



Public Document Pack Housing and Community Overview and Scrutiny Agenda

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum

Wednesday 5 June 2024 at 7.30 pm

Conference Room 2 - The Forum

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Barry (Chair)
Councillor Adeleke
Councillor Barradell
Councillor Johnson
Councillor Pesch
Councillor Williams
Councillor Banks

Councillor Pringle
Councillor Smith-Wright
Councillor Stevens
Councillor McArevey
Councillor Deacon
Councillor Link
Councillor Santamaria

For further information, please contact Corporate and Democratic Support

AGENDA

1. MINUTES (Pages 3 - 5)

To confirm the minutes from the previous meeting

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct For Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

6. Q4 PEOPLE AND COMMUNITIES QUARTERLY REPORTS

Report to follow

7. Q4 HOUSING PERFORMANCE & TENANTS' VOICE REPORT (Pages 6 - 146)

8. TENANCY STRATEGY (Pages 147 - 169)

MINUTES

HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 13 March 2024

Present:

Councillor Barry-Mears (Chair)
Councillor B Link
Councillor Cox
Councillor Pringle
Councillor Smith-Wright

Councillor Stevens
Councillor Banks
Councillor Barradell
Councillor Adeleke
Councillor Johnson
Councillor B Williams
Councillor Pesch

Officers:

Natasha Beresford	Assistant Director - Housing Operations & Safe Communities
Diane Southam	Assistant Director - Place, Communities and Enterprise
Oliver Jackson	Head of Housing Operations
Vikki Slawson	Strategic Housing, Investment & Regeneration Manager
Diana Houghton	Strategic Housing, Investment & Regeneration Manager
Kayley Johnston	Corporate & Democratic Support Officer (minutes)

Others viewing:

Charlotte Wren - Corporate Graduate
Sullivan Walker – Corporate Graduate

HC/20/24 MINUTES

The minutes of the meeting on 7 February 2024 were agreed by Members present and signed by the Chair.

HC/21/24 APOLOGIES FOR ABSENCE

There were no apologies received.

HC/22/24 DECLARATIONS OF INTEREST

There were no declarations of interest.

HC/23/24 PUBLIC PARTICIPATION

There was no public participation.

HC/24/24 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

None.

HC/25/24 ACTION POINTS FROM THE PREVIOUS MEETING

The action points were agreed and up to date.

HC/026/24 Q3 QUARTERLY BUDGET MONITORING REPORT

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

HC/027/24 Q3 23-24 PERFORMANCE TENANTS VOICE REPORT

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

HC/028/24 ARTS AND CULTURE UPDATE

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

ACTION POINTS: D.S – to look into the consultancy review for Cllr Banks.

HC/029/24 COMMUNITIES AND LEISURE UPDATE

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

ACTION POINT: J Bank PH Question. – Please respond (are you fully supportive about the health hub)

ACTION POINT: D Southam to come back to J Banks about the community grant.

ACTION POINT: DS why is there no tuck shop at every site.

HC/030/24 ANTI-SOCIAL BEHAVIOUR POLICY

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

ACTION POINTS: NB to circulate links for Cllr Pesch and circulate more info for Cllr Banks.

HC/031/24 LOCAL CONNECTION POLICY
54:05

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

HC/032/24 MUTUAL EXCHANGE POLICY
56:35

Please refer to the video minutes for the full discussion.

The report was agreed and noted by Members.

HC/033/23 FORWARD PLAN

The forward plan was agreed.

The meeting finished at 20:30



HOUSING AND COMMUNITY

Overview and Scrutiny Committee

Report for:	Housing and Community Overview and Scrutiny Committee
Title of report:	Q4 2023-2024 Housing Performance & Tenants' Voice Report
Date:	5th June 2024
Report on behalf of:	Councillor Simy Dhyani, Portfolio Holder for Housing and Property Services
Part:	I
If Part II, reason:	N/A
Appendices:	<p>Appendix A – Housing & Property Services Performance Report 2023/24</p> <p>Appendix B – Dacorum Tenant Satisfaction Measures Results 2023/24</p> <p>Appendix C – HouseMark mid-point review (latest benchmarking data available)</p> <p>Appendix D – Compliance Report, March 2024</p> <p>Appendix E – Complaints Overview 2023/24</p> <p>Appendix F – Repairs Service Improvement Plan (as at 22nd April)</p>
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	<p>DBC – Dacorum Borough Council</p> <p>SQA Team – Strategy, Quality & Assurance</p> <p>TSM's – Tenant Satisfaction Measures</p> <p>HTIP – Housing Transformation Implementation Project</p> <p>RAAC - Reinforced autoclaved aerated concrete is a lightweight material that was used mostly in flat roofing, but also in floors and walls, between the 1950s and 1990s. It is a cheaper alternative to standard concrete, is quicker to produce and easier to install. It is aerated, or "bubbly", like an Aero chocolate bar, but less durable with a lifespan of around 30 years.</p> <p>LGA – Local Government Association</p>

Report Author / Responsible Officer

Simon Walton, Head of Strategy, Quality & Assurance



simon.walton@dacorum.gov.uk / 01442 228000

on behalf of:

Natasha Beresford, Assistant Director, Housing Operations & Safe Communities

Mark Pinnell, (Interim) Assistant Director, Property

David Barrett, Assistant Director, Strategic Housing & Delivery

Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All
Purpose of the report:	<ol style="list-style-type: none">1. To provide H&COSC with an overview of the performance and the tenants' voice for the Housing & Property Services for the financial year 2023/242. To present the interventions and actions undertaken to address any performance concerns
Recommendation (s) to the decision maker (s):	That H&COSC consider the report and scrutinise the actions to address any performance concerns highlighted
Period for post policy/project review:	This relates to Q4 and a review of the whole 2023/24 financial year. This report is produced every Quarter.

1. Introduction/Background

1.1 This report details the performance of Housing & Property Services during the fourth (and final) quarter of 2023/24, measured against the suite of performance indicators.

1.2 Performance is reviewed monthly via In-Phase reports, which provide an overview of the services.

1.3 The Operational Risk Registers are reviewed by the relevant teams at least quarterly, to reflect any changes internally or externally that have impacted upon the identified risks and to include new risks. Robust mitigations are in place to reduce the risk's likelihood and severity.

1.4 The Housing (Regulation) Act 2023 legislates the importance of listening and acting on the Tenants' Voice. The feedback we receive from our Tenants is invaluable data which can be used to inform service improvement and deliver tailored services.

1.5 The effective use of the Tenant voice data and insight will not only improve services, but also demonstrate compliance with the new regulatory framework relating to the Tenant Satisfaction Measure's (TSM's) and the Consumer Standards.

1.6 This report also details the improvement actions to address any areas of concern.

2. The aims of this paper

- To improve service performance within the directorate
- To ensure that services delivered are resident focussed
- To drive service delivery improvements
- To increase efficiency and focus
- Improve the customer experience
- Ensure appropriate scrutiny of the services delivered

3. The Current Position on Performance

Appendix A is the InPhase report on performance, **Appendix B** is our TSM results, **Appendix C** is our latest HouseMark report, **Appendix D** is our Compliance Report, and **Appendix E** is our Annual Review of Complaints.

Repairs and Complaint management continue to be two of the most challenging areas across the sector. There is improvement work underway in both areas at DBC, which is kept under strict supervision.

4. InPhase Departmental Report (Appendix A)

4.1 During Q3 the entire suite of performance measures were reviewed, and new reports created. This was to improve accountability and introduce more measures to allow service to be viewed more holistically on performance, quality and satisfaction.

There are 7 'red' indicators at the end of Q4:

The number of estate inspections with a 'red' grading:

We have a zero tolerance for 'red' gradings, therefore there will always be targeted action in these areas between scheduled activities. This instance related to fly-tipping around London Road, which resulted in CCTV being installed as a preventative measure. A few weeks on and there haven't been any further incidents - but will be monitored closely in the coming weeks.

Average re-let time in days (standard re-lets) & Average time to re-let general needs properties:

Both measures are correlated, and both suffered from several empty homes requiring high value works, some requiring major clearances and asbestos removal.

Percentage of respondents satisfied with complaints handling:

Please refer to Appendix E for in-depth review.

Call handling average waiting time:

This is for the Council's telephone system. During March letters were sent for Council Tax, Rent Increases and Garden Waste. Despite advanced staff planning, call waiting times were over target, although improved considerably on the march 23 figures.

Cardo Customer Services:

Cardo delivers our responsive repairs. As such, it is important that we monitor their customer service levels. There were dips in March because of the contractor changing their IT servers. Given the circumstances this was kept to a minimum and they kept us informed.

5. High Risks Areas

Income Collection

We have collected 99.97% of the rent due as at the end of Q4 and current rent arrears were 3.8%. Both indicators were under-target and have improved against the March 23 results. This is particularly pleasing given the economic backdrop and cost of living crisis experienced by our tenants.

Rent collection processes have been reviewed during this period and a more streamlined approach has been implemented. This is supporting the Income team to take more timely action in cases, although some cases are being delayed due to ongoing court delays, which we have continued to experience post pandemic.

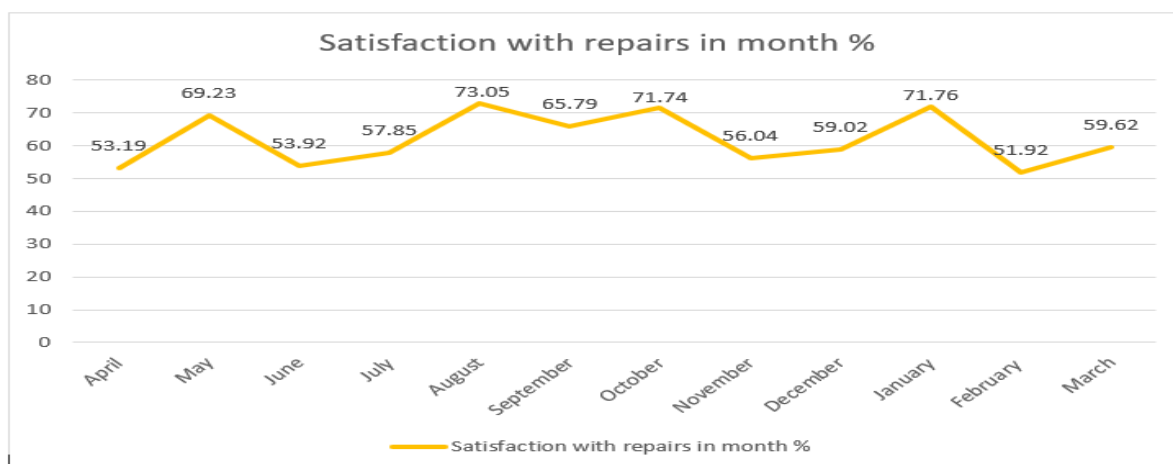
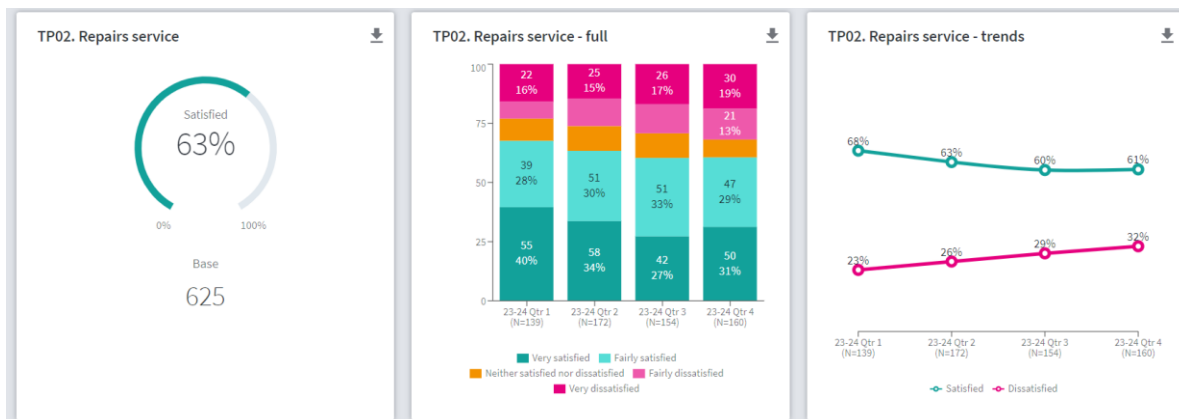
Compliance (including RAAC, Damp & Mould and Disrepair)

The latest compliance report (**Appendix D**) demonstrates particularly good performance on certification and inspection.

Attention is focused on ensuring this strong performance continues and ensuring all arising remedial actions are completed.

Repairs

The TSM results and monthly transactional surveys are disappointing, as seen below:



The transactional surveys are the best indicator of the likelihood of the TSM figures improving in the future. However, the monthly figure trends over the year have been close to the TSM perception scores. The area of responsive repairs is very challenging, Osborne Property Services Ltd (OPSL) now have new owners (Cardo) who appear genuinely keen to improve the customer experience. We are working through a jointly agreed service improvement plan. The plan is reviewed each week at operational meetings and progress reported monthly.

We are confident in the integrity of these results given the perception measures are captured by M.E.L. Research independently, and the transactional survey results are collated from the SQA team which sit outside of the Property team.

Current operational focus:

- Assessing failure demand into the Cardo call centre. This will categorise the incoming calls into value demand and failure demand, identifying the root causes of failure demand and seek to eliminate the largest causes first.
- Reviewing the reasons for follow on work and analyse the root causes. This will reduce the number of visits needed to complete work, creating a better customer experience and more capacity in the system.
- Analysing the repairs history of properties to identify repeat issues eg blocked drains. We are going to investigate each type and seek to remedy the issue rather than deal with it each time on a responsive repair.
- Undertake proactive works (for example with gutter clearance)

Homelessness Provision

The council is experiencing increased demand from households in the borough at risk of homelessness or rough sleeping. This has been caused by several factors, which includes the rising cost of living and an increase in households contacting the council, who previously would resolve their own difficulties. In addition, there is increased demand from households seeking advice and help, whom have previously been granted New Refugee status in the UK, many of which the council does not have a duty to house and as a result this is placing pressures on current resources for single homeless households.

As a result of the above we have seen a rise in households seeking help and being placed into temporary accommodation. The service has stood up additional resources to respond to these demands and is also proactively engaging with partners to explore additional preventative initiatives and early intervention options to ease pressure on the statutory service.

Ombudsman Cases / Petitions

Two petitions were received during 2023/24 and three Ombudsman cases which were found against us. These are detailed in Appendix E.

6. Our Performance compared to others

It is important to measure our performance against our peers, not just against our own targets. We are a member of HouseMark (a bench marking club for social housing nationally), to do this. There is naturally a lag in data as HouseMark collects it in from members and then goes through a process of quality assurance.

Performance is generally in the lower quartiles and the associated action plans are designed to address this. The mid-point HouseMark report (the latest one they have produced at time of writing) can be seen at **Appendix C**.

7. The Residents' Voice

At Appendix B, there is the MEL Research report on our Tenant Satisfaction Measure results for 2023/24, demonstrating that:

- The perception measures are consistently in the bottom quartile for satisfaction.
- Sheltered tenants are generally (although not always significantly) more satisfied with the service they receive from Dacorum Housing services than General Needs tenants.
- Older tenants are more satisfied than younger tenants, especially when comparing those 75+ to other age groups within the sample. It should be noted that this is likely in part because these tenants are more likely to be Sheltered tenants.
- Tenants who live in bungalows are also generally more likely to be satisfied, particularly regarding repairs and communication. This is likely due to the high proportion of older tenants residing in these property types.

8 Service Improvement Activity:

Communal areas – A pilot Estate Improvement Project at Grovehill is progressing well. An estate improvement plan has been co-created with over 30 residents and a Resident Committee is being formed to manage this through. Funding has already been identified for several key improvements and this pilot will be reviewed in the summer and is likely to be rolled out to other areas of the borough.

Eastwick Row improvements – a focus on improving this area was underway in Q4 following engagement with residents and consideration of survey responses. This has culminated in a co-produced resident engagement day, being held on the 25 April – this event led by the council’s Tenancy Management team in collaboration with internal colleagues and with support from several key strategic and voluntary sector partners. This saw an excellent opportunity to have open dialogue with residents - gaining insight on what life is like at Eastwick Row and improvements residents would like to see.

Fly-Tipping Pilot – This pilot has been extended, to build upon the early improvements that have been identified and to embed lessons learned. To date, GIS mapping, systems processes have been reviewed and refreshed establishing a joined-up approach to fly-tipping, maximising existing resources.

Complaints – the SQA Team has led a review of how the learning from complaints can drive service improvements. The review is at Appendix E.

Communication – A new customer engagement platform called CX-Feedback has been installed. This will capture the TSM’s in 24/25 but also allow much deeper work on resident insight by improving communication with all residents via push messages, and automated transactional surveys.

Damp and mould – Following on from the research project funded by the LGA for the Net Zero innovation programme including, St Albans City Council, University College London and London South Bank University, a review has taken place of our approach to managing issues of damp and mould.

This paper was presented to SLT on the 17 April 24 and highlighted the human and financial costs associated with the issues. A plan to further improve the service delivery has been agreed and is being led on by the Heads of Asset Management.

9. Housing & Property Services Complaints

There is a full review of complaints, including all Stage 1, Stage 2, Petitions and Ombudsman cases for 2023/24 at **Appendix E**.

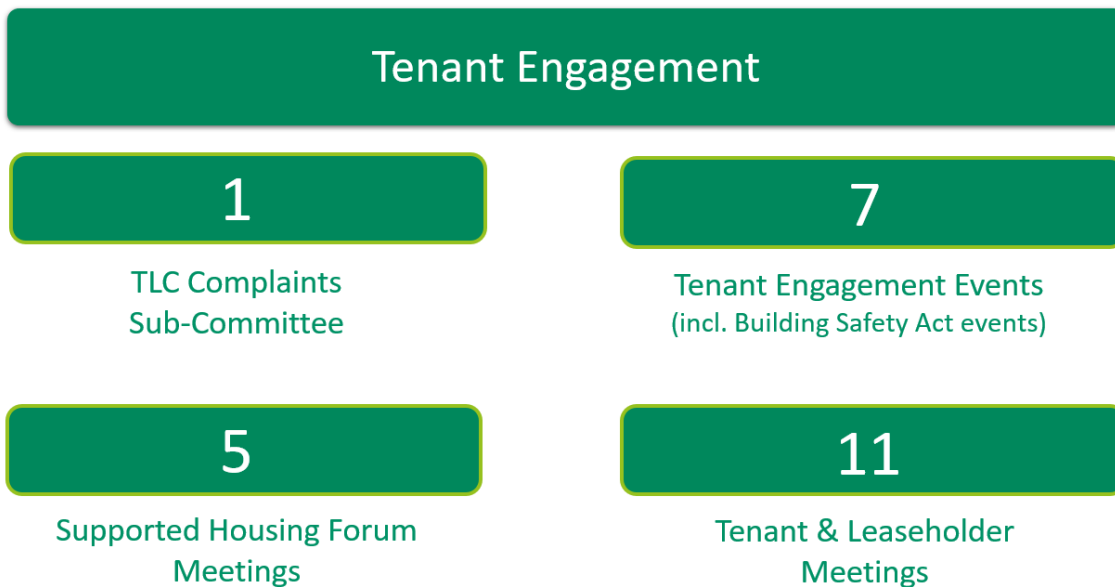
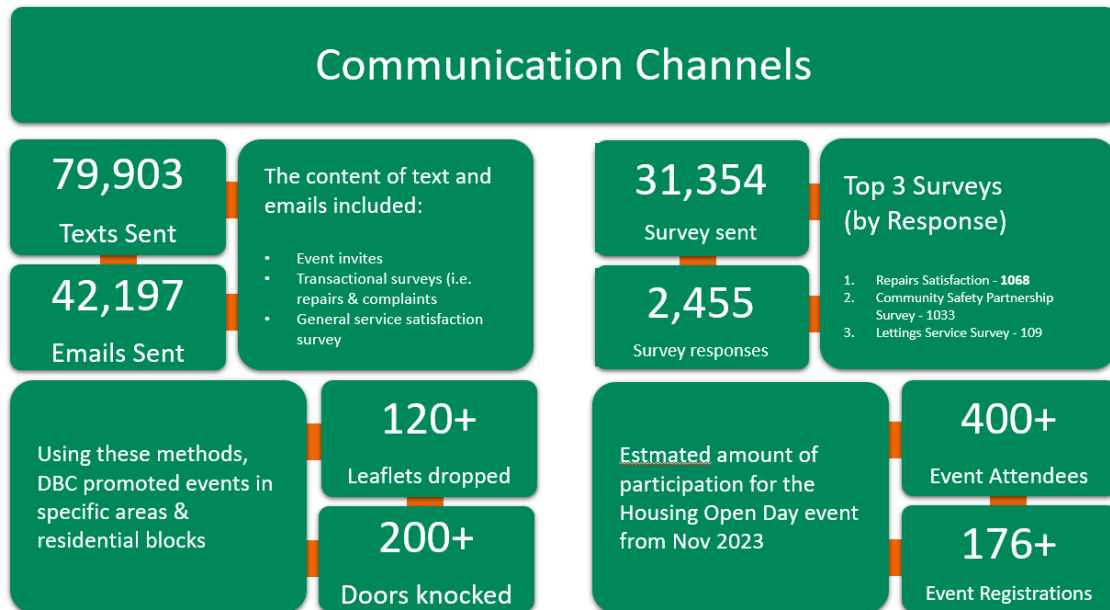
The highlights include:

- An improving trend over the course of the year.
- Transaction satisfaction being introduced.
- Quality audits demonstrating that the actual responses tend to be good, but more focus still required on doing exactly what we said.
- Examples of using this learning to drive service improvements.

- Progress, but much room for improvement.

10. Involved Tenants feedback

During 23/24 engagement with residents looked like this:



Tenant & Leaseholder Committee

This is our highest level of resident engagement and reviewed a number of strategic documents, provided scrutiny of key services and helped shape the role they play within the Council. The committee led on the creation of an 'TLC Issues Log – for scrutiny', which has added real value.

Building Safety Act – Resident Engagement Strategy Events

The Compliance teams coordinated events at all five high rise blocks. These were supported by teams across the directorate and well-attended by residents. Using resident feedback, we have developed tailored online portals on 'Engagement HQ'.

The newly appointed Building Safety Manager, Toby Gilden, will take on responsibility for ensuring that residents know how to report safety concerns and are listened to.

Supported Housing Events

Supported Housing tenants enjoyed bespoke engagement activity designed to improve services at a local level, to gaze into the future through the lens of our Supported Accommodation Strategy and to reduce loneliness by engaging in more social activities.



Housing Open Day

Housing Open Day 2023

Key Stats from the Day

1

One person was able to access immediate domestic abuse support, thanks to a SAHWR Dacorum Outreach worker. Several others felt comfortable to discuss historic experiences.

11

Residents signed up for Transformation focus groups to improve the phone systems. The first session has been arranged.

18

Households registered with Housing Exchange within 4 days of the event. 5 households signed up on the day.

50

Over 50 residents signed up to the WorthSaving campaign, reusable nappies and sustainable period schemes.

88

People took part in our sticker surveys on multiple stalls to let us know what they think about a variety of topics

8

Tenants chased the repairs team for their roofing.

13

Tenant Participation Signups (TLC, SHF etc.)

25

Damp and mould inspections raised.

50

New repairs reported to Osbornes.

100

Hot drinks and snack bags given out by Sunnyside

176

Residents pre-registered their interest in the event

500

Attendees

“ We were looking for feedback from our customers on our telephone system and our website. Customers were even suggesting some improvements that they would like to see, which was great! ”

Transformation Team Member

“ We found the event had a great turn out as we had lots of visitors who were interested to learn more about House Exchange. We also observed lots of stalls busy giving advice to residents so I think Dacorum achieved their objectives well. ”

Clarion Team Member

30+ Faces Painted! (incl. the big kids!)

“ Tenants would like to raise repairs face to face and have an Osborne team member monthly at the forum. ”

Repairs Stall Team Member

Osborne Drop-In Sessions
Ian Kennedy worked with Osborne to create a weekly event in The Forum to help people with on-going repairs.

✓ The first event was held on 31st January.

“ Our stall was busy with collecting feedback and helping Residents with their questions and further navigating them to the right team on the spot. It was satisfying to see residents getting the help they needed under one roof. ”

Cllr Simy Dhyani

Improving Green Space

Sunnyside Rural Trust shared visual designs of potential future plans as part of the project led by Housing Op, CSG & Sunnyside

The Colouring Competition

The colouring competition received entries based on the 6 objectives in the Housing Strategy, with winners chosen by Cllr Simy Dyhani.

Additional Benefits

 Cross Partner Working (Police & Fire Depts)

Raising awareness of Local Charities (DENS & Sunnyside)

Supporting local businesses

Raising awareness of Housing Services

During 2023 TPAS (tenant Participation Advisory Service) were engaged to conduct a SMART + Review of resident engagement at the Council. Their findings can be summarised by:

THEME	ASSESSMENT
Theme One: Governance and Transparency	Not Met
Theme Two: Scrutiny	Not Met
Theme Three: Business and Strategy	Partially Met
Theme Four: Complaints	Partially Met
Theme Five: Information and Communication	Partially Met
Theme Six: Resources for Engagement	Partially Met
Theme Seven: Community and Wider Engagement	Partially Met

This led to TPAS being assigned to work through a re-engineering exercise with residents to help ensure we could build upon the strong foundations we had to deliver engagement fit for the future. This work was ongoing at the end of Q4 and is scheduled to conclude in May 24.

11. Improving Services

The TSM's are outcome focussed and an improvement plan has been agreed to improve scores via service improvements. This will lead to improved perceptions over time.

TSM	23/24 Score	Responsible Person	Actions for Improvement	UPDATE
Overall Satisfaction	61%	HSLT	Main drivers are Repairs and complaint handling SQA Team to review all transactional surveys to support key front-line service delivery by Nov 23 – completed	The Housing Transformation Implementation Plan (HTIP) has completed Phase 1. This will provide a new Target Operating Model for service delivery. In addition the SQA team has introduced transactional satisfaction surveys for: <ul style="list-style-type: none"> • Complaints • Repairs • Lettings • ASB • New Homes These will be automated from the end of Q1 24/25 with CX-Feedback (resident engagement platform)
Repairs Service	59%	IK	Improvement plan in place – updated versions available from Dan Thurlow – see Appendix F Re-procurement of service underway (will last 12/14 months) Improved oversight via monthly composite reporting	New permanent Head of Service now in place. New ownership of contractor who are fully engaged in improving service delivery. Service improvement plan being worked through.
Time taken for repair	59%	IK	See actions above	
Home Well Maintained	58%	MP	See actions above and note Asset Management Strategy / business plan refresh 24/25	Business plan agreed for 24/25. Realistic responsible budget and capital funding for decent homes works.
Home Being Safe	65%	RL	Resident Engagement Strategy for High-Risk blocks being rolled out to	Completed and ongoing engagement via web portal.

			all high-rise blocks by end October 23 Information on website to be updated Be-spoke articles required for Dacorum Life	Compliance in a strong position – see monthly Compliance Report from Property Team. See above. Built into annual communications plan with Lou Fuller
Listening to views and acting on them	41%	HSLT	Be-spoke articles required for Dacorum Life on 'You Said, We Did' Piloting an Estate Improvement Plan in October 23	Built into annual communications plan with Lou Fuller Estate Improvement Plan agreed and being actioned. Issues log – items for scrutiny agreed with TLC and will accompany every meeting
Keeping tenants informed	54%	SW	Dacorum Life monthly TPAS Smart Review underway	Ongoing - Built into annual communications plan with Lou Fuller Completed and TPAS following through on the re-engineering of service.
Fair & Respectful treatment	61%	HSLT	No specific actions underway other than work on corporate values	Values work ongoing. Review of complaint letters by staff completed. Will be assessed by residents in May 24. EDI framework to be introduced by Q2 24/25: Data Cleansing Review of service outcomes based on protected characteristics
Complaint Handling	23%	SW	Current approach being reviewed by SQA for HSLT/SLT in Oct 23 Introduced tracking of promises made in complaint response to ensure completion - complete All DMC complaints now tracked separately	New working practices introduced and reviewed in April 24 in Appendix E . Agreed at HSLT that Stage 1 complaint responder retains responsibility to see through all actions promised. 23/24 review completed and approved by HSLT 18/4.
Neighbourhood Management	48%	OJ	Introduced 4 area inspectors Piloting an Estate Improvement Plan at Grovehill East in November 23 - complete SLA between Housing & Cleaner, Safe & Green	Residents meeting in mid-February 24 and improvement plan drafted Note Estate Improvement Plan agreed in Grove Hill during Q4 23/24.
Making a positive contribution to neighbourhood	48%	OJ	Piloting an Estate Improvement Plan at Grovehill East in October 23 Building Safety, High Risk visits will incorporate estate improvement elements (7 blocks by end Nov 23)	See above and new performance measures introduced for grading communal areas of our estates. Reported monthly to HSLT and Quarterly to Housing OSC
Approach to handling ASB	42%	JS	This improved from Q1, as number of potential points of failure have been removed	Introduced measures into In-Phase to monitor. Request for specialist officer made in Q4. Satisfaction surveys created on CX-Feedback to be operational by end of Q1 24/25.
Management Indicators - Complaints		AT	Agreed for SQA team to lead on improving quality, monitoring transactional	Ongoing.

			satisfaction, and improving performance monitoring during Q3	Overview of complaints for 23/24 agreed by HSLT on 18/4.
Management Indicators - Compliance		RL	Headline figures are strong A scorecard of underlying actions to be shared at HSLT for further assurance, with first one attached to this report	Ongoing. Quarterly reports shared with HSLT & OSC.
Management Indicators - ASB		JS	Statistical returns only	In force on In-Phase
Management Indicators - Repairs		IK	See actions above in Repairs (perception) section	
Management Indicators - Decent Homes		MP	Plans in place to be 100% as at 31/3/24.	

12. Risks

The Operational Risk Register has been revised and aligned with the performance information, management information and service plans.

Certain key functions are outsourced to Cardo and key metrics have been added to the monthly performance report for HSLT.

13. Financial and Value for Money implications

As members will be aware the impact of the pandemic, inflation and interest rates have significantly impacted the sector and we are experiencing unprecedented price increases across all areas of Council activity. This fiscal impact is compounded in key areas by the lack of skilled people and materials driving continued escalation of costs. These two factors alone will create a significant cost pressure on available budgets.

This has been fed into the 24/25 business plan, along with other demands to assess the impact on current and future budgets and detailing what additional mitigating actions may need to be introduced.

14. Legal Implications

We are required to comply with all statutory and regulatory legislation relating to the delivery of Housing & Property Services. This includes the statutory functions for management of Compliance activity, Homelessness and interim (temporary) accommodation, Housing Allocations, Strategy and Private Sector Housing. This also includes the regulatory functions for the consumer standards and rent setting.

15. Equalities, Community Impact and Human Rights

Community and equality Impact Assessments are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery.

Human Rights – There are several services that are provided to tenants, residents and leaseholders which involve entering their homes. The policies adopted by the Council are subject to consultation or oversight to make sure

that the right to respect for private and family life is considered and balanced against other landlord responsibilities for health and safety.

16. Sustainability implications (including climate change, health and wellbeing, community safety)

Investment programmes are contained within the HRA Business Plan, and an element of budget provision has been allocated to future stock sustainability. The performance report includes the responsibilities of the Housing Service in relation to community safety and the health and wellbeing of some of the most vulnerable tenants and residents.

17. Council infrastructure (including Health and Safety, HR/OD, assets, and other resources)

The HRA and general fund stock management of the asset is undertaken across the housing service. In line with the HTIP further work is underway to develop a stock investment review process and programme, which will inform future investment decisions.

The management of health and safety related matters are reported into the Corporate Health and Safety Working Group.

18. Conclusions:

This report provides an overview of service performance, the tenants' voice and interventions implemented to address key areas of performance.

The perception satisfaction levels are a key area of focus. We understand that performance improvement will be the only sustainable way of improving these results.

There have been some major changes over the last 12 / 14 months which have started us on that journey; notably work around the creation of a new Housing Strategy, the start of a service-wide transformation project and a refreshed HRA business plan to support our ambitions.

More work is required but we know what we need to do – working with residents, Members, aligning staff and all key stakeholders behind our aims and delivering with a positive and optimistic outlook on behalf of those we serve.

19. Next steps

1. Utilise data better. We have improved the quality and quantity of what we input into HouseMark and In-Phase with bespoke reports being tailored to key audiences. This will be further developed based on feedback received through the scrutiny process.
2. Develop CX-Feedback to collect real time resident data and enable be-spoke communications in time for 2024/25, with real focus on EDI data.
3. To share this report with HTIP to help ensure their improvement plans are designed to meet the continuing and emerging needs of the business.
4. To share with staff and tenants being key partners to deliver our ambitions.
5. To assess if this report covers the main issues or if additional elements need adding in the future.

Monthly HSLT Report

AD Housing Operations and Safe Communities

Housing Operations

Estates and Cleaning - Monthly HSLT

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
CL01 (M)	Satisfaction with how we keep the communal areas clean and tidy during the period	Mar 2024				
This measure will be reported on at the end of Q1 24/25 once the resident engagement platform CX-Feedback is operational.						

Rent and Income - Monthly HSLT

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
TL01 (M)	Current arrears as a percentage of annual debit	Mar 2024	3.80%	4.00%	✓	
TL02 (M)	Rent collected as a Percentage of rent owed (excluding current arrears brought forward).	Mar 2024	99.97	99.00	✓	

Tenancy Management - Monthly HSLT

Measure Code ↓	Measure	Date	Actual	Target	DoT	Performance Trend
TM04 (M)	Percentage of estate inspections completed that were due to be completed during the period	Mar 2024	95.54%	100.00%	✓	

Measure Code ↓	Measure	Date	Actual	Target	DoT	Performance Trend
----------------	---------	------	--------	--------	-----	-------------------

The Tenancy Management team has undertaken a strategic realignment of operational procedures, streamlining the inspection activity into one work stream. This adjustment has led to the categorisation of inspections on a neighborhood basis, facilitating the development of a more stringent and comprehensive inspection protocol.

The Dacorum area consists of 112 neighbourhoods. In the past month, our work stream officers have carried out inspections across 107 of these neighbourhoods, achieving a coverage rate of 96%. This is an increase of 18% from last month. The inspections encompassed:

w/c. Blocks of Flats Blocks of Garages Streets/Roads

5 February	204	168	144
12 February	318	226	241
19 February	161	193	170
26 February	229	184	174
Sub-totals:	912	771	729

The overall outcome of these neighbourhoods that were inspected are categorised as follows:

01 were classified as Red (1%),

05 as Amber (05%), and

101 as Green (94%).

The area that has been graded as red is owing to a persistent fly-tipping problem. As a result, the area is subject to a weekly inspection is currently being monitored using a deployable CCTV camera.

Furthermore, the team conducted 32 ad-hoc or reactive inspections across different locations within the borough.

HPSM3	Number of estate inspections with a grading of Green in Month	Mar 2024	101.00		✓	
HPSM2	Number of estate inspections with a grading of Amber in Month	Mar 2024	5.00		✓	
HPSM11	Number of estate inspections with a grading of Red in Month	Mar 2024	1.00	0.00	→	

Temporary Accommodation

Measure Code ↓	Measure	Date	Tracker	DoT	Performance Trend
TA05 (M)	Average time spent in temporary accommodation (for those leaving TA in the period)	Mar 2024	102.00	✓	

Average 102 days = 36 households (range 2 - 402 days)

All teams are actively identifying those residents who have been in temporary accommodation the longest and prioritising decisions. Where possible, offer those on the direct offer list their temporary accommodation, preventing delays in waiting for a empty home, void works, also saving moving cost for the resident.

Measure Code ↓	Measure	Date	Tracker	DoT	Performance Trend
TA04 (M)	Average time spent in Bed & Breakfast (for those leaving B&B in the period)	Mar 2024	16.00	✘	

16 days is the average, which is similar to last month
 Placement work continues, to reduce time & cost in Bed & Breakfast, such as The Elms hostel, Refuge, returning home, Privately renting & alternative temporary accommodation stock.

TA03 (M)	Number of households in B&B for period (all placements for month)	Mar 2024	52.00	✘	
----------	-------------------------------------------------------------------	----------	-------	---	--

March figure shows over 50+% increase compared to February. This mirrors approach figures reported by Homeless Team, which include homeless on the day approaches, so little prevention work can be undertaken on the day. Temporary Accommodation is a statutory function linked to applicants homeless application and no placement can be refused if reason to believe.

TA02 (M)	Total number of households with children in B&B for over 6 weeks	Mar 2024	0.00	✔	
----------	------------------------------------------------------------------	----------	------	---	--

0 Households
 KPI change (mar 24) to support the suitability of TA placements
Bed and breakfast rules for pregnant women and families with children
 People whose household includes dependent children or a pregnant woman must not be housed in bed and breakfast accommodation unless there is no other suitable

Safe Communities

Safeguarding Requests

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
CS05 (M)	Percentage of safeguarding enquiries responded to within DBC timescales	Mar 2024	100.00%	100.00%	→	

Figure for March will be double checked once staff member returns from annual leave.

CS06 (M)	Percentage of external Safeguarding enquiries responded to within DBC timescales	Mar 2024	100.00%	100.00%	→	
----------	----------------------------------------------------------------------------------	----------	---------	---------	---	--

Figure for March will be double checked once staff member returns from annual leave.

Anti-Social Behaviour

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
----------------	---------	------	--------	--------	-----	-------------------

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
CSP02 (M)	Percentage of ASB reports acknowledged within policy timescales in the period	Mar 2024	100.00%	100.00%	→	
CSP02a (M)	Percentage of ASB reports acknowledged within 1 working day in the period	Mar 2024		100.00%		
Data is unavailable at this time. The new ASB policy is awaiting final approval and once this has been approved through Cabinet, then the contact times will be changed on the ASB case management system.						
CSP02b (M)	Percentage of ASB reports acknowledged within 3 working day in the period	Mar 2024		100.00%		
Data is unavailable at this time. The new ASB policy is awaiting final approval and once this has been approved through Cabinet, then the contact times will be changed on the ASB case management system.						
CSP02c	Percentage of ASB reports	Mar 2024		100.00%		
Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↓
ASB01 (M)	Satisfaction with ASB case handling (closed cases during the period)	Mar 2024				
This measure will be reported on at the end of Q1 24/25 once the resident engagement platform CX-Feedback is operational.						

Private Sector Housing

Measure Code ↑	Measure	Date	Tracker	DoT	Performance Trend	
PSH02 (M)	Number of enforcement notices served in respect of the Housing Act 2004	Mar 2024	2.00	n/a		
Two notices served in March 2024: Improvement Notice on Clarion Housing property in Bond Court, Hemel Hempstead, operative date April 2024, compliance to be met June 2024. Emergency Prohibition Order made on property above food establishment in High Street, Hemel Hempstead.						
PSH03 (M)	Number of enforcement notices served in respect of the Housing Act 2004 of which lead to successful	Mar 2024	0.00	n/a		
0 notices have led to successful prosecution in March 2024, outstanding cases to be reviewed over coming months for compliance with required works. We are currently working on a number of cases that may result in notices in quarter 1 of 24/25.						
PSH04 (M)	Number of Final Notice of Civil Penalty served	Mar 2024	1.00	n/a		

Measure Code ↑	Measure	Date	Tracker	DoT	Performance Trend
Civil penalty on case for property in Bovingdon, notice of intent served on owner for non compliance with an Improvement Notice. Case will be chased over the coming months for penalty to be complied with.					
PSH05 (M)	Number of Final Notice of Civil Penalty served of which civil penalties were recovered	Mar 2024	0.00	n/a	
0 payments in March 2024, team continues to chase and payment details to finance team for payments. Continue to monitor over first quarter of 2025/25					
PSH06 (M)	Number of active Empty Homes cases	Mar 2024	25.00	n/a	
25 active cases, continuing to informally work with owners looking for solutions to bring back to use, via sales or lettings. 3 properties possibly being made available to our Humanitarian Project from 530 owners wrote to with empty or second homes. Collaboration work continuing with planning enforcement and council tax on enforcement of long term empties in the borough, awaiting notices to be served with subsequent options then made available to the local authority for next course of action.					
PSH07 (M)	Number of Empty Homes brought back into use	Mar 2024	0.00	→	
0 cases back in use in March 2024. Informal approach required as powers to address various problems sit across different teams within DBC, no funding to take on Empty Dwelling Management Orders, compulsory purchase orders or notices currently on empty homes where the local authority can propose an enforced sale. The approach is currently informal and cases contacted throughout the year for status on the homes and encouragement to bring back into use. In the final stages of finalising our empty homes improvement grant service to owners in the borough, affects of this should be seen over the course of 24/25 depending on uptake of grant and willingness of owners to let their properties through the council for a number of years after works have been covered financially by the local authority through a grant.					

Page 22

AD Property Services

Asset Management

Repairs - Monthly HSLT

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend
PP10 (M)	Percentage of emergency repairs completed within target timescale in the Month	Mar 2024		99.00%		
Data for this indicator is provided by our contractor Cardo. They are currently upgrading their IT systems so the data is not currently available, but will be by the end of May 24 at the latest.						
PP13b (M)	Percentage of repairs completed at first visit in the Month	Mar 2024		86.00%		
Data for this indicator is provided by our contractor Cardo. They are currently upgrading their IT systems so the data is not currently available, but will be by the end of May 24 at the latest.						

