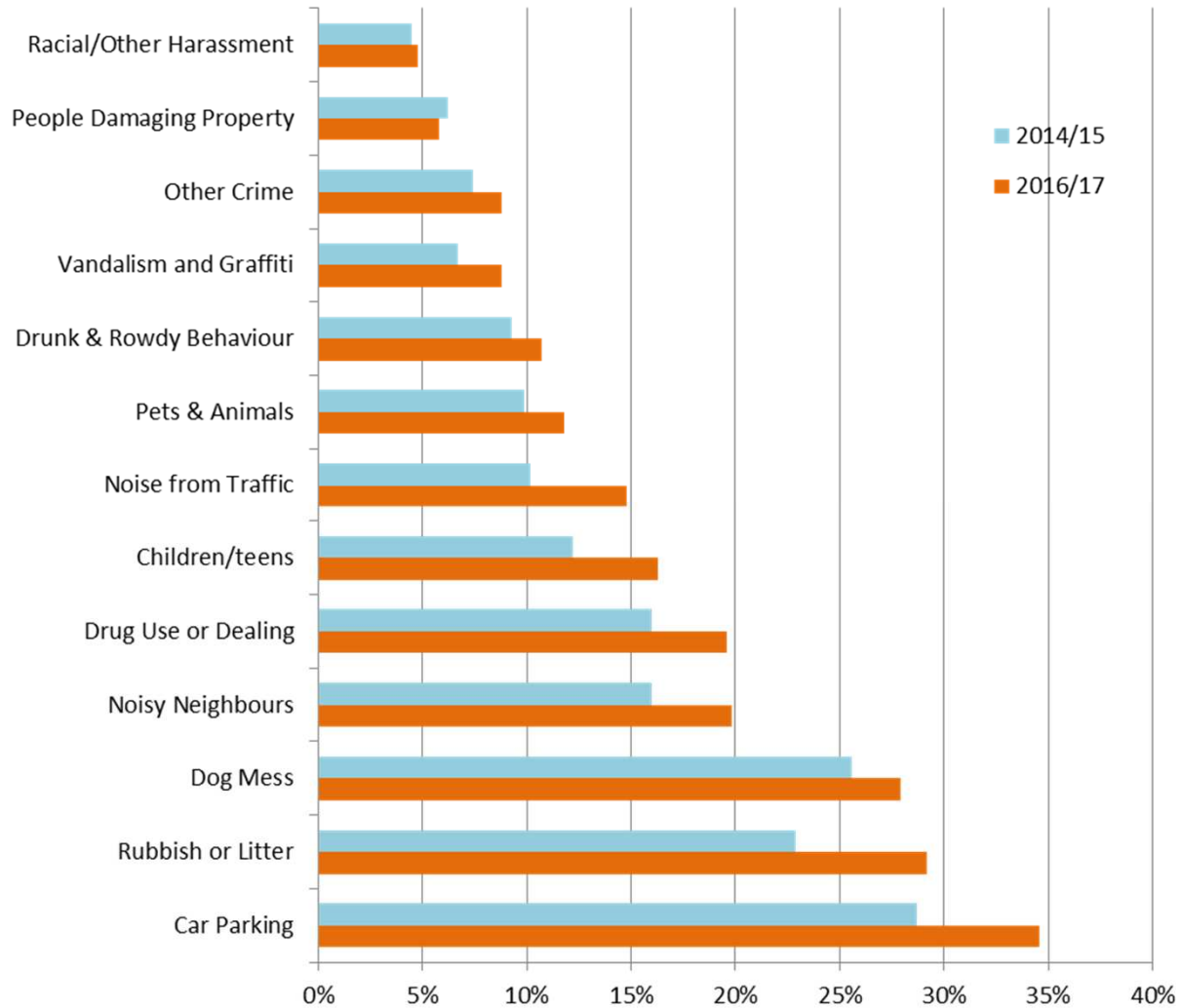
4th Quartile:

Overall appearance:

Killingbeck&Seacroft
Kirkstall
Beeston & Holbeck
Farnley & Wortley
Bramley &Stanningley
City & Hunslet
Burmantofts & Rich H
Armley
Headingley

- 67% agree that the overall appearance is mainly the responsibility of local residents.
 - No significant change across age groups, except older tenants (65+) were more likely to agree

Problems in the Neighbourhood



- Issues more likely to be rated as a major problems than than last time
- Noisy Neighbours is the standout Key Driver for satisfaction with neighbourhood

| | Car Parking | Rubbish or Litter | Dog Mess | Noisy Neighbours | Drug Use or Dealing | Children/teens | Noise from Traffic | Drunk & Rowdy Behaviour | Pets & Animals | Other Crime | Vandalism and Graffiti | People Damaging Property | Racial/Other Harassment |
|----------------------|-------------|-------------------|----------|------------------|---------------------|----------------|--------------------|-------------------------|----------------|-------------|------------------------|--------------------------|-------------------------|
| Adel & Wharfedale | 24% | 14% | 19% | 7% | 17% | 10% | 2% | 5% | 7% | 10% | 5% | 10% | 2% |
| Alwoodley | 33% | 22% | 23% | 24% | 13% | 12% | 15% | 8% | 10% | 5% | 4% | 4% | 5% |
| Ardsley & Robin | 49% | 21% | 29% | 17% | 25% | 23% | 14% | 15% | 12% | 15% | 16% | 13% | 8% |
| Armley | 29% | 50% | 38% | 29% | 33% | 33% | 15% | 26% | 23% | 22% | 24% | 9% | 11% |
| Beeston & Holbeck | 34% | 42% | 30% | 24% | 26% | 22% | 11% | 14% | 13% | 16% | 17% | 8% | 6% |
| Bitmo | 24% | 18% | 32% | 17% | 17% | 17% | 22% | 7% | 9% | 7% | 5% | 3% | 6% |
| Bramley | 40% | 38% | 39% | 31% | 27% | 26% | 16% | 14% | 18% | 13% | 10% | 7% | 12% |
| Burmantofts & Rich | 25% | 38% | 30% | 27% | 27% | 25% | 11% | 20% | 16% | 12% | 11% | 11% | 9% |
| Calverley & Farsley | 44% | 16% | 17% | 13% | 14% | 7% | 9% | 9% | 5% | 7% | 2% | 2% | 2% |
| Chapel Allerton | 25% | 35% | 26% | 21% | 20% | 22% | 14% | 9% | 14% | 13% | 7% | 7% | 9% |
| City & Hunslet | 26% | 39% | 28% | 22% | 24% | 26% | 16% | 21% | 16% | 12% | 10% | 11% | 6% |
| Crossgates | 31% | 17% | 18% | 12% | 12% | 11% | 5% | 7% | 11% | 4% | 2% | 3% | 2% |
| Farnley & Wortley | 47% | 43% | 37% | 23% | 26% | 16% | 18% | 10% | 14% | 11% | 7% | 7% | 5% |
| Garforth&Swillington | 42% | 17% | 29% | 15% | 10% | 10% | 5% | 5% | 15% | 5% | 2% | 5% | 3% |
| Gipton & Harehills | 32% | 32% | 25% | 22% | 22% | 15% | 18% | 11% | 12% | 9% | 8% | 8% | 4% |
| Guiseley & Rawdon | 36% | 11% | 8% | 13% | 9% | 7% | 6% | 2% | 6% | 2% | 4% | 2% | 2% |
| Harewood | 50% | 10% | 25% | 11% | 5% | 11% | 5% | 5% | 5% | | | | |
| Headingley | 25% | 46% | 55% | 64% | 42% | 8% | 42% | 46% | | 33% | 17% | 8% | 8% |
| Horsforth | 48% | 22% | 19% | 11% | 13% | 7% | 7% | | 11% | 9% | 4% | | 4% |
| Hyde Park | 52% | 39% | 11% | 15% | 21% | 14% | 20% | 17% | 6% | 8% | 12% | 7% | 5% |
| Killingbeck&Seacrof | 36% | 25% | 24% | 24% | 27% | 24% | 26% | 14% | 13% | 15% | 11% | 7% | 5% |
| Kippax & Methley | 45% | 24% | 33% | 9% | 8% | 12% | 6% | | 9% | | 4% | 2% | |
| Kirkstall | 37% | 34% | 33% | 32% | 38% | 25% | 15% | 19% | 11% | 16% | 17% | 7% | 9% |
| Middleton Park | 29% | 18% | 30% | 18% | 13% | 16% | 17% | 8% | 6% | 9% | 9% | 8% | 3% |
| Moortown | 44% | 31% | 15% | 23% | 14% | 3% | 15% | 12% | 3% | 3% | 6% | 6% | 3% |
| Morley North | 35% | 9% | 15% | 15% | 16% | 12% | 8% | 10% | 5% | 8% | 2% | 2% | 2% |
| Morley South | 35% | 20% | 26% | 16% | 9% | 10% | 17% | 3% | 14% | 3% | 1% | 5% | 3% |
| Otley & Yeadon | 31% | 15% | 29% | 17% | 17% | 8% | 4% | 1% | 7% | 4% | 3% | 2% | 1% |
| Pudsey | 37% | 16% | 29% | 14% | 16% | 10% | 9% | 6% | 9% | 7% | 3% | 4% | 2% |
| Rothwell | 51% | 16% | 31% | 16% | 11% | 13% | 8% | 6% | 7% | 5% | 7% | 4% | 3% |
| Roundhay | 49% | 21% | 19% | 13% | 13% | 7% | 10% | 7% | 11% | 7% | 4% | 2% | 6% |
| Temple Newsam | 20% | 23% | 25% | 14% | 10% | 21% | 14% | 6% | 11% | 6% | 13% | 6% | 9% |
| Weetwood | 39% | 12% | 21% | 13% | 13% | 7% | 12% | 6% | 5% | 4% | 1% | 3% | 3% |
| Wetherby | 34% | 12% | 11% | 9% | 5% | 5% | 7% | 2% | 5% | 2% | | 5% | 2% |

Anti-social behaviour

- § Satisfaction with the way the landlord deals with ASB decreased 55%, -5%
- § 28% said they had experienced ASB in the last 12 months, +2%,
- § Noisy Neighbours was the Key Driver for dissatisfaction with how we deal with ASB
- § Where said had experienced ASB in last 12 months or reported ASB, see lower satisfaction with how landlord deals with ASB.
 - § Note LASBT transactional survey currently shows 90% satisfaction

Satisfaction with the way the landlord deals with ASB (in general)

| | Satisfied | Neither | Dissatisfied | Count |
|--|-----------|---------|--------------|-------|
| All responses | 55% | 22% | 23% | 2489 |
| Where respondent said they had experienced ASB in last 12 months | 32% | 19% | 49% | 2421 |
| Where said they had reported ASB to: | | | | |
| LASBT | 37% | 7% | 56% | 65 |
| Police | 32% | 17% | 51% | 194 |
| Someone else | 31% | 20% | 49% | 59 |
| Housing Service | 25% | 14% | 61% | 242 |

Customer service

- Higher volume of contact 73%, +7%
 - § Channels: 57% phone, 34% visit office, 4% email
- Successes
 - Agree friendly and approachable staff, 78%, +2%
 - Satisfaction that landlord treats you fairly, 72%, +4%
 - Agree the Annual Home Visit is useful, 69%
 - Customer effort score same as UKCSI average, 4.8
- Remaining constant
 - § Agree an effective and efficient service, 68%
 - § Query answered in a reasonable time, 71%
 - § Easy to get hold of the right person, 59%
- Concerns
 - § Satisfaction with the final outcome, 60% -3% (ENE -9%, Bitmo -5%)
 - § Dealing with enquiries, 71% -2% (ENE -9%)

Contact by service area



Answered in a reasonable time
Ease of getting hold of the right person
Satisfied with outcome
Agree HL made it easy to handle issue