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend
PP13a (M)	Percentage of responsive repairs completed within target timescale in the Month	Mar 2024		97.00%		

Data for this indicator is provided by our contractor Cardo. They are currently upgrading their IT systems so the data is not currently available, but will be by the end of May 24 at the latest

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend
HPSM03	Satisfaction with repairs (Osbourne) in Month (transactional)	Mar 2024	59.62	65.00	✓	

From Q1 24-25 these transactional satisfaction surveys will be automated at the point the repairs are closed off on Orchard. This will provide more up to date data to work from.

Lettings - Monthly HSLT

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
HPS03 (M)	Average re-let time in days (all re-lets, including time spent in works) in Month to 2 decimal point	Mar 2024	38.56	40.00	✓	

Page 23

RKK03 (M)	Average re-let time in days (standard re-lets) in the month	Mar 2024	44.33	30.00	✓	
-----------	-------------------------------------------------------------	----------	-------	-------	---	--

SH03a	Average time to re-let general needs properties	Mar 2024	44.05	40.00	✗	
-------	-------------------------------------------------	----------	-------	-------	---	--

The delays in voids have been due to bottlenecks in key parts of the process which are essential to enable other works, such as clearance and asbestos. There also continue to be several voids needing high value works, although many of these can be completed within the target time, there are very few voids with the potential for quick turnaround and so it is difficult to balance out those voids that go over target.

SH03b	Average time to re-let Adapted properties	Mar 2024	0.00	70.00	✓	
-------	-------------------------------------------	----------	------	-------	---	--

SH03c	Average time to re-let sheltered properties	Mar 2024	28.09	40.00	✓	
-------	---------------------------------------------	----------	-------	-------	---	--

Whilst the void standard for sheltered properties is higher, the better condition they are returned in gives the opportunity to turn them around quicker.

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↓
--------------	---------	------	--------	--------	-----	---------------------

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↓
RKK14 (M)	Satisfaction with Lettings during the Month	Mar 2024	100.00	80.00	→	

Property Services

Commercial Properties


Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↓
FIN11 (M)	Investment Property Income ytd budget against ytd actual	Mar 2024	5,388,915.00	5,359,630.00	✓	
Investment income ended 2023/24 at 0.5% above target						
CP01 (M)	Percentage of commercial property occupation	Mar 2024	96.72%	90.00%	✗	
<p>There are currently 20 voids on our books. 3 are Maisonettes. There are 3 properties (15%) under offer. 16 void properties (80%) need refurbishment or substantial remedial works before they could be marketed, 1 property is being marketed (5%). In the short to medium term businesses still face unprecedented challenges. Legal completions are taking longer presently. There is a high risk a number of businesses may close due to financial and market conditions so it is anticipated the number of void properties will significantly increase over the coming months. Re-letting these properties maybe protracted due to the current economic conditions which may in turn impact on income received until they are re-let. It is unknown whether current rental levels are sustainable in the short to medium term.</p>						
CP02 (M)	Percentage arrears on commercial property rents	Mar 2024	14%	18%	✓	
<p>The overall debt level is 13.91 %. Please note that reminders are being issued and the majority of tenants are being chased. We are assisting tenants where possible to avoid legal action, with the continued offer of deferred payment plans and we will recoup these sums over time (approx. 56% of the debt). Please be advised that due to the backlog in court and the yet unknown effect of the wider economic crisis and conditions it is anticipated that the arrears recovery will be slow and protracted and business failures and vacancies will increase.</p>						

Safe Homes

Compliance

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
--------------	---------	------	--------	--------	-----	---------------------


Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
HPS05 (M)	Percentage of all High risk FRA actions outstanding	Mar 2024	4.28%	5.00%	✓	
<p>There are 74 'high' fire risk actions (FRA's) outstanding. 53 are being completed by specialist contractors and the remaining 21 are on an agreed planned programme. Overall there are 1725 live FRA actions, down from 2755 in March 23. Further information can be found within the monthly Compliance Report produced by Property Services.</p>						
HPS07a (M)	Percentage of domestic properties with a satisfactory EICR up to five years old	Mar 2024	98.59%	100.00%	✓	
<p>10,203 properties require an EICR and we currently have 2 dwellings for which we could not evidence an electrical test Focus remains on the historical out of date EICR's with 143 (Feb 224) properties now falling out of target. Of the out of target properties 2 have not provided access, 3 are from 2017 and 111 from 2018. 27 properties have fallen out of target this year, with only a further 55 dwellings due in the rest of 2023</p>						
PP01	Percentage of homes with a valid gas safety certificate	Mar 2024	99.90%	100.00%	✗	
<p>Disappointingly we had 9 properties fall out of target in the month of March. Six have since been serviced with appointments raised for the other three On boarding the new contractor (Aaron Services) has mainly been positive with servicing commencing as planned on day one of the contract. However, as the incumbents resource withdrew a number of properties were not serviced in line with the LGSR anniversary date Weekly meetings attended by all stakeholders are in place to recover the position on this usually strong performing KPI</p>						
HPS08 (M)	Proportion of homes for which all required asbestos management surveys or re-inspections have been c	Mar 2024	99.91	100.00	✗	
<p>All 1071 blocks received a non-domestic asbestos survey in 2023 The re-inspection programme commenced in March 2024 One building (Holly Tree Court) was not inspected as planned in March as the scheme manager asked for the survey to be re-arranged. This should not have been allowed and advice has been provided to prevent this from happening again</p>						
HPS07b (M)	Percentage of non-domestic properties with a satisfactory EICR up to five years old	Mar 2024	100.00%	100.00%	→	
HPS10 (M)	Proportion of homes for which all required communal passenger lift safety checks have been carried o	Mar 2024	100.00	100.00	→	
HPS06 (M)	Proportion of homes for which all required fire risk assessments have been carried out	Mar 2024	100.00	100.00	→	

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
HPS08 (M)	Proportion of homes for which all required legionella risk assessments have been carried out	Mar 2024	100.00	100.00	→	

AD Strategic Housing and Delivery

Strategy, Quality and Assurance

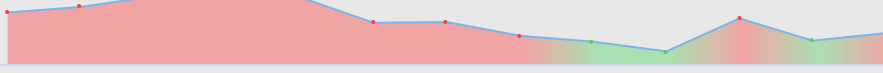
Complaint Handling

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↑
SQA01 (M)	Percentage of respondents satisfied with complaint handling	Mar 2024	12.50%	50.00%	↘	

Satisfaction with complaints remains a corporate priority. Please refer to the report **Complaints Review 23-24** for further information (produced by the SQA Team).

Customer Services

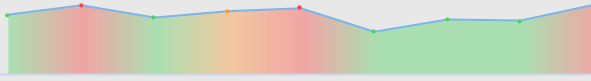
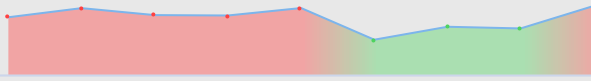
Corporate Customer Services

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
CSU10	Call Handling: Average wait time	Mar 2024	378.00	300.00	↘	

March 24 was particularly busy with Council Tax, Rent Increase and Garden Waste letters all being sent out. Despite advanced staff planning, call waiting times were over target, but improved considerably on the March 23 figures.

Cardo Customer Services

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
----------------	---------	------	--------	--------	-----	-------------------

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
RC01	Cardo Average Call Wait Time	Mar 2024	140.00	120.00	✘	
There was some disruption to calls during March when the contractor changed over their IT servers. Things have now settled and this indicator should improve from April 24.						
RC02	Cardo Percentage Abandoned Calls	Mar 2024	7.00	5.00	✘	
There was some disruption to calls during March when the contractor changed over their IT servers. Things have now settled and this indicator should improve from April 24.						



m.e.l
research



Dacorum Borough Council

TSM survey 2023

Report

April 2024

Project details	3
Introduction	4
Our approach	4
Benchmarking	7
Section One: Service satisfaction.....	10
Overall satisfaction with services	10
Section Two: Repairs service	16
Tenants repairs	16
Time taken to complete repair	19
Section Three: Your Home	23
Home maintenance	23
Feeling safe at home	25
Section Four: Communication	29
Kept informed	31
Treated fairly and with respect	34
Section Five: Complaints.....	38
Complaints	38
Section Six: Living in the neighbourhood	42
Cleaning of communal areas	42
Contributing to the neighbourhood	45
Anti-social behaviour	48
Tenant suggested improvements	52
Key drivers	55
Conclusions	56
Overall TSM perceptions	56
Different perceptions by sub-group	57
Appendix A: Survey used (Q4)	59

Project details

Title	Dacorum Borough Council TSM annual report
Client	Dacorum Borough Council
Project number	23035
Author	Katherine Atkinson
Research Manager	Katherine Atkinson
Reviewed by	Toni Hogg, Quality Compliance Lead

This project has been delivered to ISO 9001:2015, 20252:2019 and 27001:2013 standards.

M·E·L Research Ltd

Somerset House, 37 Temple Street, Birmingham, B2 5DP

info@melresearch.co.uk

melresearch.co.uk

0121 604 4664



Certificate No:340192020



Certificate No:340202020



Certificate No:374882021



Introduction

In April 2023, M.E.L Research was commissioned to carry out a TSM (Tenant Satisfaction Measures) survey for Dacorum Borough Council's Housing Service. The aim of the research was to provide insight into resident satisfaction which can be used to inform policy, decision making, and performance management across the business, and to ensure that the voice of Dacorum Housing's residents remains central to the planning of housing services. The data in this report also meets Dacorum Housing's requirements as a social housing landlord, under the Tenant Satisfaction Measures Standard, to collect and report annually on their performance on a core set of defined measures to provide tenants with greater transparency about their landlord's performance.

The survey asked the 12 core TSM measures, ensuring the collection of robust data on resident experiences and perceptions. The survey was supplemented by a number of open text questions that allowed tenants to express their satisfaction and dissatisfaction for the services and support provided by Dacorum Housing Service.

Our approach

The survey was conducted using a mixed methods approach and carried out quarterly across the year from May 2023 to April 2024. Each quarter a representative sample of avg. 242 General Needs and Sheltered Housing tenants was taken from the entire tenant population. Quotas for these samples were set by age and property type to match the profile of the Council's tenant base.

The fieldwork was carried out quarterly, with 244 tenant responses being collected during May 2023, 244 in August 2023, 243 in November 2023 and 241 in February 2024. In total, we interviewed 972 tenants including 730 General Needs tenants, 240 Sheltered Housing tenants and 2 whose record did not have their tenancy type recorded. This amounts to a margin of error of +/- 2.97 which sits within the regulator's requirement of a margin of error of +/-4%.

	Stock size	Responses	Margin of error
Tenants total	9,052	972	+/- 2.97

Analysis and reporting

This report presents the results of Dacorum Borough Council's 2023 Tenant Satisfaction Measure (TSM) survey. The results presented in this report are weighted by tenant age and property type to ensure they are representative of the wider stock. It is known that the two biggest variables that sway satisfaction are age and property type. Satisfaction tends to rise with age, whereas residents in houses tend to be more satisfied than those in flats.

Please be aware that previous reports have been presented based on unweighted data as they show a snapshot in time of tenant perceptions, and how these compare quarter on quarter. Weighting has occurred on the annual data which gives you an overview of the whole year and adjusts for seasonal differences that may affect responses.

It should be noted that the TSM technical guidance prescribes which questions have 'don't know/ not applicable' options and which do not. In line with this guidance, where 'don't know' responses were possible, these responses have been excluded from the sample base/scoring.

Statistical tests

To provide further insight into the results, we've carried out sub-group analysis by different demographics and some other variables (e.g. tenure and ward). The results for these sub-groups have been presented to show differences in perceptions. Throughout the report, any base size less than 30 should be taken as indicative only. Where there is a statistically significant difference between groups, this has been noted in the report as a "significant" difference. However, a significant difference may not necessarily mean that the difference is 'important'.

Presentation of data

Results are based on 'valid' responses and therefore where a respondent has selected 'not applicable' or did not answer a question, these have been excluded from analysis for that question. The base size therefore shows the total number of respondents included in the analysis for each question.

Owing to the rounding of numbers, percentages displayed on graphs may not always add up to 100% and may differ slightly to the text. The figures provided in the text should always be used as the authoritative results.

All top line data and sub-group analysis discussed relates to a total combined figure of General Needs and Sheltered tenants. Individual tenure splits are reported throughout.

Any sub-groups highlighted with an asterisk * have a low base size and thus results should be taken as indicative only.

Where open text answers have been included, they may have been edited for clarity, spelling and grammar, but have had no substantive changes.

Benchmarking

The responses of General Needs and Sheltered tenants at the 12 Tenant Satisfaction Measures have been benchmarked against other housing providers using data from Housemark’s mid-year results, released in November 2023 (see Figure 2, page 9).

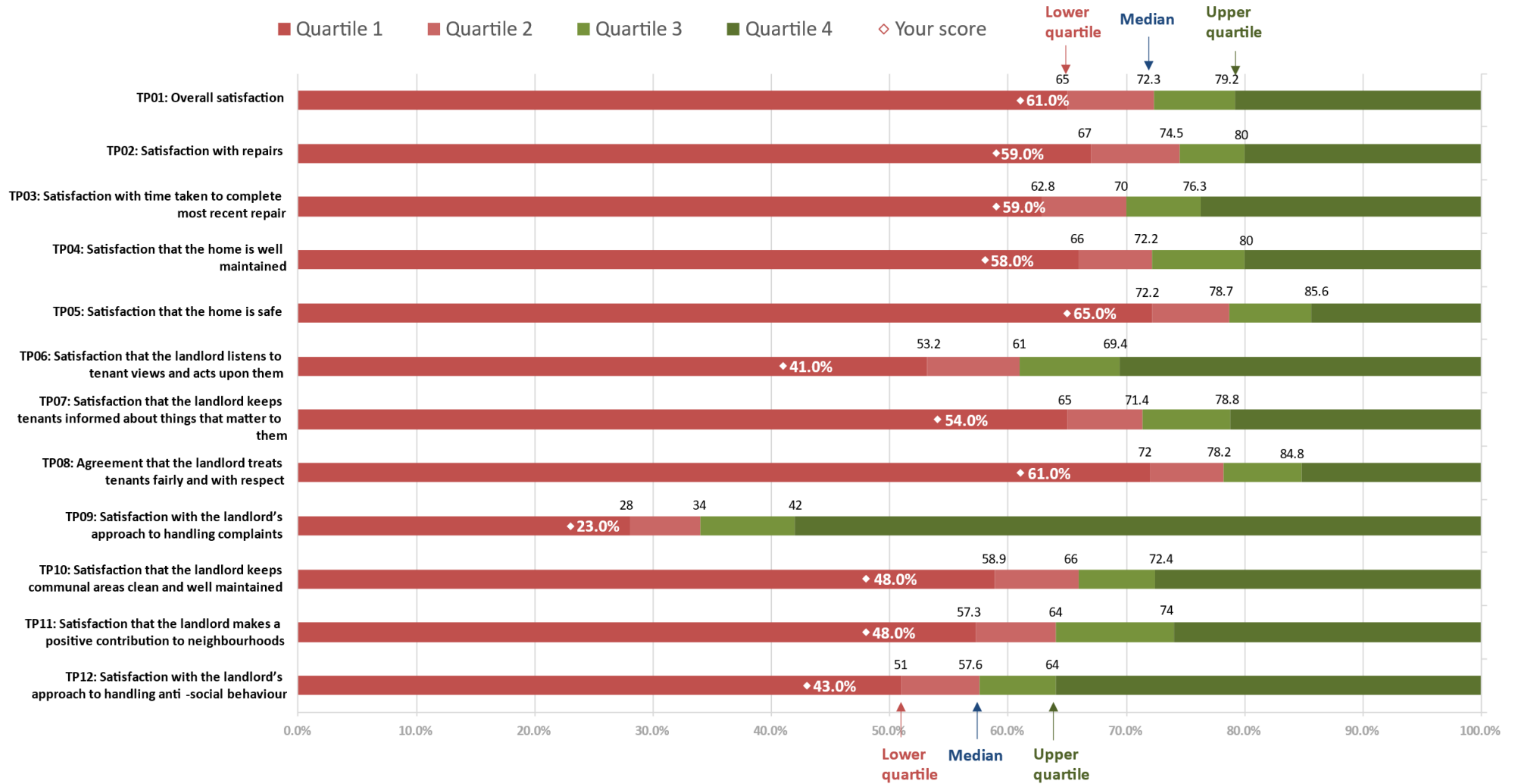
This benchmarking reveals the results for Dacorum Housing are currently below the lower quartile mark for all of the 12 measures nationally. While these benchmarks do provide some context they are an imperfect comparison. Firstly, this is because they were published over six months ago and the expectation across the sector is that satisfaction levels are continuing to fall. The size of Dacorum Housing in terms of stock size may also be a factor. Although not small, some housing providers within the benchmark have a far greater number. Given the possible sampling error, for some indicators the performance may actually be closer to or above the lower quartile.

Figure 1. Satisfaction with TSMs (Your score) compared to National November 2023 Housemark data (Lower Quartile)

Measure	Your score	Lower quartile	Difference in ppts
TP01: Overall satisfaction	61%	65%	-4
TP02: Satisfaction with repairs	59%	67%	-8
TP03: Satisfaction with time taken to complete most recent repair	59%	62.8%	-4
TP04: Satisfaction that the home is well maintained	58%	66%	-8
TP05: Satisfaction that the home is safe	65%	72.2%	-7
TP06: Satisfaction that the landlord listens to tenant views and acts upon them	41%	53.2%	-12
TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them	54%	65%	-11

TP08: Agreement that the landlord treats tenants fairly and with respect	61%	72%	-11
TP09: Satisfaction with the landlord's approach to handling complaints	23%	28%	-5
TP10: Satisfaction that the landlord keeps communal areas clean and well maintained	48%	58.9%	-11
TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods	48%	57.3%	-9
TP12: Satisfaction with the landlord's approach to handling anti-social behaviour	43%	51%	-8

Figure 2. Satisfaction with TSMs (Your score) compared to National November 2023 Housemark data (Quartiles 1-4).



Section One: Service satisfaction

This section explores how satisfied tenants are with the service that Dacorum Housing provides to them overall.

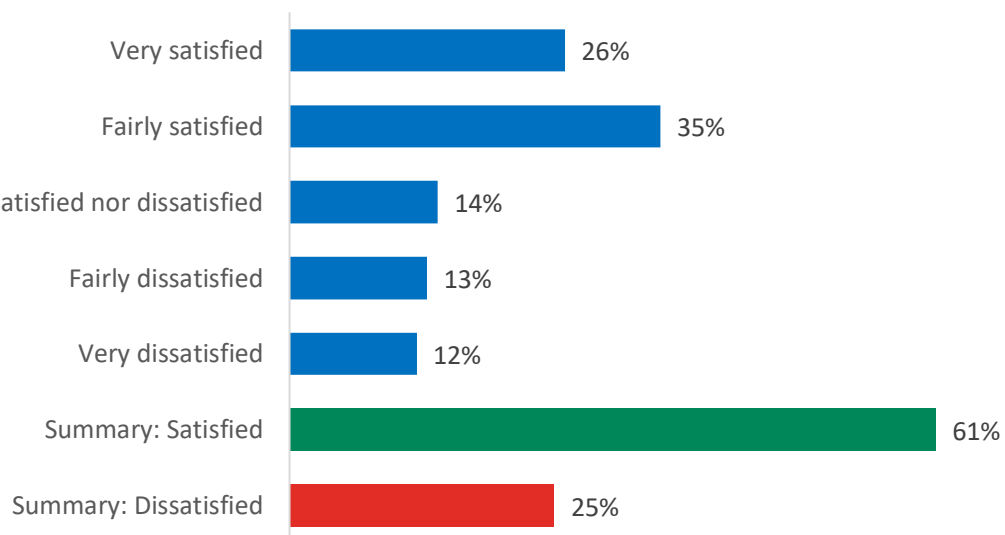
Overall satisfaction with services

Respondents were firstly asked to rate their satisfaction with the overall service provided by Dacorum Housing.

Six in ten respondents were satisfied overall with the service received by Dacorum Housing services, is one in four very satisfied (26%). A quarter of respondents report being dissatisfied with Dacorum Housing's service provision, with 12% very dissatisfied.

This sits 4 percentage points (ppts) below the lower quartile score in the nation-wide Housemark satisfaction measures published in November 2023.

Figure 3: Q1. Taking everything into account, how satisfied or dissatisfied are you with the service provided by Dacorum Housing? (Combined tenant, unweighted base size: 972)

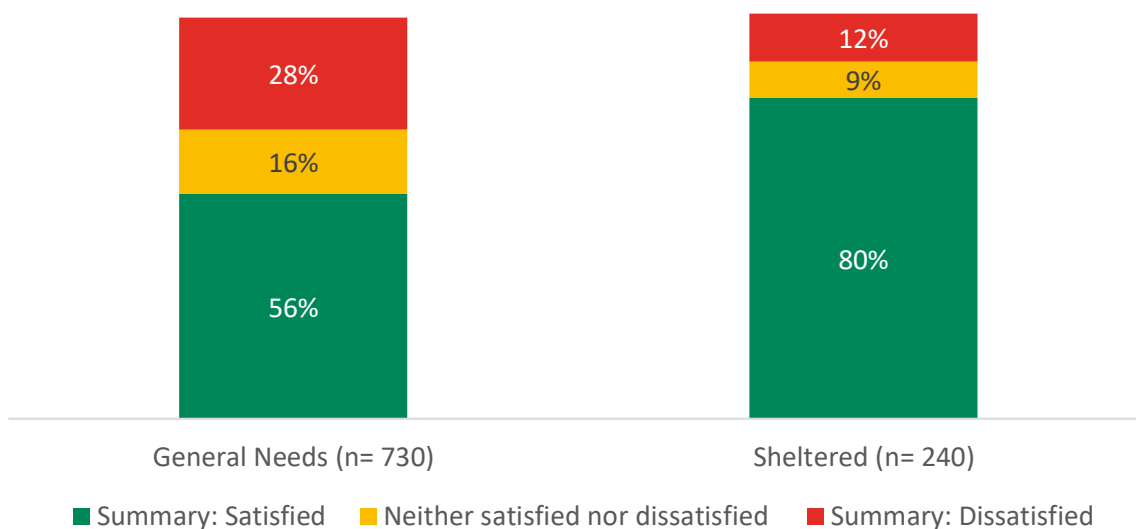


Housemark Benchmarking data – Overall satisfaction

	Lower quartile	Median	Upper quartile
National	65%	72.3%	85%

By tenure, Sheltered housing tenants were significantly more satisfied compared to General Needs tenants (80% vs. 56%), with General Needs tenants are more than twice as likely to be dissatisfied (28% vs. 12%).

Figure 4: Q1. Taking everything into account, how satisfied or dissatisfied are you with the service provided by Dacorum Housing? (By tenure, unweighted base sizes in brackets)

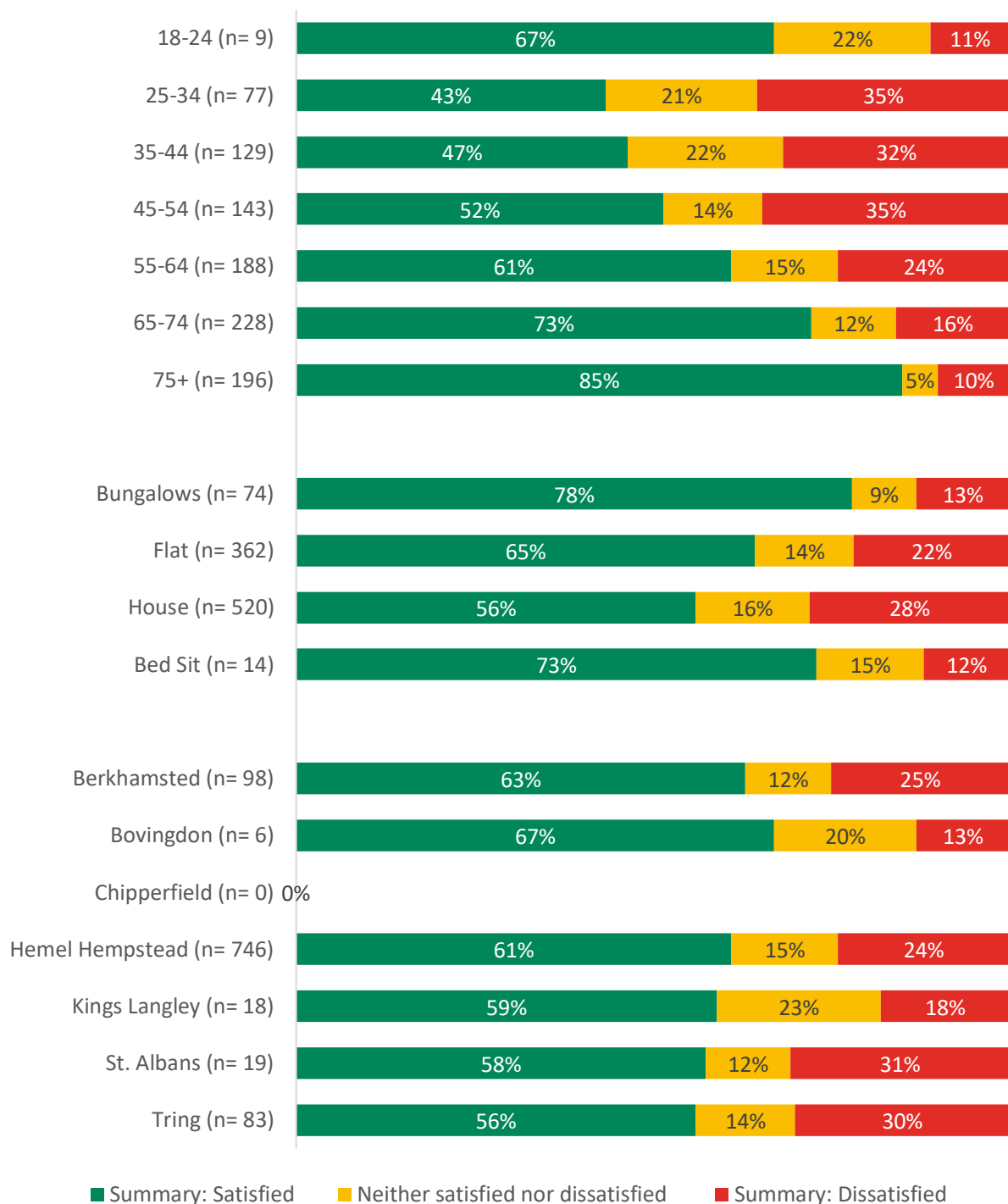


To understand satisfaction further, we analysed the perception of overall services provided by sub-group among tenants.

Figure 5 also displays satisfaction among a number of other tenant subgroups. Within these, there were significantly higher satisfaction levels amongst:

- Tenants living in Bungalows (78%) and **Flats** (65%)
- Older tenants (73% and 85% respectively for those aged 65-74 or 75+). The increased satisfaction is likely in part linked to the higher proportion of these tenants living in Sheltered housing

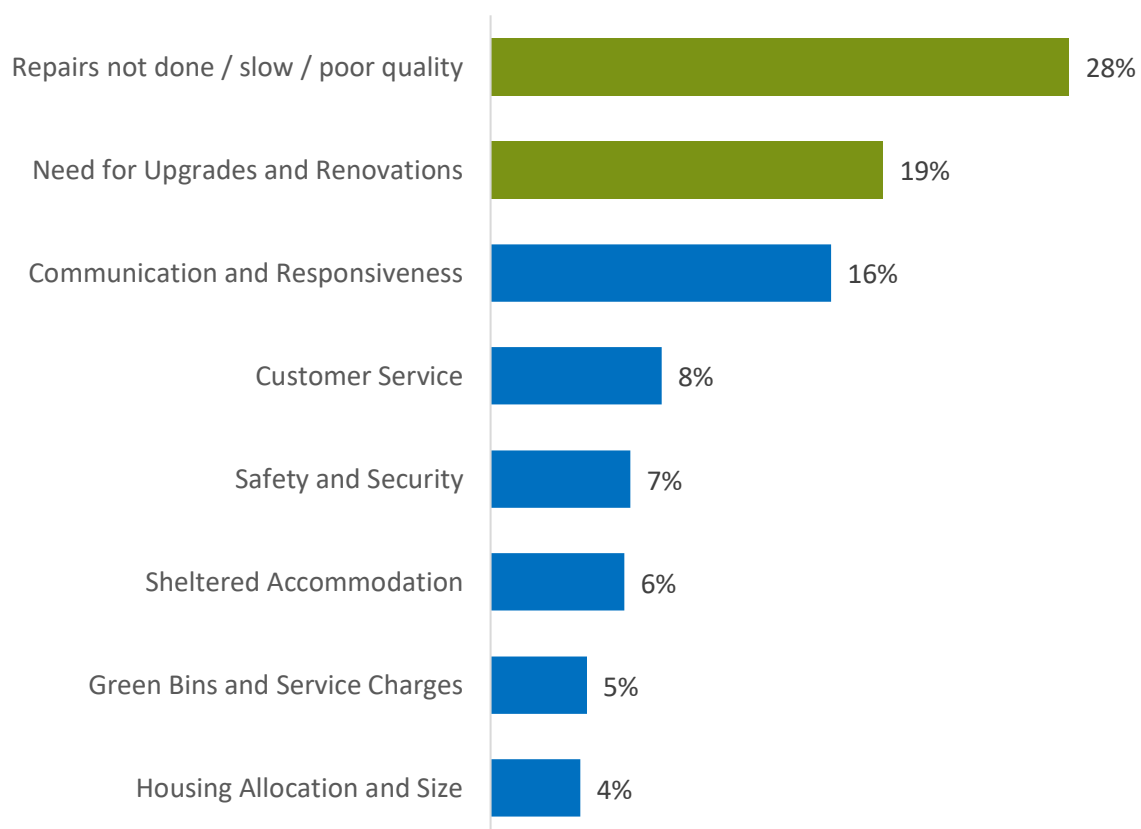
Figure 5: Q1. Taking everything into account, how satisfied or dissatisfied are you with the service provided by Dacorum Housing? (By sub-group, unweighted base sizes in brackets)



In the first quarter (May 2023) tenants were asked to explain why they rated the overall service provided by Dacorum Housing as they had in an open text response. These responses have been coded into key themes.

The most common answer given by those who were satisfied with the service provided by Dacorum Housing was notably a negative comment on the service that they received. This answer being that that repairs had not been done, were slow or of poor quality (28%). For many this was a reason why they had only rated themselves as being ‘fairly’ satisfied rather than ‘very’ satisfied, or was given as an example of an experience they reflected negatively on, despite overall being satisfied. The second most commonly given answer corroborates with this, with many tenants speaking of upgrades that either need doing and have not been done, or have been promised renovations that have not been followed up on, despite, in some cases, contractors have visited the property to to investigate issues (19%).

Figure 6. Q1b. Could you please tell us in detail why you feel this way about the service provided by Dacorum Council (Combined tenant, unweighted base size: 244)



- **Repairs not done / slow / poor quality:** Many respondents expressed dissatisfaction with the time taken to carry out repairs, including emergency plumbing and other maintenance issues. Some reported waiting for several months or even years for repairs to be completed.
- **Need for Upgrades and Renovations:** Many tenants expressed a desire for improvements, such as new bathrooms, kitchens, and windows. Some mentioned the need for better insulation and heating to address cold and damp issues.
- **Communication and Responsiveness:** Several comments highlighted difficulties in getting through to the council and receiving timely responses. Some mentioned being passed around different people without a resolution.
- **Customer Service:** Several respondents praised the council for their helpfulness and responsiveness, while others expressed frustration with contractors' workmanship and a lack of attention to detail.
- **Safety and Security:** Issues related to safety and security were raised, including concerns about broken gates, lack of proper lighting, and drug-related incidents in the area.
- **Sheltered Accommodation:** Some respondents living in sheltered accommodation expressed satisfaction with the support and security provided, while others mentioned ongoing maintenance issues.
- **Green Bins and Service Charges:** Several tenants were dissatisfied with the introduction of charges for green bin collection and perceived issues with the management of service charges.
- **Housing Allocation and Size:** Some tenants mentioned difficulties with rehousing due to medical and health needs or overcrowding, seeking larger properties for their families.

Repairs not done / slow / poor quality

"The time taken for repairs to be carried out is poor, even for emergency plumbing. The most recent repairs I have had, I have had to re-call about the same problem. I am also waiting for my roof to be repaired, so far about 4 months meanwhile the damage to my ceiling is getting worse."

"Nothing gets done. If a repair is done it breaks again. Inspectors don't turn up. Those that do you never hear from. The whole area is revolting & they chuck money into stupid projects that break / don't work."

"I have asked many, many times to fix things and still no joy in getting them fixed."

"I reported a crack on the external and internal wall and the windows not closing in August 2022, and up until now nothing has been fixed."

"Although sometimes the contractors are fine and complete their jobs and tasks assigned, I have experienced bad responses and also nasty abuse by a plumber who clearly did not know what they were doing resulting in the job being referred to another contractor to clear up the bad job."

Need for Upgrades and Renovations

"I have been waiting for a new bathroom and kitchen 2 years, I book jobs and people don't turn up at the agreed slot."

"I have waited years for a new bathroom and kitchen that are incredibly unhygienic given the issues..."

"Being more prompt with repairs and communication. We've been waiting for two years for a new kitchen floor as ours is raised - we've had two surveyors out who've said it needs to be replaced. Nothing has been done despite numerous follow ups."

"I have been in my house 30 years + and been trying to get a new bathroom and toilet but I feel because I am a good tenant I have been pushed to the back of the list for over 8 years now."

"Let's get the council properties updated with new kitchens and bathrooms. My property is really cold and needs insulation, but I have been told that I have to wait, and that the property was insulated 30 years ago. Let council tenants be proud to live in their properties."

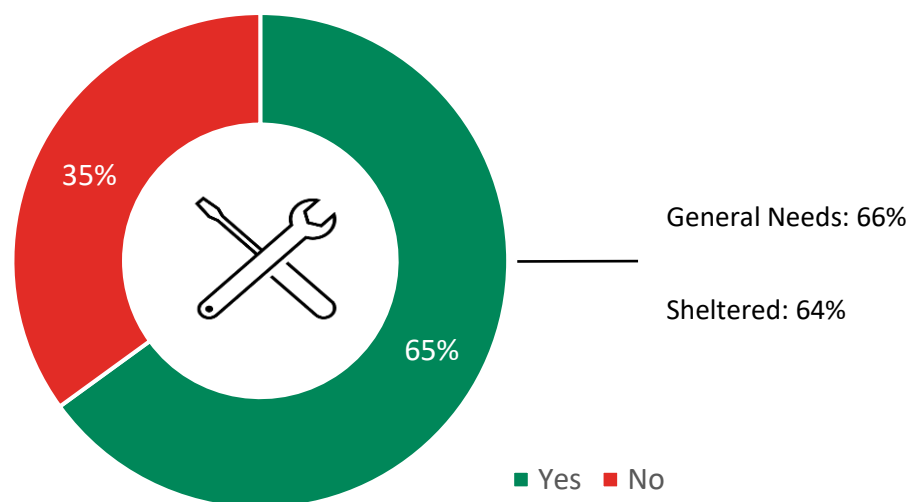
Section Two: Repairs service

This section explores tenants' experiences of Dacorum Housing's repair service.

Tenants repairs

65% of tenants had a repair made to their home in the last 12 months prior to completing this survey. Repairs were slightly, but not significantly more common among tenants who live in houses (68%) when compared to bungalows (63%) and flats (62%).

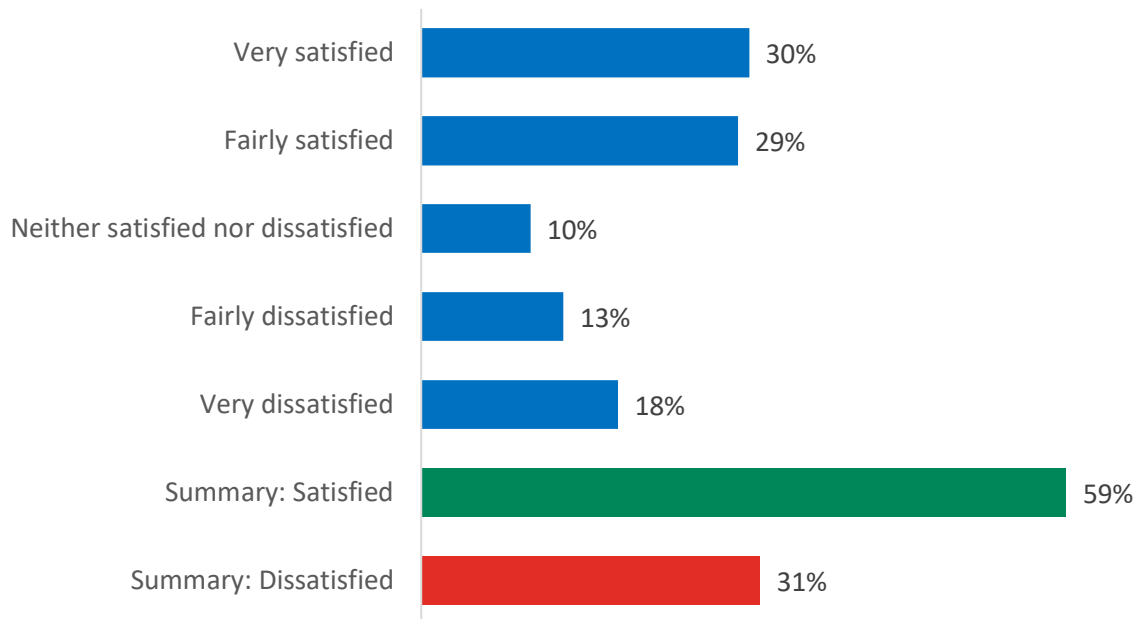
Figure 7. Q2 Has Dacorum carried out a repair to your home in the last 12 months? (Combined tenant, unweighted base size: 970)



Tenants who had a repair in the 12 months prior to completing the survey were asked how satisfied they were with the overall repairs service provided by Dacorum Borough Council Housing Services within that time frame. Six in ten (59%) were satisfied with this service and just under a third (31%) were dissatisfied. While satisfied tenants were evenly split between 'fairly satisfied' (29%) and very satisfied (30%), of those dissatisfied, just under one in five were very dissatisfied (18%).

Satisfaction with this metric sits 8 pts below the lower quartile of the national benchmark which, as of November 2023 is 67%.

Figure 8. Q3. How satisfied or dissatisfied are you with the overall repairs service from Dacorum over the last 12 months? (Combined tenant, unweighted base size: 625)

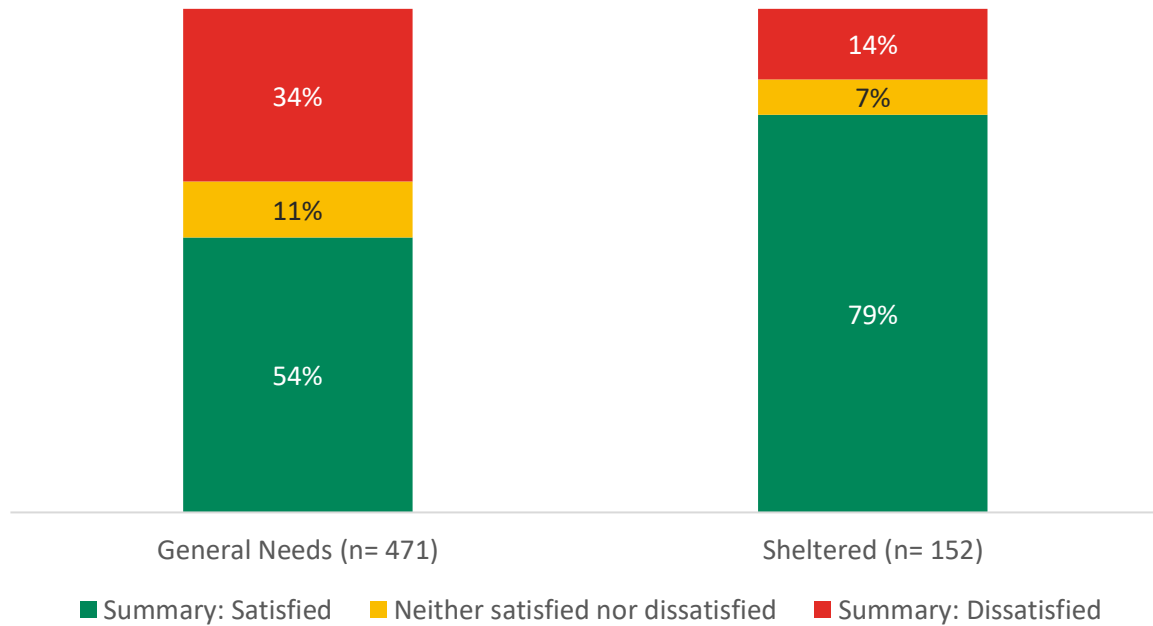


Housemark Benchmarking data – Satisfaction with repairs

	Lower quartile	Median	Upper quartile
National	67%	74.5%	80%

In terms of tenancy type, General Needs tenants were significantly less likely to be satisfied with the overall repairs service provided by Dacorum Borough Housing in the last 12 months than Sheltered tenants (54% vs. 79%). They are however significantly more likely to be dissatisfied (34% vs. 14%).

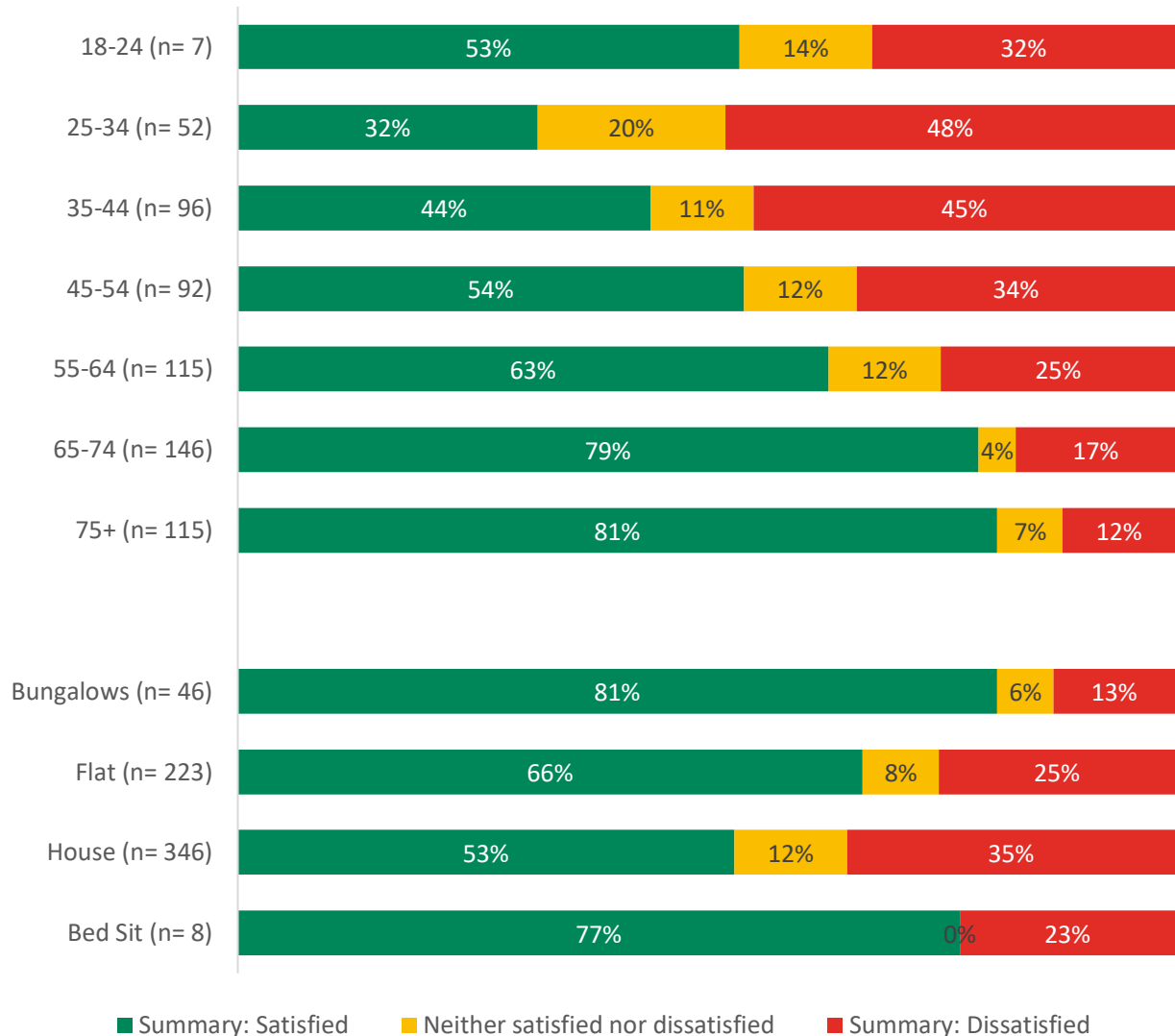
Figure 9. Q3. How satisfied or dissatisfied are you with the overall repairs service from Dacorum over the last 12 months? (By tenure, unweighted base size: in brackets)



When looking at satisfaction with the repairs service by demographic subgroup, some were more or less likely to be satisfied than others:

- Tenants aged 65-74 (79%) and 75+ ((81%) are significantly more likely to be satisfied, while those aged 25-34 (32%) and 35-44 (44%) are significantly less likely to be satisfied with repairs provided by Dacorum Borough Council Housing Services.
- It follows too that those living in Bungalow (81%) and Flats (66% are also significantly more likely to be satisfied with the repairs they have had carried out in the last 12 months, when compared to tenants living in houses (53%). This is due to a higher proportion of older tenants living in these properties.

Figure 10. Q3. How satisfied or dissatisfied are you with the overall repairs service from Dacorum over the last 12 months? (By sub-group, unweighted base sizes: in brackets)



Time taken to complete repair

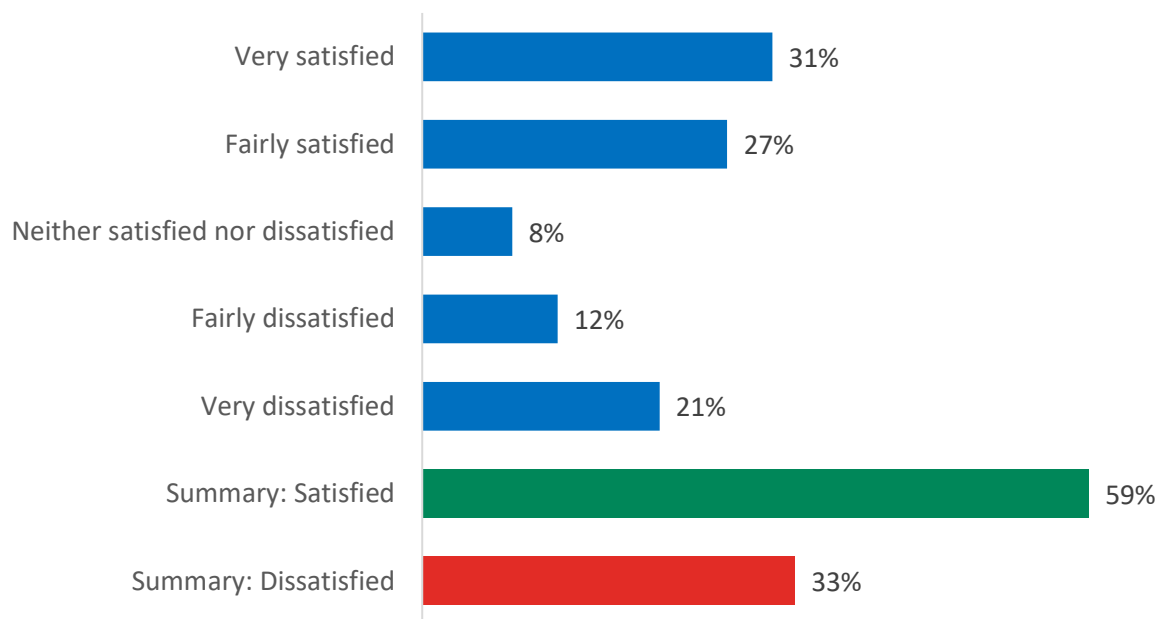
Tenants who had had a repair in the last 12 months were asked how satisfied they were with the time taken to complete their most recent repair after they reported it.

Satisfaction levels with the time taken are similar to the levels for the overall repairs service with 59% satisfied with the time taken to complete the most recent repair, and one in three (33%) dissatisfied. As seen with the previous question, while satisfied tenants were evenly split between ‘fairly satisfied’

(27%) and very satisfied (31%), of those dissatisfied, one in five were very dissatisfied (21%) while 12 were fairly dissatisfied.

The satisfaction figure is currently 3 pts below the lower quartile of the Housemark benchmarking data which currently sit at 62.8%.

Figure 11. Q4. How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it? (Combined tenant, unweighted base size: 604)

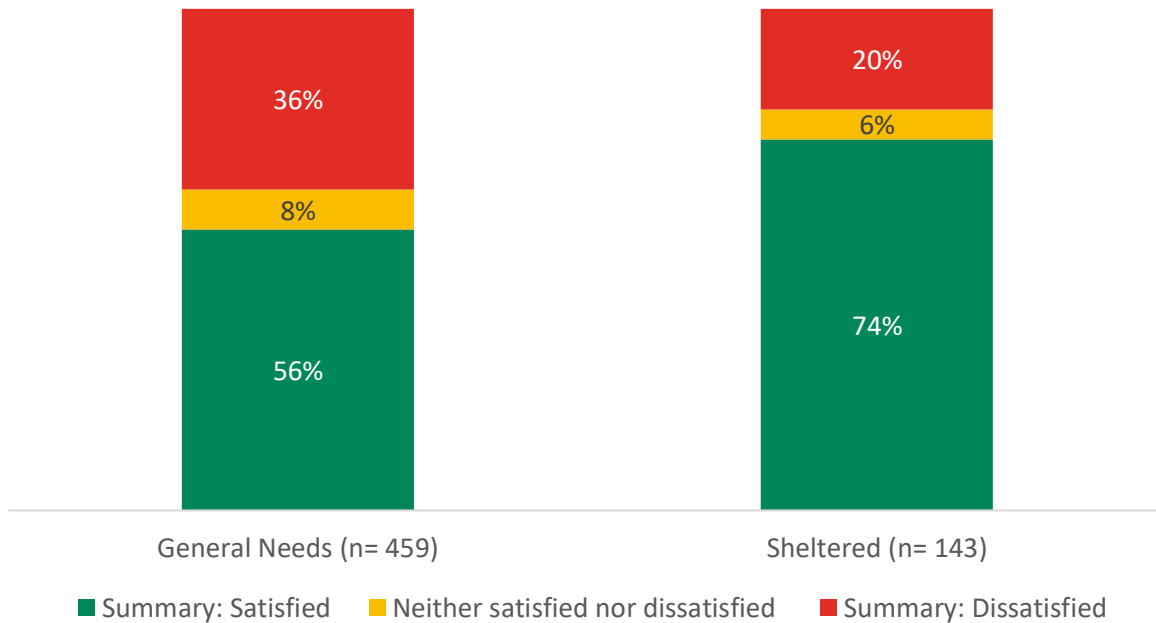


Housemark Benchmarking data – Satisfaction with the time taken to complete the most recent repair

	Lower quartile	Median	Upper quartile
National	62.8%	70%	76.3%

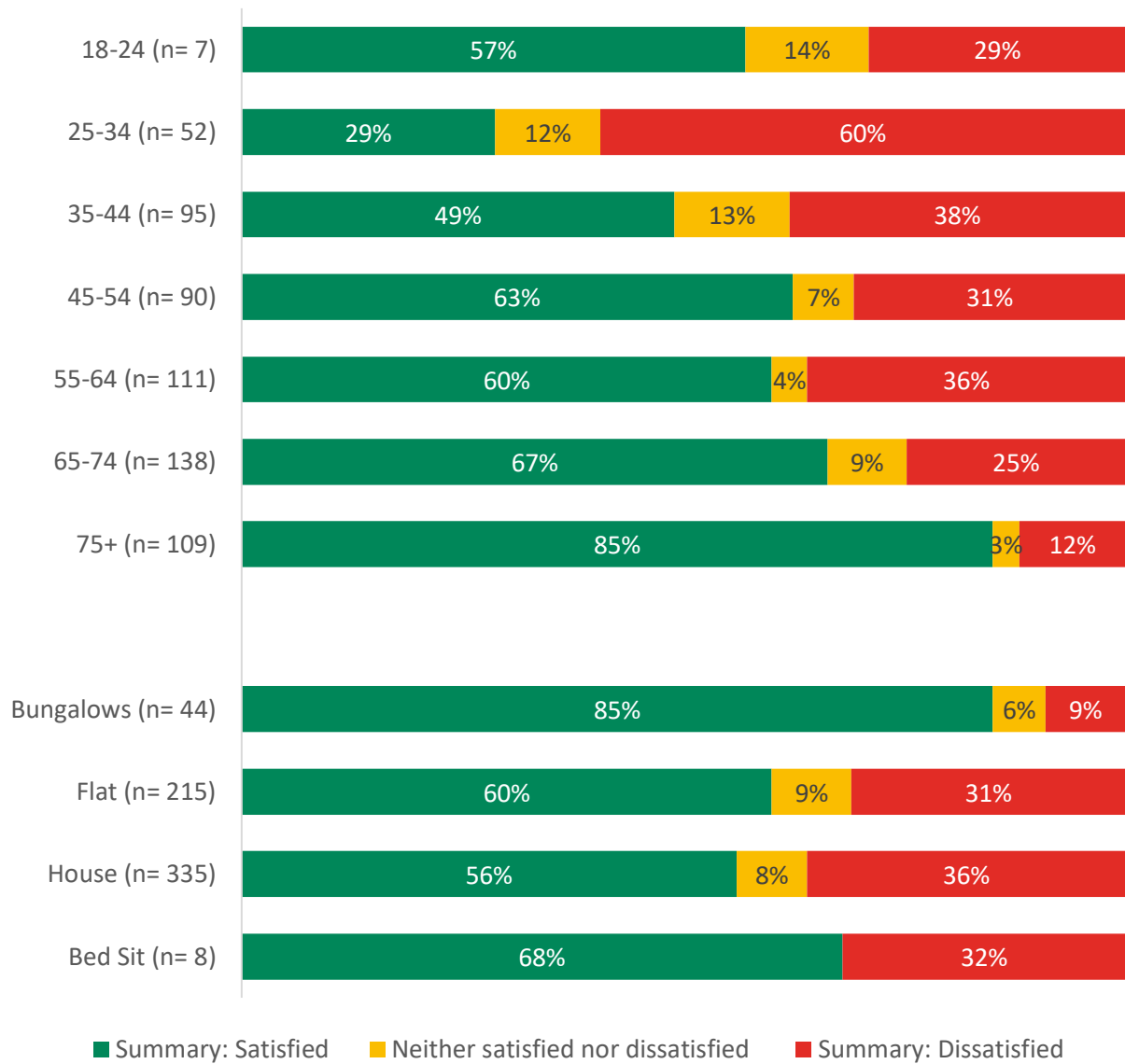
Dissatisfaction with the time taken to complete repairs is significantly higher among General Needs tenants (36%) than Sheltered housing tenants (20%). Comparatively, three quarters of Sheltered housing tenants reported satisfaction with the latest repair they received (74% vs. 56%).

Figure 12. Q4. How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it? (By tenure, unweighted base size: in brackets)



Tenants aged 75+ are significantly more likely than all other ages to be satisfied with the time takes to complete their most recent repair (85%), while those aged 25-34 are significantly more likely to be dissatisfied. Once again, with a high proportion of this age group living in bungalows it follows too that tenants residing in this property type (85%) are also significantly more likely than tenants living in in flats (60%) and houses (56%) to be satisfied with the time taken for the completion of their latest repair.

Figure 13. Q4. How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it? (By sub-group, unweighted base sizes: in brackets)



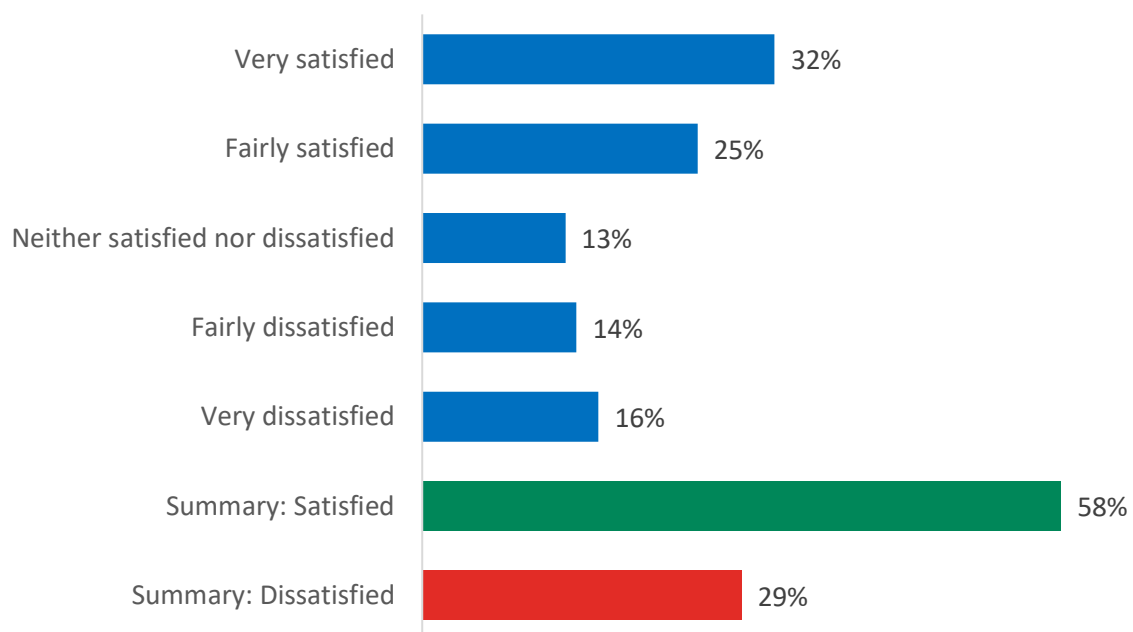
Section Three: Your Home

This section looks at residents' perception of their homes, including the maintenance of the property and how safe they feel living there.

Home maintenance

Just under 60% of tenants are satisfied that Dacorum Borough Council provides a home that is well maintained with one in three very satisfied (32%). Half as many tenants report being dissatisfied when compared to those satisfied (58% vs. 29%). Satisfaction for this metric sits below the lower quartile of the benchmark (66%) by 8 ppts.

Figure 14. Q5. How satisfied or dissatisfied are you that Dacorum provides a home that is well maintained? (Combined tenant, unweighted base size: 961)



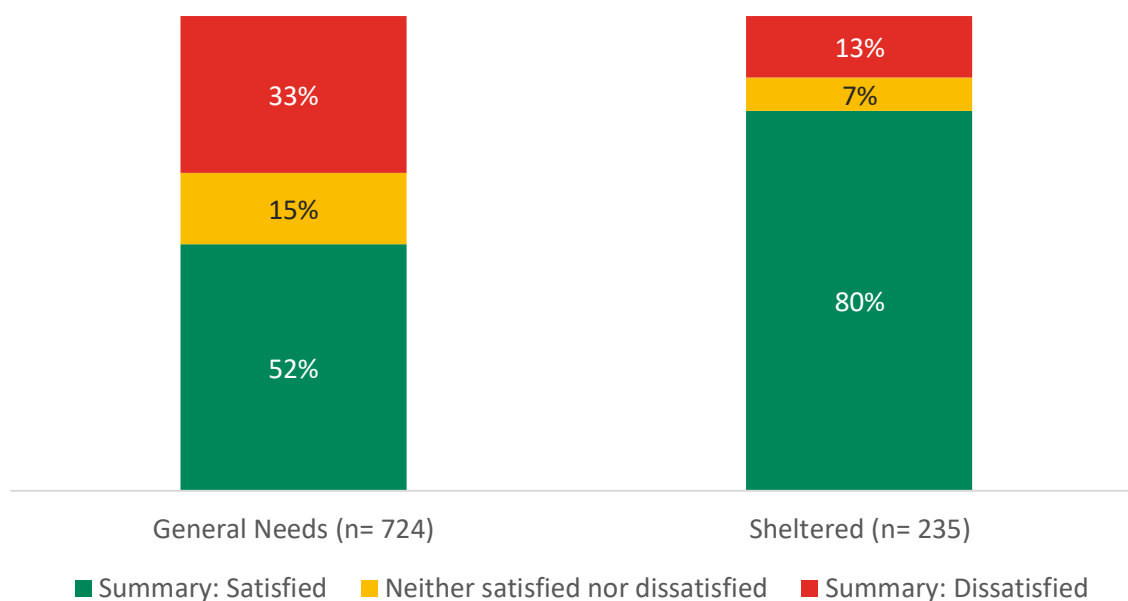
Housemark Benchmarking data – Satisfaction that the home is well maintained

	Lower quartile	Median	Upper quartile
National	66%	72.2%	80%

The perception that their home is well maintained is significantly higher among Sheltered tenants (80%) than General Needs tenants (52%). Instead, following the trend seen at other questions, General

Needs tenants are significantly more likely to be dissatisfied that Dacorum provides a home that is well maintained (33% vs. 13%).

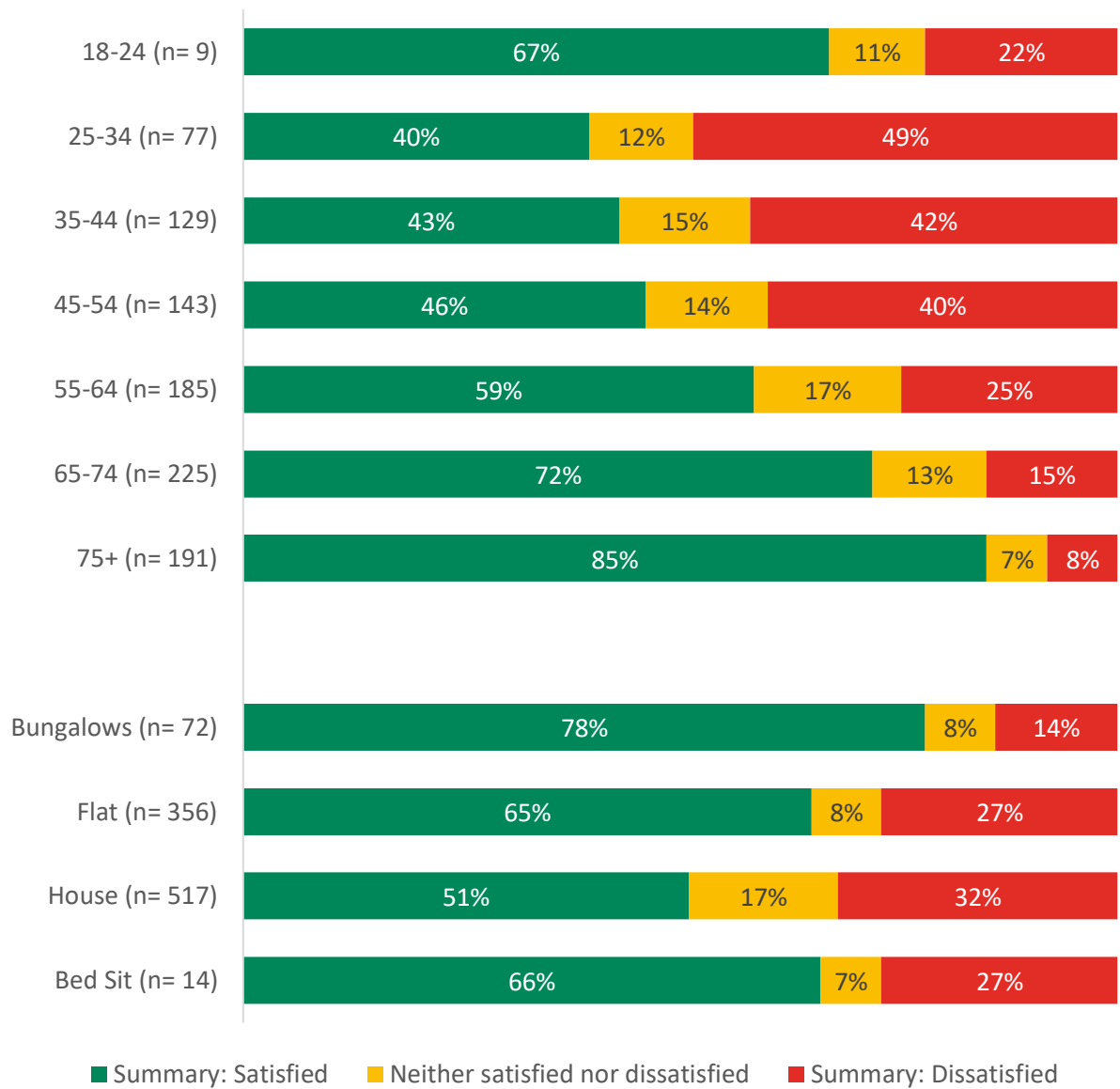
Figure 15. Q5. How satisfied or dissatisfied are you that Dacorum provides a home that is well maintained? (By tenure, unweighted base size: in brackets)



Looking at the results among tenants by sub-group, satisfaction was significantly higher amongst:

- Tenants aged 65-74 (72%) and 75+ (85%), while younger age groups are significantly more likely to be dissatisfied that Dacorum provides a home that is well maintained. Levels of dissatisfaction decrease with age, with the exception of those aged 18-24: 25-34 (49%), 35-44 (42%) and 45-54 (40%)
- Those living in bungalows (78%) and flats (65%) when compared to those living in houses (51%). Instead, tenants living in houses are significantly more likely to be dissatisfied with this metric (32%).

Figure 16. Q5. How satisfied or dissatisfied are you that Dacorum provides a home that is well maintained? (By sub-group, unweighted base sizes: in brackets)

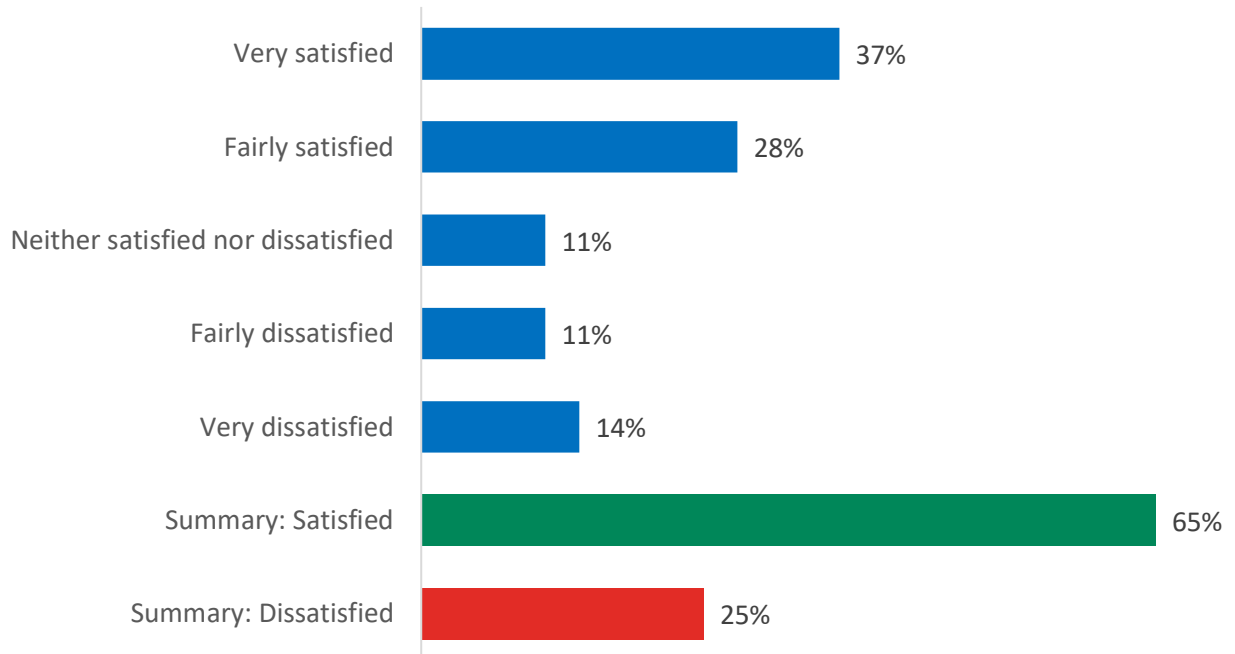


Feeling safe at home

Just under two thirds (65%) are satisfied that Dacorum Housing provides a home that is safe, with just under two in five very satisfied (37%). It should be noted though that one in four are dissatisfied with the safety of their home (25%), with 15% very dissatisfied.

Levels of satisfaction reported by Dacorum Housing tenants sits 7 ppts below the national benchmark released in November 2023, that currently sits at 72.2%.

Figure 17. Q6. Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Dacorum provides a home that is safe? (Combined tenant, unweighted base size: 942)

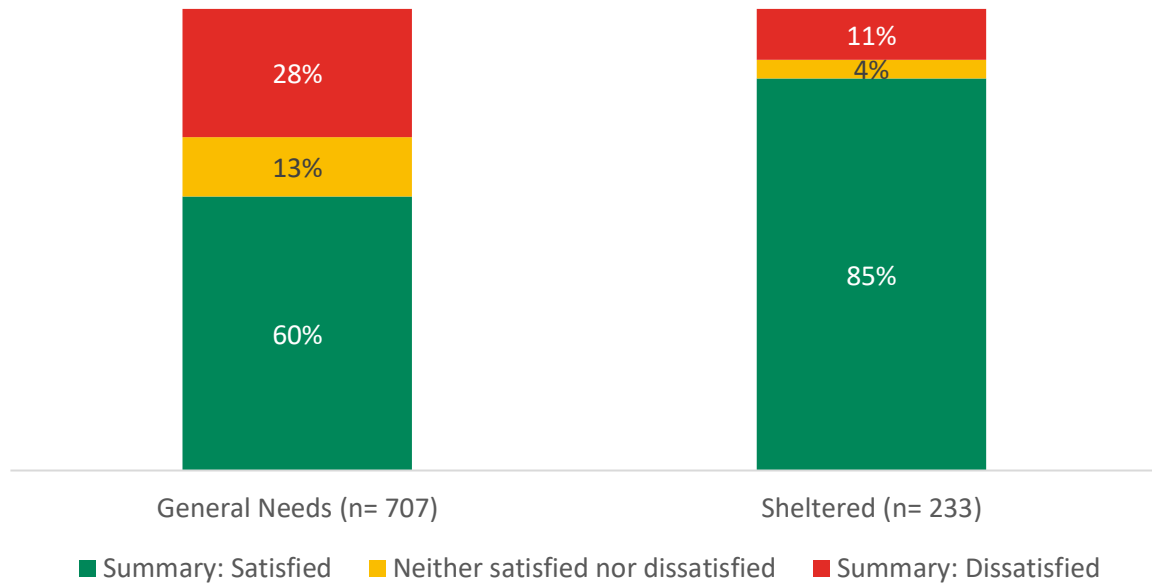


Housemark Benchmarking data – Satisfaction that the home is safe

	Lower quartile	Median	Upper quartile
National	72.2%	78.7%	85.6%

The majority of Sheltered tenants hold a positive opinion about the safety of their building or property, with 85% satisfied that Dacorum Borough Council provide homes that are safe. However, 12% do not feel this way. Levels of satisfaction fall to 60% among General Needs tenants, with more than one in four dissatisfied.

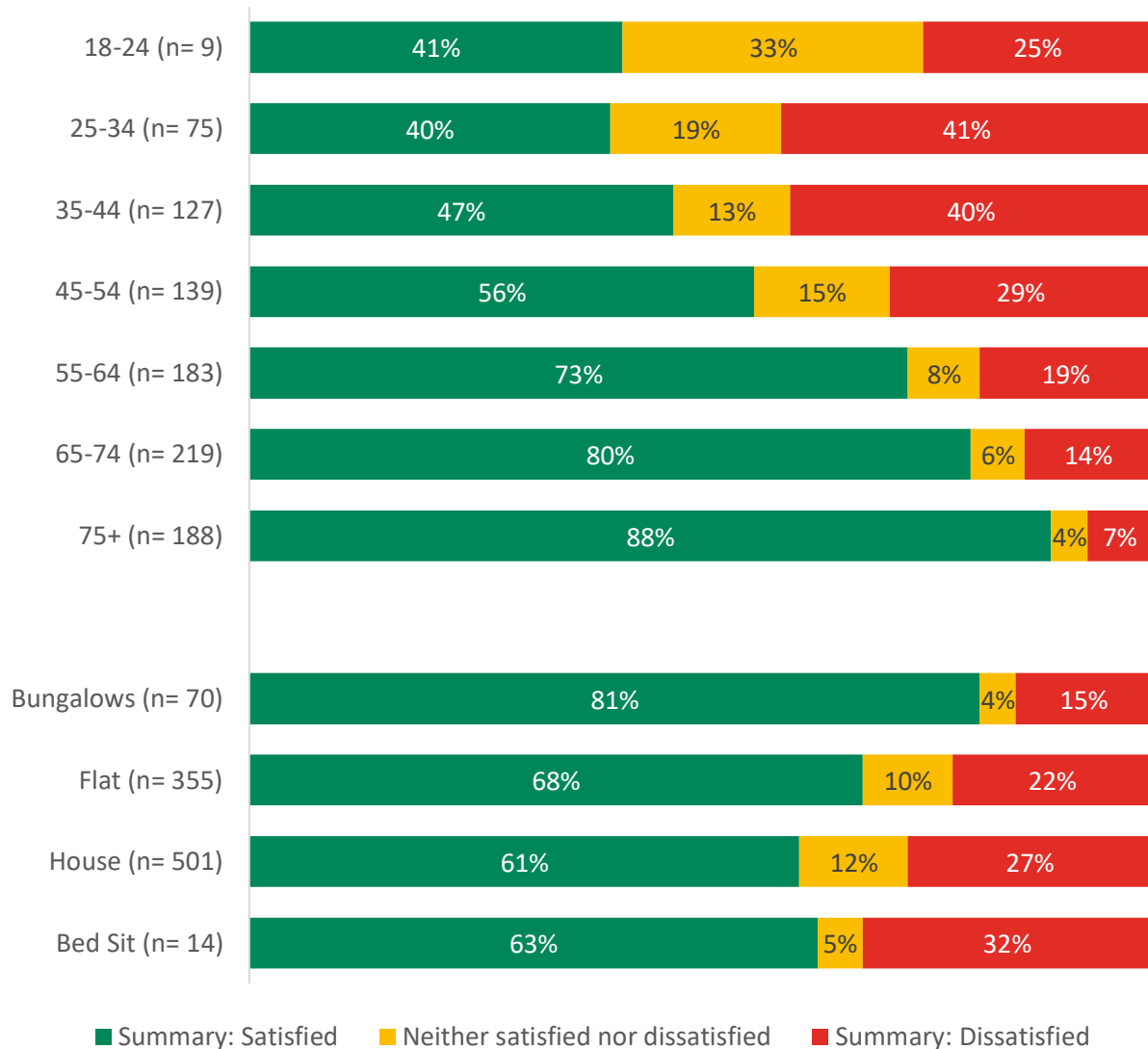
Figure 18. Q6. Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Dacorum provides a home that is safe? (By tenure, unweighted base size: in brackets)



Sub-group analysis shows that satisfaction was significantly higher amongst:

- Older resident aged 55+: (55-64, 73%; 65-74, 80%; 75+, 88%) while those aged 25-34 and 35-44 are significantly less likely to be satisfied with the safety of their home (40% and 47% respectively). Instead these age groups are significantly more likely to be dissatisfied that Dacorum provides a home that is safe (25-34, 41%; 35-44, 40%).
- Tenants living in bungalows (81%), while those living in houses are significantly less likely to be satisfied with the safety of their home.

Figure 19. Q6. Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Dacorum provides a home that is safe? (By sub-group, unweighted base sizes: in brackets)

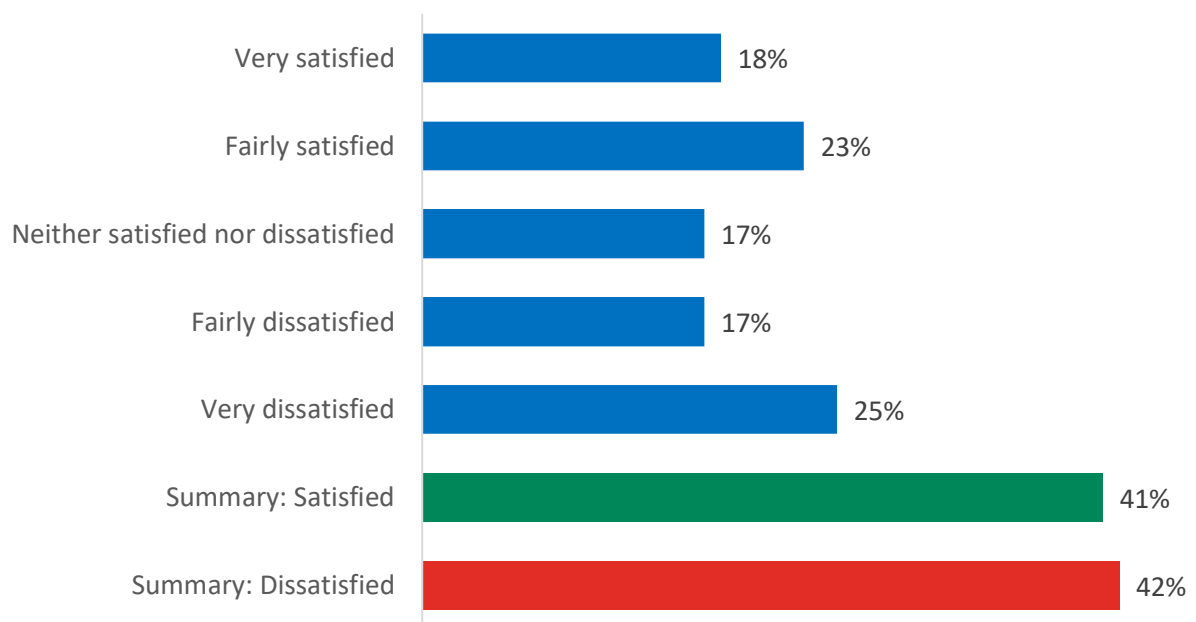


Section Four: Communication

This section investigates tenant's views on how effective their landlord is in communicating with them. This includes the sense to which they feel listened to, informed, and respected.

The same proportion of Dacorum Housing tenants are satisfied and dissatisfied that Dacorum Borough Council Housing service listens to their views and act upon them (41% and 42% respectively). Those who are dissatisfied are more likely to be very dissatisfied (25%) than fairly dissatisfied (17%) with this aspect of the service they receive. Compared to the Housemark benchmark, this is an area of relative weakness, with Dacorum Housing falling 12 ppts below the lower quartile which currently sits at 53.2%, suggesting the score is amongst the lower end of the sector scores.

Figure 20. Q7. How satisfied or dissatisfied are you that Dacorum listens to your views and acts upon them? (Combined tenant, unweighted base size: 826)

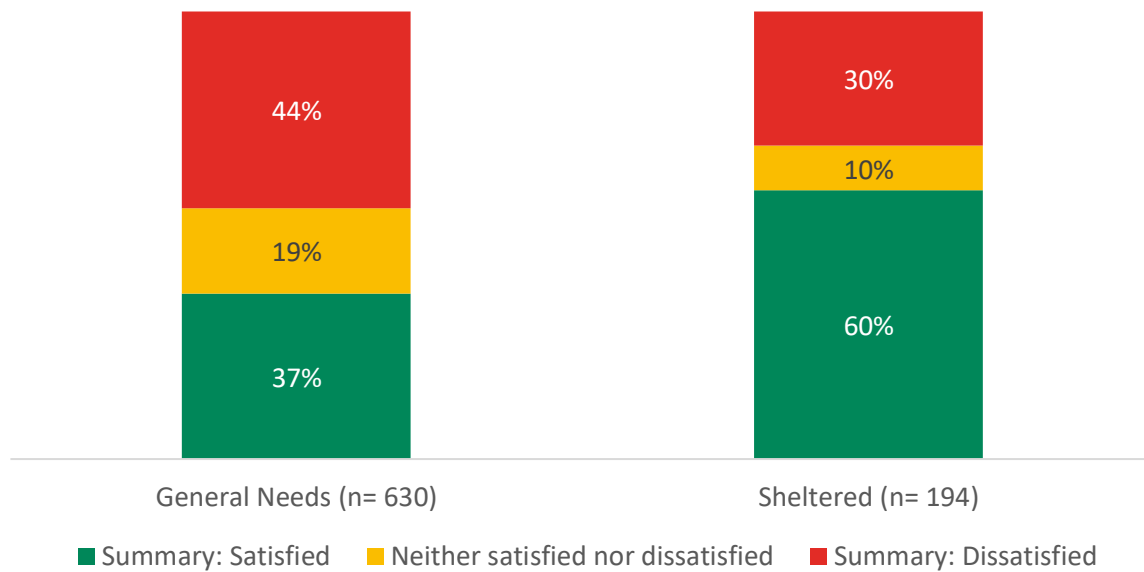


Housemark Benchmarking data – Satisfaction that the landlord listens to tenant views and acts upon them

	Lower quartile	Median	Upper quartile
National	53.2%	61%	69.4%

Satisfaction that Dacorum Housing listens to their views and acts upon them is significantly higher amongst Sheltered tenants (60%) than amongst General Needs tenants (37%). General needs tenants are significantly more likely to be very dissatisfied with this metric (27% vs. 13%) while Sheltered tenants are significantly more likely to be 'very satisfied' (28% vs 16%).