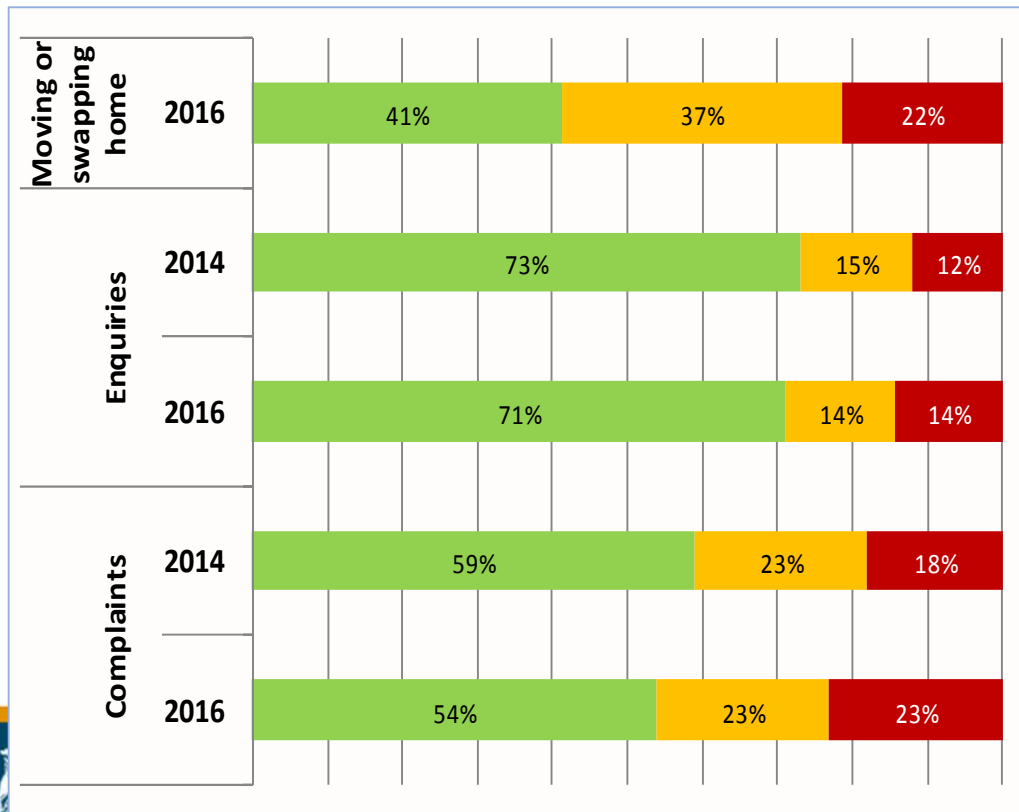
Perceptions

- § Agreement that the landlord has a good reputation -3% (57%)
- § Agree that trust landlord (63%)
- § Satisfaction that the landlord listens and acts -1% (55%)

Advice and Support

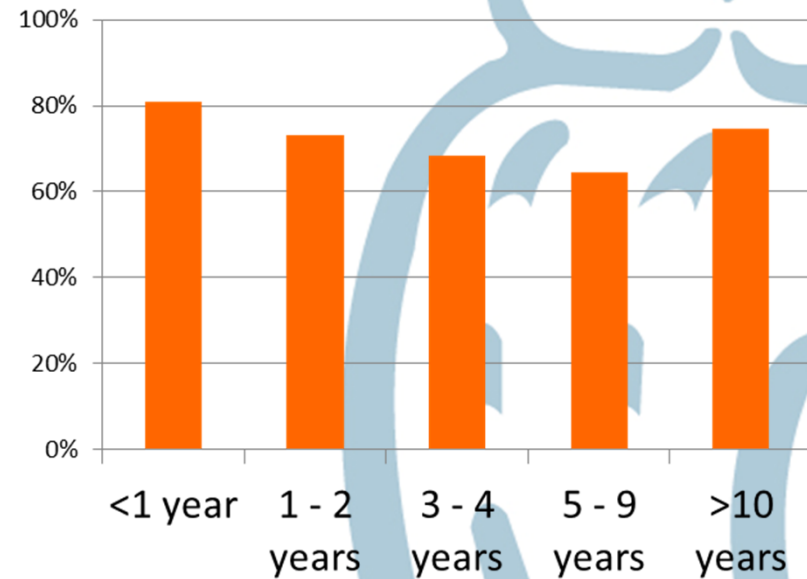
§ The Key Driver for advice & support with moving or swapping home was being treated fairly.

§ The neighbourhood and quality of home were also factored, however repairs and maintenance didn't



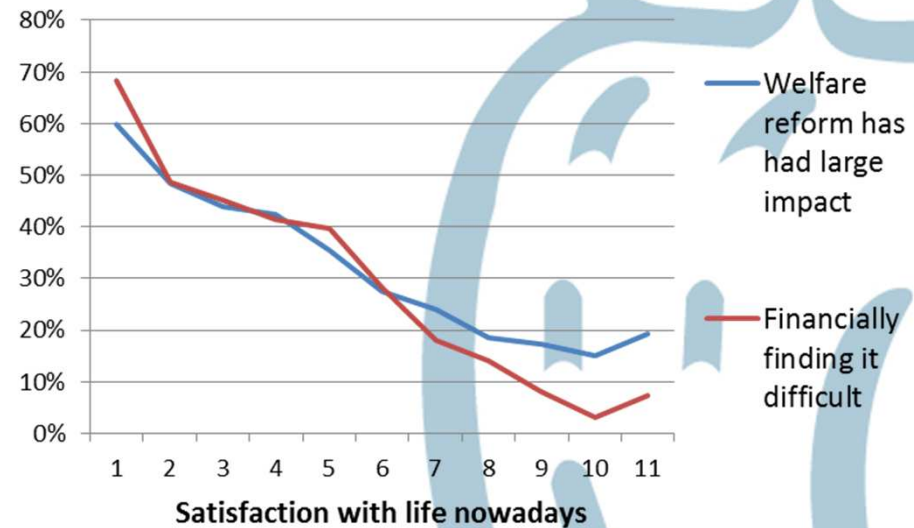
Rent and Current Finances

- Advice and support on claiming housing benefit and other welfare benefits +1 (72%)
- Advice and support on managing finances and paying rent and service charges +3 (66%)
- Rent provides good VFM up by +2% (77%)
 - § Satisfaction with VFM of rent reduces steadily over the length of tenancy, with exception of longest tenancies (linking with tenant age)

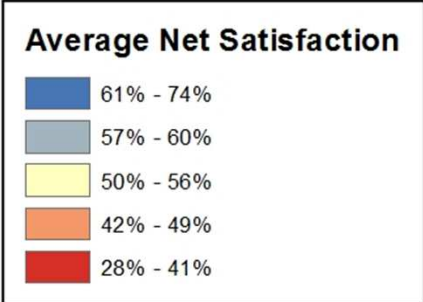
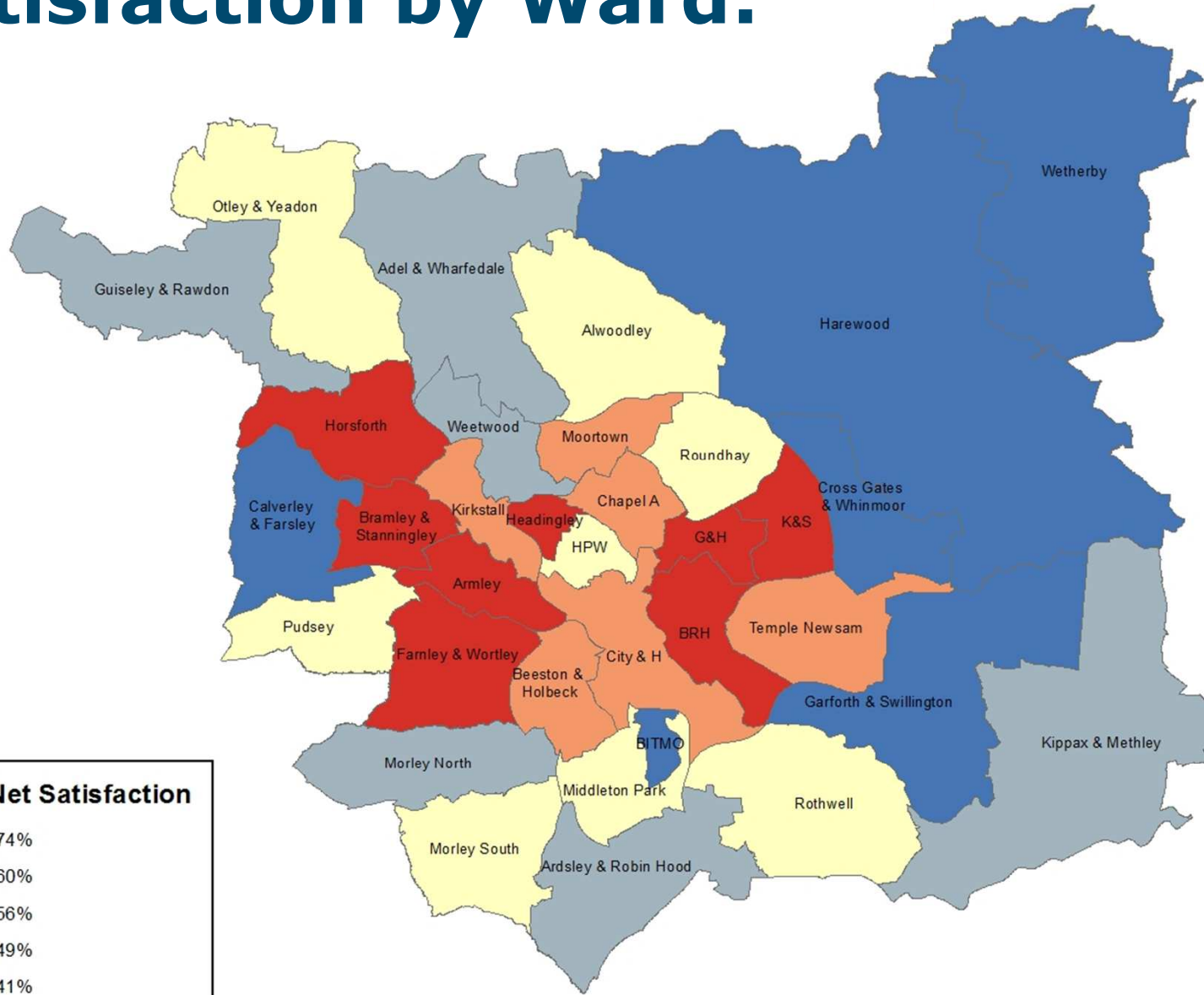


Rent and Current Finances

- Increase in tenants reporting that welfare reform has had a large impact on them **+3% (26%)**
 - § Disabled tenants and those aged 35-64 much more likely to report this.
- Significant drop in tenants reporting that they are in financial difficulty **-8% (19%)**
 - § Working age tenants more likely to say in difficulty, over half of those in financial difficulty reported a high impact of welfare reform (52%)
- Asked tenants to rate how satisfied they are with life nowadays (Mean 7.3), rated as High by ONS.



Average Net Satisfaction by Ward:



Summary

- Overall satisfaction stayed the same, 76%
 - § Increasing satisfaction with age, and financial comfort
- The home – many aspects stayed the same
 - § But drop in satisfaction in the East
 - § Significant increase in heating and insulation being reported as good at keeping the home warm +7% (63%).
- Neighbourhood, 72%, -4%
 - § Drop in satisfaction across city, particularly East and West
 - § Two thirds, 67%, agree overall appearance up to residents
 - § Issues more likely to be rated a major issue, car parking highest
- Customer service
 - § Agree friendly and approachable staff, 78% +2%
 - § Annual Home Visit is useful, 69%
- Rent and finances, Rent is value for money 77%, +2%
 - § Satisfaction with advice and support managing finances +3% (66%)
 - § Significant drop in tenants reporting they are in financial difficulty, -8% at 19%
- Perceptions,
 - § Agree trust landlord stayed same at 63%, but good reputation -3% at 57%

Report of Chief Officer Housing Management

Report to Housing Advisory Board

Date: 2 May 2017

Subject: STAR Survey – Next Steps

| | | |
|--|---|--|
| Are specific electoral wards affected? If relevant, name(s) of ward(s): | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the decision eligible for call-In? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

Summary of main issues

Housing Leeds undertakes a Survey of Tenants and Residents (STAR) every two years to measure the satisfaction of tenants with the services provided by their landlord. Results have been analysed from the most recent survey in November 2016, with overall satisfaction remaining at 76%.