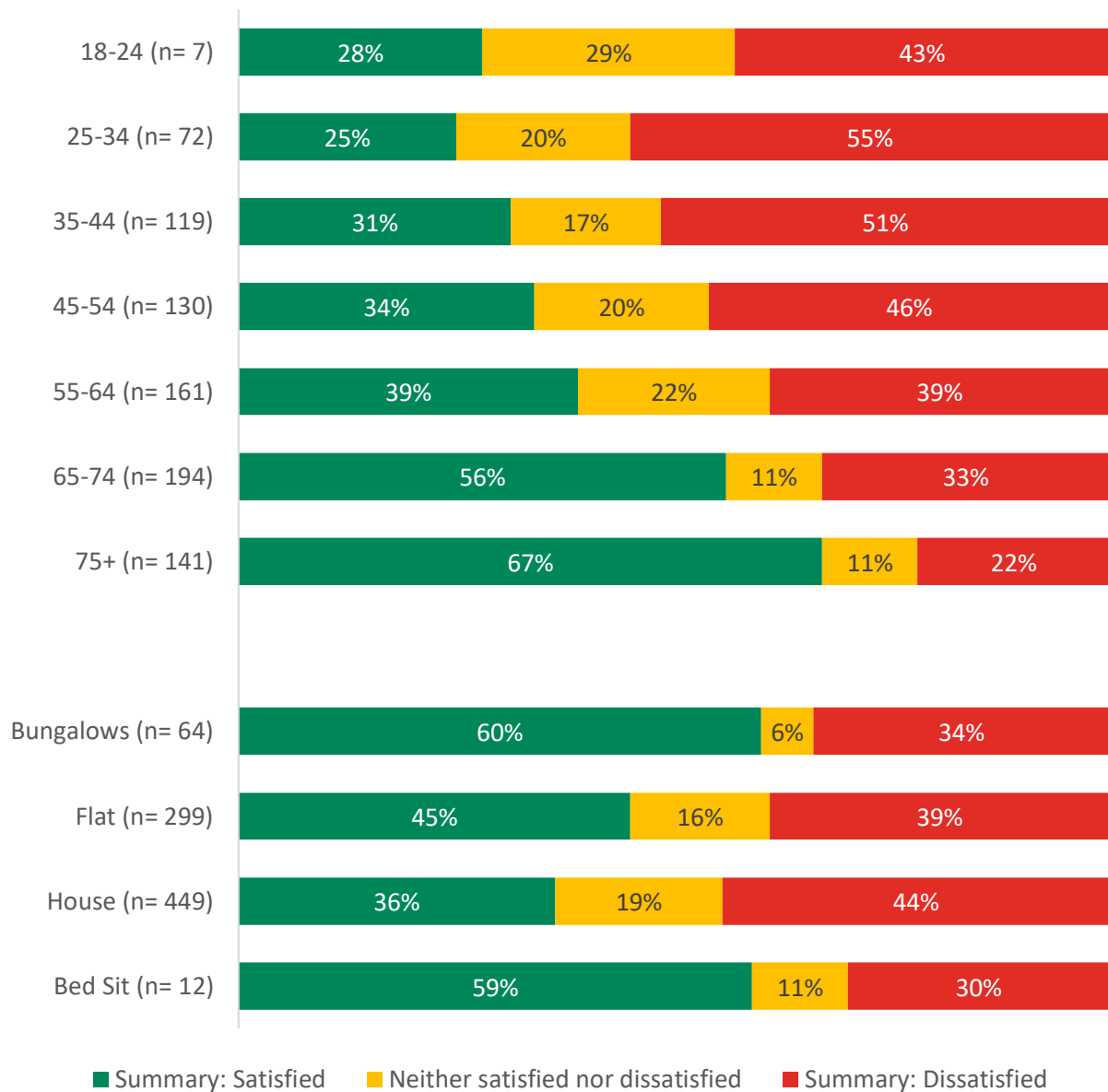
Figure 21. Q7. How satisfied or dissatisfied are you that Dacorum listens to your views and acts upon them? (By tenure, unweighted base size: in brackets)



Sub-group analysis shows that tenants more likely to feel that Dacorum Borough Council Housing Service listens to their views and acts upon them include:

- Older tenants (65-74, 56%; 75+, 67%) while younger tenants are significantly more likely to be dissatisfied that their views are listened to and acted upon (25-34, 55%; 35-44, 51%).
- Tenants living in bungalows (60%) while those living in houses are significantly less likely to be satisfied (36%).

Figure 22. Q7. How satisfied or dissatisfied are you that Dacorum listens to your views and acts upon them? (By sub-group, unweighted base sizes: in brackets)



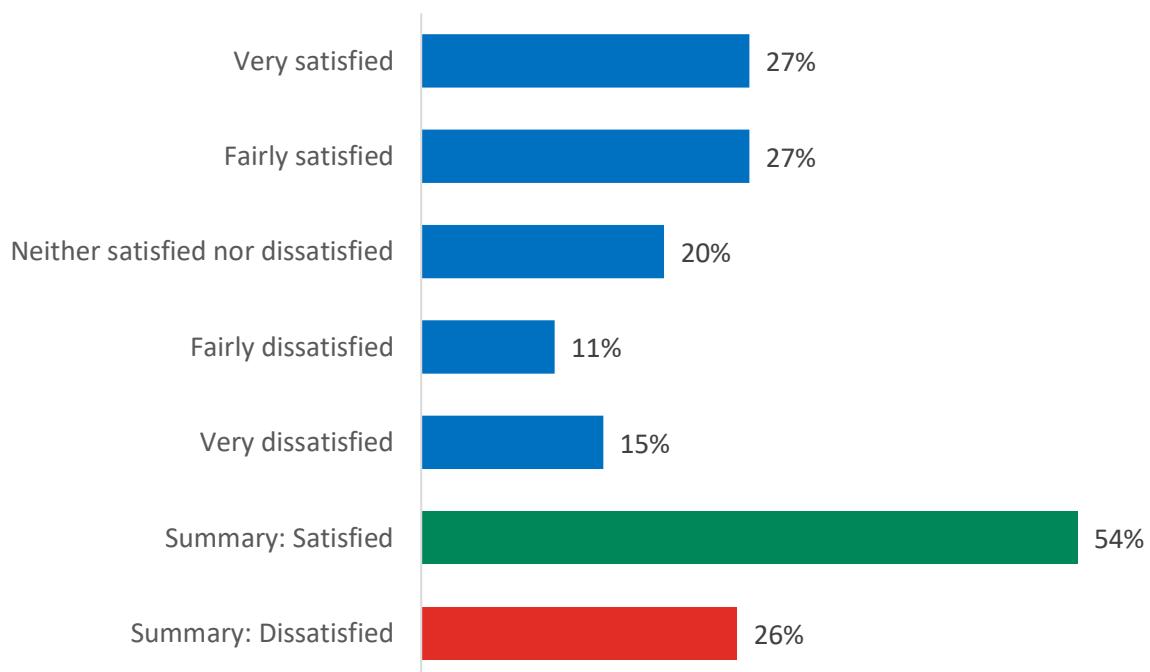
Kept informed

Looking at how well tenants feel that they are kept informed about the things that matter to them, more than half are satisfied that this is the case, with equal proportions both fairly satisfied and very satisfied (27% respectively). As 26% are dissatisfied in this respect, further work may be needed to determine on what issues more information is sought. These responses also raise the question of

whether the communication channels used to engage with tenants are having the desired reach and impact.

Compared to the national benchmark, levels of satisfaction that residents are kept informed about issues that matter to them falls 11 pts below the lower quartile, once again suggesting the score is amongst the lower end of the sector scores.

Figure 23. Q8. How satisfied or dissatisfied are you that Dacorum keeps you informed about things that matter to you? (Combined tenant, unweighted base size: 861)

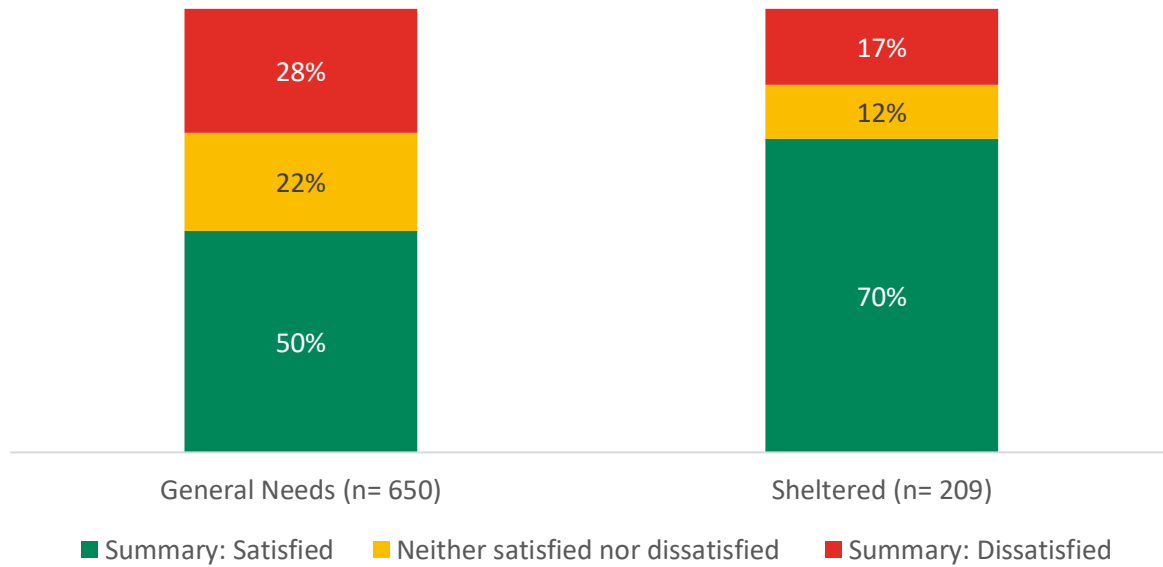


Housemark Benchmarking data – Satisfaction that the landlord keeps tenants informed about things that matter to them

	Lower quartile	Median	Upper quartile
National	65%	71.4%	78.8%

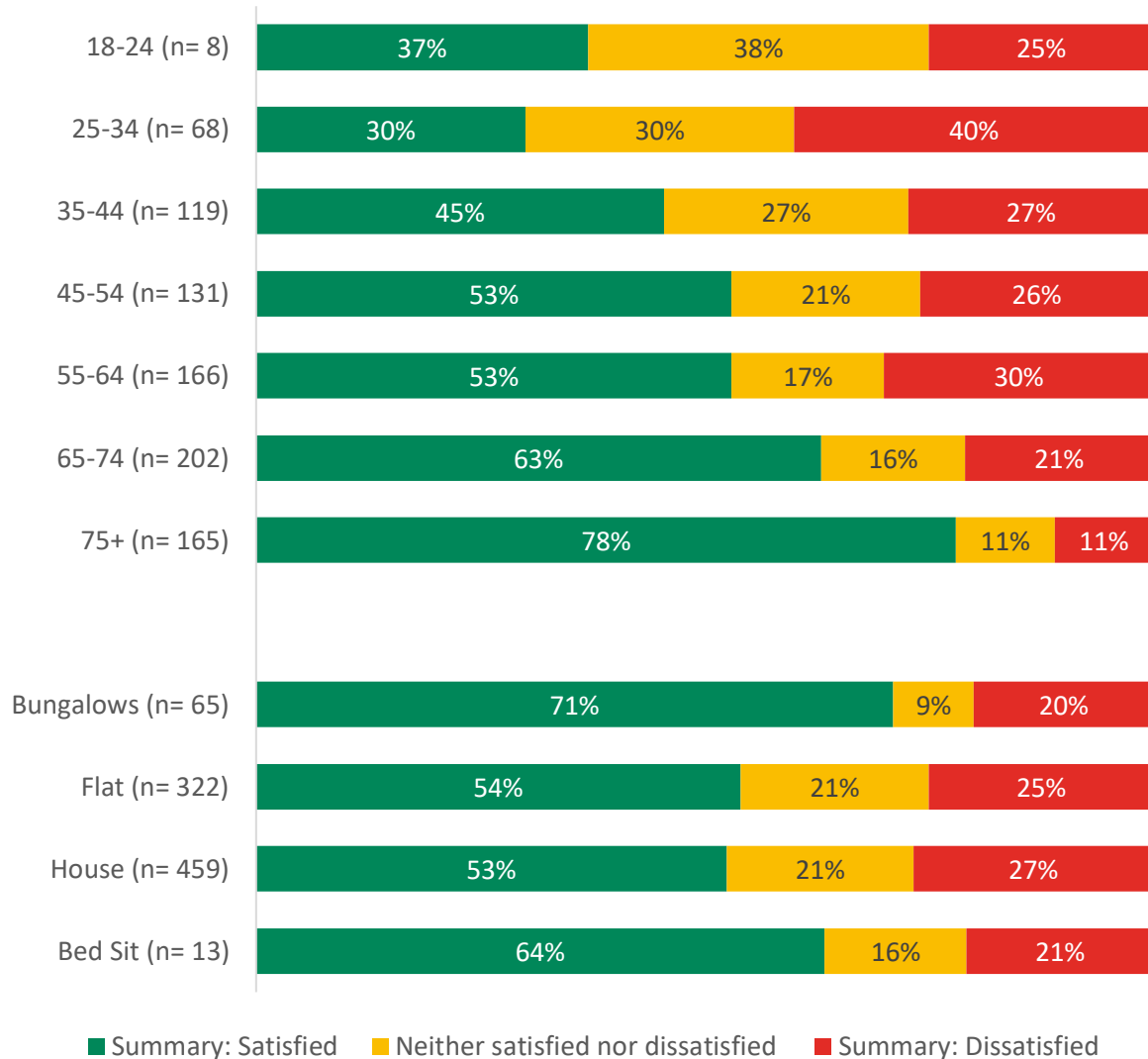
By tenure type, Sheltered tenants are 20 pts more likely to be satisfied that Dacorum Housing keeps them informed about things that matter to them, significantly more so than General Needs tenants (70% vs. 50%). Almost twice as many of Sheltered Housing tenants are very satisfied that this is the case when compared to General Needs tenants (44% vs. 23%).

Figure 24. Q8. How satisfied or dissatisfied are you that Dacorum keeps you informed about things that matter to you? (By tenure, unweighted base size: in brackets)



Looking at tenants by sub-group we can see that those more likely to be satisfied that Dacorum Borough Council Housing Services are once again the older generations (65-74, 63%; 75+, 78%) while those of younger ages are significantly less likely to consider this the case (25-34, 30%; 35-44). As seen with all previous metrics, those living in bungalows are significantly more likely to consider that they are kept informed (71%).

Figure 25. Q8. How satisfied or dissatisfied are you that Dacorum keeps you informed about things that matter to you? (By sub-group, unweighted base sizes: in brackets)

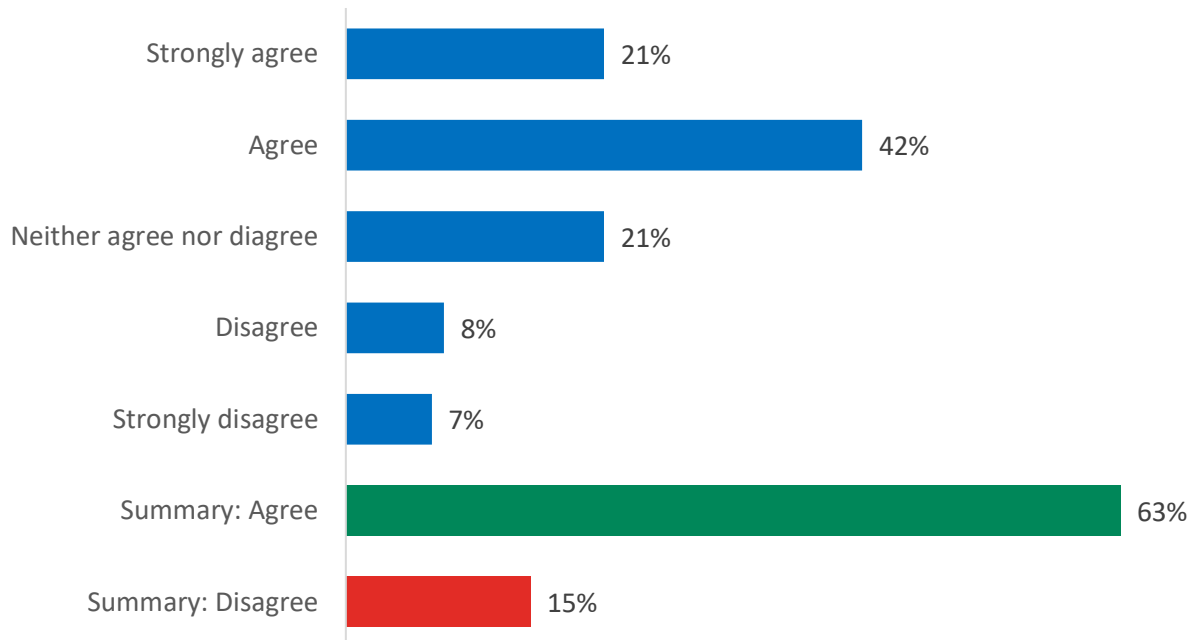


Treated fairly and with respect

Tenants were asked the extent to which they agree or disagree that Dacorum Housing treats them fairly and with respect. Just under two thirds of residents consider this to be the case, including one in five who strongly agree. 16% of tenants do not feel that they are treated fairly and with respect, with less than one in ten in strong disagreement (7%). However, one in five neither agree nor disagree with this sentiment.

The level of agreement is 9 ppts below the lower quartile of the national benchmark that currently sits at 72%.

Figure 26. Q9. To what extent do you agree or disagree with the following 'Dacorum treats me fairly and with respect'? (Combined tenant, unweighted base size: 915)

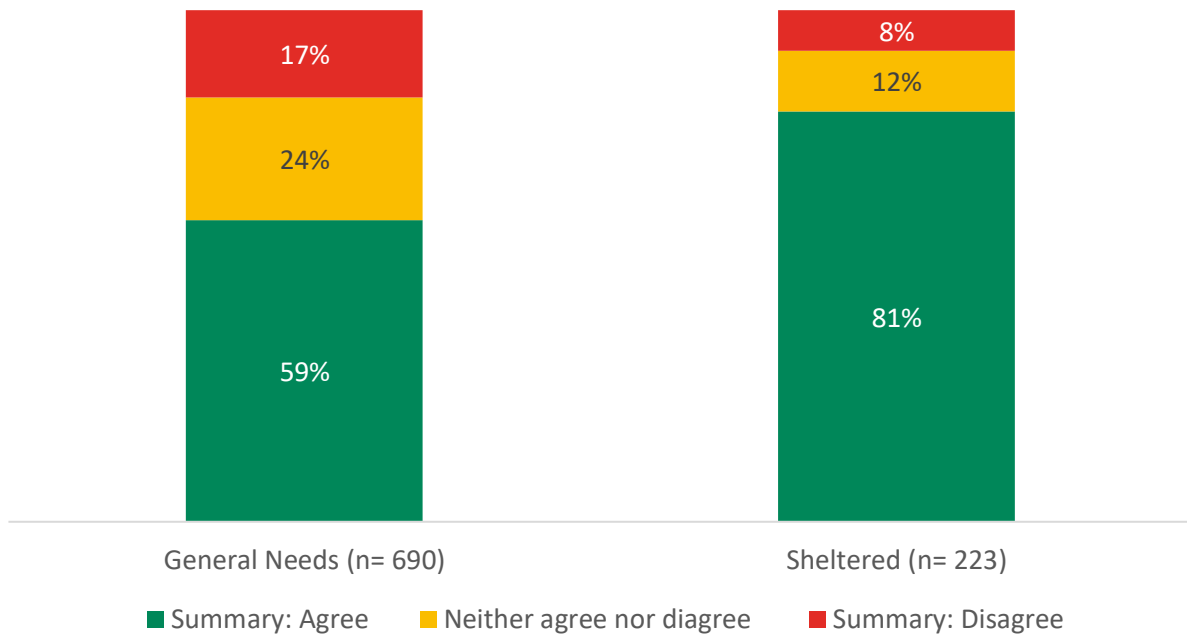


Housemark Benchmarking data – Satisfaction that the landlord treats tenants fairly and with respect

	Lower quartile	Median	Upper quartile
National	72%	78.2%	84.6%

Once again Sheltered tenants are significantly more likely to believe that Dacorum Housing services treats them fairly and with respect, with more than four in five agreeing that this is the case, compared to 59% of General Needs tenants. General Needs tenants are instead significantly more likely to disagree with this sentiment (17% vs. 8%).

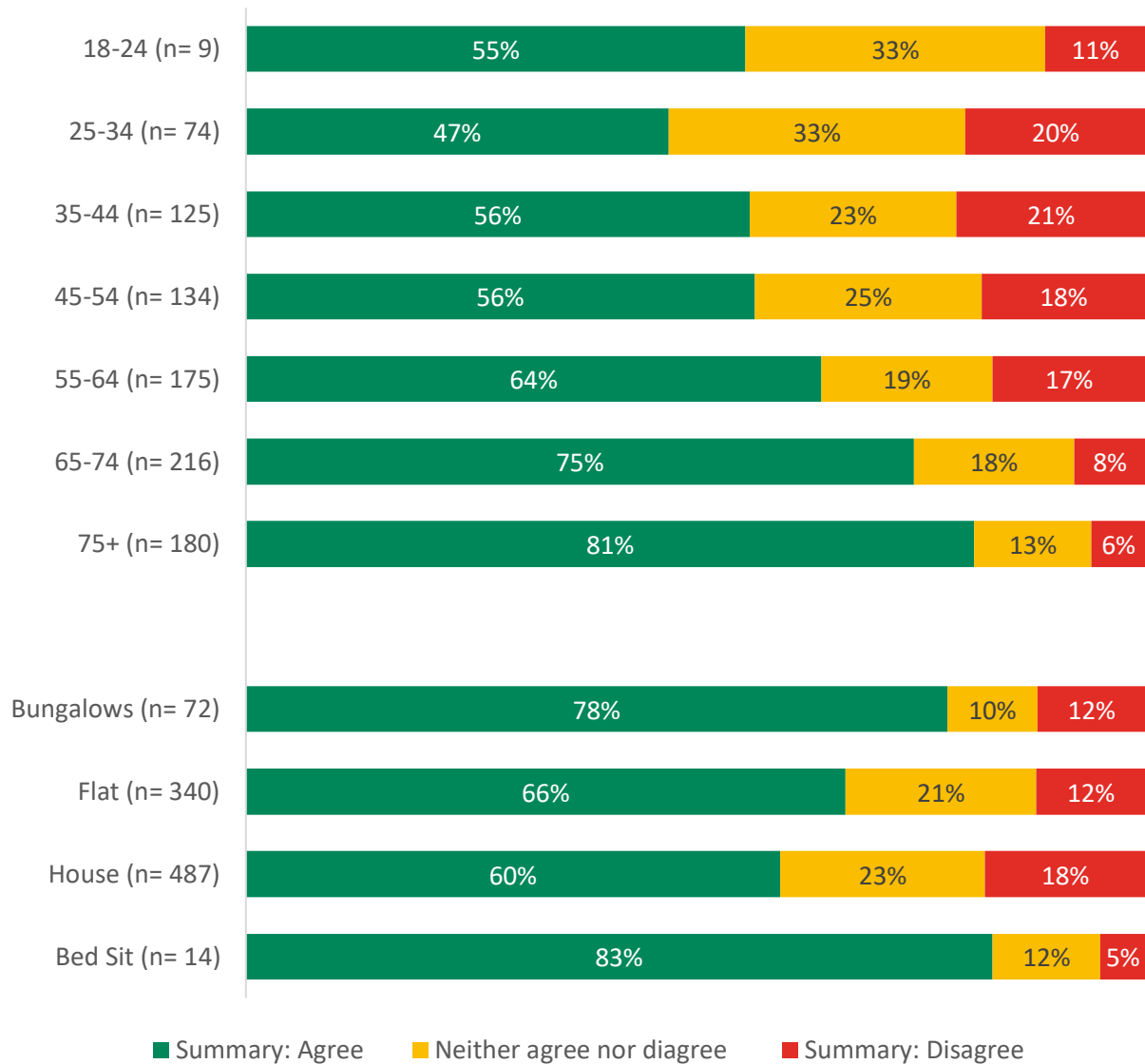
Figure 27. Q9. To what extent do you agree or disagree with the following 'Dacorum treats me fairly and with respect'? (By tenure, unweighted base size: in brackets)



Subgroups who are significantly more or less likely to believe that they are treated fairly and with respect as similar to those in previous sections:

- Older tenants (65-74, 75%; 75+, 81%) are significantly more likely to agree that they are treated fairly and with respect, while those of younger ages are significantly less likely to feel that this is the case (25-34, 47%; 35-44, 56%).
- Tenants that reside in bungalows are also significantly more likely to agree with this sentiment (78%), while tenants living in houses are significantly more likely to disagree that they are treated fairly and with respect (18%).

Figure 28. Q9. To what extent do you agree or disagree with the following 'Dacorum treats me fairly and with respect'? (By sub-group, unweighted base sizes: in brackets)



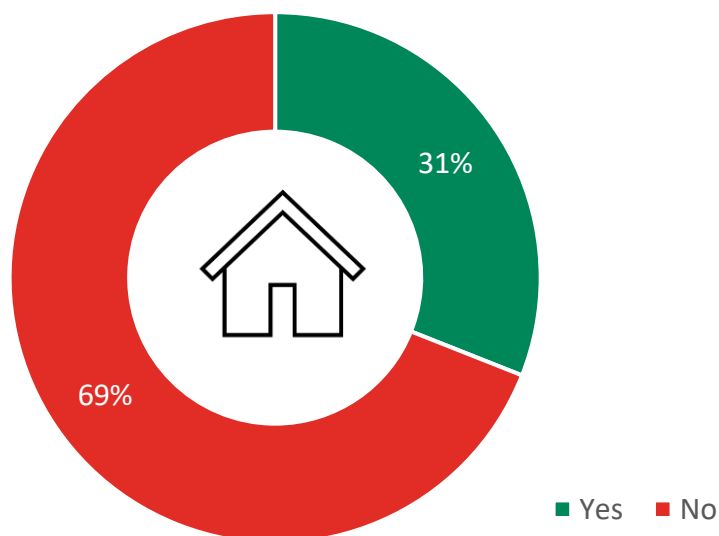
Section Five: Complaints

Tenants were asked whether they had made a complaint, and if they had, how was their feedback handled.

Complaints

Just under one in three tenants made a complaint to Dacorum Housing in the last 12 months prior to completing the survey. This is significantly higher among General Needs tenants (32%) than among Sheltered tenants (25%), and those aged 25-34 (49%).

Figure 29. Q10. Have you made a complaint to Dacorum in the last 12 months? (Combined tenant, unweighted base size: 970)



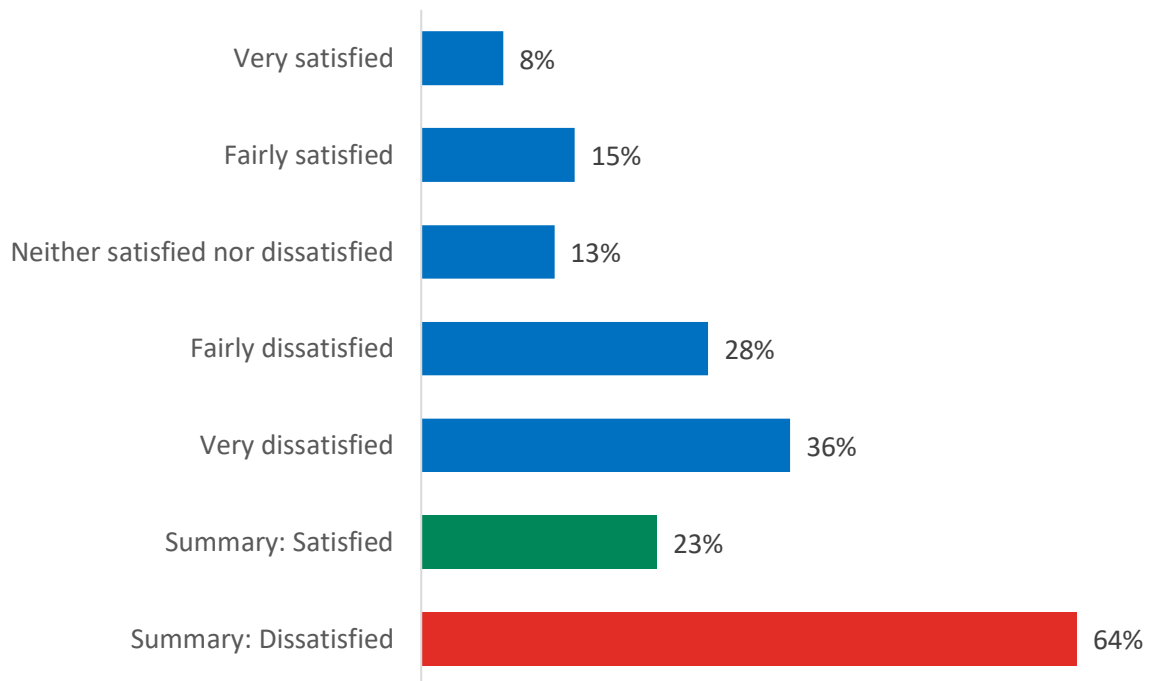
Of those tenants who made a complaint to Dacorum Borough Council Housing Service in the 12 months up to them completing the survey, less than a quarter were satisfied (23%) with Dacorum Housings approach to complaints handling, with just 8% very satisfied. Just under two in three were dissatisfied, and of these, more than one in three were very dissatisfied (36%).

As a result, these figures sit 5 pts below the lower quartile mark of the national benchmark (28%). Although the proportion reported may mean that tenants are misinterpreting what a formal complaint

is, these findings do suggest some level of frustration is resulting from tenant interactions with their landlord.

It is worth noting that complaint volume has been recognised to be increasing over the past year, according to Housemark data, with complaints satisfaction also falling concurrently.

Figure 30. Q11. How satisfied or dissatisfied are you with Dacorum's approach to complaints handling? (Combined tenant, unweighted base size: 287)



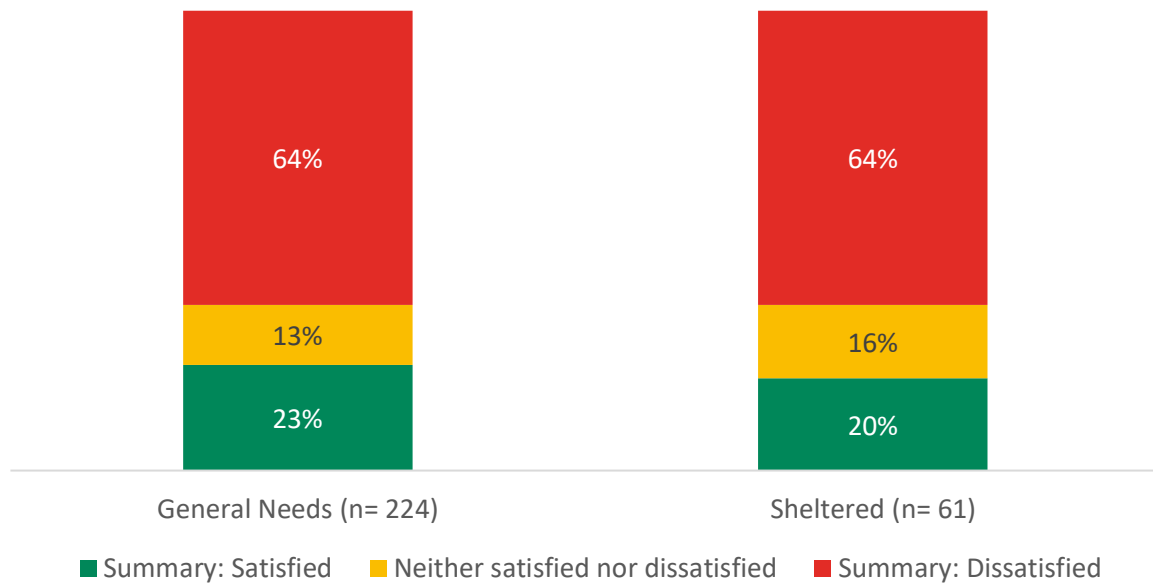
Housemark Benchmarking data – Satisfaction with the landlord’s approach to handling complaints

	Lower quartile	Median	Upper quartile
National	28%	34%	42%

Regardless of tenure, all residents who have made a complaint are more likely to be dissatisfied than satisfied with Dacorum Housings approach to complaints handling. Dissatisfaction is equally high among both General Needs and Sheltered tenants (64%), however, although not significantly different, a higher proportion of General Needs tenants report being very dissatisfied than Sheltered

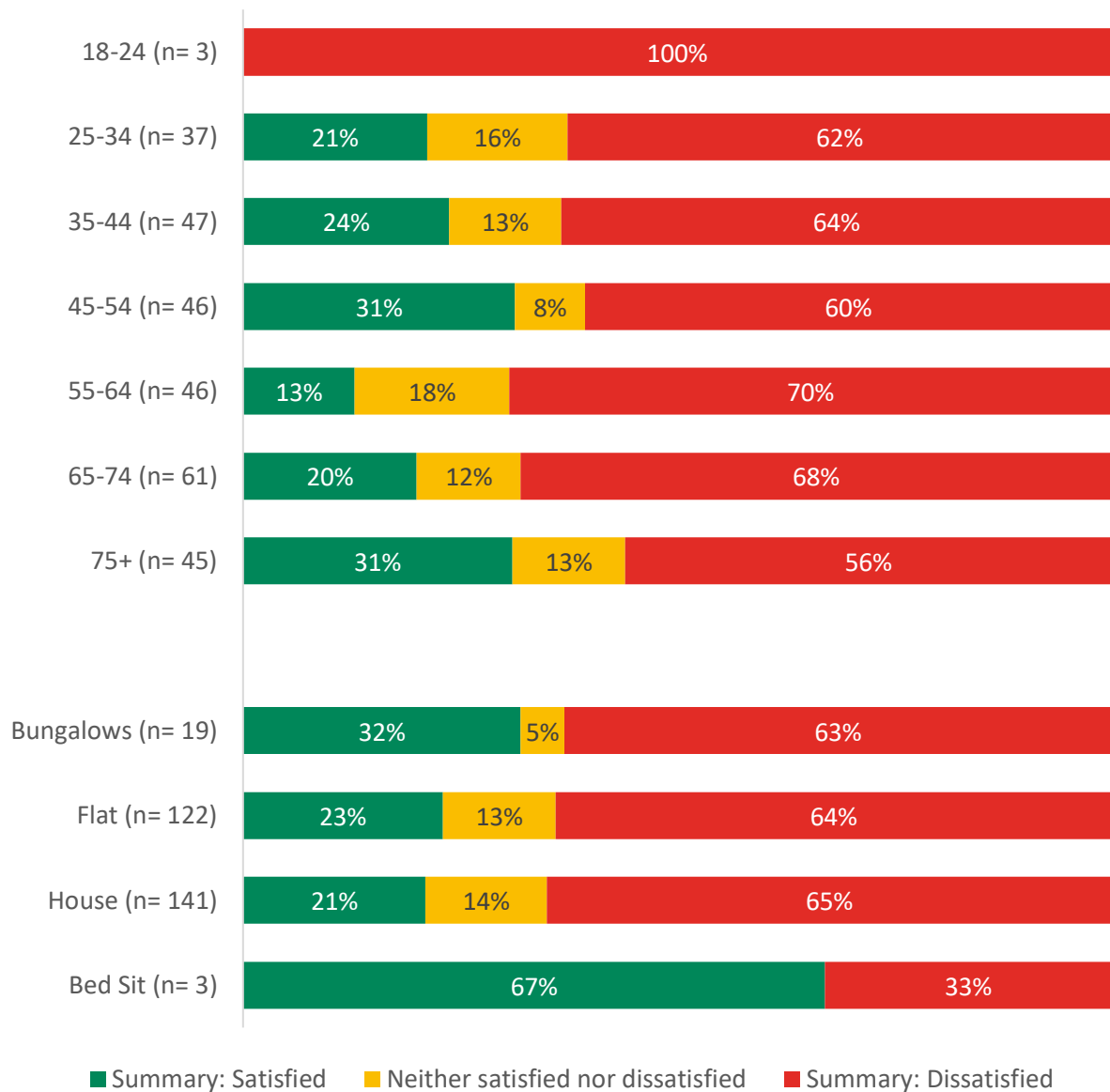
tenants (37% vs. 29%). It also should be noted that the results for Sheltered tenants should only be taken as indicative due to the low base size for this group.

Figure 31. Q11. How satisfied or dissatisfied are you with Dacorum's approach to complaints handling? (By tenure, unweighted base size: in brackets)



There are no significant differences in satisfaction by respondent sub-group, although tenants living in houses are significantly more likely than the overall sample to be very satisfied with complaints handling (11% vs. 8%).

Figure 32. Q11. How satisfied or dissatisfied are you with Dacorum's approach to complaints handling? (By sub-group, unweighted base sizes: in brackets)



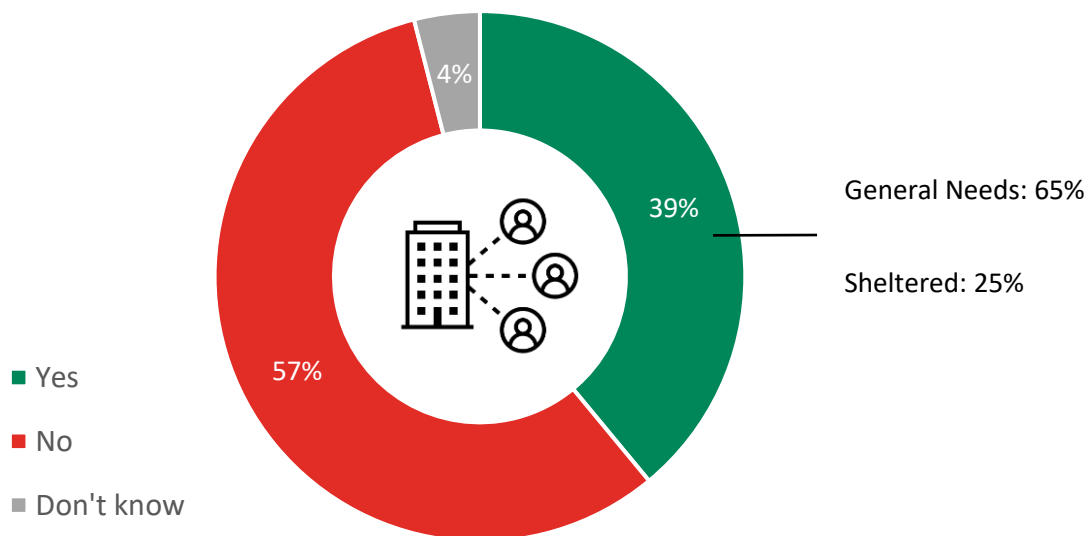
Section Six: Living in the neighbourhood

This final section addresses tenants perceptions of communal areas, the neighbourhood and anti-social behaviour.

Cleaning of communal areas

Just under two in five (39%) live in a building with communal areas, including 65% General Needs tenants and 25% of Sheltered Tenants.

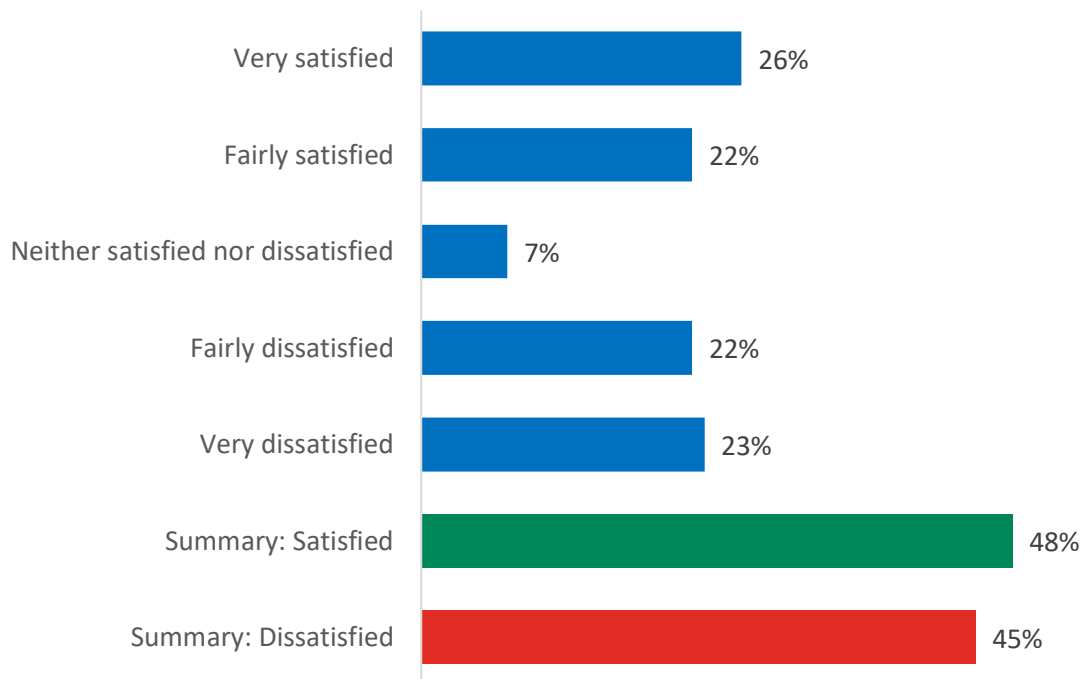
Figure 33. Q12. Do you live in a building with communal areas, either inside or outside, that Dacorum is responsible for maintaining? (Combined tenant, unweighted base size: 970)



Tenants who live in a building with communal areas were asked how satisfied they were with Dacorum Housing maintaining these communal areas and keeping them clean.

Just under half (48%) of these tenants are satisfied that this is the case, 11 pts the lower quartile of the national benchmark (58.9%). Comparatively, a similar proportion of Dacorum Housing tenants were dissatisfied that Dacorum Housing keeps these communal areas clean and well maintained (45%), with just under a quarter very dissatisfied (23%).

Figure 34. Q13. How satisfied or dissatisfied are that Dacorum keeps these communal areas clean and well maintained? (Combined tenant, unweighted base size: 392)

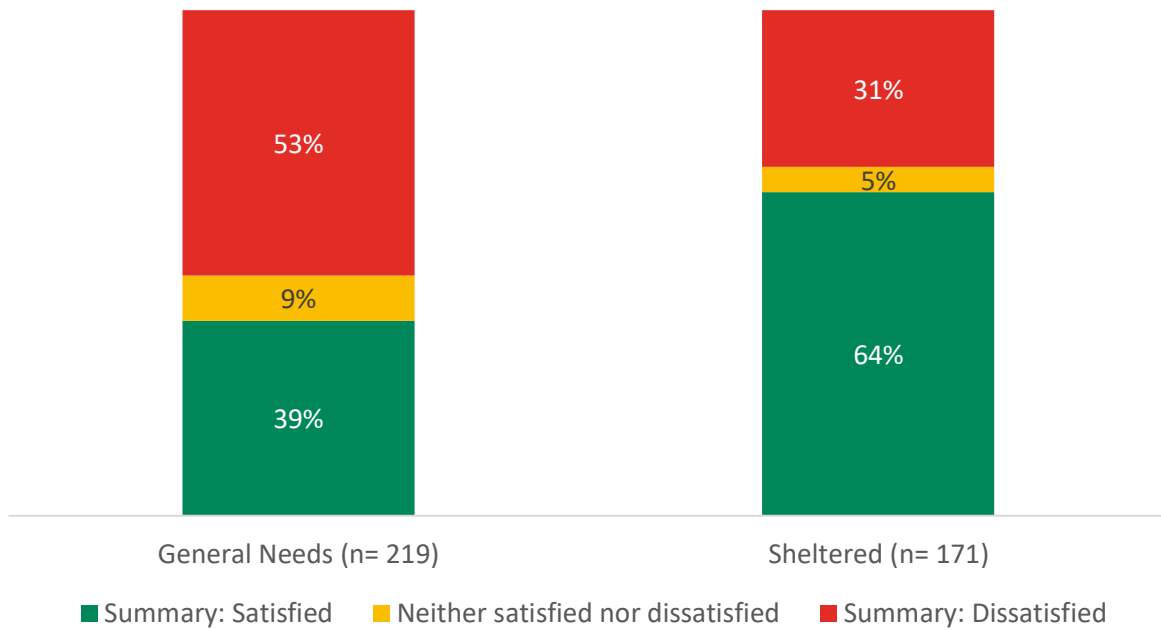


Housemark Benchmarking data – Satisfaction that the landlord keeps communal areas clean and well maintained

	Lower quartile	Median	Upper quartile
National	58.9%	66%	72.4%

By tenure, significantly more of Sheltered tenants are satisfied that Dacorum Housing keeps communal areas clean and well maintained (64% vs. 39%), with one in three very satisfied (33%). Comparatively, more than half of General Needs tenants are dissatisfied that this is the case (53% vs. 31%), with 27% very dissatisfied.

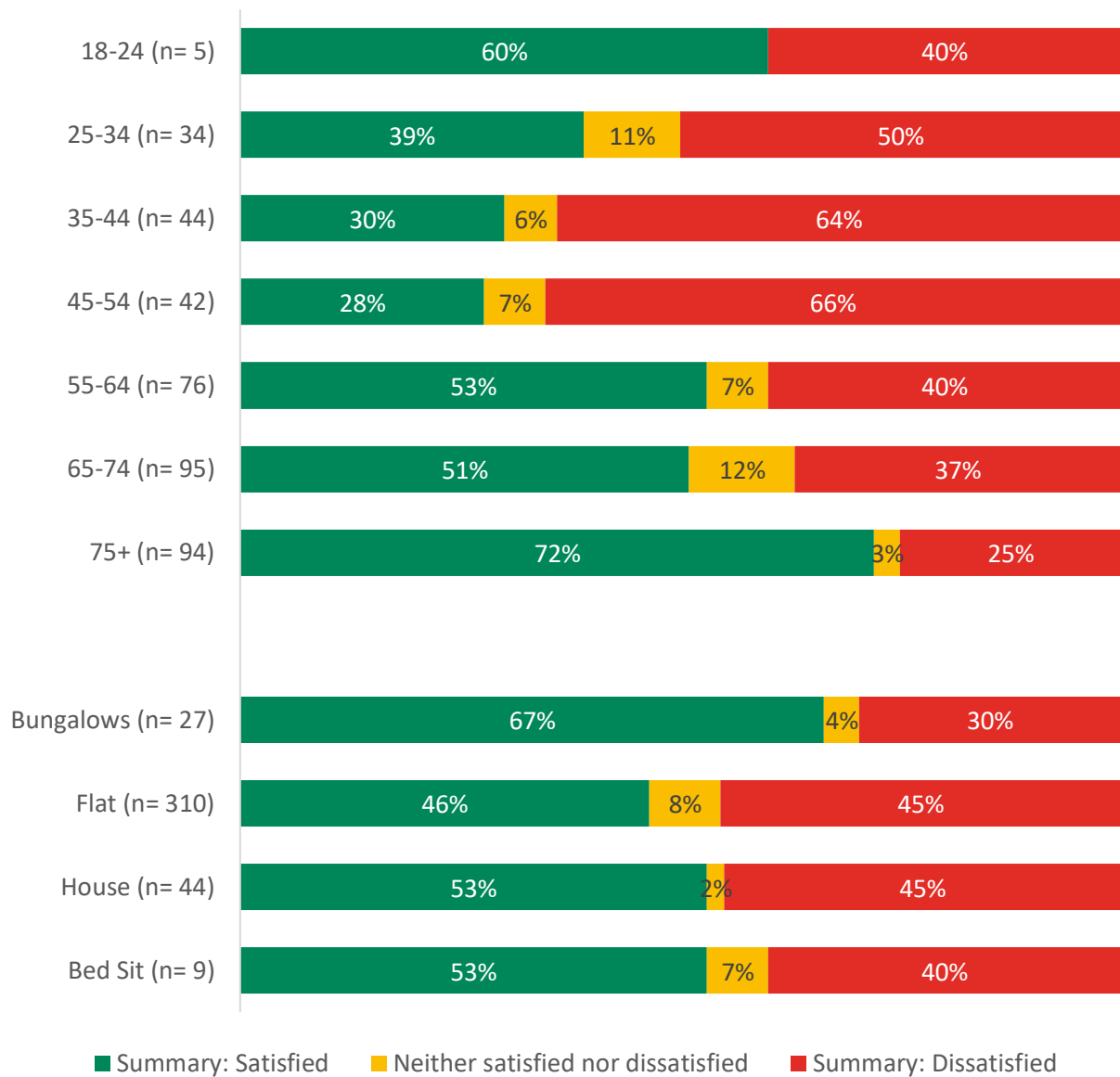
Figure 35. Q13. How satisfied or dissatisfied are that Dacorum keeps these communal areas clean and well maintained? (By tenure, unweighted base size: in brackets)



Looking at tenants by sub-group we can see that the greatest differences in satisfaction that Dacorum Housing keeps their communal areas clean and well maintained are by age groups:

- 75+ are significantly more likely to be satisfied with communal area cleanliness and maintenance than all other age groups (72%).
- Younger age groups are significantly more likely to be dissatisfied (35-44, 64%; 45-54, 66%), with around one in three of these age groups being very dissatisfied (35% and 32% respectively).

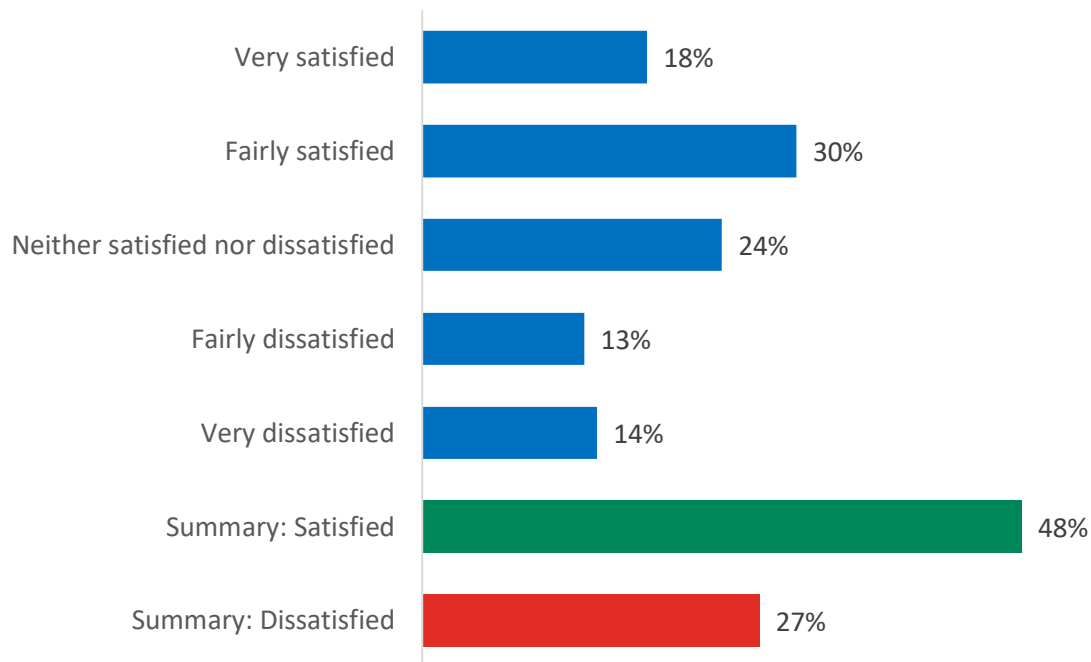
Figure 36. Q13. How satisfied or dissatisfied are that Dacorum keeps these communal areas clean and well maintained? (By sub-group, unweighted base sizes: in brackets)



Contributing to the neighbourhood

Just under half (48%) were satisfied that Dacorum Housing makes a positive contribution to their neighbourhood, with 27% dissatisfied. Compared to the national benchmark, satisfaction with this metric sits 9 ppts below the lower quartile, which currently sits at 57.3% as of November 2023. Notably, a quarter of residents are neither satisfied nor dissatisfied (24%). This suggests that some tenants may find their landlord’s impact at neighbourhood level hard to identify. We have observed this for a number of other landlords conducting TSM surveys.

Figure 37. Q14. How satisfied or dissatisfied are you that Dacorum makes a positive contribution to your neighbourhood? (Combined tenant, unweighted base size: 749)

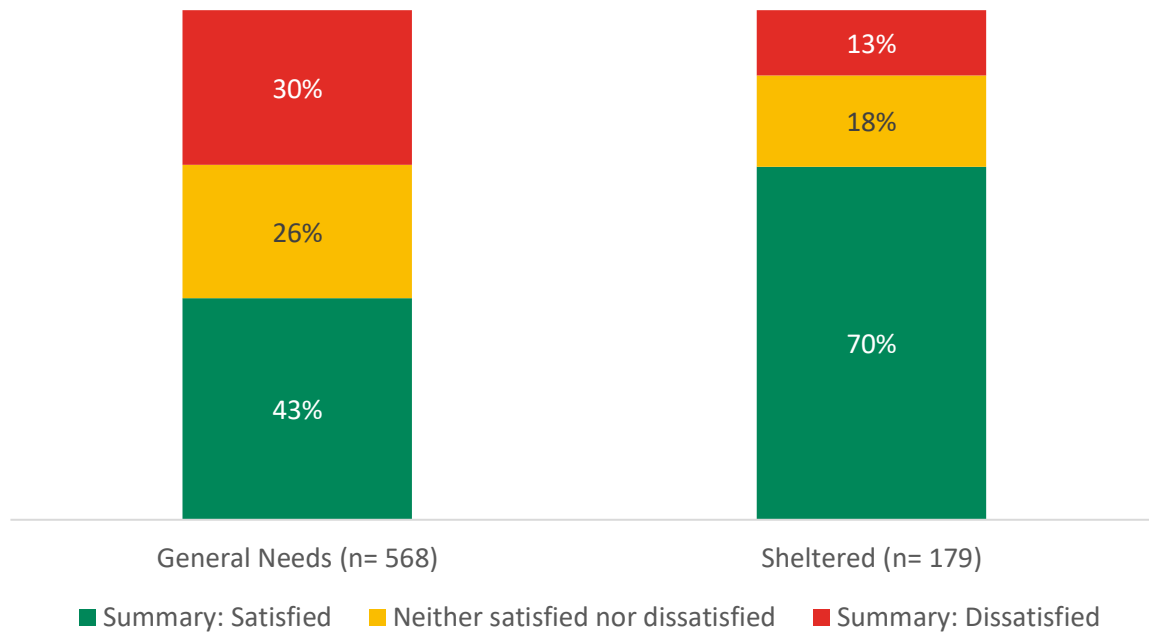


Housemark Benchmarking data – Satisfaction that the landlord makes a positive contribution to neighbourhoods

	Lower quartile	Median	Upper quartile
National	57.3%	64%	74%

Satisfaction that Dacorum Housing makes a positive contribution to the neighbourhood is significantly higher among Sheltered tenants (70%) than amongst General Needs tenants (43%). General Needs tenants are also significantly more likely to hold a neutral option on this metric (26% vs. 18%), suggesting that they do not feel the Council is particularly present in their neighbourhood.

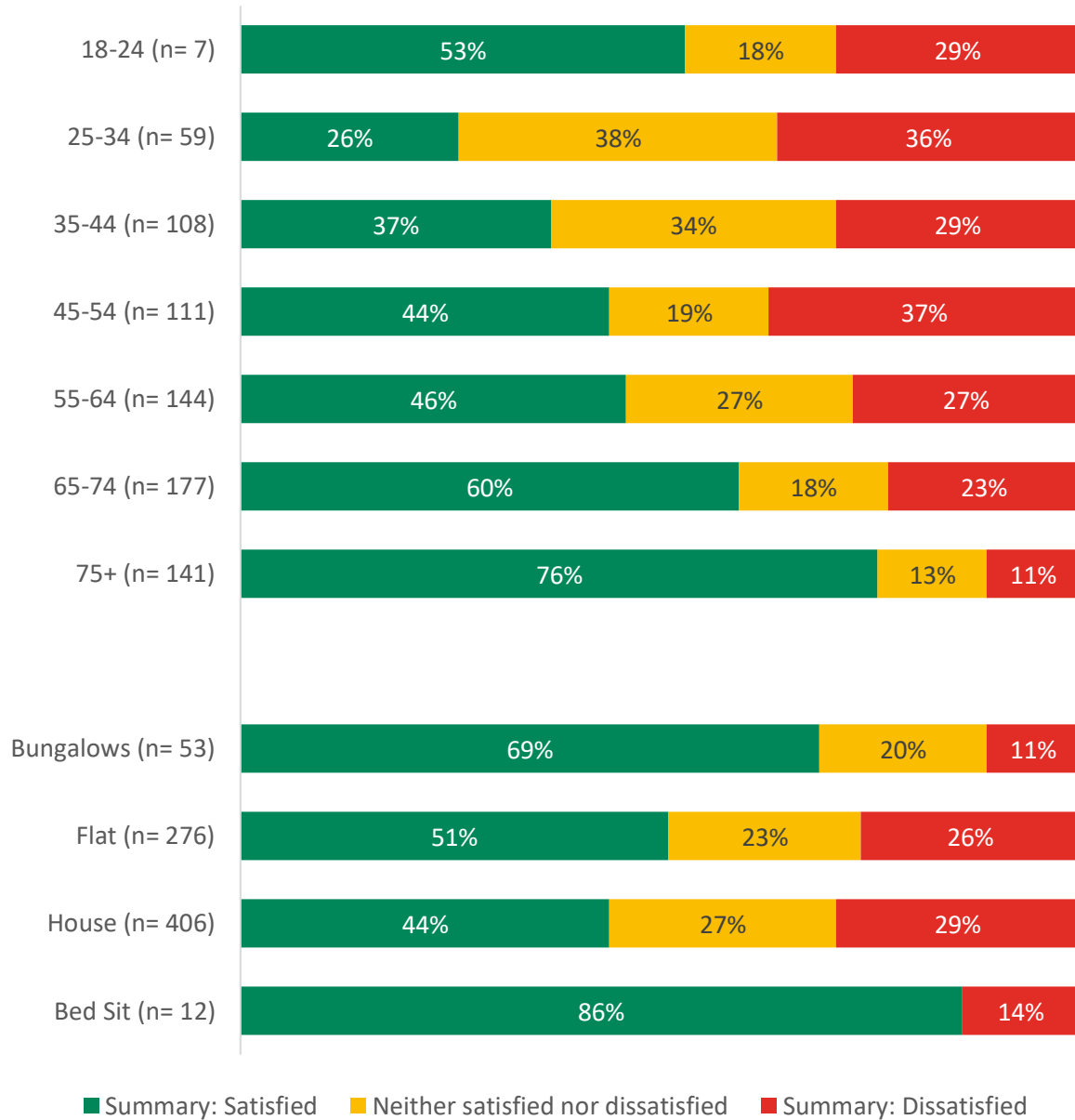
Figure 38. Q14. How satisfied or dissatisfied are you that Dacorum makes a positive contribution to your neighbourhood? (By tenure, unweighted base size: in brackets)



Looking at the results by demographic subgroups, the following groups were significantly more likely to be satisfied that Dacorum Housing makes a positive contribution to their neighbourhood:

- Older tenants: those aged 65-74 (60%) and 75+ (76%) are significantly more likely to agree that this is the case than all other age groups, while those ages 45-54 are significantly more likely to disagree (37%).
- Tenants living in bungalows (69%), while those living in houses are significantly less likely to agree that this is the case (44%).

Figure 39. Q14. How satisfied or dissatisfied are you that Dacorum makes a positive contribution to your neighbourhood? (By sub-group, unweighted base sizes: in brackets)



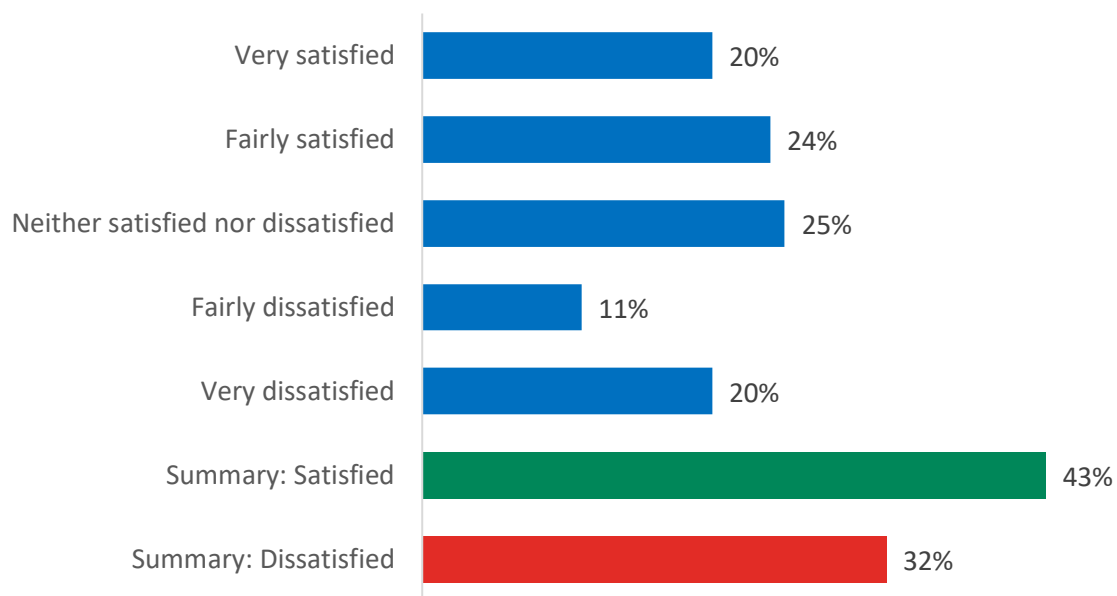
Anti-social behaviour

The final TSM question asked respondents about their satisfaction with the way that Dacorum Housing handles anti-social behaviour. Just over two in five tenants were satisfied (43%) while one in three were dissatisfied (32%) with Dacorum Housing’s approach to handling anti-social behaviour. Of those

dissatisfied, twice as many were very dissatisfied (20%) as ‘fairly’ dissatisfied (11%), indicating that there is a sizeable minority for whom this is a key issue. Notably, a quarter of tenants (25%) gave a neutral ‘neither’ response to this question, suggesting that low levels of satisfaction may be driven more by tenants having limited experience of ASB rather than active dissatisfaction.

When compared to the national benchmark, this metric also sits below the lower quartile by 8 ppts.

Figure 40. Q15. How satisfied or dissatisfied are you with Dacorum’s approach to handling anti-social behaviour? (Combined tenant, unweighted base size: 614)

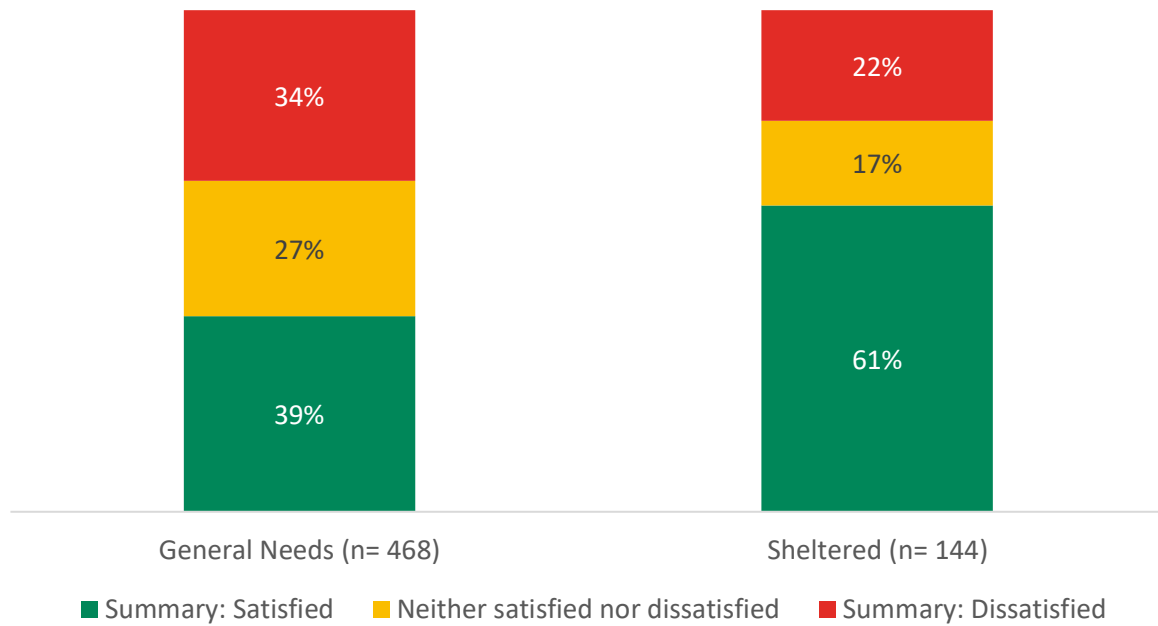


Housemark Benchmarking data – Satisfaction with the landlord’s approach to handling anti-social behaviour

	Lower quartile	Median	Upper quartile
National	51%	57.6%	64%

Sheltered tenants are more likely to be satisfied with Dacorum Housing’s approach to handling anti-social behaviour than General Needs tenants (61% vs. 39%).

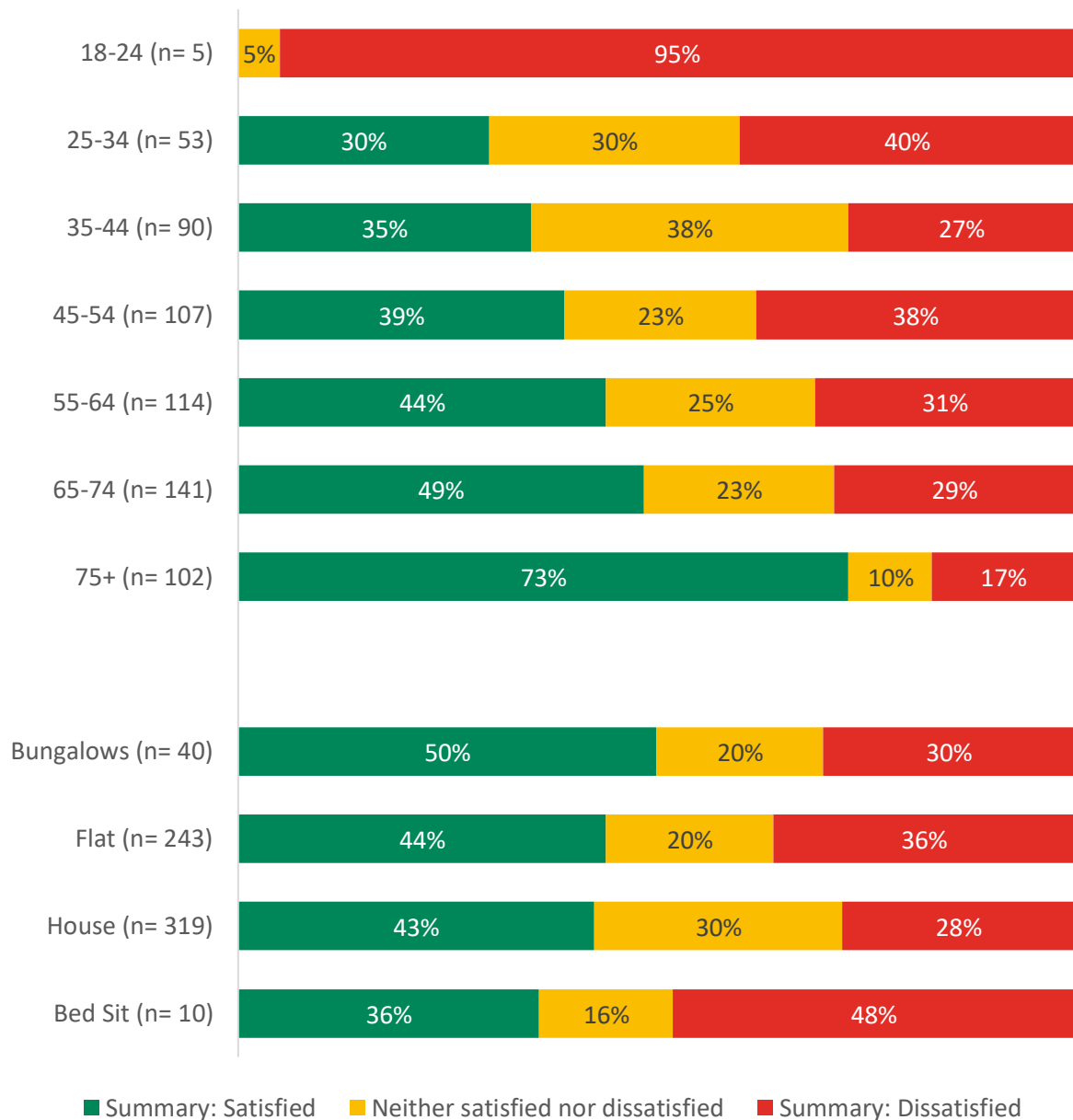
Figure 41. Q15. How satisfied or dissatisfied are you with Dacorum’s approach to handling anti-social behaviour? (By tenure, unweighted base size: in brackets)



Sub-group analysis indicates very little differentiation in response between the subgroups, with only those 75+ being significantly more likely to be satisfied with Dacorum Housing’s approach to handling ASB (73%).

Highest levels of a ‘neutral’ standpoint are among those living in houses (30%), likely driven up by the younger age groups, with those 35-44 being significantly more likely to be of this opinion than other age groups (38%).

Figure 42. Q15. How satisfied or dissatisfied are you with Dacorum’s approach to handling anti-social behaviour? (By sub-group, unweighted base sizes: in brackets)



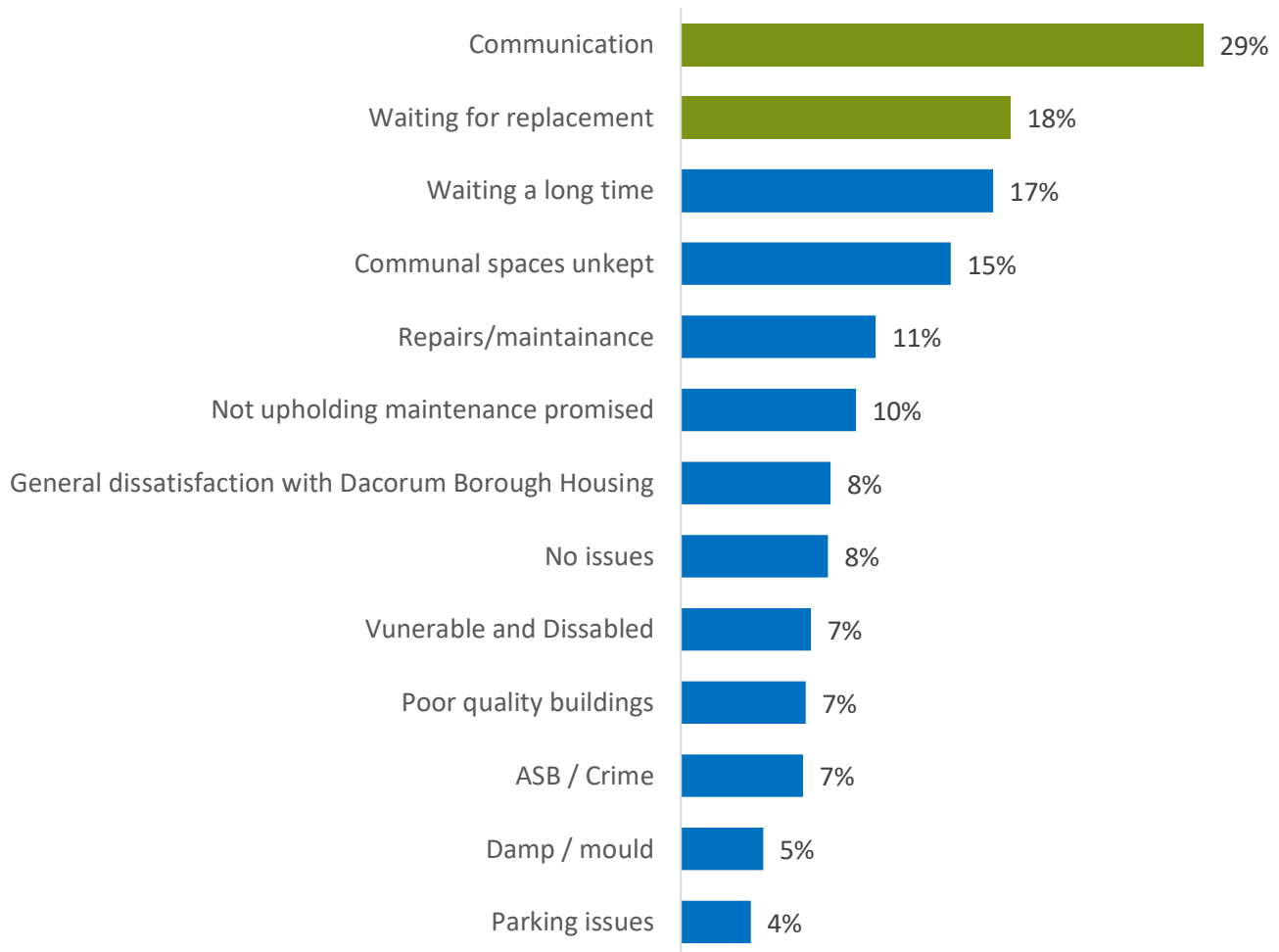
Tenant suggested improvements

The last question relating to Dacorum Borough Council Housing Services, which was asked from Quarters 2 to 4, tenants were asked if there were any other issues or concerns that they would like to tell Dacorum Borough Council about.

The most common answer given was around communication, covering issues including contact with the council, its staff and contractors alike (29%). Many of the comments speak negatively about the length of time it takes for the council and contractors to get in contact with the tenant after they have raised or noted an issue, with many waiting long periods of time for repairs to be carried out due to lack of communication, e.g. *“The main issue is with repairs, we had an issue we’re still waiting to hear about - a leaking roof, even after it was dripping in bedroom. Someone did come round but nobody kept in touch. On 2 occasions jobs were requested and they were cancelled without informing me. Then I was told that the issue doesn’t need repairing and it’s [[the tenants]] job to do it.”*

The second most commonly mentioned answer relates to replacements that tenants are informed they will receive (e.g. to bathrooms or kitchens) that they are still waiting for. Both of the first two most commonly given answers are linked to the third, which emphasises the length of time tenants are having to wait for anything, whether this be kitchen replacements, repair appointments or any other issue mentioned such as ASB and crime. Reports indicate that Dacorum Housing and its chosen contractors seem to take a long time in dealing with, or completing tasks for residents.

Figure 43. Q16. Are there any other issues or concerns that you would like to tell Dacorum Borough Council about? (Combined tenant, unweighted base size: 729)



Communication

“...I broke my arm and shoulder and got out of hospital a month ago after spending 16 weeks in there and I am now having to sleep and use a commode downstairs due to not being able to get upstairs. I was told they would do the adaptions while I was in hospital, but they haven't done it and have not got back to me even though I have called them on many occasions.”

“I have issues with my locks, and I have reported broken windows in March but when I called them to chase it up, they told me it's not on the system, the contractors are not very good.”

“Repairs service doesn't give tenants notice and just expect to turn up, or just don't turn up for booked repair leaving tenants with loss of earnings for nothing. Then the council wants rent paid.”

“It appears to be very difficult to contact each specific departments within the council. There is no communication between departments, and nothing seems to be handed over. With every issue it appears to be down to us to constantly chase things up and when speaking to people nobody ever really knows any answers and always says someone will call me back, but they never do.”

Waiting for replacement

"I am still waiting for news on a new kitchen that was supposed to be fitted 2022/23 financial year."

"Old kitchens, repairs don't get done, mould and damp everywhere, ruins decor when repairing and don't replace/re decorate."

"We had a surveyor come to the house last year - we need new door and windows as they are letting draft in. Still waiting for new ones. We also have paperwork from 2021 when we moved in to say we need a new kitchen and we are still waiting. I've got an adapted house for my disabled son; we need new doors as we struggle to lock the front door and it lets all the cold in. Still waiting for this to be change."

"I was due a new kitchen pre covid and have emailed and emailed and yet never had response. I had picked out new kitchen etc but never heard a word. I have no sockets one side of kitchen and door of one cupboard can barely be opened due to shoddy works."

"Garage door is broken, I reported this 2yrs ago so therefore cannot use it. 2 windows blown which are misty and have condensation. Back door has a gap at the top which is letting in the cold. Back gate shabby and rotting. Shed and garage roof was supposed to be replaced."

Waiting a long time

"The hole in ceiling that has still not been resolved after 2 years since reporting. Rest of ceiling could come down at any minute. Keep getting told need to send someone out or find a contractor. First year they had no record of it.."

"I have asbestos on my roof for 2 years since they found out about it, nothing has been done"

"I've actually lost count of the number of complaints I've made. I have a bathroom that's had no flooring for over 3 years, a hole in the ceiling, bedroom window which has dropped, re rendering needing done, rising damp, cracks in walls, missing bricks. I'm disabled and can't use a chair in the house because doorframes aren't wide enough. I'm never listened too! Got Asbestos in the hall, living room, bathroom and cupboard ceilings, the bathroom ceiling has a massive hole in it and has done for well over 3 years."

"Damp - people have come to look but all they do is come and go away and nothing has been done. This has been going on 4 years. The wallpaper is falling off the wall in the hallway, paint coming off the walls."

"Early in the year I was told I would have a vent installed in my bedroom because of the damp, but it hasn't been done."

"Used to get houses painted every 5 years - hasn't been done for 10 years now. Cavity wall insulation done some years ago. Sealed holes and left marks in buildings. Never came and painted over the holes. Looks like bullet holes. Called about it and never got an answer. Respondent believes they don't want to."

Key drivers

Key driver analysis was run on the key measures captured by the survey, to understand how satisfaction with specific aspects of the service provided by Dacorum Housing correlates with overall satisfaction. This identifies which specific service areas drive overall satisfaction for tenants, thus highlighting them as areas to focus on improvements. The driver analysis requires respondents to have answered all questions being run in it, therefore it only includes questions which most respondents have answered.

The closer a correlation is to 1 the more closely it is associated with overall satisfaction. This suggests that targeting improvements in these areas is likely to drive up overall satisfaction. The most important driver for tenants is that Dacorum Housing listens to their views and acts upon them, with a correlation of 0.708, they are provided a home that is well maintained, with a correlation of 0.693 and are kept informed about things that may matter to them, with a correlation of 0.655. All three of these are linked to the feedback given by tenants at the previous open-ended questions, where low satisfaction with the repairs service and poor responsiveness of the Council and contractors were named as the primary reasons tenants were not satisfied with Dacorum's Housing Service.

As satisfaction with these areas tends currently to be low, it is likely that improvements in these areas would raise the overall satisfaction that tenants have with Dacorum housing.

Q1. Taking everything into account, how satisfied or dissatisfied are you with the service provided by Dacorum Housing?	Correlation	Satisfaction
TP06. Listens to your views and acts upon them.	0.708	41%
TP04. Provides a home that is well maintained.	0.693	61%
TP07. Keeps you informed about things that matter to you.	0.655	57%
TP08. Treats me fairly and with respect.	0.631	66%
TP02. Overall repairs service over the last 12 months.	0.623	63%
TP05. Provides a home that is safe.	0.609	68%
TP11. Makes a positive contribution to neighbourhood.	0.591	51%
TP03. Time taken to complete most recent repair.	0.566	62%
TP10. Keeps communal areas clean and well maintained.	0.52	50%
TP12. Approach to handling anti-social behaviour.	0.449	46%
TP09. Approach to complaints handling.	0.405	23%

Conclusions

Overall TSM perceptions

Overall, compared to providers nationally, satisfaction with the Tenant Satisfaction Measures is low, with results at all measures sitting below the lower quartile. Satisfaction with the landlord listening to tenant views and acts upon them (41%), that the landlord keeps communal areas clean and well maintained (48%) and that the landlord keeps tenants informed about things that matter to them (54%) as well as agreement that the landlord treats tenants fairly and with respect are particularly low, all being more than 10ppts lower than the national benchmark released in November 2023. This highlights that communication with tenants and maintenance of communal areas are key area which require improvement, particularly with regard to how tenants who contact Dacorum Housing are dealt with and listened to.

Maintenance of their properties and repairs are also key issues among tenants. Although just under six in ten are satisfied with these metrics, with satisfaction sitting at 58% for maintenance and 59% for the repairs service received, both currently sit 8ppts below the current national benchmark. Satisfaction with the time taken to complete the most recent repairs sees less of a differentiation from the benchmark, but still falls 4ppt below the lower quartile.

These issues are likely contributing factors as to why the overall satisfaction levels with Dacorum Housing are low (61%). When asked about areas that tenants would like to see improved, the most commonly given answers related to communication. The majority of these answers related to issues around lack of response from Dacorum Housing services within a reasonable timeframe, if at all, to tenant issues. Many of these issues relate to maintenance and repairs that should have been carried out and have not, or that have been carried out but to a poor standard that they would like rectifying.

Satisfaction with the extent to which Dacorum Housing listens to views and acts upon them and with maintenance of homes are the measures most strongly correlated with overall satisfaction when Key Driver Analysis is run, suggesting that overall satisfaction is most strongly linked to these two areas. The Key Driver Analysis in combination with the responses given by tenants make clear that these are two areas which should be targeted for improvement.

Considering wider satisfaction with Dacorum Housing's contribution to the neighbourhood (48%) and dealing with antisocial behaviour (43%, less than half of tenants are satisfied). Satisfaction for both of these metrics is higher among Sheltered tenants than General Needs tenants but when considering

tenants as a whole, both fall almost 10ppts below the lower quartile of the national benchmark (-9ppts and -8ppts respectively).

Different perceptions by sub-group

By sub-group, the key points stood out in the data:

- Sheltered tenants are generally (although not always significantly) more satisfied with the service they receive from Dacorum Housing services than General Needs tenants.
- Older tenants are more satisfied than younger tenants, especially when comparing those 75+ to other age groups within the sample. It should be noted that this is likely in part because these tenants are more likely to be Sheltered tenants.
- Tenants who live in bungalows are also generally more likely to be satisfied, particularly regarding repairs and communication. This is likely due to the high proportion of older tenants residing in these property types.

Appendix A: Survey used (Q4)

Appendix A: Survey used (Q4)



ONLINE INTRODUCTION:

Thank you for taking the time to complete this survey online.

Dacorum Borough Council want to know what their customers think about the service they provide, so they can continually improve their performance and the services they deliver to you.