A STAR Action Plan has been developed, outlining service improvements across specific areas of concern that have been highlighted as a result of the survey analysis, in order to improve customer satisfaction in these areas. This will be the focus of the service for the next 12-24 months.

Progress will be measured via improved analysis of ongoing customer satisfaction surveys, complaints and service requests on social media, and service improvement opportunities will be identified by maximising the revised Tenant Engagement Framework to take advantage of wider digital engagement opportunities such as SNAP e-surveys, and the customer self-service portal. The Action Plan will be regularly monitored by the joint Housing Management and Property and Contracts Senior Management Team Meeting, and reported to tenant engagement groups and Housing Advisory Board.

Recommendation

That Housing Advisory Board offer comment on the STAR Action Plan, along with proposals for ongoing monitoring and wider tenant engagement activity planned to increase communication opportunities with all tenants through digital engagement.

1 Purpose of the Report

1.1 To update the Housing Advisory Board on actions taken by Housing Leeds following the STAR Survey, and in particular the following:

- The development of a STAR Action Plan, outlining how Housing Leeds intends to deliver service improvements in order to improve customer satisfaction.
- How Housing Leeds will monitor the delivery of service improvements through the STAR Action Plan.
- Plans to undertake ongoing surveys which will evidence whether service improvements are having the desired impact on customer satisfaction.
- Wider tenant engagement activity planned to increase communication opportunities with all tenants through increased digital engagement.

2 Background information

2.1 Housing Leeds undertakes a Survey of Tenants And Residents (STAR) every two years, in order to measure the satisfaction of tenants and residents with the services provided by Housing Leeds as the landlord. The last survey was undertaken during autumn 2016.

2.2 The overall satisfaction of tenants and residents with services provided has remained constant, at 76%. A summary of the key outcomes of the survey are included within the separate presentation.

2.3 Housing Leeds is strongly committed to improving customer satisfaction with services provided. Following the recent STAR survey, Housing Leeds has worked with its key partners to develop an action plan, highlighting the main areas that the service will focus on over the next 12 – 24 months in order to improve the quality of services and increase customer satisfaction. A copy of the action plan is attached in appendix 1.

2.4 While the STAR survey is only undertaken once every 2 years, Housing Leeds undertakes ongoing customer surveys and provides other opportunities for customers to provide feedback on the quality of services provided. We plan to review and develop these ongoing surveys in order to ensure that they are aligned to the priority areas identified in the STAR action plan, and will use the performance outcomes to measure progress in delivering the action plan.

3 Main issues

3.5 The key areas from the STAR survey which have been identified as a priority for Housing Leeds in order to increase customer satisfaction are as follows:

Customer care

- Listening to tenants and acting on what we say we will do;
- Timeliness of answering calls;
- Clearly explaining the next steps to the tenant in relation to their enquiry so that they are clear about the process and timescales;

Being treated fairly

- Communicating more effectively with tenants around what levels of service / outcomes can be expected e.g. lettings, home improvements., in order to more effectively manage customer expectations;

Anti-Social Behaviour (ASB)

- Improving the way that we manage noise nuisance as the key driver for dissatisfaction with how we deal with ASB;
- Maximising community safety in blocks / areas with high incidences of ASB;
- Ensuring that we effectively support vulnerable tenants;

Lettings

- More clearly communicating rehousing chances and managing expectations;

Repairs

- Addressing inequalities in satisfaction in the east of the city;
- Improving the customer experience and increasing the number of repairs completed right first time;

Quality of the Home

- Reducing instances of damp in properties;
- Addressing inequalities in satisfaction in the east of the city;

Working Age Tenants

- Understanding and responding to the issues faced by younger tenants, who remain less satisfied with the quality of services;

Area differences

- Understanding some area variations in satisfaction and responding to more local issues;

3.6 The STAR Action Plan in Appendix 1 identifies what actions will be taken for each of the key service improvement priorities over the next 12-24 months, in order to achieve an improvement in customer satisfaction.

Monitoring Progress of the STAR Action Plan

3.7 The delivery of the STAR Action Plan will be monitored by Housing Leeds and progress reported to the joint Housing Management and Property and Contracts Senior Management Team Meeting on a quarterly basis, and to VITAL on a six monthly basis.

- 3.8 Progress will also be reported to Housing Advisory Board on a six monthly basis, with the next update in November 2017.
- 3.9 The next STAR survey will be completed in autumn 2018. This will be the next point when a true comparison of customer satisfaction will be available. In monitoring the delivery of the STAR Action Plan it is important that we are able to measure the impact of the delivery of actions on customer satisfaction on an ongoing basis over the next two years.
- 3.10 Housing Leeds already receives customer feedback in relation to a number of key services from a number of transactional surveys, as follows:
- Repairs Satisfaction Survey – satisfaction with the quality of individual repairs in the home;
 - Planned Works Survey – satisfaction with the quality of investment work undertaken in the home;
 - New Home Survey – satisfaction of new tenants in their home;
 - Adaptations Survey – satisfaction with adaptations undertaken;
 - Customer Services Survey – satisfaction with the contact, either to the Contact Centre or Community Hub.
- 3.11 Customer satisfaction from these surveys is monitored, and feedback is used to pick up particular issues with individual customers. However we could be more effective in undertaking more detailed analysis of feedback to understand issues being raised and particular areas of dissatisfaction - by customer group, property type, area etc.
- 3.12 We also receive other direct customer feedback through complaints, requests for service and social media, which provides themed feedback on the particular areas of dis-satisfaction. This feedback offers invaluable information which is used to inform service improvement opportunities, including procedural changes or staff training priorities.
- 3.13 There are also a number of other areas which can be used to indicate levels of customer satisfaction, as follows:
- Website analysis – of use of housing pages to identify whether they are effectively providing information needed by customers and feedback to ‘Did you find the information you were looking for?’;
 - Analysis of repeat contact / failure demand – to identify themes to where a tenant’s enquiry is not addressed at the first point of contact.
 - Performance on particular transaction types, e.g. % calls answered, repairs completed right first time, adaptations completed within timescale etc.
- 3.14 In monitoring the STAR Action Plan, success measures will be identified for each of the key areas of the action plan, and these will be used to monitor whether there is either an actual increase in customer satisfaction for particular transactions, or an improvement in service performance which indicates that customer satisfaction will also increase. It is proposed that these success measures are developed jointly

between officers and VITAL and reported back to HAB as part of the first progress report.