As a thank you for your time, all respondents who take part in this survey have the chance to be entered into a prize draw with three chances to win £50. There is no requirement to complete any or all of the questions to enter the prize draw. You can enter the draw or request Terms and Conditions by emailing Talk-To-Us@dacorum.gov.uk

The information you provide in this survey will be used for research purposes and any personal information will only ever be shared with the council with your express permission.

Please click "Next" when you are ready.

Q1) Taking everything into account, how satisfied or dissatisfied are you with the service provided by Dacorum Borough as your housing landlord? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q2) Has Dacorum Borough Council carried out a repair to your home in the last 12 months? **[[single, required]] SINGLE CODE [[instruction]]**

- Yes
- No

IF Q2=1

Q3) How satisfied or dissatisfied are you with the overall repairs service from Dacorum Borough Council over the last 12 months? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

IF Q2=1

Q4) How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied

- Fairly dissatisfied
- Very dissatisfied

Q5) How satisfied or dissatisfied are you that Dacorum Borough Council provides a home that is well maintained? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q6) Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Dacorum Borough Council provides a home that is safe? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable/ don't [know](#)

Q7) How satisfied or dissatisfied are you that Dacorum Borough Council listens to your views and acts upon them? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable/ don't [know](#)

Q8) How satisfied or dissatisfied are you that Dacorum Borough Council keeps you informed about things that matter to you? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable/ don't [know](#)

Q9) To what extent do you agree or disagree with the following "Dacorum Borough Council treats me fairly and with respect"? **[[single, required]] SINGLE CODE [[instruction]]**

- Strongly [agree](#)
- Agree
- Neither agree nor disagree
- Disagree
- Strongly [disagree](#)
- Not applicable/ don't [know](#)

Q10) Have you made a complaint to Dacorum Borough Council in the last 12 months? **[[single, required]] SINGLE CODE [[instruction]]**

- Yes
- No

Where Q10 = 1

Q11) How satisfied or dissatisfied are you with Dacorum Borough Council's approach to complaints handling? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q12) Do you live in a building with communal areas, either inside or outside, that Dacorum Borough Council is responsible for maintaining? **[[single, required]] SINGLE CODE [[instruction]]**

- Yes
- No
- Don't know

Where Q12 = 1

Q13) How satisfied or dissatisfied are you that Dacorum Borough Council keeps these communal areas clean and well maintained? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Q14) How satisfied or dissatisfied are you that Dacorum Borough Council makes a positive contribution to your neighbourhood? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable/ don't know

Q15) How satisfied or dissatisfied are you with Dacorum Borough Council's approach to handling anti-social behaviour? **[[single, required]] SINGLE CODE [[instruction]]**

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Not applicable/ don't know

NEWQ16) Are there any other issues or concerns that you would like to tell Dacorum Borough Council about? **[[text, not required]]**

O/E - Verbatim

NEWQ17) Dacorum Borough Council may want to follow up feedback to this survey. Are you happy for your personal information to be shared with Dacorum Borough Council along with your responses to this survey, in order to do this? **[[single, required]]** Please select one option only **[[instruction]]**

- Yes
- No

Q18) Going forward, would you be happy for Dacorum Borough Council to send you digital surveys or information bulletins digitally or via text? **[[single, required]]**

- Yes
- No

END OF SURVEY

Thank you for your time. Your feedback is extremely valuable to Dacorum Borough Council Housing and will help improve the services they provide.

If you would like more information about who we are and how we use the information provided, please see our privacy policy at: melresearch.co.uk/page/privacy-policy **[[info]]**



m.e.l
research



November 2023



Tenant Satisfaction Measures

2023/24 mid-year results

Dacorum Borough Council

Introduction

The Tenant Satisfaction Measures (TSMs) represent the biggest change to English social housing regulation for more than a decade – with landlords being required to report standardised satisfaction and management figures for the year to March 2024.

Housemark is the data-driven solutions provider for the UK housing sector. To help our members understand TSM results in context, we invited English registered providers to take part in a project to compare data during October 2023. In total, 189 landlords took part in this exercise, managing around 2.2 million properties – half of all social housing in England.

Based on results up to the mid-point in the year (April–Sept 2023), this report is exclusive to participating landlords and shows your results compared to national figures and a peer group of similar organisations. We have curated a peer group for you based on stock size, landlord type and location.

The report shows headline results for all 22 TSMs. Tenant perception survey satisfaction results are based on responses from low cost rental accommodation. All data collected is based on the Regulator of Social Housing's TSM provisional guidance, using definitions from its TSM Technical Guidance.

If you have any questions about this report or Monthly Pulse, please do get in touch at data@housemark.co.uk.

Results Summary

Tenant Perceptions

	Sector			Central RPs >10k			Your result
	Quartile 3	Median	Quartile 1	Quartile 3	Median	Quartile 1	
Satisfaction							
Overall service from their landlord	65.0%	72.3%	79.2%	64.3%	66.6%	78.8%	64.0%
Overall repairs service	67.0%	74.5%	80.0%	62.8%	67.5%	76.0%	65.0%
Time taken to complete their most recent repair	62.8%	70.0%	76.3%	61.8%	63.4%	69.0%	66.0%
Home is well maintained	66.0%	72.2%	80.0%	66.7%	71.0%	77.8%	62.0%
Home is safe	72.2%	78.7%	85.6%	74.0%	77.0%	85.5%	70.0%
Landlord listens to tenant views and acts upon them	53.2%	61.0%	69.4%	52.8%	57.0%	67.8%	47.0%
Landlord keeps them informed about things that matter to them	65.0%	71.4%	78.8%	63.1%	67.3%	73.0%	60.0%
Landlord treats them fairly and with respect	72.0%	78.2%	84.6%	71.6%	77.0%	85.1%	66.0%
Landlord's approach to complaints handling	28.0%	34.0%	42.0%	27.0%	31.0%	36.1%	26.0%
Landlord keeps communal areas clean and well maintained	58.9%	66.0%	72.4%	54.5%	60.1%	71.4%	51.0%
Landlord makes a positive contribution to the neighbourhood	57.3%	64.0%	74.0%	54.4%	59.3%	65.7%	54.0%
Landlord's approach to handling ASB	51.0%	57.6%	64.0%	49.4%	50.7%	57.3%	49.0%

Percentage of landlords using each survey method	National	Peers	Your result
Telephone	82.6%	100.0%	50.2%
Internet	43.5%	44.4%	49.8%
Face to face	4.3%	0.0%	0.0%
Postal	20.0%	0.0%	0.0%
SMS	7.8%	0.0%	0.0%
Other methods	0.9%	0.0%	0.0%

Results Summary

Management

	Sector		Central RPs >10k		Your result
	Median	Fully compliant	Median	Fully compliant	
Building safety					
Proportion of homes for which all required gas safety checks have been carried out	99.95%	34.7%	99.98%	30.8%	100.00%
Proportion of homes for which all required fire risk assessments have been carried out	100.00%	74.8%	100.00%	66.7%	100.00%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100.00%	71.2%	100.00%	62.5%	100.00%
Proportion of homes for which all required legionella risk assessments have been carried out	100.00%	75.4%	100.00%	77.8%	100.00%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	100.00%	69.5%	100.00%	55.6%	100.00%
Responsive repairs					
Proportion of homes that do not meet the Decent Homes Standard	0.33%	24.1%	0.19%	14.3%	0.00%

Results Summary

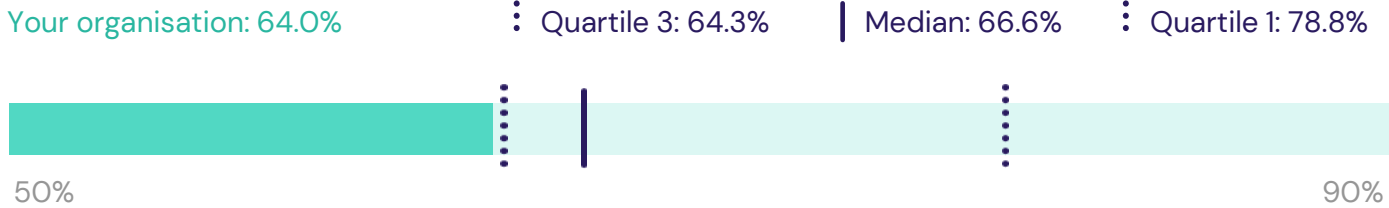
Management

	Sector			Central RPs >10k			Your result
	Quartile 3	Median	Quartile 1	Quartile 3	Median	Quartile 1	
Responsive repairs							
Proportion of homes that do not meet the Decent Homes Standard	4.00%	0.33%	0.00%	1.19%	0.19%	0.07%	0.00%
Non-emergency repairs completed within target timescale	70.1%	82.7%	91.2%	72.1%	82.8%	89.7%	91.4%
Emergency repairs completed within target timescale	90.0%	95.9%	99.0%	79.2%	96.4%	98.6%	99.8%
Maximum target for non-emergency repairs (days)	37.8	28.0	20.0	65.0	28.0	28.0	20.0
Maximum target for emergency repairs (hours)	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Works-in-progress as a proportion of annualised responsive repairs	12.85%	9.30%	5.75%	-	-	-	9.5%
Neighbourhood management							
Number of ASB cases, opened per 1,000 homes	31.26	18.97	8.88	45.70	21.00	9.90	59.00
Number of ASB cases that involve hate incidents opened per 1,000 homes	0.70	0.35	0.06	0.70	0.49	0.35	0.00
Complaints							
Number of stage one complaints received per 1,000 homes	33.36	19.43	12.36	42.64	26.80	13.16	4.37
Number of stage two complaints received per 1,000 homes	4.30	2.40	1.22	4.82	2.00	1.47	0.30
Stage 1 complaints responded to within the Handling Code timescales	69.5%	85.0%	96.3%	68.4%	75.2%	92.0%	10.0%
Stage 2 complaints responded to within the Handling Code timescales	61.1%	82.1%	100.0%	66.7%	78.2%	81.0%	0.0%
Stage 1 complaints responded to within timescales without extension	58.1%	79.2%	92.9%	35.0%	74.0%	75.9%	35.0%

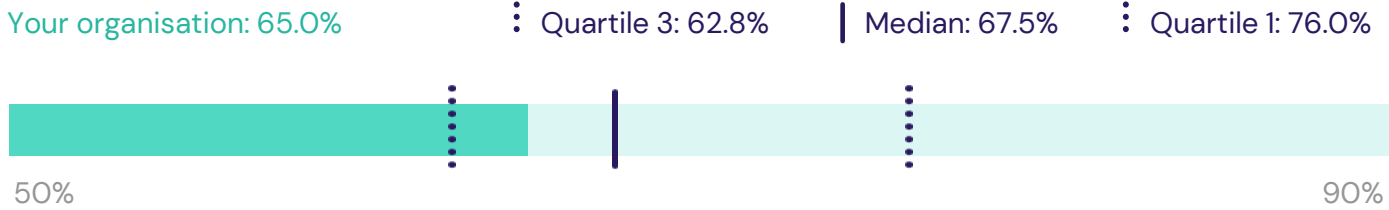
Detailed peer comparisons

Tenant perceptions

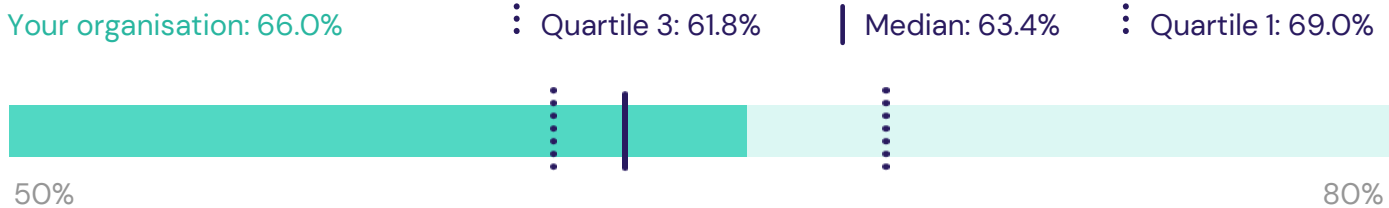
TPO1: Overall service from their landlord



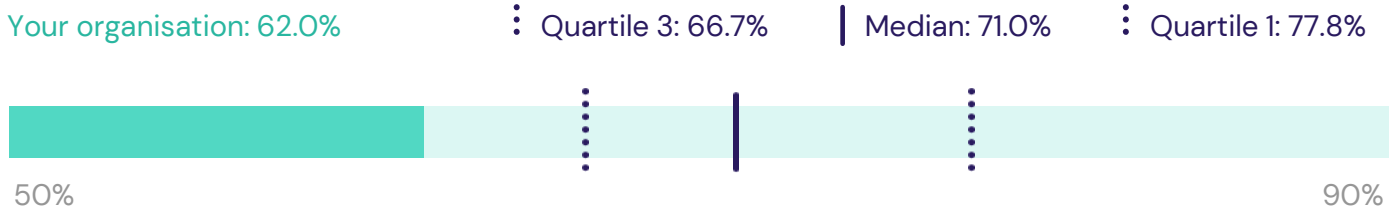
TPO2: Overall repairs service



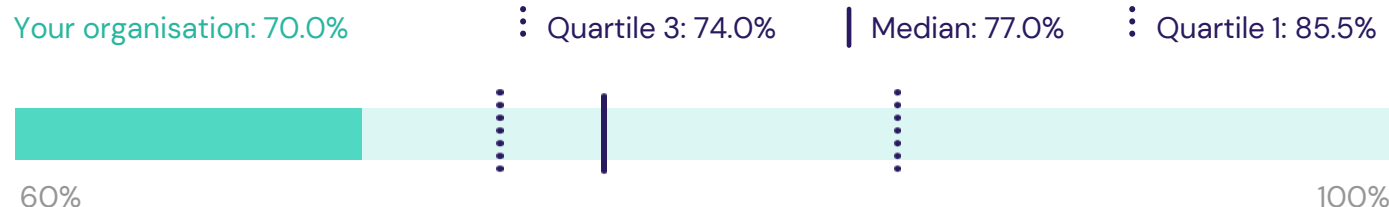
TPO3: Time taken to complete their most recent repair



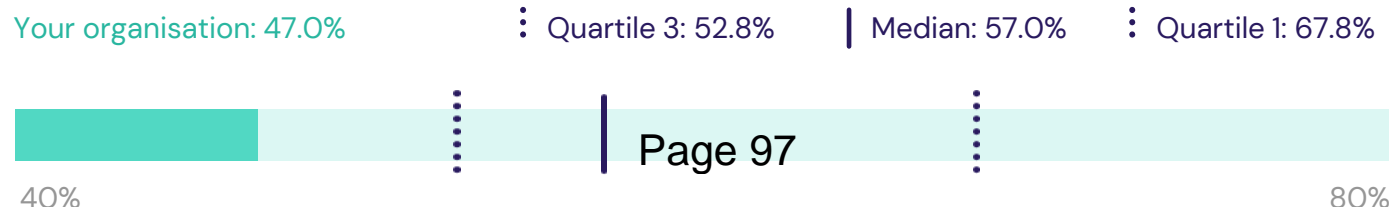
TPO4: Home is well maintained



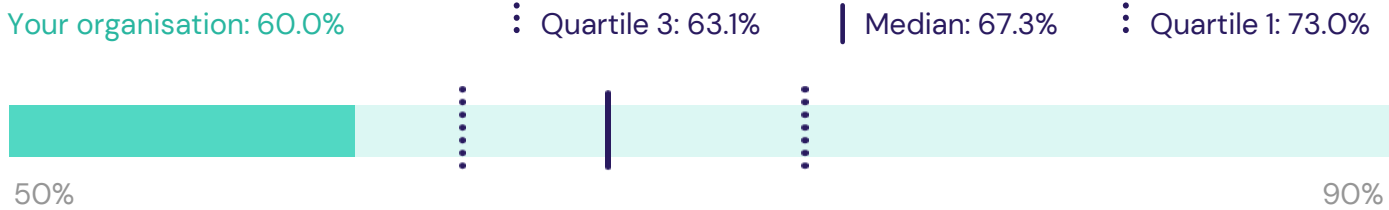
TPO5: Home is safe



TPO6: Landlord listens to tenant views and acts upon them



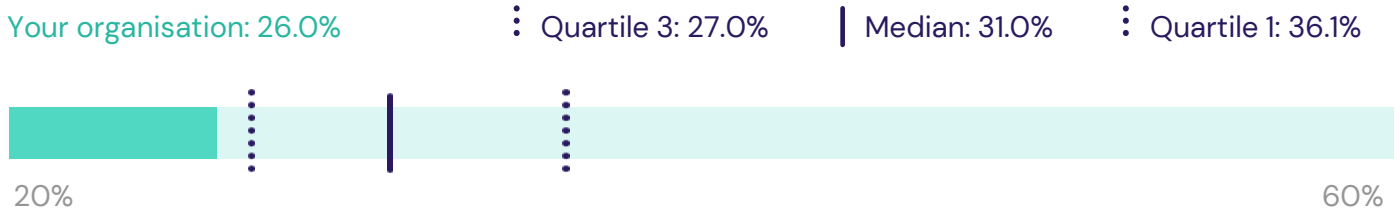
TPO7: Landlord keeps them informed about things that matter to them



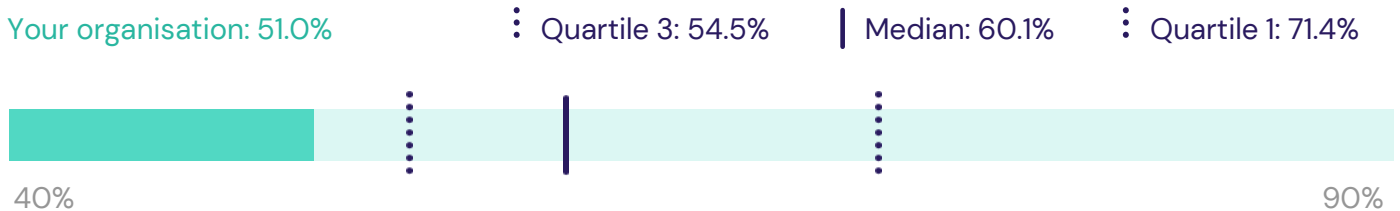
TPO8: Landlord treats them fairly and with respect



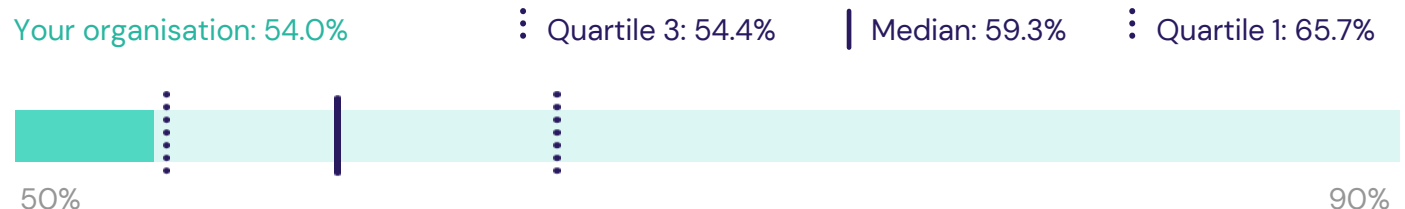
TPO9: Landlord's approach to complaints handling



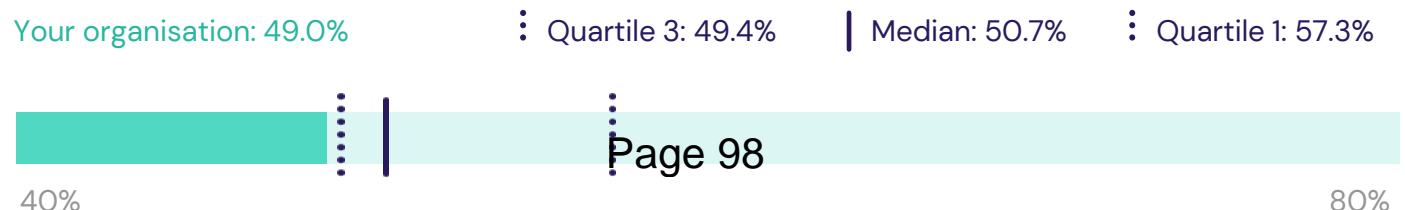
TP10: Landlord keeps communal areas clean and well maintained



TP11: Landlord makes a positive contribution to the neighbourhood



TP12: Landlord's approach to handling anti-social behaviour



Building safety

BS01: Homes for which all required gas safety checks have been carried out

Your organisation: 100.00% | Median: 99.98% Fully complaint: 30.8%



BS02: Homes for which all required fire risk assessments have been carried out

Your organisation: 100.00% | Median: 100.00% Fully complaint: 66.7%



BS03: Homes for which all required asbestos management surveys or re-inspections have been carried out

Your organisation: 100.00% | Median: 100.00% Fully complaint: 62.5%



BS04: Homes for which all required legionella risk assessments have been carried out

Your organisation: 100.00% | Median: 100.00% Fully complaint: 77.8%



BS05: Homes for which all required communal passenger lift safety checks have been carried out

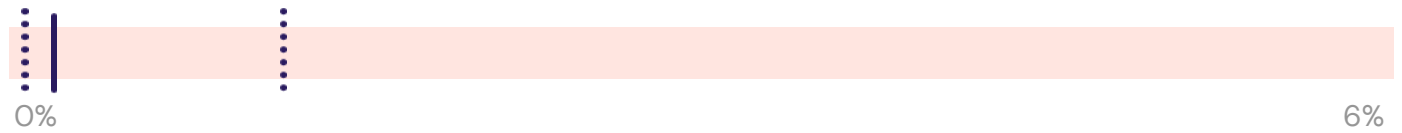
Your organisation: 100.00% | Median: 100.00% Fully complaint: 55.6%



Responsive repairs

RPO1: Proportion of homes that do not meet the Decent Homes Standard

Your organisation: 0.00% ⋮ Quartile 1: 0.07% | Median: 0.19% ⋮ Quartile 3: 1.19%



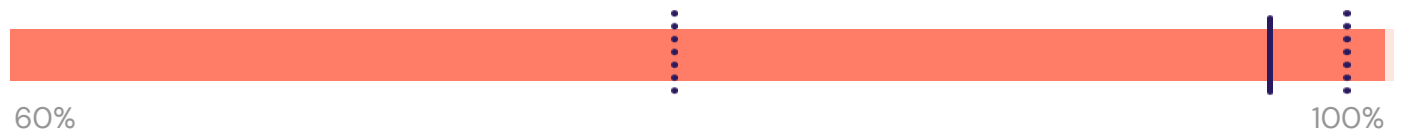
RPO2(1): Non-emergency responsive repairs completed within target timescale

Your organisation: 91.4% ⋮ Quartile 3: 72.1% | Median: 82.8% ⋮ Quartile 1: 89.7%



RPO2(2): Emergency repairs completed within target timescale

Your organisation: 99.8% ⋮ Quartile 3: 79.2% | Median: 96.4% ⋮ Quartile 1: 98.6%



Neighbourhood management

NMO1: Number of ASB cases, opened per 1,000 homes

Your organisation: 59.00 ⋮ Quartile 1: 9.90 | Median: 21.00 ⋮ Quartile 3: 45.70



NMO2: Number of ASB cases that involve hate incidents opened per 1,000 homes

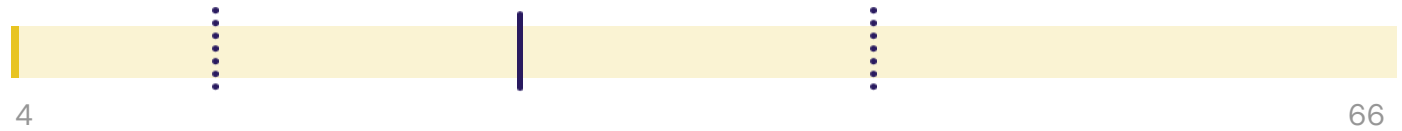
Your organisation: 0.00 ⋮ Quartile 1: 0.35 | Median: 0.49 ⋮ Quartile 3: 0.70



Complaints

CH01(1): Number of stage one complaints received per 1,000 homes

Your organisation: 4.37 ⋮ Quartile 1: 13.16 | Median: 26.80 ⋮ Quartile 3: 42.64



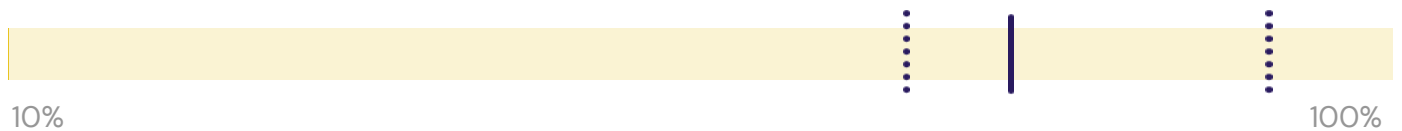
CH01(2): Number of stage two complaints received per 1,000 homes

Your organisation: 0.30 ⋮ Quartile 1: 1.47 | Median: 2.00 ⋮ Quartile 3: 4.82



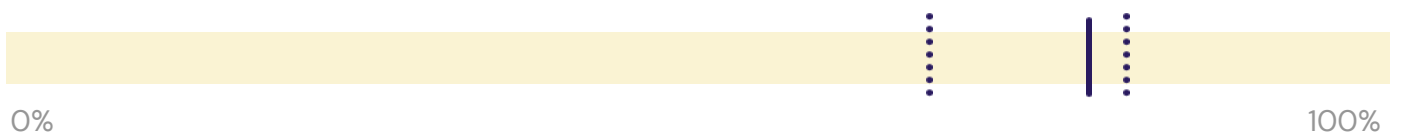
CH02(1): Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales

Your organisation: 10.0% ⋮ Quartile 3: 68.4% | Median: 75.2% ⋮ Quartile 1: 92.0%



CH02(2): Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales

Your organisation: 0.0% ⋮ Quartile 3: 66.7% | Median: 78.2% ⋮ Quartile 1: 81.0%



Technical note

Housemark collected data from 189 landlords choosing to submit mid-year TSM results for the period April to September 2023. The data collection form was based on the Regulator of Social Housing’s TSM provisional guidance, using definitions from its TSM Technical Guidance.

Data collection included headline results for all 22 TSMs with a small number of contextual fields. Tenant perception survey satisfaction results are based on responses from low cost rental accommodation. Data collection took place 2–16 October 2023. Housemark conducted a thorough data validation and quality assurance check 16–26 October.

Peer groups

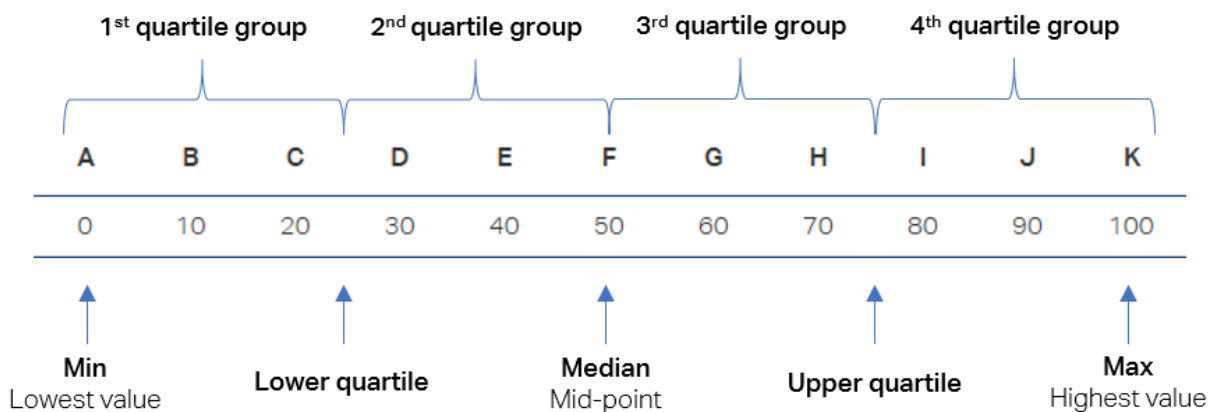
This summary compares your organisation against a broad peer group. The peer group was assigned to your organisation with two key criteria in mind that:

- 1 The profile and characteristics of the organisations in the group are similar and likely to show different results to other peers
- 2 The peer groups are small enough to be specific whilst ensuring there are enough peers to generate robust quartile results.

Quartiles

Quartile results for the sector and your broad peer group are presented in this report to indicate how your organisation compares to the other participants. These have been calculated using polarity with quartile one representing the best performance. Results are only calculated if six or more organisations have submitted data for that particular measure.

With the data points arranged consistently in numerical order, the median is the middle value and the quartiles divide the dataset into four equal parts. The 1st quartile group represents the organisations with the best performing values and the 4th quartile group, the lowest. Measures that represent volumes are neutral and for these quartile 1 represents the smallest values and quartile 4, the largest.



Assurance Report

March 2024



Pages 2 - 18

Pages 19 - 22

Page 103

Housing

Overall RAG Rated summary of the
7 reported metrics

Direction of travel from
previous month

0



3



4



General Fund

Overall RAG Rated summary of the
6 reported metrics

Direction of travel from
previous month

0



0



7





Performance Summary March 2024

Page 104

Ref	Compliance	Target	YTD Result	
GD	Percentage of properties with valid gas certificate - Domestic	100.00%	99.90%	↓
GC	Percentage of properties with valid gas certificate—Communal	100.00%	100.00%	↔
ED	Percentage of properties with satisfactory EICR	100.00%	98.59	↑
FS	Percentage of non domestic assets covered by valid FRA	100.00%	100.00%	↔
AND	Percentage of known asbestos locations re-inspected (communal areas)	100.00%	99.91%	↓
WH	Percentage of water installations covered by risk assessment	100.00%	100.00%	↔
LI	Percentage of communal lifts that require examination (LOLER)	100.00%	100.00%	↔
Items of Additional Oversight				
FRA	Number of Fire Remedial actions		1725	
AR	Number of Asbestos Remedial actions		0	

Points for noting

Page 105

Area of compliance	Comments
Building Safety	<ul style="list-style-type: none"> The roof terrace remedial works at Kylna Court make good progress with both gardens set to re-open in June Quarterly communal fire door inspections in buildings over 11m are being completed by the Safe Homes Team with all activity captured using the Propeller software. Flat Entrance Door inspections commenced in January and attempts to access every property in scope on more than one occasion was completed by the end of March - see slide 14 for more information A new FRA remedial programme commenced in January with Wates appointed and instructed to target a variety of actions across multiple blocks of flats. The project will be closely monitored to determine its success - see slide 13 for more information Two blocks at Eastwick Row are receiving fire safety upgrade works. New door installations and fire stopping will be completed throughout with scope to include decorating and new flooring being explored
Asbestos	<ul style="list-style-type: none"> All non-domestic re-inspection surveys were complete by the end of December and the outcomes of these surveys and remedial actions are captured in the report. 1,071 of the required surveys have been completed since April 23 with a new re-inspection survey regime commencing in March 2024
EICR Programme	<ul style="list-style-type: none"> The outstanding two no access properties have been progressed to Legal proceedings in line with the agreed six stage auditable access process. To date all applications for injunctions have been granted At the end of 2023 we had 373 properties that had an out of target EICR, this figure has reduced to 143 in March. Despite the best efforts of the team and contractors (over 5,000 surveys completed in 2023) we are left with the hard to access or non-engaging properties, but the number is consistently dropping
Gas	<ul style="list-style-type: none"> The Heating and Ventilation tender concluded in December with mobilisation commencing in January for an April 2024 start date. Unfortunately we have experienced some non-compliance with properties that were not successfully progressed by the incumbents. The team and Aaron Services will endeavour to turn this performance around in April

Percentage of properties with valid gas certificates (LGSR)

100%	Target
100%	Previous period (Feb 24)
99.90%	Current
	YTD trend

Narrative

- On boarding the new contractor (Aaron Services) has mainly been positive with servicing commencing as planned on day one of the contract. However, as the incumbents resource withdrew a number of properties were not serviced in line with the LGSR anniversary date.
- Disappointingly we had **9 properties** fall out of target in the month of March. **6 have** since been serviced with appointments raised for the other three
- **Weekly meetings attended by all stakeholders are in place** to recover the position on this usually strong performing KPI

% of properties with satisfactory EICR

100%	Target
97.78%	Previous period (Feb 24)
98.59%	Current
	YTD trend

Narrative

- 10,203 properties require an EICR and **we currently have 2 dwellings** for which we could not evidence an electrical test
- Focus remains on the historical out of date EICR's with 143 (Feb 224) properties now falling out of target. Of the out of target properties 2 have not provided access, 3 are from 2017 and 111 from 2018 and 27 properties have fallen out of target this year. Only 55 dwellings are due for the 2024 programme.
- Re-phasing of the programme completed during the 2023/24 fiscal year will be undertaken to smooth the peak and make the programme more manageable over the 5 year period

No access EICR Properties

Narrative

- Safer Homes and Tenancy teams collaborate on no access properties to gain access.
- If the tenant misses a booked appointment then they will be referred back to the 6 stage Tenancy process, picking up at the last stage relative to the case.

No Access Process

- Stage 1 Phone call between 9am- 5pm and 1st tenancy review audit
- Stage 2 Phone call after 6pm
- Stage 3 Phone call between 9am - 5pm and 1st letter
- Stage 4 Phone call after 6pm and 2nd tenancy review audit
- Stage 5 Phone call between 9am - 5pm and 2nd letter
- Stage 6 Phone call after 6pm, 3rd tenancy review audit and 3rd letter

Legal proceedings

Page 107

	Current	Previous Month
Stage 1	50	150
Stage 2	11	12
Stage 3	19	10
Stage 4	0	2
Stage 5	1	0
Stage 6	1	1
Appointment Booked	51	40
Void	4	5
Follow On Works	0	0
Legal	6	6
Other *	0	0
To be progressed *	0	0
Total	143	226

- * Hoarding or wider welfare issues that may require multi agency approach
- * Three stage contractor process has been completed, now with Lead Officer to commence No Access process.

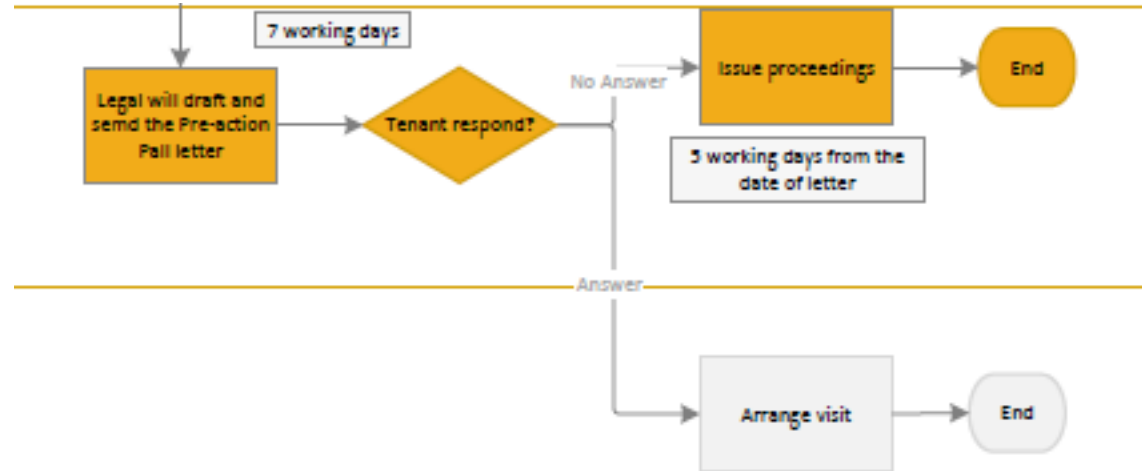
Legal Cases

- 2 - Injunction secured
- 1 - Court date agreed
- 3 - Court date pending

No access Legal Process

Legal Cases

- 2 - Injunction secured
- 1 - Court date agreed
- 3 - Court date pending



Page 108

- **14 Quatermass Close** – An injunction was granted and access gained as a result. The property is completely hoarded. A clearance is currently taking place and the elderly tenant is being transferred to supported housing
- **25 Rosebery Way** – Injunction obtained but no access gained. A NoSP will be served asap as a proportionate action. If access is still not gained we can take the case back to court for breach of the injunction (fine and/or prison). NOSP SERVED – NO RESPONSE FROM TENANT TO DATE
- **58 Pescot Hill** – Injunction listed for 30th April
- **94 Westfield Road** – Legal Team preparing paperwork
- **47 Hobletts Road** - Legal Team preparing paperwork
- **39 Bennetts End Road** - Awaiting court date

Percentage of non domestic assets covered by valid FRA

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative	
<ul style="list-style-type: none"> All buildings (1,102) have an in date FRA 	

Percentage of known asbestos locations re-inspected (communal areas)

100%	Target
100%	Previous period (Feb 24)
99.91%	Current
	YTD trend

Narrative	
<ul style="list-style-type: none"> All 1071 blocks received a non-domestic asbestos survey in 2023 The re-inspection programme commenced in March 2024 One building (Holly Tree Court) was not re-inspected as planned in March, it has been booked in for April 	

Percentage of water installations covered by risk assessment

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative	
<ul style="list-style-type: none"> All 42 properties have an in date Water Hygiene Risk Assessment In the month of March 117 Planned Preventative Measures (PPM) were all completed within target 	

Percentage of communal lifts that require examination (LOLER)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative

- 41 passenger lifts were serviced on schedule
- One lift at Gade Tower has been replaced and the works to replace the second lift are in progress
- Greater scrutiny of the insurance inspections (HSB portal) has identified some repairs and observations that need completing or closing off. The team will work on reducing the historical actions and HSB have additional contact points to ensure access is always achieved
- There are no time qualified defects on Housing assets in March

Asbestos Non-Domestic Survey Status

Pre 2000 Non-domestic assets	Completed Compliance Surveys	Compliance Surveys Outstanding	Access Issues
1,071	1,070	1	0

Total number of actions to date	High Risk Actions	Medium Risk Actions	Low Risk Actions	Very Low Risk Actions
2,505	0	0	749	1756

Narrative

- All 1071 blocks received a non-domestic asbestos survey in 2023
- Of the blocks surveyed we identified 837 buildings with a positive sample of asbestos. This forms our re-inspection programme that commenced in March. **One building (Holly Tree Court)** was not inspected as planned in March as the scheme manager asked for the survey to be re-arranged. This should not have been allowed and advice has been provided to prevent this from happening again
- The 2,514 identified actions are classed as low or very low risk, meaning the Asbestos Containing Materials (ACM) can remain in situ as long as it is monitored and managed, which is what the annual re-inspection programme achieves
- To date we have only identified 20 remedial actions, 19 of which have been completed. The outstanding action (high level AIB soffit) is currently being remediated. The ACM is not located in a habitable part of the building and therefore poses no direct risk to residents, but still require remediation. These low numbers are really positive and provide assurance that our processes are robust and that the buildings are managed well

Number of Fire remedial actions

Priority High	Feb	Mar	Timescale to complete
For Review	0	0	1 Month
In Progress	59	53	3 Months
Planned	23	21	12 Months
Deferred / Further Investigation	0	0	3 Months
Total	82	74	

Narrative

1725 live actions within the system:

- 205 In Progress (issued to contractor)
- 0 Open (to be reviewed/issued)
- 1520 Planned (planned programme)
- 0 To be Planned (further investigation required)
- 0 Deferred

Of the live actions 74 are classed as high priority:

- 53 In Progress (issued to contractor)
- 0 Open (to be reviewed/issued)
- 21 Planned (planned programme)
- 0 Deferred/To Be Planned

Narrative

Building Classification:

- Category 1 - High rise residential buildings and large supported housing schemes
- Category 2 - Medium rise buildings and dispersed supported housing schemes
- Category 3 - Low rise buildings
- Category 4 - Buildings with no common parts

Buildings with no common parts do not require an FRA under the Regulatory Reform (Fire Safety) Order 2005

Number of buildings per category

Building Priority	Number	Fire Risk Assessment Frequency
Category 1	44	Annual
Category 2	427	Every two years
Category 3	321	Every five years
Category 4	310	No requirement
Total	1102	

High Priority Actions by building classification

Building Classification	Open	In Progress	Planned
Category 1	0	29	16
Category 2	0	24	5
Category 3	0	0	0
Total	0	53	21



Number of FRA Actions Completed

Completed in March	High	Medium	Low	On-going	Total
Category 1	14	16	3	9	42
Category 2	5	6	2	3	16
Category 3	4	4	1	3	12
Total	23	26	6	15	70

Page 114

	Jobs Raised	Jobs Completed
Dec	150	317
Jan	250	225
Feb	99	192
Mar	50	70
Total	549	804

FRA Actions

- On average we would expect to see approximately 100/150 FRA actions per month with the number of actions completed in month to be greater than the number created
- The work stream to address the number of remedial repairs commenced in March 2024 - further information on next slide

Fire Remedial Assurance



Narrative

- In November SLT approved a short term FRA action remediation plan designed to target our oldest outstanding actions. This is in addition to the existing planned works programme that manages high risk actions as early as possible
- Following SLT approval the Safe Homes Team developed a remediation programme that focused on moderate actions dating back to 2020 and engaged Wates, who are the number one ranked contractor on our FRA framework, to undertake the work
- We have allocated an initial £500k of capital funds to the project. Finance colleagues have approved the capitalisation rationale and funds have been secured to deliver the project. A second phase may follow on in 2024/25, providing budget and sign off is approved
- Pilot door replacements commenced in January 2024 in line with our Asbestos Management Plan. This identified no asbestos present in non-accessible areas and the door programme was able to continue unhindered
- Remediation works have now been completed at the initial four locations - Gadebridge Road, Galley Hill, Long Chaulden and Fletcher Way. Two blocks over 11 metres in Longlands were also added to phase one
- The two large blocks at Eastwick Row have also been added to the programme for remediation works and work has progressed well in March with all communal doors and the majority of flat entrance doors being replaced
- The project has been successful and so far we have managed out 213 actions at a cost of £400k
- In addition The Safe Homes Team are exploring the option of procuring a fire remedial contractor to assist with smaller one-off jobs that do not naturally fit in to larger targeted projects. The Heads of Safe Homes and Commercial Contracts are working on a proposal that will be presented to Commercial Board in due course
- We currently have 1725 open fire safety actions. We constantly and consistently re-assess our buildings in line with our Fire Safety Policy, which in turn generates new actions.
- **It is worth noting that in March 2023 there were 2755 open actions**

Buildings Safety Act - Fire Door Inspections



Narrative

- New requirements to inspect doors at buildings over 11 metres was brought in under the Building Safety Act 2022
- From April 2023 all communal doors require a quarterly inspection and all flat entrance doors (council owned and leasehold) require an annual inspection
- To satisfy this requirement one of the Compliance Officers has been upskilled so that they can undertake the inspections and we have invested in specialist software (Propeller) to track and monitor progress
- As there are no access issues with communal doors we are able to complete quarterly inspections without any issues and we are currently 100% compliant in this area

Flat entrance door inspections are producing mixed results (see table below), but all residents have received at least two visits and been written to three times. We are pursuing the remaining properties via our established access process, which could lead to injunctions

Page 116

	Site	No. of properties	No. Successful Inspections	Success Percentage (%)	Outstanding
General Needs	Pelham 1-38	38	24	63.2%	14.00
	Pelham 39-76	38	28	73.7%	10.00
	Gade Tower	40	23	57.5%	17.00
	Fennycroft 43-89	24	13	54.2%	11.00
	Kylna 1-79	72	36	50.0%	36.00
	Magenta 7-18	12	8	66.7%	4.00
	Magenta 19-29	9	7	77.8%	2.00
	Old School House 1-19	19	12	63.2%	7.00
	Longlands 191-203	10	9	90.0%	1.00
	Longlands 177-189	10	7	70.0%	3.00
	Total	272	167	61.4%	105.00
Sheltered Housing / Dens	Betty Patterson 1-30	30	26	86.7%	4.00
	Elizabeth House 101-321	50	35	70.0%	15.00
	The Elms 101-310	44	44	100.0%	0.00
	Total	124	105	84.7%	19.00
All Properties in scope	Total	396	272	68.69%	124.00

TA Compliance Figures

	Gas Domestic
100%	Previous period (Feb 24)
99.18%	Current (122 assets)
	YTD trend

	Gas Communal
100%	Previous period (Feb 24)
100%	Current (7 assets)
	YTD trend

	FRA's
100%	Previous period (Feb 24)
100%	Current (8 assets)
	YTD trend

	Asbestos Surveys
100%	Previous period (Feb 24)
100%	Current (6 assets)
	YTD trend

	Water Hygiene RA
100%	Previous period (Feb 24)
100%	Current (2 assets)
	YTD trend

	Domestic EICR's
100%	Previous period (Feb 24)
100%	Current (129 assets)
	YTD trend

	Communal EICR's
100%	Previous period (Feb 24)
100%	Current (8 Assets)
	YTD trend

Narrative

- One property fell out of target for gas servicing in March, this has been appointed for completion in April
- A strong performance in all other areas

Damp and Mould Update



	Pre-2023	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	March 24	Total
Cases Reported	93	45	73	194	119	75	52	51	43	26	82	123	117	157	137	68	1455
No of Inspections Carried Out	29	14	20	56	59	79	134	172	112	59	77	130	107	144	172	108	1472
Cases Still Open	0	0	3	27	22	11	20	23	20	12	43	65	66	121	131	67	516

Narrative

- The number of cases being reported has slightly reduced as we are coming out of the winter period.
- The number of completed works has increased to 824 jobs during this period.
- These works/cases are monitored at monthly performance meetings.
- We have now recruited 2 x permanent Damp and Mould Surveyors . Cardo have recruited two dedicated operatives to complete mould washes.



Reinforced Autoclaved Aerated Concrete (RAAC) Update

	Pre-2023	Jan 23	Feb 23	Total
Properties Identified	49—61 Pheasant Close	1—29 Hilltop Road	33 –51 Hilltop road	3
Remediation Works Timescales	7 working days	7 working days	7 working days	
Remediation Works Complete	1 March 2024	29 March 2024	22 March 2024	

Page 119

Narrative

- Works to remove and replace the RAAC at 49-61 **were completed** 1 March 2024
- Works to remove the RAAC at block 33-51 **were completed on** 26 March 2024. Replacement works are underway.
- Works to remove the RAAC at block 1-29 **were completed on** 26 March 2024. Replacement works are underway.

It is proposed to remove this slide from the next reporting period.

The Elms



Narrative

- MDA have supplied a costing c£250k for the Turn Key solution. This would result in a very rough estimated cost c£3.5m to remediate the building including professional fees should DBC take the decision to undertake the works tangentially with any litigation process.

Additional Information

- Durkan have now instructed legal representation, Pinsent Masons LLP who provided a narrative to say we would receive a response by the 12 April. As of the 15 April Bevan Brittan / DBC had not received a response.
- Bevan Brittan LLP on receipt of the letter will advise next steps, however are suggesting we proceed with an alternative parallel to litigation

Recommendation

- That SLT **approve the commissioning** of MDA; **Steps 1 & 2** below to design a solution up to procurement stage to remediate all defects and replace the non compliant façade. Steps 3 and 4 will be required if we commission all works ahead of potential litigation / Durkan outcome.
1. Measured Survey—**£2500**
 2. The design and preconstruction — **c£80k**
 3. Tender documents, evaluation and contract - **c£45k**
 4. Construction phase (professional fees) - **c£125k**

(Given the specialist nature and knowledge of these works would SLT require this to go through Commercial Board in the first instance?)

General Fund Portfolio



Performance

Area	Description	Target	Performance	Trend
Fire	Percentage of properties covered by valid FRA	100.00%	100.00%	
Legionella	Percentage of water installations covered by risk assessment	100.00%	100.00%	
Asbestos	Percentage of known asbestos locations re-inspected	100.00%	100.00%	
Gas	Percentage of properties with valid gas or combustion certificate	100.00%	100.00%	
Electrical	Percentage of properties with satisfactory EICR	100.00%	100.00%	
Lifts	Percentage of passenger lifts with current examination certificate	100.00%	100.00%	
Heating	Percentage of properties with current insurance inspection	100.00%	100.00%	

Key Points

- All areas of compliance now being maintained



Commercial Portfolio FRA - Total number of assets 150 — (97 Council maintained, 53 leaseholder responsibility)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> On-going process of reviews FRA for 4 x sports pavilions and 2 x shopping centres underway

Legionella Risk Assessments Total number of assets 150— (102 Council maintained, 48 leaseholder responsibility)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> On-going process of reviews

Asbestos Inspections - Total number of assets 149 - (111 Council maintained, 38 leaseholder responsibility)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> A refurbishment and demolition survey has been completed at Hemel Hempstead Bowls Club, in preparation for the Leaseholder to submit plans in support of a request for Landlord’s permission to conduct building modifications.

Gas Safety — Total number of assets 150— (122 Council maintained, 28 leaseholder responsibility)



100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> On-going process of servicing and inspections

Electrical Testing Total number of assets 150— (100 Council maintained, 50 leaseholder responsibility)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> Electrical inspections completed at Highfield Community Centre, Woodhall Farm Community Centre, Kylna Business Centre, and Lower Kings Road Car park.

Passenger Lifts - Total number of assets 9, all Council maintained

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> Asset list being updated with HSB

Heating Systems Insurance Inspections Total number of assets 19 — (16 Council maintained, 6 leaseholder responsibility)

100%	Target
100%	Previous period (Feb 24)
100%	Current
	YTD trend

Narrative
<ul style="list-style-type: none"> Asset list for HSB Insurance Inspections being updated



Annual Complaints Report 2023-2024

Details

Author/s	Angela Olsen
Audience	Housing SLT
Date	Approved on the 19 April 24
Appendices	1 – views from various Heads of Service (below main report)

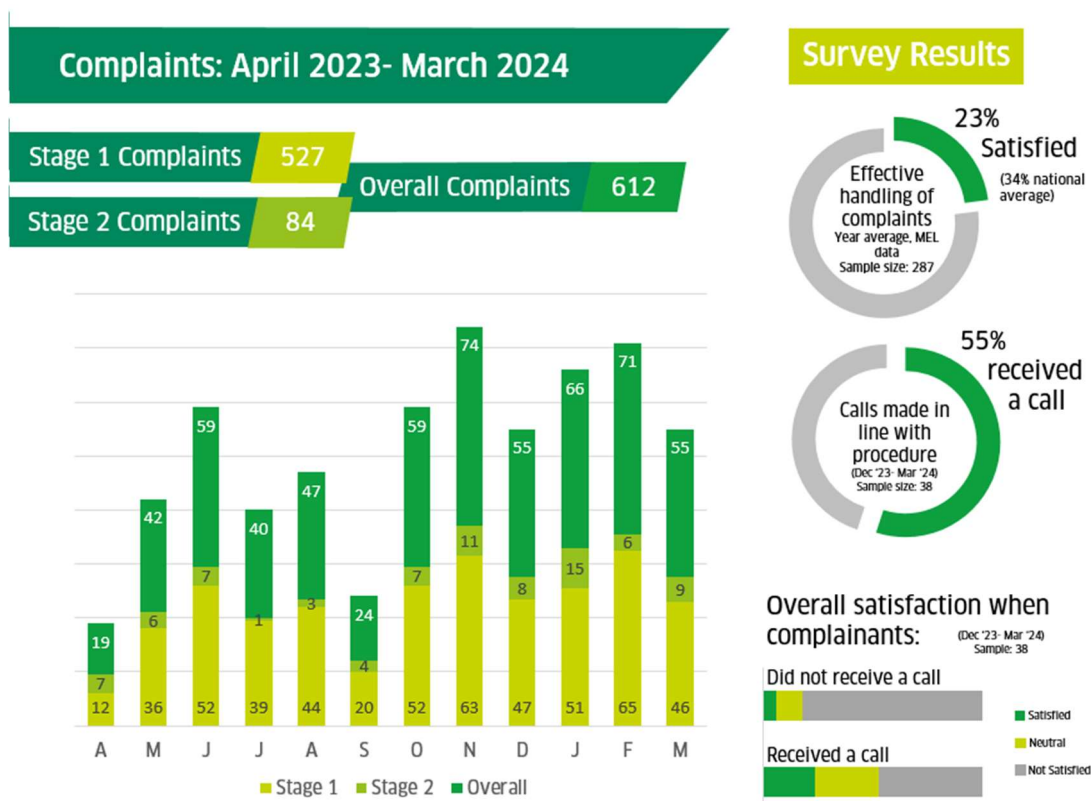
Purpose

This report will explore the Housing & Property Service's complaints handling performance from **1 April 2023 to 31 March 2024** and the associated residents' satisfaction.

We have reviewed complaints handling within the department and compared this to the previous year. This has allowed us to identify lessons learnt and the improvements which have been implemented, as well as informing plans for further improvement in the coming year.

A summary of this report will be made available for residents via the Tenants & Leaseholders Annual Report.

Annual Overview



Changes in the sector and our approach

The Complaint Handling Code became statutory on 1 April 2024, meaning that **landlords are obliged by law to follow its requirements**. The aims are to ensure that the complaints handling process is consistent, accessible and allows for efficient and timely investigation and response to complaints.

Over the last year we have been preparing for the new code. To do so, we have assessed our previous approach to complaint handling and completed a new complaints self-assessment to focus our efforts to ensure compliance. This led to the Complaints Team developing an update to our policy, which is currently in the approvals process and is expected to be in force at the end of June 2024.

Teams within the department have reviewed the complaints they have received and have recorded lessons learned and associated service improvements. This has led to updated policies, training delivered, and procedures updated. We have also asked residents what they think of our complaints process and have used this to help inform service improvements. A Complaints Bootcamp (focus group) has been planned for May 2024 to allow us to review this year's performance and deep dive into our processes to prioritise what is important to service users.

Lessons learned from the sector

It is also important to learn from the mistakes of others, and there is a wealth of material provided by the Ombudsman, other social landlords and sector bodies. Several highlights are recorded below:

Complaint response times

A quarterly report by the Housing Ombudsman in June 2023 found that “where landlords did have a good reason for extending the time it needs to file a response, this was often not being communicated clearly or consistently. Often, the landlord said it was extending but not informing the resident as to why and doing so at the last minute, eroding trust with the resident.”

We reminded internal teams of the importance of continued open communication with complainants and the central complaints team offer a second layer of assurance. We rarely want to extend a deadline, but when it is necessary to properly respond and address all concerns, we will speak to the tenant, explain our position, and request a jointly agreed extension and new response date. During 2023 we produced a template for this to help ensure our approach is consistent. In addition, bespoke online complaints handling training is being developed internally to ensure that all staff know what is expected to effectively handle complaints.

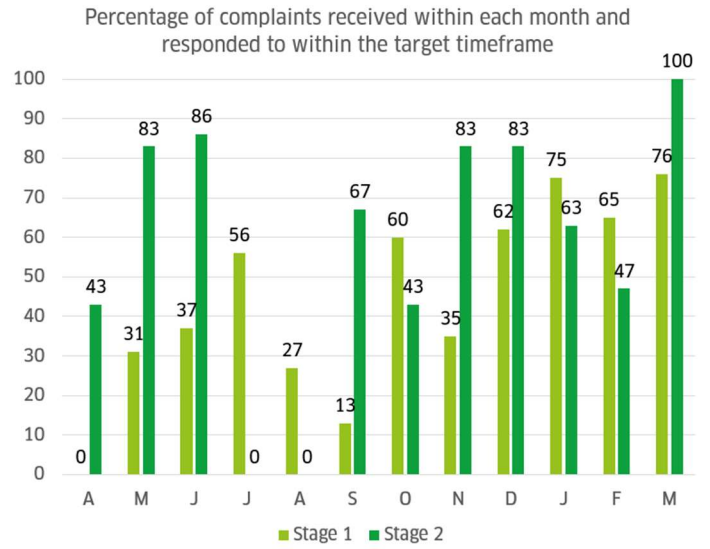
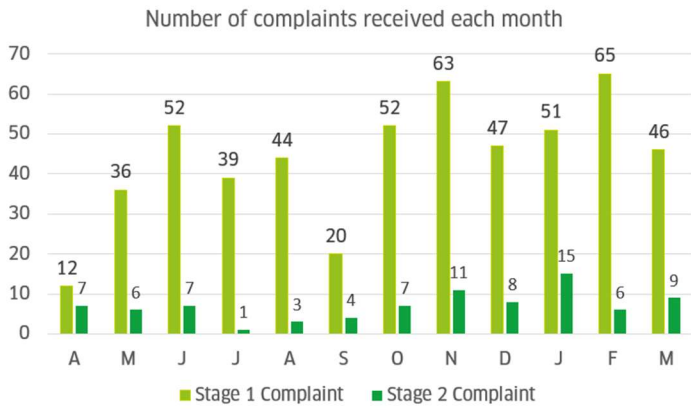
Poor communication and ongoing repair issues

The Housing Ombudsman published a report in February 2023 highlighting the repairs service and complaint handling failures of Southwark Council (towards the end of 2022 and into early 2023). A tenant had repeatedly complained about issues with her heating, which was affecting her daughter’s medical condition. The council did not properly fix the issue even though several visits took place. They also missed an appointment. The council did not keep the complainant updated and did not properly fix the issues even though a complaint was raised, and the tenant requested for it to be escalated to the next stage of the complaints process.

The excellent delivery of repairs is a sector wide issue. We have worked hard with our repair’s contractor over this period and co-created a service improvement plan. The focus is to ensure a robust systemic response to ensure all repairs are managed and monitored appropriately. In addition, during Q4 a new customer engagement platform CX-Feedback was purchased and allows for automated transactional surveys for all completed repairs.

Complaints data

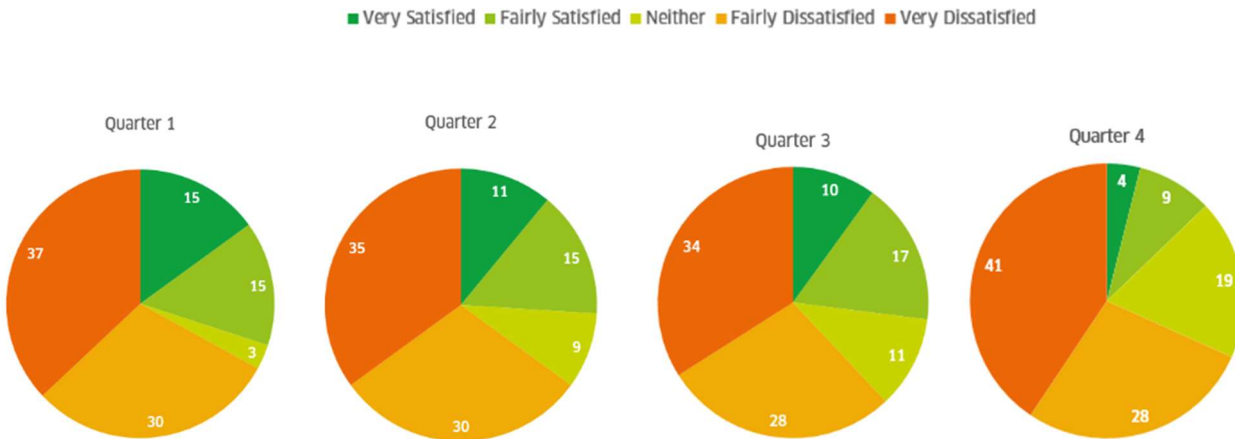
1 April 2023- 31 March 2024



Our Tenant Satisfaction Measures on Complaint handling - Perception Data

How satisfied are residents with DBCs approach to complaints handling?

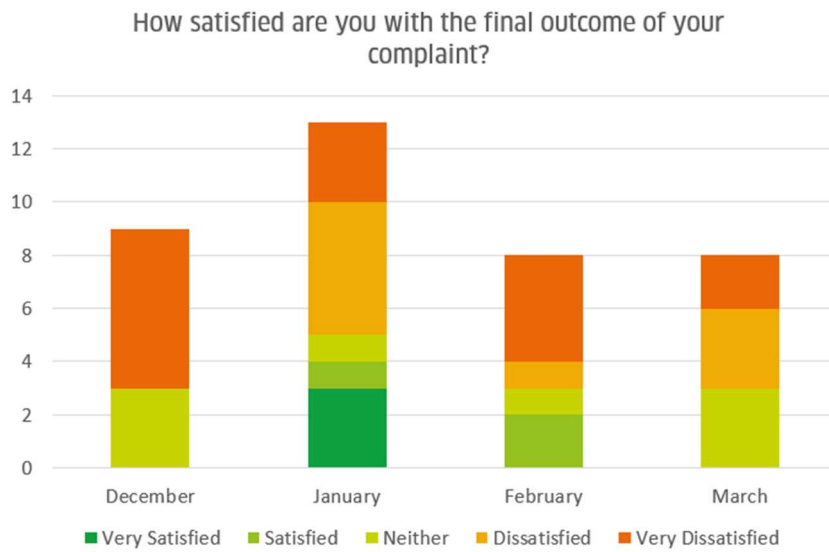
Total sample size: 406



Annual Average

Survey data

December 2023- March 2024



Overall satisfaction with the outcome of the complaint

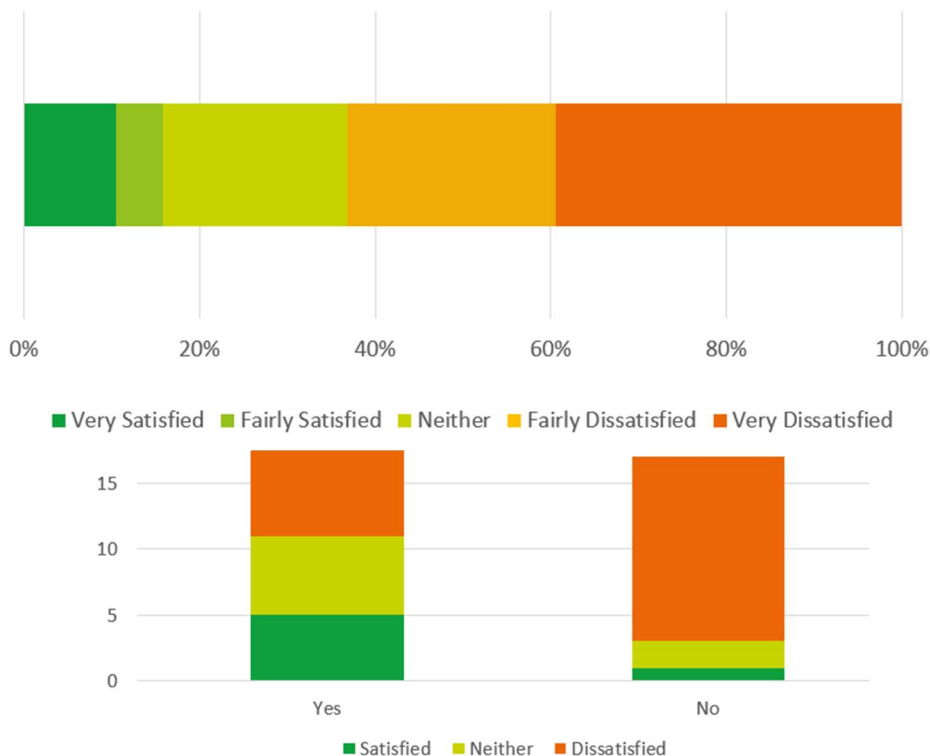
Call-backs in line with policy and associated levels of satisfaction

Customer satisfaction that “staff do what they say they will”

Sample size: 38

How satisfied are you that staff do what they say they will?

Most survey respondents were more satisfied with the outcome of their complaint when they have received a call back. This is likely because the responding officer is more aware of exactly what the issues are, and the complainant feels listened to.



Sample size: 38

This data tells us that we need to be clearer in how we communicate next steps and promises to our residents. It is important to ensure a consistent approach so that residents' expectations are met, and the service is equitable. This is even more important for serious complaints, such as those relating to compliance issues.

We need to ensure that next steps are recorded, tracked, and followed through to prevent further escalation of the complaint. This workflow is being built into the new complaints module of the digital platform going live in the summer 24.

Qualitative feedback

Positive -

"An officer rang me (she is a credit to her parents) she was kind - her listening skills were exemplary- she kept to her word and after 12 days of not being able to use my kitchen sink or washing machine, she had Osborne here pronto (and Scott from Osborne should be cloned! Polite, professional, and problem sorted excellently)"

- **Compliment from a complainant.**

During the complaints review we have looked at the quality of responses sent out from Heads of Service and managers. Special mention must be given to both Kevin Clinton and Steven Cooper for the quality of letters sent out from their service area. In most of their cases, all issues raised by the complainant are addressed and the responses are written to a high standard, using clear and concise language, within the allocated timescales.

"Personally, I was pleased in all areas listed above, but I would suggest a speedier outcome to any findings either positive or negative"

- Feedback from a complainant

"I wrote twice and neither replies answer my question. If it had **been answered properly** the first time, then I would not be required to write a 2nd time and I would have had an answer."

- Feedback from a complainant

"Your process is a joke! Ticking boxes is all that matters, and the public's opinion is clearly not valued or respected. Asking retrospectively what could be done better should not take precedence over dealing with complaints in real-time and actually resolving complaints".

- Feedback from a complainant

Key take-aways

- Residents want to receive a call about their complaint. Those who do, tend to be happier with the outcome.
- Residents are often told about “next steps” in their complaint response. These were not always followed through which understandably leads to a negative overall perception of the complaints process and escalation.
- Most residents are not satisfied with the overall outcome of their complaint. Calling complainants and following through on actions promised within the response will significantly improve overall satisfaction, as will delivering exactly what we said.

Escalations to Stage 2

Why are complaints escalated to Stage 2?

Typically, people escalate their complaint if they are not happy with the overall outcome, though there are other reasons. We have seen complaints escalated when actions promised at Stage 1 have not been followed through, but also when a complaint has been misinterpreted - this is why it is so important to call complainants so that any issues can be clarified prior to an investigation and response being issued.

Ombudsman

We have received three Ombudsman determinations in the last year - all three findings were against DBC (in the previous financial year we received four determinations, two for and two against).

The determinations against DBC in 23/24 across the three cases were classified as maladministration regarding:

- Recording keeping
- Complaint handling
- Handling reports of repairs
- Handling repairs
- Renewal works

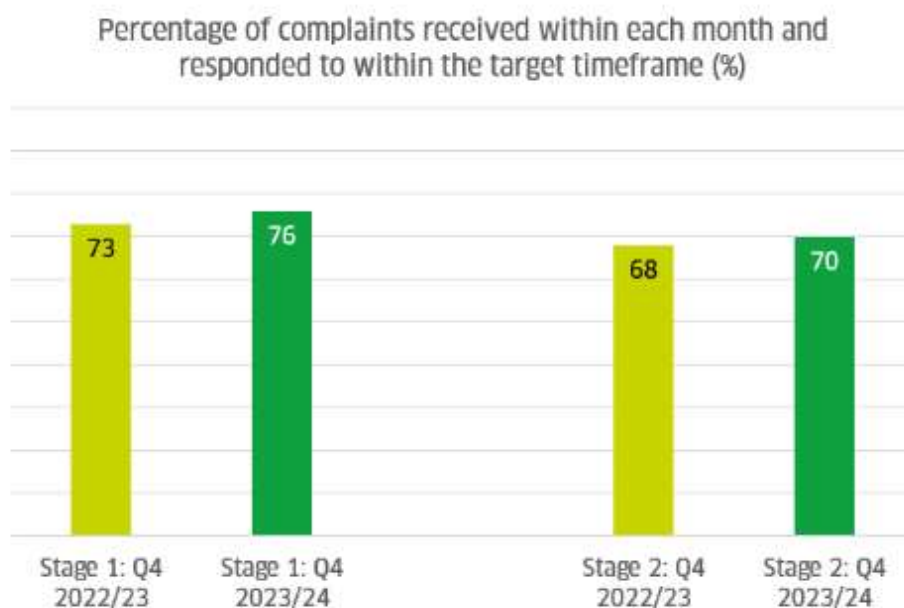
The determinations include a variety of “Orders” and “Recommendations”. The complaints team leads on the coordination of the delivery of these and can provide further information if required.

To improve the overall management of Ombudsman cases, a summary of any ongoing cases will be provided in the quarterly Performance & Tenants’ Voice report (which has an

approval process ending at Housing Overview & Scrutiny Committee). In addition, they will be tracked operationally at HSLT every month with the regular complaints report.

Comparison: Complaint response rates 2022/23 compared to 2023/24

There is improvement in the handling of complaints. At Quarter 4 (2022/23), the percentage for Stage 1 complaints responded to on time was **73%** and for Stage 2 complaints **68%**. The current levels at Quarter 4 (2023/24) are **76%** and **70%** respectively. This is a fair improvement on last year, but clearly more work to do.



Lessons Learnt

[Interim] Head of Strategy, Quality and Assurance Head of Service

This stage 2 complaint related to a 5kWh air-source heat pump which had been installed at a 3-bedroom property. The tenant reported the heat pump was undersized and therefore not keeping the house warm. Following the investigation, it was discovered that the tenant had switched it off because he felt the heat pump was not adequate. The installer had provided 3rd party assurance that the pump would be sufficient for the property but felt the problem was the tenant not always keeping it on, as recommended. As a result of this complaint, our new heating contactors are instructed to review the insulation and report back. Their findings will help shape our approach going forwards with any future installations or replacements of such units. In the meantime, the tenant was given compensation to cover their electric costs while the system is left on 24/7 while this review takes place. If it proves to be an under-sized heat pump, this one will be replaced, and all future installs / replacements will be upgraded accordingly.

Private Sector Housing Manager

The Private Sector Housing team have not received any formal complaints this year, but they have received service requests. The team will be looking to better promote their services and online reporting systems so that residents can raise queries more efficiently than making a service request via the complaints system. This will also save Officer time when reclassifying the complaint as a service request on our complaints system.

Temporary Accommodation Manager

Temporary Accommodation have received several complaints this year, from which lessons have been learned. An example of this is when someone complained that they hadn't heard back from their Homeless Prevention Officer. Looking into this case, the team learned that processes aren't always well explained, which can lead to feelings of uncertainty and distress from those using our services. As a result of this case, the team have looked at how Officers have been communicating with service users and reinforced this in 121s. In addition, teams have been reminded about the importance of keeping in contact with tenants and providing regular updates. This has been further reinforced via a review of ways of working in the team and reprofiling of some roles.

Another example is when a tenant felt bullied by a neighbour and the Council. The team manager looked at how the actions of Temporary Accommodation Officers might have caused the tenant to feel this way. They also contacted the person who was complained about, giving them the chance to explain the situation from their perspective. Because of this complaint we have carried out additional team training and open discussions to help improve how we investigate reports of ASB and noise complaints.

Head of Safe Homes

The Safe Homes Team receive a variety of complaints each year. A common issue raised is concerns around the level of communication received from operatives. The team have investigated and raised this with the contractor and have requested that they inform tenants as soon as possible if an appointment needs to be delayed or rescheduled. This will be more closely monitored in the future.

Some complaints have been raised about a lack of out-of-hours attendance. The reason for a non-attendance can be because of what has been reported not being classed as an out of hours response and would be attended the next working day. However, in some cases this may also be because of the contractors' call centre incorrectly escalating calls. The Safe Homes team have raised this directly with the contractor who will closely monitor this issue going forward.

Head of Asset Management

This team are responsible for repairs and planned works, and due to the nature of their role this part of the service receives the most complaints. Earlier in the year it was identified that not all issues raised in complaints were being responded to as part of the complaint response. To resolve this, the team now bullet point each issue individually and respond to each specific point within the overall complaint response.

Residents have complained about agreed works not being completed. The team are looking into ways to improve the delivery of follow-on actions and are currently exploring software options to help achieve this goal. To help improve efficiency, a review is underway focused on the capacity of our surveyors and how they can utilise technology to improve efficiency and reduce human errors.

The Planned Works team have received complaints about a lack of communication surrounding kitchen and bathroom refits. Cardo, our contractor, have been asked to send residents daily updates while works are carried out at their homes. Similarly, tenants have reported that they don't have enough information about what works like these will entail before they start. To provide more information, Cardo have been asked to develop a handout with photos of different stages of the works, providing a guide for residents as to what they can expect from the process. There will also be an increased presence of the resident liaison team whilst works are ongoing.

Cleaning Services Manager

The Cleaning Service have implemented lessons learned over the last year and have seen a positive impact on the number of complaints they now receive.

Some of the things the team have done to investigate and learn from their complaints include:

1. For 90% of all complaints, the tenants were visited - this gave tenants further opportunity to discuss their concerns and seek reassurance. The officer in attendance was able to check the actual concern but also deal with any other issues which may arise during the visit (sometimes these were not connected to the actual complaint). Tenants felt listened to and reassured that we were taking the complaint seriously. Whilst visiting every complainant may not always be possible, this approach continues to provide us with invaluable insight for areas where we need to improve or maintain.
2. The team have created and implemented ad hoc and regular spot checks and inspections.
3. Where tenants didn't like the smell of certain cleaning products, or the results were not what we expected, the team have changed the cleaning chemicals used.
4. Extra training for staff.

5. Where we had genuine concern or complaints, these were addressed specifically with the members of staff carrying out the duties and post checks were carried out to ensure that the expected standards were maintained.
6. A time and motion analysis was carried out to understand workload and staffing. This has resulted in an increase in staffing, change in rota/schedule and identified further work to be undertaken, e.g. an options appraisal about the future of the service.
7. The Cleaning team have also developed closer and coordinated working with other internal teams. For example, persistent areas of fly tipping were included on regular estate inspection visits by the Tenancy Management team, and they continue to work with the Property team, to vary schedules around planned and scheduled work which could impact on the expected standard of cleaning. This is further supported by a fly-tipping pilot, which will inform the future delivery of this activity with the aim of improving efficiency and outcomes for residents.
8. The team is also reviewing the cleaning specifications as a result and will engage with our tenants and leaseholders to develop the specification.

Petitions

Two formal petitions have been received during the 2023/24 period. These are recorded alongside complaints as they demonstrate clear dissatisfaction with services provided. The two related to a new-build development and homelessness.

St Margarets Way

This related to disruption caused by the operational management of a development site. The Council facilitated mediation between the petitioners and contractor to find many practical solutions to the issues raised:

- Additional signage installed to prevent vehicles going wrong way
- More due diligence on lorries undertaken to avoid the school drop off and pick up times 8-9am and 3:15 – 4:15pm
- Monthly drop-in meetings agreed for neighbours and regular newsletters
- Site gates changed to only open from 7:30am

The learning will be taken into future developments undertaken by the Council.

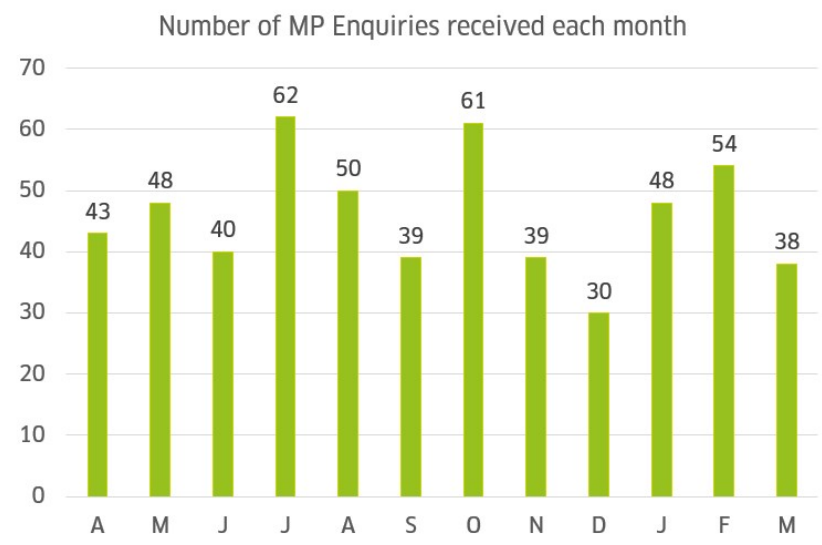
Homelessness

This related to rough sleepers in a local neighbourhood causing perceived anti-social behaviour to other residents. We deployed an outreach team to engage with the rough sleepers and provided a combination of both support and enforcement action to alleviate the issues. The support related to help with accommodation and substance misuse.

This reinforced the benefit of our strategic partnership with the charity 'Decorum Emergency Night Shelter' who have a specialist team that really added value dealing with this matter.

MP Enquiries

The Housing service has received 552 MP Enquiries in 2023/24. The highest number of enquiries were received in July, closely followed by October. December received the lowest number of enquiries.



We will begin recording “lessons learned” for MP Enquiries during the current financial year and will include data for MP Enquiries in our quarterly tenants’ voice reports. Going forwards, we will look at MP Enquires in more detail to determine how many are complaints compared to more general enquires or service requests.

Disrepair

Disrepair is clearly a serious form of dissatisfaction. In the financial year 2023/24 we have had 36 new disrepair cases, and 39 carried over from the previous year. 11 cases have been closed and there are 64 cases currently open.

We have recently employed an internal solicitor to focus on improving processes relating to dis-repair case to embed learning and improve process.

Improvements Undertaken

Transactional surveys

We have rolled out monthly transactional satisfaction surveys for tenants who have made complaints about the service. This gives each complainant a chance to tell us about their experience. The survey gathers data relating to overall satisfaction as well as checking if procedure has been followed- for example has each complainant received a call as part of their complaint investigation.

We have recently purchased a new system, CX Feedback, and going forward this will house and run the transactional surveys allowing for real time data collection/analysis and saving Officer time and an improved user experience. In addition, many of the key surveys will be automated.

Quality audit on complaint responses

We have implemented quality audits on complaint responses from the teams. Each month we review several complaint responses to monitor the quality and identify any areas of concerns or trends. We have found that most complaint responses are well written being easy to understand, address all areas of concern, and clarify next steps. Our view of the quality is scheduled to be tested with residents in Q1 (24/25).

We will continue to spot check responses and will raise any concerns identified in our monthly complaints report.

Improved monthly reporting to HSLT

A monthly complaints report is reported to HSLT. Since starting this in in December, we have made several amendments to the report to make it more comprehensive and insightful. These reports highlight important feedback from complainants, including levels of satisfaction, whether “staff do what they say they will”, as well as including an open comments section. Lessons learned are included at the end of these reports.

The data from the SQA team is included alongside a corporate complaints report.

Complaints Co-ordinator

To help improve complaint handling and responses, a Disrepair and Complaints Co-ordinator has been hired within the property repairs team. This team member has had a positive impact on complaint responses.

Bespoke complaints training for Housing

A new course is being finalised and will launch shortly on DORIS (DBC’s online training platform for staff). This course will be made mandatory for all staff in Housing so that everyone knows how to handle complaints and why they are so important. The course will

explain why each case must be treated seriously, following our procedure and the requirements set out in the Complaint Handling Code.

This course has been jointly developed by the Complaints and the SQA Teams.

Compensation policy has been approved - more consistent approach

A new compensation policy has been approved. This will help us to achieve a more consistent approach when considering compensation for complaints where something has gone seriously wrong, and a financial contribution is needed to help put things right.

In the year 2023/24, we paid out £44,287.68 in compensation for a total of 36 cases. This averages to £1,230.21 per person. However, some were statutory payments.

- One payment of £6,005.89 was made to someone as a home loss payment (a statutory payment to compensate people for the distress and inconvenience of having to move home permanently).
- A total of £33,376.05 was split across 27 payments as compensation for damaged furniture and / or disrepair.
- A further £4,905.74 was split between payments to 8 residents for compensation linked to repairs.

Updated complaints self-assessment

We have updated our complaints self-assessment following the new Ombudsman complaints handling code. In doing so, we have identified some areas for improvement. These updates are now on our [corporate website](#).

Stage 2 Complaints are kept in Housing & Property Services Dept

Historically, all stage 2 complaints were assigned to a service area outside of the one responsible for the stage 1 complaint. The aim of this was to ensure that the complainant received an independent review of the initial complaint. Having listened to teams, we have found that this resulted in stage 2 complaints taking longer to resolve as the person investigating at stage 2 did not usually have enough technical knowledge of the issue to investigate and respond independently. As a result, we now keep all stage 2 complaints about Housing and Property Services, within that department. This means that the people handling the case can provide a more specialised response in a quicker time frame.

Looking at response times in quarter four for 2022/23 and 2023/24, we can see that they have improved by 2%. This is not huge; however the response times have improved significantly during the year up to Q4 (63% in January, 47% in February, and 100% responded to on time in March).

Feedback on keeping stage 2 Housing complaints within Housing, from non- Housing Heads of Service:

We now keep all Housing Stage 2 complaints within the directorate. We have asked Heads of Service for some feedback about how they think this is working which can be seen in Appendix 1. In summary:

- Workload has shifted from the corporate heads of service to those in Housing and Property Services. This is in direct correlation with where complaints originate from.
- Performance has showed moderate improvements over the period.
- Non-housing managers feel the benefit of not needing to learn the technical aspects of the housing teams.
- and felt this made better use of their time and the time of the relevant Head of Service from Housing & Property Services, who had to be consulted with to fully understand the issues.
- Resource appears to be an issue in certain areas of Housing & Property Services.

There is still the opportunity for Stage 2 complaints to stay within the actual team where the Stage 1 originated as this could help make teams more accountable for performance and incentivised to find lasting solutions. This aspect will be discussed at HSLT during Q1 24/25 and be part of the HTIP Target Operating Model review.

Working with tenants to improve our services: Highlights -

- We carried our engagement events at high-rise blocks to help raise awareness of the Building Safety Act and its real-life implications. These led to bespoke action plans for the buildings.
- 30 Residents at Grovehill have directly influenced the creation of an estate improvement plan and this is being developed into a template to help improve engagement on other estates.
- The Tenant and Leaseholder committee (TLC) has helped with the approach to implement CX-Feedback. They requested more transactional data and challenged the approach of only surveying at the end of a process and not during.
- The Tenants Improvement Grant (TIG) is prioritised by residents and funded a community garden project at the Planets. They also agreed to re-brand as 'Tenant Improvement Group' – still TIG.
- TPAS are helping re-engineer resident engagement at the Council. Residents are at the heart of the approach.

Next Steps

New Complaints System

A digital platform has been purchased and will be launching this year, with Complaints embedded in to phase 1. The system will help to record data more accurately as information won't need to be recorded in multiple locations (such as on the current complaints system and various spreadsheets) and will ensure that officer time is saved as some admin work will be eliminated from the current complaints handling process.