Evaluation of the STAR Survey Approach

- 3.15 STAR is an established framework for undertaking perception surveys of tenants and residents, which has been used widely within the housing sector since 2011. Due to its widespread use in the sector over a number of years, the STAR methodology offers organisations the ability to consistently measure trends over time.
- 3.16 The 2016 STAR survey followed both the previous approach of using a robust representative sample, as well as piloting greater options for digital engagement. Full details to the 2016 approach are provided in Background Information (paragraph 3) of the accompanying STAR Survey Findings HAB Report.
- 3.17 Opening up the survey to online respondents encouraged more people, and especially younger people, to complete the survey and provided a low cost model for collecting feedback in addition to the representative sample.
- 3.18 An evaluation of the STAR survey approach will be undertaken during 2017 to consider how we do future STAR surveys to make sure we can maximise the digital survey option. The outcome of this evaluation will be reported to HAB as part of the first progress report, in November 2017.

Wider Tenant Engagement Opportunities

- 3.19 In addition to the learning outcomes from existing surveys, complaints and social media there are a number of tenant engagement opportunities which can be used to better understand, or seek customer satisfaction on specific issues. These include the following:

Use of SNAP E-Surveys

- Targeted emails to tenants who have recently made a particular transaction to review the customer experience;
- Targeted emails to tenants who are of a particular customer profile to seek views that are particular to that customer group, e.g. younger tenants, tenants in high rise;
- Making better use of the Annual Home Visit information, especially where further advice can be given by sending targeted emails;
- Promoted on social media to seek more general views;
- Via mobile technology at Tenants And Residents Association meetings, summer galas /fetes and other community events;

Face to face Meetings

- One off meetings with a small group of tenants who have experienced a particular transaction or of a particular customer group to seek their views on the customer experience;
- Task and finish group with a small group of tenants working with us for a short period to provide input into a service improvement.

Use of Customer Self-Service Platform

- Working closely with the new housing ICT solution to develop the customer self-service platform to explore opportunities for tenants to give instant feedback on their experience in accessing services (including managing their rent account, ordering repairs or tracking a complaint), via the website or smartphone app.

General Data Protection Regulation

- 3.20 The Data Protection Act 1998 (“the DPA”) is being replaced by the new General Data Protection Regulation (“the GDPR”), which will become effective in May 2018. The new GDPR will introduce significant changes to the current data protection rules and imposes new and considerably more stringent requirements for the handling of personal data. Consent will become harder to rely on as a legal basis for processing as the GDPR requires a very high standard of consent.
- 3.21 Housing Leeds is currently working with the Digital and Information Service to consider the potential impact of the regulation on our plans to expand digital engagement across the service. We are also part of a northern networking group which is working with the Information Commission to define the impact for social landlords.

4 Corporate considerations

4.1 Consultation and engagement

- 4.2 The STAR survey is a method of tenant consultation and engagement that Housing Leeds use to understand the level of satisfaction among tenants, across different areas of the housing service. The Action Plan has been developed in consultation with senior officers to address areas where improvement opportunities have been identified. These will be monitored using success measures, which will be defined jointly with tenants via the Strategic Tenant Body, VITAL.
- 4.3 Progress against these success measures will then be shared with VITAL on a six monthly basis, but elements of the plan relating to different service areas will also be closely monitored by key service improvement tenant groups such as the Repairs and Capital Investment Group. Task and finish groups can also be set up to engage with specific customer groups, or about specific issues such as dealing with noise nuisance and ASB.

5 Equality and Diversity / Cohesion and Integration

- 5.1 Equality Analysis of the STAR findings has been undertaken in order to better understand any trends in dissatisfaction, for example analysis shows that working age tenants are less satisfied with services overall. Trends such as these have been taken into account in developing the action plan, for example including actions to review information for younger tenants and develop repairs self-service platform through the new Housing ICT solution, with engagement from younger tenants.
- 5.2 The action plan also commits to undertaking equality impact assessments of policy and procedure changes, to ensure that any actual or potential negative impacts for particular equality groups are mitigated.

6 Council Policies and Best Council Plan

- 6.1 Committing to and delivering against the action plan in response to the outcomes of the STAR survey will support the delivery of the key themes of the Housing Strategy and a number of strategic Council documents, including the Best Council Plan.

7 Resources and value for money

- 7.1 The action plan outlines service improvement actions which aim to improve performance and customer satisfaction. Whilst some resource will need to be invested in order to deliver these actions, such as analysis, process review and staff training, the result should mean savings are made overall, for example a reduction in repeat/avoidable contact, fewer complaints, increased digital interactions or lower costs associated with disrepair.

8 Legal Implications, access to information and call In

- 8.1 The report does not contain any exempt or confidential information.

9 Risk management

- 9.1 Adopting and delivering the Action Plan in response to STAR survey helps to mitigate the risk of Leeds City Council's reputation as a landlord. More specifically it seeks to address risks associated with inequalities in satisfaction of home quality and repairs service in the east of the city.
- 9.2 The action plan also seeks to mitigate any risks associated with how we respond to the STAR survey, for example any impact of the General Data Protection Regulation.

10 Conclusions

- 10.1 The STAR Survey is an important indicator of customer satisfaction with services provided by landlords, and provides a wealth of information which can be used to highlight areas which are a priority for service improvement.
- 10.2 The 2016 STAR Survey has highlighted a number of priorities for improvement, and an action plan has been developed which identifies how we plan to deliver service improvements in order to improve customer satisfaction.
- 10.3 The STAR Action Plan will be monitored during 2017/18 and progress will be reported to Housing Advisory Board on a six monthly basis.

11 Recommendations

- 11.1 That Housing Advisory Board offer comment on the STAR Action Plan, along with proposals for ongoing monitoring and wider tenant engagement activity planned to increase communication opportunities with all tenants through digital engagement.

This page is intentionally left blank

DRAFT 2017 Survey of Tenants and Residents (STAR) ACTION PLAN

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|--|---|---|------------------------------|-------------|---|
| Share Outcomes | Special HAB 02/05/17 | Mandy Sawyer | Various | 02/05/17 | Action Plan to be presented |
| | Share detailed outcomes with staff – staff engagement exercise | Mandy Sawyer | All | May 17 | Planning underway |
| | Share detailed outcomes with VITAL / HAPs / Repairs and Investment Focus Group | Mandy Sawyer | VITAL | May 17 | Planning underway |
| | Share with ward members / tenants on website / social media | Mandy Sawyer | Coms | May 17 | Planning underway |
| | Share and develop action plan with contractors / partners | Service Managers | Contractors / Other Services | May 17 | Planning underway |
| Communication Channels | Undertake analysis of contact types via office visit (currently 34% of contact) to identify opportunities encourage channel shift | David Rickus / AHMs | Customer Services | Sep 17 | Planning underway |
| | Consider impacts of General Data Protection Regulation on future of customer surveys / consultation | TBC | Information Governance | June 17 | Impacts currently being considered |
| Dealing with Enquiries / Listening and Acting | Analysis of failure demand to understand reasons for repeat contact. | Service Managers | Customer Services | Sep 17 | Analysis underway as part of scrutiny enquiry |
| | Monitoring Contact Centre / Housing Office phone performance / response to Work Qs. | Roisin Donnelly / AHMs / Service Managers | Customer Services | Ongoing | Strengthen monitoring already in place |
| | Review Customer Services scripts to | Roisin Donnelly | Service | Sep 17 | Scrutiny recommendation |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|------------------------------|---|---|---|---|---|
| | <p>ensure that process and timescales are clearly communicated to tenants.</p> <p>Customer Care Training</p> <p>Analysis of Housing Office customer contact to identify how communication could be improved for key contact types.</p> <p>Review Work Q process for repairs enquiries to design out double handling, which causes delays and impacts on resource capacity</p> <p>Pilot Tier 2 Repairs Support within the Contact Centre to establish impact on Right First Time</p> | <p>Roisin Donnelly</p> <p>AHMs / Service Managers</p> <p>Rebecca Levine</p> <p>Rebecca Levine</p> | <p>Managers</p> <p>Managers</p> <p>Customer Services / Housing Managers</p> <p>Customer Services</p> | <p>March 18</p> <p>Sep 17</p> <p>Aug 17</p> <p>May 17</p> | <p>Pilot training programme completed – to roll out. Scope needed</p> <p>Planning underway</p> <p>Planning underway</p> |
| Being Treated Fairly | <p>Undertake further analysis of STAR data to identify themes to tenants feeling that not treated fairly.</p> <p>Use findings to inform changes to scripts / process / information shared to increase transparency</p> <p>Raise awareness and deliver training for Property and Contracts staff and contractors that aligns to better around management of complex cases involving vulnerability and mental health issues</p> | <p>Frank Perrins</p> <p>Service Managers / AHMs</p> <p>Service Managers</p> | <p>Managers</p> <p>Customer Services</p> <p>Housing Support / LASBT / Housing Related Support / Contractors</p> | <p>June 17</p> <p>Sep 17</p> <p>Oct 17</p> | <p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>Planning underway. Developing case studies to form basis of training</p> |
| Landlord Reputation | <p>Increase tenant communications on positive messages, awards etc., to raise</p> | <p>David Rickus</p> | <p>All</p> | <p>Ongoing</p> | <p>Teams being encouraged to put forward positive</p> |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|------------------------------|---|-----------------------------------|--------------------------|-------------|--|
| | <p>profile of positive elements of service delivery.</p> <p>Refresher Training on Complaints for all staff dealing with complaints, to ensure high quality responses to complaints.</p> | Roisin Donnelly | Managers | June 17 | <p>messages</p> <p>Training delivered to Housing Managers / awareness in Housing Leeds Matters</p> |
| Anti-Social Behaviour | Greater analysis of data to identify if issues in particular areas / elements. | Frank Perrins / Keith Mack | LASBT | May 17 | Analysis underway |
| | Review of ASB Procedures to strengthen process and tenant communication | AHM / Keith Mack | LASBT | May 17 | Procedure review underway |
| | Undertake a customer survey on satisfaction with the ASB process | AHM / Keith Mack | LASBT | Sep 17 | Scope to be developed |
| | ASB refresher training (including noise nuisance) for all housing staff | AHM / Keith Mack | LASBT | June 17 | Training being planned |
| | Review tenant information in relation to ASB / noise nuisance | AHM / Keith Mack | LASBT | June 17 | Review planned |
| | Deliver enhanced management model, with enhanced security as part of High Rise Project. | Dave Longthorpe / Mark Grandfield | LASBT | Various | Separate project plan in place |
| | Review policy / approach to dealing with requests for fencing, security alarms, security lighting etc. to ensure the approach supports and links in to dealing effectively with ASB cases | Rob Goor / Phil Charlton | LASBT / Housing Managers | June 17 | Currently reviewing fencing policy and collecting data on alarm / lighting demand |
| Estate Environment | Greater analysis of data to identify if lower satisfaction with the estate environment in particular areas / does it link to Priority | Frank Perrins | AHMs | June 17 | Analysis planned |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|---|--|---|--|--|---|
| | <p>Neighbourhoods</p> <p>Identify if there are priority areas for more intensive action on the estate environment – linking to HAPs and Community Payback</p> <p>Increase sharing of good new stories on the estate environment on the local pages of the website / social media.</p> | <p>AHMs</p> <p>David Rickus</p> | <p>Communities and Environment</p> <p>Communities and Environment</p> | <p>Sep 17</p> <p>Ongoing</p> | <p>To plan once analysis undertaken</p> <p>Teams being encouraged to put forward positive messages</p> |