Another benefit of this new system will be improved data visibility. At the moment, we are not able to easily filter complaints by the subcategories of complaints made by tenants or those made by leaseholders. The new system will enable us to do this, allowing for more specific data to be drawn out very quickly.

Complaints Bootcamp

A complaints bootcamp is being arranged and will take place in May 2024. This will involve residents coming into the Forum and spending some time working with the SQA team to tell us what they think about complaints.

We will add and findings from this session to an action plan, helping us to continue to move complaints improvement works forward.

A similar bootcamp was run by the SQA team at the end of 2021, with a focus on our repair's contractor. A key issue that was identified was poor communication surrounding cancelled appointments. This information was fed into an improvement plan and resulted in a significant decrease in complaints about this issue, we hope that the upcoming Complaints Bootcamp will result in similar success.

Equality, Diversity & Inclusion (EDI)

Work is underway using CX-Feedback to improve our base EDI information held on tenants and leaseholders. Given it links directly to our housing management system, it has provided clarity around what information is and isn't held.

This will lead to greater insight into the satisfaction levels of various cohorts of our customer base during 24/25.

Conclusion

We have learned a huge amount from complaints during this period. Service improvements have been made, and further actions are planned.

Resident satisfaction is linked to service and performance improvements, and this absolutely remains a key area of focus.

We are working towards being in a better position in relation to the management of complaints and will work closely with residents to help facilitate this (as detailed within this report).

Appendix 1

Feedback received from Heads of Service involved with Stage 2 complaints:

Head of Property Services

“It feels like there is an increasing amount of Stage 2 complaints and customers have the opportunity to request a stage 2 review whether that is appropriate or not which has a negative impact on the resource of those Heads of Services who are allocated to deal with Stage 2 reviews of other service area’s stage 1 complaints.”

Head of Commercial Housing Contracts

“My team don’t interact directly with the public so don’t receive any stage 1 complaints but do receive stage 2s. On more than one occasion, I have dealt with customers who suffer from mental health issues. I have found it difficult to support these tenants from a mental health perspective and at times, there needs to be better signposting/support for Heads of Service to direct tenants should they need more support than merely dealing with the complaint.

In the case of 2 complaints, I have had to remain involved once the complaint has been dealt with, which takes up a considerable amount of time. I think there should be a tracker when this happens as it has at times meant I was dealing with 4 complaints, and I am sure I am not the only one in this position.”

Head of Digital

“I have found the numbers of complaints allocated to me since this decision has reduced significantly. Therefore, it has had a significant positive impact on my workload.”

Head of Financial Services

“I was happy to deal with Stage 2 housing complaints and can see how having a non–housing person lead on these introduced some objectivity into a stage 2. However, housing colleagues did have to spend a fair bit of time bringing me up to speed on technical/policy matters which did i) make me feel like their time could be better spent on something else and ii) make me wonder if I was the best person to advocate for the person making the complaint- would someone with more service knowledge be better able to challenge decisions?

Overall, I think the process as it stands now gives a better outcome for the customer and makes best use of officer time.”

Head of Development Management

“I dealt with four Housing Stage 2 complaints between March and October 2023. These were difficult for me because I did not know the area, how the teams within Housing were structured, or

their responsibilities. I am sure that it took me longer than a senior Officer in Housing to complete the Stage 2 responses for this reason.

On the other hand I also felt that because I was coming at the subject matter completely cold I did not have any preconceptions of the correct way of doing things, and I felt that not knowing the subject area meant that I had to drill deeper into the complaint and for one of them actually reached a resolution that Housing were not originally prepared to accept (looking at a shower fault). As such I can see both pros and cons of the new approach.

As Housing have a proportionally large number of complaints, not picking up Housing Stage 2s has certainly made my overall workload easier.”

Head of Environmental and Community Protection

“I think specific knowledge applies to all technical areas of the council, so some of the Heads of Service (HOS) are not equipped to respond and end up almost entirely relying on Team Management or Relevant HOS for a response, others put their own spin on it and interpret specialisms incorrectly.

I personally think it would be better if Assistant Directors (AD's) or HOS from individual areas did their own complaints. This workload could then be counteracted by the back office HOS/ADs doing the HR investigations.”

#	THEME	HEADLINE	ACTIVITY	PRIORITY	ACTION	SUCCESS CRITERIA / ASSURANCE	RESPONSIBLE PERSON	CONTRIBUTORS	TARGET	STATUS	General Comments
1	Service delivery	Delivery process mapping	Design and agree new Cardo subcontractor process map for planned work streams (kits, baths, roofs etc.)	Med	Implement, roll out and communicate new process chart with all affected parties to ensure clear responsibilities are known for communications, authorizations, ownership etc. variation controls etc.	Improved customer satisfaction, reduction in complaints, faster/more efficient delivery, reduction in DBC intervention time	Sean Kennedy	Dan Thurlow Steve Cooper Kevin Clinton	01-Aug-24	In progress	Dependency on new IT delivery July 24 "Service Connect"
2	Service delivery	Identify any changes to types of Cardo work streams	DBC to identify changing service delivery requirements for next 18 months.(damp/mould etc.), priorities in work streams to meet DBC financial constraints.	Low	DBC to provide service delivery/demand requirements for any new work streams/changes to existing work streams. (rev and cap) Cardo to provide proposals as requested. DBC to notify Cardo of any Client implemented changes. Contract instructions and budgetary amendments to be implemented where appropriate.	Clear understanding of who will be doing what giving Cardo ability to plan resources effectively and efficiently.	Dan Thurlow	Sean Kennedy, Tom Sharp	31-Mar-24	Complete	Depending on timing of any capitalisation decision made by DBC
3	Service delivery	Review cost and delivery capability of Cardo contract structure	Cardo review of management capacity and resourcing numbers to deliver services to DBC required standards	High	Agree structure that delivers VFM and efficiency savings. Structure to focus on current areas of failure and required financial savings/reductions	Improved customer satisfaction, reduction in cost, DBC management intervention time, reduction in costly complaint handling processing and abortive work	Sean Kennedy, James Dougall, Tom Sharp	Dan Thurlow Victoria Coady	31-Mar-24	Complete	Constantly reviewed based on volumes
4	Service delivery	DBC business processes	Review of DBC structure – management and operational	Med	a. Review current processes and how they interact and/or impact on Cardo delivery. B. Propose changes for consideration by DBC management team. a. Implement appropriate processes clearly defining Cardo responsible person/s.	Review may identify potential changes by DBC that could result in efficiency savings being made by Cardo and potentially reducing the cost of overall service	Dan Thurlow	Steve Cooper, Kevin Clinton	01-Nov-24	In progress	
5	Service delivery	Review of Cardo complaints handling processes and capacity	Identify reasons for poor handling of complaints	High	b. Clearer process/s for improved communication and real time updating to customers and management of follow up actions c. Implement agile Cardo staffing capacity for periods of complaints increases or annual leave/sickness. d. Review Root cause analysis and associated processes	Improved customer satisfaction, reduction in cost to DBC, reduction in DBC team intervention time/ resource	Sean Kennedy	Dan Thurlow	01-Aug-24	In progress	Staff on Annual leave to be reviewed for continuity of service. Root cause analysis to be completed
6	Service delivery	Review of quality assurance processes	Cardo to review staffing capacity, skill sets and management processes.	High	Implement adequate management checking and overview of works in progress and on completion.	Pre-emptive identification of poor work/customer service. Pro-active intervention when issues arise rather than reactive follow on after failure/complaints. Reduction in DBC management time dealing with complaints	Sean Kennedy	Dan Thurlow Kevin Clinton Steve Cooper	01-Jul-24	In progress	
7	Service delivery	24/25 capital work stream requirements	DBC and Cardo to agree and provide full year capital work stream requirements	High	DBC and Cardo to provide full requirements/targets by month, quarter and year-end for each capital work stream. Mainly by component numbers (or by value on roofs etc.)	DBC expectations very clear. Numbers required delivered monthly. Performance reporting accuracy. Improved cash flow forecasting for DBC.	Dan Thurlow Sean Kennedy	Kevin Clinton Helen McGregor Steve Cooper	30-Apr-24	In progress	
1	Customer Satisfaction	TLC	Following our earlier presentation to TLC, and the subsequent Maxted Road office visit by committee members, we will again attend a committee meeting to gain further feedback on the Cardo service	High	Measure performance against the 6 Commitments made to TLC - 1. Estate Days: Delivering mobile repairs and reporting for residents, 1 per month. 2. The aspiration to match the demand of damp and mould reports made, with work complete. 3. Reduce the average time for non-urgent repairs from 30 days to below 25 days. 4. Increase the fix first time repairs from 85% to 88%, improve follow on works and improve monitoring process. 5. Increase % jobs passing quality checks, on first inspection of planned works, from 87%to 90%. 6. Embed a "listening culture" to increase customer satisfaction levels across all aspects of the service delivery.	As per KPI data analysis	Sean Kennedy	Dan Thurlow Steve Cooper Kevin Clinton	01-Jul-24	In progress	
2	Customer Satisfaction	Resident Repair Workshops	Invite residents to attend workshops on how to carry out small repairs as per the tenant handbook.	High	Book in "show & tell"workshops regarding repairs	Reduction in repairs	Sean Kennedy	Dan Thurlow Kevin Clinton Steve Cooper	01-Sep-24	In progress	Continuous workshops throughout the year
3	Customer Satisfaction	Resident Engagement	To Engage with residents before, during and after a repair or planned works	High	a. 30 minute call backs b. We haven't forgotten you calls c. Business Cards Satisfaction surveys	Improved customer satisfaction, reduction in cost to DBC, reduction in DBC team intervention time/ resource	Sean Kennedy	Dan Thurlow Kevin Clinton Steve Cooper	31-May-24	In progress	

#	THEME	HEADLINE	ACTIVITY	PRIORITY	ACTION	SUCCESS CRITERIA / ASSURANCE	RESPONSIBLE PERSON	CONTRIBUTORS	TARGET	STATUS	General Comments
1	Performance Management	Review current service delivery customer satisfaction data OPSL	Need to establish effectiveness, validity and value of Cardo customer satisfaction surveys	Med	Review appropriateness, collection method (by Cardo) targeting methodology, selection, timing, accuracy and recording of CSAT data collected by OPSL.	Review should determine whether CSAT info being generated by Cardo accurately reflects customer satisfaction and evidence whether CSAT data is effectively used by Cardo to correlate service failure with Improvement actions. Review should determine if correct measures are being monitored.	Dan Thurlow Sean Kennedy	Victoria Coady	31-May-24	In Progress	
2	Performance Management	Review current service delivery customer satisfaction data DBC	Need to establish effectiveness, validity and value of DBC customer satisfaction surveys	Med	Review appropriateness, collection method (by DBC) targeting methodology, selection, timing, accuracy and recording of CSAT data collected by DBC	Review questions asked to see if OPSL questions need aligning. DBC info to be used for comparison purposes to validate OPSL data. Monthly comparison to be introduced.	Simon Walton	Dan Thurlow Sean Kennedy	31-May-24	In Progress	
3	Performance Management	Review current Cardo monthly performance report	Cardo to devise accurate and concise monthly performance report.	Med	New monthly performance report to be generated based on DBC requirement and relevance only. IK to identify relevant report requirements and format.	Accurate and relevant monthly reporting. Operational Group HSLT and PH briefing	Sean Kennedy	Dan Thurlow, Victoria Coady	31-Mar-24	Complete	Slide Decks approved by DBC

#	THEME	HEADLINE	ACTIVITY	PRIORITY	ACTION	SUCCESS CRITERIA / ASSURANCE	RESPONSIBLE PERSON	CONTRIBUTORS	TARGET	STATUS	General Comments
1	Financial control	Review basket rates	Review basket rate specification inclusions/omissions	Med	Basket rate specifications (and subsequent charging discrepancies) to be reviewed and resolved where needed. Agreement to be reached and costed where/if necessary.	Clarity for both DBC and Cardo resulting in fewer disputes, reduction in management time, prompt payment and better cash flow forecasting	Kevin Clinton Sean Kennedy	Tom Sharp, Darren Pearce, Victoria Coady	31-May-24	In Progress	
2	Financial Control	Weekly cost per unit summary report by Cardo	Real time cost data provision	High	Implement weekly communication reporting for Key items of spend (revenue) showing run rate to budgeted stage and average cost against budgeted cost.	Early warning of projected overspend and/or incorrect budgetary provision. Ability for DBC management team to implement changes where necessary on proactive rather than reactive basis	Darren Pearce	Tom Sharp	31-May-24	In Progress	
3	Financial Control	Quarterly data analysis on spend trends	Proactive delivery/cost data trend mapping	High	Implement monthly trend analysis report for DBC management team. Identify demand/work stream trends and concerns and propose potential mitigation measures. Requirements may be defined/targeted by DBC on monthly basis	Proactive management of DBC spend by Cardo. Early warning and decision making by DBC.	Sean Kennedy, Darren Pearce	Dan Thurlow/Victoria Coady	30-Jun-24	In Progress	
4	Budgetary Management	2023/24 capital slippage	Profile into 24/25 budgets	High	Allocate 23/24 slippage into 24/25 budgets. Re-profile cash flow forecasts	Individual and collective capital projects and spend expectations set and managed accordingly by individual budget holders. Capital programmes amended accordingly by budget holders with revised delivery timescales and accurate cash flow forecasts. Cardo made aware of capital project demand to allow delivery planning and success.	Mark Pinnell, Dan Thurlow, Ricky Lang	Matt Baxter, Tom Sharp, Darren Pearce, Steve Cooper, Kevin Clinton	30-Sep-24	In progress	
5	Budgetary Management	Cardo shared saving	Potential shared saving benefit to DBC tracked effectively throughout the year	Med	Implement process for estimated year end shared savings to be identified each quarter end (six weeks after) Shared saving to be shown in overall budget forecast outturn for revenue and capital expenditure.	Shared saving accounted for in each quarter end management accounts projection of full year expenditure and not omitted as is current practice. Reduced accurate forecast outturn produced.	Victoria Coady, Tom Sharp, Athma Sarma (JRP)	Matt Baxter	15-Aug-24	In progress	
6	Budgetary Management	Capitalisation Policy	Need to establish clear capitalisation policy	High	Obtain approval of capitalisation policy for 24/25. Notify Cardo and all concerned on policy limits etc. Retrospectively change management accounts to reflect rev/cap expenditure to date in line with revised policy. Give clear guidance to OPSL (and others) for future charging. Individual budget holders to reset annual rev/cap budgets, cash flow forecasting, spend to date etc. Management accounts to be adjusted accordingly at end of Q1.	Clear understanding of capitalisation rules. Impact on revenue expenditure managed more effectively. Mitigate likely overspend of revenue budget/s.	Mark Pinnell	Dan Thurlow, Ricky Lang, Matt Baxter, Victoria Coady, Tom Sharp, Darren Pearce.	15-Aug-24	In progress	
7	Budgetary Management	Rechargeable works	Correct allocation of rechargeable works	Med	Ensure rechargeable works are being allocated correctly and any income reflected in spend reports	Impact of any rechargeable work is tracked /mitigated in true outturn costs	Matt Baxter Victoria Coady	Darren Pearce	30-Jun-24	In progress	



Overview and Scrutiny Committee

Report for:	Overview and Scrutiny Committee
Title of report:	Tenancy Strategy
Date:	21.05.2024
Report on behalf of:	Councillor Simy Dhyani, Portfolio Holder for Housing and Property Services.
Part:	I
If Part II, reason:	N/A
Appendices:	Tenancy Strategy 2024 – 2028- Appendix 1 Community Impact Assessment- Appendix 2 Previous version of Tenancy Strategy- Appendix 3
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	

Report Author / Responsible Officer

Paul Hunt, Housing Needs Manager, on behalf of Oliver Jackson, Head of Service for Housing Operations



Paul.hunt@dacorum.gov.uk / 01442 228813 (ext. 2813)

Corporate Priorities	Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery
Wards affected	All Wards

Purpose of the report:	1. To present to Overview and Scrutiny the new draft Tenancy Strategy
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. Approve strategy progression to enable the document to be published. 2. Provide feedback on the draft strategy, if required.
Period for post policy/project review:	Strategy will be in place for 4 years.

1 Introduction/Background:

The council's Tenancy Strategy needs to be reviewed to ensure it is compliant and aligns with other key housing policies. In addition it needs to align with the regulators consumer standards.

Local authorities are required to have a Tenancy Strategy.

This report sets out the key areas, includes details of tenant engagement and recommends next steps.

2 Key Issues/proposals/main body of the report:

The Localism Act 2011 played a pivotal role in granting Councils the authority to shape the provision and management of social housing within their respective localities. This legislation eliminated the obligation for Registered Providers (RPs) and Councils to offer the most secure tenancy available, instead introducing a new form of tenancy known as a fixed-term tenancy for Councils. The underlying objective was to enable social housing landlords to assess a tenant's circumstances upon the conclusion of a tenancy, and if improved, to facilitate the household's transition to alternative tenures such as the private rented sector (PRS) or affordable home ownership.

Nevertheless, the responsibility to formulate a tenancy strategy for social housing providers, which articulates local housing requirements and delineates how social housing should be allocated in alignment with the Council's vision for its residents, persisted with the responsible Council.

A tenancy strategy must guide and influence local registered providers for framing their own policies and procedures. In particular:

- What type of tenancies will be granted.
- Under what circumstances in which different tenancies will be applied.
- Will the local authority (LA) be offered secure or flexible tenancies.

In addition, the Tenancy Strategy can:

- Help LAs to assess the housing needs of their area and allocate resources effectively.
- Offers security of tenure to applicants, by offering lifetime tenancies.
- Present an overview of national and local housing considerations.
- Housing plays a crucial role in promoting social inclusion and community cohesion, a strategy can outline initiatives to support vulnerable groups such as providing accessible housing for people with disabilities.
- Helps LAs to effectively manage and make best use of their stock.

- Meet legal requirements by ensuring compliance with housing legislation and regulatory frameworks.

Therefore, the development of a robust tenancy strategy is crucial to address these issues and maximise the value derived from our property assets.

The tenancy strategy is underpinned by the Housing Allocations and Tenancy Management policies as well as the Housing and Homelessness and Rough Sleeper Strategies.

A draft 2024-26 strategy is appended to this report for consideration.

The new version of the strategy has been created with the Council's new vision for strategy and policy documents, incorporating a more detailed approach compared to previous versions.

3 Options and alternatives considered

N/A- Tenancy Strategy is a statutory document that is required for publishing by all Local Authorities.

4 Consultation

Consultation has been completed with the following groups:

Housing Senior Leadership Team- March 2024.

Tenants and Leaseholder Committee- March 2024.

Senior Leadership Team- April 2024.

Portfolio holder group- April 2024

Registered Providers- May 2024.

Onward committee approvals June 2024.

5 Financial and value for money implications:

N/A

6 Legal Implications

As per below in 'risk implications'

7 Risk implications:

The implementation of the proposed tenancy strategy may be associated with certain risks, including:

Legal Risks: Failure to comply with relevant tenancy laws and regulations could result in legal disputes and financial penalties.

Stakeholder Resistance: Resistance from internal stakeholders or tenants to changes introduced by the strategy could impede its successful implementation.

8 Equalities, Community Impact and Human Rights:

Community Impact Assessment carried out for the Tenancy Strategy, the analysis of the impact to the community has concluded that the strategy will have a positive and neutral impact to the community. No negative impacted predicted.

The strategy outlines an approach of local and national housing considerations, giving an overview of the tenancies that will be offered and the support provided if required. These decisions are not based on the characteristics of each household but their housing situation.

The strategy does not discriminate against protected characteristic groups and falls in line with the Council's equality policy.

Human Rights –there are no Human Rights Implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

N/A

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

N/A

11 Conclusions:

The recommended strategy enclosed in this report focuses on a balanced approach of how the Council will adapt its approach to administering tenancies. Current and long term approach is offering tenants lifetime tenancies, allowing safety and security of tenure rather than taking the approach of offering flexible tenancies. The strategy gives an overview of national and local housing pressures, further details on how the Council administers this strategy and tackles these challenges are linked within this strategy, including the Allocations Policy, Tenancy Management Policy and Homelessness and Rough Sleeper Strategy.

The strategy aligns with our corporate priorities by ensuring access to quality housing for all eligible residents, strengthens communities and helps reduce homelessness within the borough.



Tenancy Strategy

2024-2028

www.dacorum.gov.uk/housing

Page 151



Contents

Foreword	2
Executive Summary	3
Our objectives for this strategy	3
Our Vision	3
National considerations.....	3
Local considerations	4
Introductory Tenancies.....	5
Secure Tenancies	5
Demoted tenancies	5
Joint tenancies	5
Succession.....	6
Granting a discretionary tenancy	6
Relationship with registered providers	6
Tenure type	6
Support for maintaining tenancies	7
Affordable rents.....	7
Conclusion	7
Governance and monitoring.....	7
Equality and diversity	7

Foreword

I am pleased to present our Tenancy Strategy. Housing is the key foundation for a good life; stable and affordable accommodation is a basic requirement for good health, education and employment.

This strategy sets out our approach to tenancies within our own social housing properties and those of housing associations in the borough.

CLlr Simy Dhyani

Portfolio Holder for Housing and Property services



Executive Summary

Dacorum Borough Council (DBC) is committed to ensuring that local people have access to genuinely affordable homes. The Localism Act 2011, requires Dacorum Borough Council to have a Tenancy Strategy that sets out expectations and guidance on the Council's approach to tenure, affordable housing and collaboration to working with Registered Providers.

This strategy applies to all homes owned and managed by Dacorum Borough Council's housing and property services. As a local authority, we aim to work closely with housing associations that also own and manage properties in the borough.

Details of our approach to allocating homes in Dacorum are covered in our [Housing Allocations Policy](#).

Dacorum Borough Council strives to give those who are allocated social housing the security of long term homes rather than temporary provision. Offering suitable properties and tenancies, and building vibrant communities is vital to this approach.

Our objectives for this strategy

The objectives of this strategy are to:

- Outline different types of tenancies used by the Council and our approach to granting and reviewing them;
- Outline key challenges locally and how the Council would like to address housing provision now and for the future;
- Outline the approach to social and affordable rents in Dacorum; and;
- Outline our approach to working with local housing associations to make sure that all the borough's residents have access to affordable, safe housing.

Our Vision

We want to continue both building our own new homes and providing support to Housing Associations to do so where viable.

We are committed to continuing to improve our existing stock by undertaking a stock condition survey, and investing in improvements including making our homes more energy-efficient.

We will continue to focus upon preventing homelessness through proactive advice and assistance.

This strategy also supports the Council's corporate vision:



National considerations

This strategy has been developed to align with all relevant current statutory legislation and best practice guidance.

Nationally, with a lack of tenure security and affordable properties in the private rented sector, there is an ever-increasing pressure on local authorities to build and deliver more affordable homes.

By means of this Tenancy Strategy, Dacorum Borough Council will outline our approach both to offering different types of tenancies and towards social and affordable rents within the borough.

In 2023, the Social Housing (Regulation) Act introduced a new approach to regulation of social housing providers, including the revised consumer standards and the introduction of Tenant Satisfaction Measures TSMs).

There are 4 revised consumer standards that housing providers must adhere to:

- Safety and quality standard
- Transparency, influence and accountability standard
- Neighbourhood and community standard
- Tenancy standard

Along with the consumer standards, from spring 2024 all social housing providers must publish their performance against the regulator's TSM standard.

It is the responsibility of all social housing providers to ensure that their respective organisations are meeting the standard. There are elements of this Tenancy Strategy that will help the Council work towards these standards and give tenants and the public evidence of how required working practices are met.

Full details of [Regulatory Standards](#) for social housing are published on the Government's website.

Local considerations

Dacorum experiences significant levels of housing need and demand is high for housing of all tenures. Regular reviews of the Housing Register are undertaken to ensure that applicants in housing need are actively bidding on suitable properties. Applicants who are not demonstrating a housing need will be written to, then – if not actively bidding - removed from the Housing Register.

The availability of good-quality housing in Dacorum has an important part to play in supporting the local economy, as well as being critical in promoting well-being and achieving positive health outcomes. It is vital that the Council ensures

best use of its own housing stock and supports those applicants most in need of rehousing. It is important to maintain a mix of different sizes, types and tenures of housing to meet a wide range of housing needs.

Under occupancy: There is a great deal of under occupancy within the borough, although this is difficult to quantify accurately. Tenants in either Council or Housing Association properties who wish to downsize are encouraged to make a Housing Register application and would then be awarded additional points to reflect the fact that they would be assisting to meet the shortage of larger homes.

Adaptations: Where tenants need adaptations in properties that are unsuitable for the required works, both the Council and registered providers must consider any possible ways to meet that need. Where this is not possible, the tenant may be encouraged to apply for rehousing. Where Council tenants needing aids and adaptations are also under occupying their home, they will be encouraged to downsize to a smaller property that is more suitable to their needs.

Homelessness: The Council's [Prevention of Homelessness and Rough Sleeping Strategy](#) has five key commitments focusing on:

- Working with partners to prevent homelessness.
- Improve access, stability and security in the private rented sector.
- Increase our effectiveness of preventing homelessness for those with complex needs.
- Provide tailored services to meet the needs of individuals.
- Eradicate rough sleeping.

Future Needs: The Council aims to make sure that all the borough's residents have access to affordable, safe housing. Working in collaboration with our Housing and Planning teams ensures that homes that will be built in Dacorum for the future meet the needs and aspirations of our residents. Further information around the current and future housing needs of the residents of Dacorum and how the Council will be working with developers and Registered

Providers can be accessed via the Interim Affordable Housing Supplementary Planning Document and the Housing Strategy.

We work to achieve these aims with our own housing stock by following our own strategies and working towards their aims, but the relationship the Council has with Registered Providers in the borough is also vital, because they own a significant proportion of the social housing stock in Dacorum.

Introductory Tenancies

All new Council tenants will be granted an introductory tenancy, initially lasting up to 12 months (but which can in certain circumstances be extended to 18 months). If, immediately before the grant of the new tenancy, the new Dacorum Borough Council tenant is an existing tenant of another provider of social housing, they would usually be granted a secure tenancy from the outset.

Throughout this initial period, the tenancy will be monitored. When a tenant has successfully completed the introductory period they would then be automatically granted a secure tenancy. If there is any breach of tenancy or other concerns regarding the tenant's management of the tenancy during the initial 12-month period, the Council can extend an introductory tenancy for a further six months. If the breach of tenancy persists during the 6-month extension period, the Tenancy Management team reserves the right to initiate steps to end the tenancy.

Secure Tenancies

A secure tenancy is a lifetime tenancy, meaning it cannot expire. The tenant(s) will keep the protection of a secure tenancy so long as they continue to live in the property as their only or principal home. A failure to do so results in security of tenure being lost automatically. Whilst the tenancy remains secure, the Council can only terminate the tenancy if the tenant has breached their tenancy conditions and obtains a court order for eviction.

N.B. Following consultation with residents in 2019, the Council decided to cease offering flexible fixed-term tenancies from the 1st April 2020 and revert to

offering secure tenancies only. Reverting to secure (lifetime) tenancies is intended to lead to stronger communities and enable tenants to progress in employment without the risk of losing their home.

We consider lifetime tenancies to be the best approach to address social housing need and to create safe, healthy and confident communities in Dacorum.

Demoted tenancies

The [Anti-social Behaviour Act 2003](#) introduced a power for local authorities, private registered providers of social housing and housing action trusts to apply to demote a tenancy where a tenant, resident or visitor to a property is guilty of anti-social behaviour (ASB).

A demoted tenancy is a form of tenancy that reduces a tenant's security of tenure and other rights for 12 to 18 months. When a tenancy is demoted, for example, rights to succeed to or assign that tenancy and the right to buy may be altered for the duration of demotion. If the ASB in question is addressed appropriately during the length of the tenancy demotion, the tenancy will be reinstated to its former status.

Joint tenancies

A 'joint tenancy' is where both people have the responsibility for meeting the requirements of the tenancy agreement. Both tenants are entitled to stay in the home until the end of the tenancy and both joint tenants will be responsible for all the rent regardless of whether one decides to leave. The Council will offer this type of tenancy to a maximum of two people and recognises applications for joint tenancies where two people can provide proof of marriage, civil partnership, or that they have cohabited as a couple for a minimum of 12 months. Joint tenancies will not be offered to anyone else who may be living in their home.

Succession

Succession allows the tenancy to be passed on to certain qualifying people when the tenant dies. The tenancy agreement sets out the statutory rights to succession. The law allows only one statutory succession to each tenancy. Consequently, following the death of the original tenant there can be no further right of succession once the successor either ends the tenancy or dies.

When a joint tenant dies, the tenancy passes to the surviving joint tenant automatically, regardless of their relationship. This is called survivorship and counts as one succession. There can then be no further statutory succession.

Granting a discretionary tenancy

If no succession right exists, the Council may consider the granting of a discretionary tenancy, either at the current property or a suitably-sized alternative. This would be an introductory tenancy and would be let in accordance with the Housing Allocations Policy at that time. Any such case will be considered on its merits following receipt of a written request to remain in the property.

A 'Use and Occupation' agreement would then be issued until a final decision is made. This agreement permits a person to occupy that dwelling without a formal tenancy agreement being in place.

Relationship with registered providers

Dacorum Borough Council has working relationships with all Housing Associations that operate within the borough.

The overarching aim of this section of the strategy is to ensure that measures are in place so that - regardless of whether an applicant is a Council or Housing Association tenant - all social housing stock let to Dacorum residents is affordable and secure.

The Council will achieve this by a robust joint working approach, with the aim of ensuring that all Registered Providers are also committed to this goal.

We will do this via individual Service Level Agreements (SLAs) or partnership agreements with each of our registered providers, based on these aims.

Whilst these agreements will be tailored to the specific Registered Provider and will reflect their requirements and property numbers in the borough, they will all be driven by and encompass these same fundamental values to ensure the needs of Dacorum residents are the focus of any agreements made.

These agreements will not only include allocation arrangements, but also regular meetings between relevant service managers to discuss analysis of figures, trends and development progress, as well as any concerns or updates on any service changes that could have an impact on service delivery from either side.

Dacorum Borough Council is committed to ensuring that there is consistency between our own Housing Allocations Policy and that of our partners.

Whilst the Council cannot dictate the policies and procedures of other Registered Providers, we expect that, in the interests of partnership working, all Registered Providers with landlord responsibilities in the borough should consider the needs of Dacorum residents and apply similar principles to our own.

Tenure type

During consultations with Registered Providers, Dacorum Borough Council has sought clarification on the tenure types being offered. Typically, Registered Providers offer starter/introductory tenancies for one year, which are then followed by longer-term tenancies. This is similar to our own approach.

As a stock-retaining council and Local Housing Authority, through collaborative working with Registered Providers we are committed to ensuring this approach continues so that a consistent level of tenure security is offered to all new social housing tenants in the borough, regardless of who their social landlord may be.

Support for maintaining tenancies

We strongly recommend that landlords establish effective support systems to enable Dacorum residents to remain in their homes for as long as it remains suitable for them. Should residents' needs change, landlords are encouraged to assist them in making informed choices. This support may include exploring mutual exchange schemes, and utilising the Council's Allocation Scheme and Choice Based Lettings website to facilitate a move to a more appropriately-sized and accessible home.

Tenancy Management Officers (TMO's) carry out tenancy review visits. This involves visiting all of our tenants to make sure their home is being looked after, that everyone living at the property is entitled to be there and to signpost residents to support if any help is needed including the internal tenancy sustainment team. More information on what a tenancy review entails can be found [here](#).

The Council provides a Tenancy Sustainment service designed to assist tenants facing challenges in maintaining their tenancy, particularly those with complex needs. Every tenant that is offered a Council property who is under 25, is referred to the Tenancy Sustainment team to ensure that they are best equipped to manage and sustain their tenancy. Where a tenant is experiencing difficulty in sustaining their tenancy initial support is provided by our Income, Tenancy Management or Supported Housing Officers – where further support or intervention is needed a referral may be made to the Tenancy Sustainment team.

Homeless applicants in need of temporary accommodation are assigned a dedicated officer to guide them through the process. This support continues for a minimum of six months if our duty leads to their placement in a Council property.

We would expect Registered Providers to give support to their tenants facing difficulties; either providing short or long term interventions to any tenant that requires support sustaining their tenancy or tackling perpetrators causing anti-social behaviour.

Affordable rents

Affordability is a key focus. Through increased joint working, robust S106 agreements and SLAs, we are committed to ensuring that any Housing Association properties let through the Council are let at an affordable rent and therefore that tenants are charged an absolute maximum of 80% of market rent levels. The Council is committed to working with Housing Associations and Registered Providers to ensure that future housing provision meets the needs and demands of the Housing Register.

Conclusion

Dacorum Borough Council is committed to ensuring that - through this strategy - the needs of Dacorum's residents are being met and that local people have access to genuinely affordable homes.

To conclude, this strategy demonstrates Dacorum Borough Council's commitment to ensuring that - through enhanced joint working processes - the Council has the ability to shape the affordability and security of all properties owned, advertised and let through us to Dacorum's residents.

Governance and monitoring

This strategy will be reviewed every five years, or sooner in the event of legislation, business or sector developments. Review will ensure it continues to meet the stated objectives and takes account of good practice developments.

Equality and diversity

Equality and diversity issues are a mandatory consideration in the decision-making of the Council. Equality considerations are integrated into day-to-day business and planning process, and we properly take into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in place.

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Tenancy Strategy

Description of what is being impact assessed

What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?
Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc
It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact

A tenancy strategy in the UK refers to a plan or approach adopted by local authorities, housing associations, or other housing providers to manage their rented properties effectively. The strategy aims to address various aspects of tenancy management, including allocation, enforcement, sustainability, and meeting the housing needs of the local community.

Evidence

What data/information have you used to assess how this policy/service/decision might impact on protected groups? *(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Best practice and legislative guidance.

Benchmarking against other Local Authorities

Who have you consulted with to assess possible impact on protected groups? *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Internal and external stakeholder consultation, TLC.

The formal approval process through housing senior leadership, the portfolio holder, overview and scrutiny and full Cabinet will seek to inform later versions of this document.

Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age	Residents vulnerable due to their age may find it more difficult to access and sustain a suitable home. The strategy aims to ensure that the social housing in Dacorum remains responsive to the diverse range of housing needs within the District. This encompasses addressing the requirements of homeless young people, offering suitable housing guidance, and catering to the housing needs of older individuals.	□	□	☒

<p>Disability (physical, intellectual, mental)</p> <p><i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i></p>	<p>Residents with a disability require accommodation that meets their needs. This strategy seeks to acknowledge and address the current shortage of suitable homes for those unable to have their needs met on the open market and gives an overview of local considerations and challenges.</p>	□	□	☒
<p>Gender reassignment</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of those who have undergone gender reassignment are met and that they are suitably housed. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of gender reassignment.</p>	□	☒	□
<p>Race and ethnicity</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all racial and ethnic groups are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship. The tenancy's that are offered have no relation to race or ethnicity. Clear procedures and policies are in place</p>	□	☒	□
<p>Religion or belief</p>	<p>The strategy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010. We seek to ensure that the needs of all beliefs (and none) are met and that they are suitably housed. Our choice based lettings approach allows applicants to bid on homes that are close to their desired location, for example near family members or places of worship. The tenancy's that are offered have no relation to religion or belief but offered as per their housing circumstances.</p>	□	☒	□
<p>Sex</p>	<p>The policy has been developed in compliance with DBC's equalities policy, and the Equalities Act 2010.</p>	□	☒	□

	Females are more likely than males to be victims of domestic abuse, so we take an approach that minimises any risk of perpetrators having access to victims in line with the Council’s Domestic Abuse Policy.			
Sexual orientation	The strategy has been developed in compliance with DBC’s equalities policy, and the Equalities Act 2010. We have not yet recorded any instances whereby an individual has requested a different type of property as a direct result of their sexual orientation. In cases where a resident is threatened with abuse or violence as a result of their sexual orientation we will take all appropriate action.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.	Households on low incomes are more likely to apply for social housing than the general population. Carers, veterans, those being released from prison etc. may have additional needs or requirements for housing. The tenancy strategy and tenancies offered are not determined by any protected characteristics.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Negative impacts / outcomes action plan				
Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.				
Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete	
			<input type="checkbox"/>	

			<input type="checkbox"/>
If negative impacts / outcomes remain, please provide an explanation below.			
Completed by (all involved in CIA)	Paul Hunt		
Date	22.02.2024		
Signed off by <i>(AD from different Directorate if being presented to CMT / Cabinet)</i>	 Assistant Director Place, Communities and Enterprise		
Date	09/01/2024		
Entered onto CIA database - date			
To be reviewed by (officer name)			
Review date			



Tenancy Strategy

2019 – 2023

Introduction

Dacorum Borough Council (DBC) is committed to ensuring that local people have access to genuinely affordable homes.

This strategy applies to all homes owned and managed by the Dacorum Borough Council housing service.

As a local authority, we aim to work closely with housing associations that also own and manage properties in the borough.

Details of our approach to allocating homes in Dacorum is outlined in the Housing Allocations Policy.

This strategy will ...

- Outline different types of tenancies used by DBC and our approach to granting and reviewing them;
- Outline the approach to social and affordable rents in Dacorum; and
- Outline our approach to working with local housing associations to make sure that all the borough's residents have access to affordable, safe housing.

Page 164

Contents

Our vision	3
National and local considerations	3
Local Impact	4
Relationships with Local Providers	5
Conclusion	7



I am pleased to introduce Dacorum Borough Council's Tenancy Strategy. This document outlines the tenure types available to social housing tenants, and details our commitment to working in partnership with Registered Providers in the borough.

This strategy demonstrates the council's ongoing effort to deliver the provision of affordable housing to Dacorum's residents.

Councillor Mrs Margaret Griffiths

Our vision

Dacorum Borough Council is committed to providing good quality affordable homes, in particular for those most in need.

This strategy also supports the council's corporate vision of

- ***Building strong and vibrant communities***
- ***Providing good quality affordable homes, in particular for those most in need***

National and Local Page 165 Considerations

This strategy has been developed to align with all relevant current statutory legislation and best practice guidance.

Nationally, with a lack of tenure security and affordable properties in the private rented sector, there is an ever-increasing pressure on local authorities to build and deliver more affordable homes.

Central Government introduced new types of tenancies through the Localism Act 2011, with the aim of creating greater flexibility for tenants and housing providers.

Through this Tenancy Strategy, Dacorum Borough Council will outline our approach both to offering different types of tenancies and towards social and affordable rents within the borough.



Local Impact

Dacorum experiences significant levels of housing need and demand is high for housing of all tenures. There are currently around 6,000 households on the council's Housing Register.

Housing in Dacorum has an important part to play in supporting the local economy, as well as being critical in promoting well-being and achieving positive health outcomes.

It is important to maintain a mix of different sizes, types and tenures of housing to meet a wide range of housing needs.

Dacorum aims to make sure that all the borough's residents have access to affordable, safe housing.

We work to achieve these aims with our own housing stock by following our Homelessness, Housing and Older Persons strategies, but the relationship the council has with Registered Providers in the borough is also vital, because they own a significant proportion of the social housing stock in Dacorum



Relationships with Registered Providers

DBC has working relationships with the Housing Associations (Registered Providers) that operate within the borough. The aim of this section of the policy is to ensure that applicants can access affordable accommodation whether they are a Council or Housing Association tenant.

All social housing stock let to Dacorum residents is affordable and secure. Dacorum will achieve this by a robust joint working approach with all Registered Providers. We do this via individual Service Level Agreements (SLA's) or partnership agreements with each of our registered providers.

These agreements are tailored to the specific Registered Provider and explain their requirements and property numbers in the borough. They all have the same fundamental values to put the needs of Dacorum residents first.

To check progress with agreements we hold regular meetings between relevant service managers to monitor progress, talk about any concerns for example any service changes which will impact on service delivery from either side.

Affordability is a key focus. Through increased joint working and robust SLAs, Dacorum is committed to making sure that Housing Association properties which are let through the Council are let at an affordable rent where tenants are charged an absolute maximum of 80% of market rent levels.



Continued:

Tenure Type:

During consultations with Registered Providers, Dacorum Borough Council has sought clarification on the tenure types being offered. Typically, Registered Providers offer starter/introductory tenancies for one year that are then followed by longer-term tenancies. This is a similar approach adopted by DBC.

As a council, through collaborative working with Registered Providers, we are committed to ensuring this approach continues so that a consistent level of tenure security is offered to all new social housing tenants in the borough, regardless of who their social landlord is.

Allocations:

Dacorum Borough Council is committed to ensuring that there is consistency between our own Housing Allocations Policy and that of our partners.

Whilst the Council cannot dictate the policies and procedures of other Registered Providers, we expect that, in the interests of partnership working, all Registered Providers with landlord responsibilities in the borough should consider the needs of Dacorum residents and apply similar principles to our own.



Conclusion

The introduction of new types of tenancies through the Localism Act aimed to create greater flexibility for both tenants and housing providers.

Dacorum Borough Council is committed to ensuring that through this the needs of residents are being met and ensuring that local people have access to genuinely affordable homes.

To conclude, this strategy demonstrates Dacorum Borough Council's commitment to ensuring that, through enhanced joint working processes, the council has the ability to shape the affordability and security of all properties owned, advertised and let through us to Dacorum's residents.

This strategy will be monitored annually by the Improvement and Engagement team, in conjunction with annual service plan and the HRA Business plan.