| <p>Satisfaction with Moving Home</p> | <p>Comments indicate that most dissatisfaction is with:</p> <ul style="list-style-type: none"> • Feedback on likely waiting times • Band B customers waiting longer • Needing to move to an accessible/ adapted home • Condition of property when move in (voids and mutual exchanges) <p>Undertake more analysis of dissatisfied tenants against known housing position.</p> <p>Review information on likely waiting times to give consideration to how customer communication / management of expectations could be improved.</p> <p>Review procedures on accessible housing and void process</p> <p>Review of website content in relation to lettings to maximise transparency.</p> <p>Review of New Home Survey feedback to identify themes and service improvement opportunities.</p> | <p>Frank Perrins / Kath Bramall / AHMs</p> <p>Kath Bramall</p> <p>Kath Bramall / Colin Moss</p> <p>Kath Bramall</p> <p>Mandy Askham</p> | <p>AHMs</p> <p>AHMs</p> <p>AHMs Health and Housing Property and Contracts</p> <p>Frank Perrins</p> | <p>Sep 17</p> <p>Sep 17</p> <p>Feb 18</p> <p>Feb 18</p> <p>July 17</p> | <p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>To plan once analysis undertaken</p> <p>As part of ICT Project</p> <p>Survey carried out</p> |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|----------------------------------|---|-----------------|--------------------------------|----------|---|
| | Review how repairs are managed during the early life of new tenancies to ensure minimal responsive visits are required | Mandy Askham | Contractors | Oct 17 | Currently collecting supporting data to determine pressure areas |
| | Pilot the introduction of a new tenancy 'Home Induction' to ensure good information on the repair & maintenance responsibility and use of services within the home | Mandy Askham | Contractors / Housing Managers | | Discussing and exploring benefits through 'Chartered Institute of Housing – Rethinking Repairs' project |
| Repairs & Maintenance | Analyse specific comments and develop actions for team / contractors based on trends and outcomes including sharing positives <u>Address Inequalities with East Satisfaction</u> | Rob Goor | | April 17 | Analysis ongoing |
| | <ul style="list-style-type: none"> • Improve east order raising model to ensure citywide consistent citywide service | Rob Goor | LBS | Nov 17 | Developing detailed SOR's as part of the Total Mobile project |
| | <ul style="list-style-type: none"> • Improve planning & scheduling of LBS repairs through roll out of Total Mobile & introduce scheduler | Mark Grandfield | LBS | Aug 17 | Total Mobile roll out ongoing |
| | <ul style="list-style-type: none"> • Introduce/Improve LBS performance management and formalise operational procedures | Rob Goor | LBS | Dec 17 | Developing project plan |
| | Undertake review of current repairs call handling and establish future options to improve right first time levels and improved customer experience | Rob Goor | Customer Services | Dec 17 | Piloting Tier 2 support within Contact Centre |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting | |
|--------------------------------|---|-----------------|--|---------|--|------------------|
| | Create a collaborative learning environment involving key stakeholders, which develops ongoing service improvement based on customer feedback and lessons learnt. | Rob Goor | Repairs Team / Customer Services / Contractors / Housing Management Teams / Repairs & Investment Focus Group | June 17 | Improved (Collaborative) relationships between Repairs – Contact Centre Contractor. Need to encompass wider stakeholders | |
| Quality of Home | Reduce instances of damp to improve living conditions through the delivery of the Disrepair Reduction Strategy | Tom Finch | Service Managers, Contractors | May 17 | Finalising strategy | |
| | <u>Address Inequalities with East Satisfaction</u> | | | | | |
| | Analyse specific comments and develop actions based on feedback and tenant priorities. Explore options to address through investment programme. | Phil Charlton | | | May 17 | Planning ongoing |
| | Consider / Profile impact of the Heat from RERF project on East satisfaction based on heating and insulation being a key driver on overall satisfaction against this theme. | Frank Perrins | | | May 17 | Planning ongoing |
| Satisfaction of Younger | Further analysis and more detailed survey / engagement with young people to understand reasons for higher levels of | Frank Perrins | Intelligence & Improvement Team | June 17 | Developing suite of key BI areas | |
| | Better use of Business Intelligence to shape and prioritise services based on customer demand and high volume areas of activity. | Service Mangers | Intelligence & Improvement Team | June 17 | Developing suite of key BI areas | |
| | Further analysis and more detailed survey / engagement with young people to understand reasons for higher levels of | Frank Perrins | Tenant Engagement / AHMs / | June 17 | Analysis planned | |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|--|--|---------------------|---------------------------------------|-------------|--|
| Tenants | dissatisfaction | | | | |
| | Use learning to review procedures / information for younger tenants | TBC | Repairs and Investment Focus Group | Sep 17 | To plan once analysis undertaken |
| | Develop repairs self-service platform through Civica, with engagement from younger tenants | Gurmeet Viridi | CIVICA Project Team | July 18 | Developing requirements through workshops |
| | Using analysis to guide social value work with Mears into specific communities | Rob Goor | Mears / Tenant Engagement | Sep 17 | Planning underway |
| Area Differences | Greater analysis of ENE satisfaction to understand drivers for dissatisfaction. | Frank Perrins | AHMs | May 17 | Analysis underway |
| | Greater analysis of wards where overall satisfaction is less than 41% to understand drivers for dissatisfaction. | Frank Perrins | AHMs | June 17 | Analysis planned |
| Tenants in Financial Difficulty | Greater analysis of survey results to understand reasons for 8% drop in numbers experiencing financial difficulty. | Frank Perrins | AHMs | May 17 | Analysis underway |
| | Use outcomes to identify priority groups for additional support | Simon Swift | AHMs | Sep 17 | To plan once analysis completed |
| Equality and Diversity | Consider equality and diversity when undertaking analysis work and undertake equality impact assessment of policy and procedure changes | Jenny Coop | All | Ongoing | To be incorporated into monitoring of all parts of the action plan |
| Housing ICT Solution | Consider what opportunities are available to increase customer satisfaction for each of the area of the action plan through the delivery of ICT enhancements, e.g. | Gurmeet Viridi | Digital Information Service / Service | March 18 | Project implementation plan in place |

| STAR Theme / Priority | Action | Lead Officer | Involved | When | Progress reporting |
|--|---|--------------|----------|---------|---------------------------------|
| | customer access portal, Leeds Homes Website, mobile technology | | Leads | | |
| Ongoing Monitoring of Action Plan | Action plan to be reported into: <ul style="list-style-type: none"> • Joint Housing Management and Property and Contracts SMT on quarterly basis • VITAL / HAB on six monthly basis | Mandy Sawyer | All | June 17 | First report to VITAL in May 17 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |