

HRA Annual Performance 2023/24

July 2024

REPAIRS PERFORMANCE

Repairs

	Actual	Target	Jobs completed 2023/24	Jobs completed 2022/23
% Out Of Hours (OOH) completed on time	100%	100%	442 jobs	563 jobs
% Emergency Repairs completed on time	99.41%	100%	1074 jobs	1184 jobs
% Urgent Repairs completed on time	99.05%	100%	1657 jobs	2020 jobs
% Routine Repairs completed on time	95.13%	100%	7455 jobs	6265 jobs
% Appointments Kept (Urgent & Routine)	99.6%	99.5%		

- Delivered by Mears (sub-contractors used for specialist works)
- A total of 10,628 jobs completed in 2023/24. This compares to 10,032 completed in 2022/23
- 127 Handyman jobs completed in 2023/24. This compares to 156 completed in 2022/23
- Monthly repairs meeting undertaken with Mears to review day to day works and to discuss operational delivery of the contract
- Bi-weekly meetings are held with Mears to discuss complaints, disrepair claims, scheduling works, inspections and to get updates on works in progress.

Repairs

Appendix 1
Year 2023/24

<u>Key Performance Indicator name</u>	<u>2022/23 Performance</u>	<u>2023/24 Performance</u>	<u>Target</u>	<u>Trend</u>	<u>Comment</u>
% of customer satisfaction with overall repairs service	93.41%	89.40%	99%	↓	Performance dropped from 2022/23 and under target. More surveys being undertaken. Tenants prompted to complain if not satisfied.
Number of customers satisfied overall with the repairs service	170	329	NA	↑	Twice as many surveys undertaken compared to 2022/23
% of customer satisfaction with works	93.41%	89.40%	99.00%	↓	Unrealistic KPI. Performance dropped from 2022/23 and under target. More surveys being undertaken. Tenants prompted to complain if not satisfied.
Number of Customers satisfied with the work completed by Mears	170	329	NA	↑	Twice as many surveys undertaken compared to 2022/23
Number of responses to repairs survey	182	368	NA	↑	Twice as many surveys undertaken compared to 2022/23
Average start-end time for responsive repairs	9.3	16.3	11	↓	An increase in damp & mould works undertaken due to proactive approach has seen an impact on start – end time frames.
% of telephone calls answered	97.53%	96.50%	99.00%	↓	Performance dropped from 2022/23 and under target. Period in the year where there was a lack of resource in the call centre
Average telephone call waiting time (seconds)	21.2	16.9	12	↑	Performance improved from 2022/23, but still not hitting target. Period in the year where there was a lack of resource in the call centre.

- Reasons for reduced satisfaction includes appointments not being kept and the quality of workmanship, these issues have been raised at the monthly meetings with Mears regarding the repairs contract.
- Failed recruitment for a new Customer Care Manager (Mears) this has resulted in a temporary move from the Canterbury Mears branch to ensure improvement in service delivery and tenant satisfaction.
- Increase in returned satisfaction surveys with improvement plans in place to increase further to cover a higher percentage of jobs completed
- Improved performance with call handling.

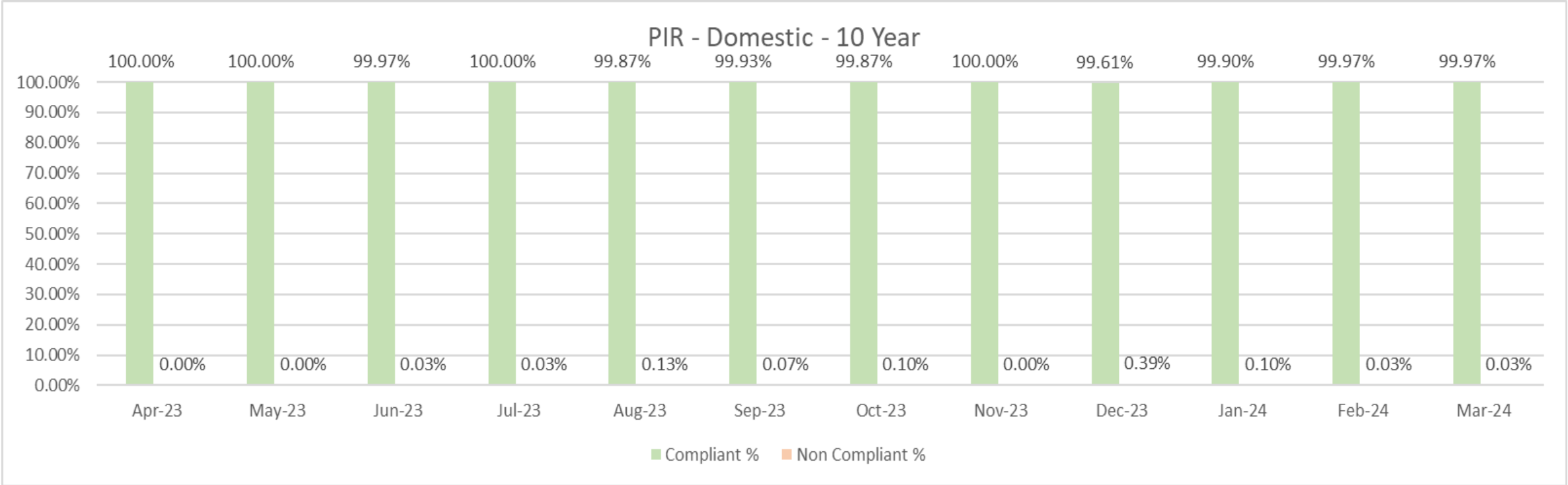
COMPLIANCE PERFORMANCE

Gas

	Compliance figures Landlord Gas Safety Register (LGSR)											
Performance Indicator	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Number of gas safety checks completed	2758	2755	2755	2761	2759	2765	2766	2764	2770	2771	2771	2771
Number of gas safety checks completed in time	2754	2753	2752	2754	2754	2764	2763	2764	2770	2771	2771	2770
% Gas safety checks on time	99.85%	99.93%	99.89%	99.75%	99.82%	99.96%	99.89%	100%	100%	100%	100%	99.96%
% Non-compliant	0.15%	0.07%	0.11%	0.25%	0.18%	0.04%	0.11%	0.00%	0.00%	0.00%	0.00%	0.04%

- Delivered by Mears' gas team
- Average annual compliance figure of **99.92%** with end of year figure of **99.96%**
- Main reason for non-compliance is no access – Mears and Medway Council have work in partnership via a no access procedure – this includes obtaining access warrants.
- Average monthly non-compliance is 0.08% (equivalent of 2 properties)
- Compliance audited by external gas consultant (Phoenix Compliance Management LTD)
- Monthly gas compliance meetings with Mears and PCM.

Electric Domestic 10 year

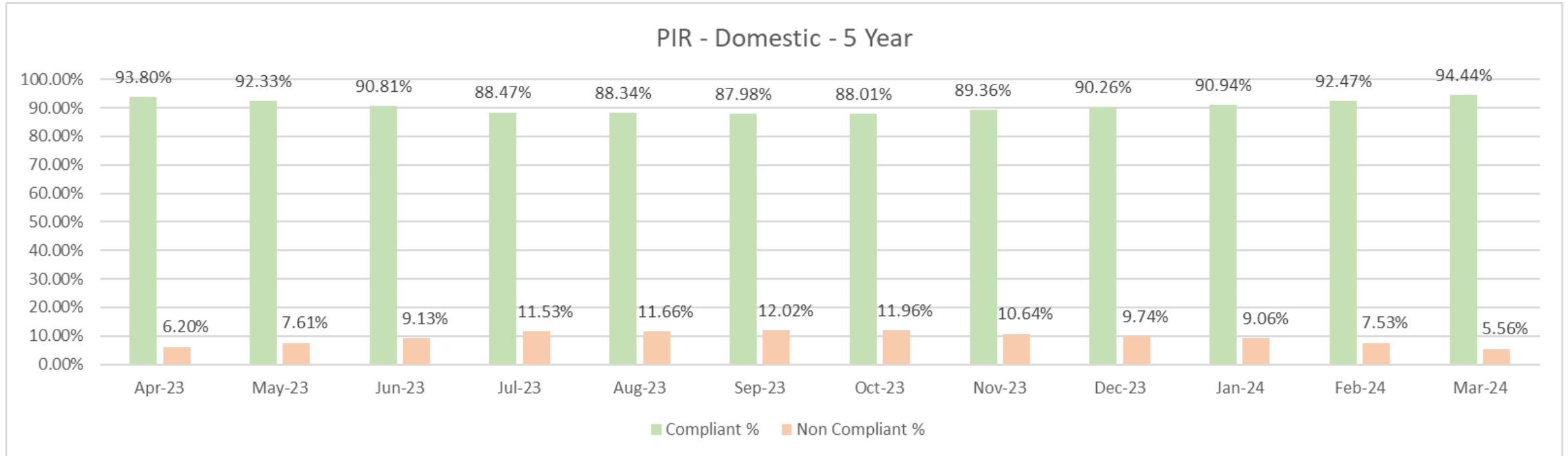


- Delivered by Mears including sub-contract resource
- Average annual compliance figure of 99.92%
- Average non-compliant properties per month 0.08% (2.2 properties)
- Audited by external electrical consultant (Phoenix Compliancy Management LTD)
- Monthly meeting undertaken with Mears alongside other planned works programmes

Note PIR = Periodic inspection report

Electric Domestic 5 year

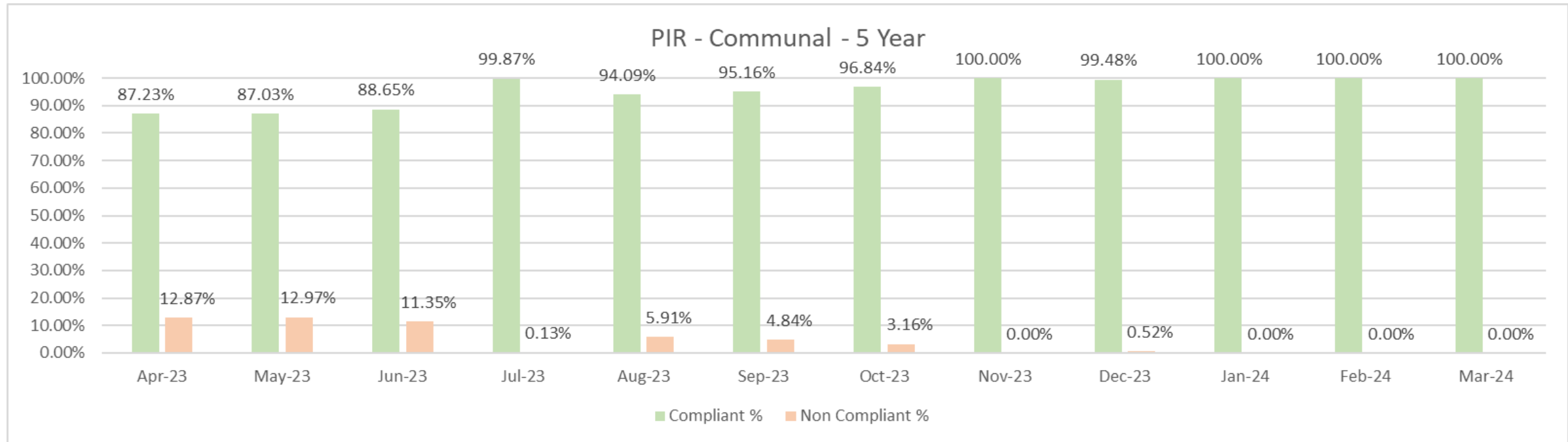
Appendix 1
Year 2023/24



- The current requirement is 10 years; however, the service has been moving towards a 5-year cycle in preparation for impending changes to legislation to mirror the private rented sector.
- Delivered by Mears – including sub-contract resource
- Average annual compliance figure of 90.61% with average non-compliant properties per month 9.39% (294 properties)
- Audited by external electrical consultant (Phoenix Compliancy Management LTD)
- Monthly meeting undertaken with Mears alongside other planned works programmes
- Challenges – Mears having the required resource levels to progress at pace partially due to the competitive rates we are paying through the contract. No access properties continue to remain a challenge. Interventions in place (Mears have added resources from another branch) to get to 100% by 31/3/25.

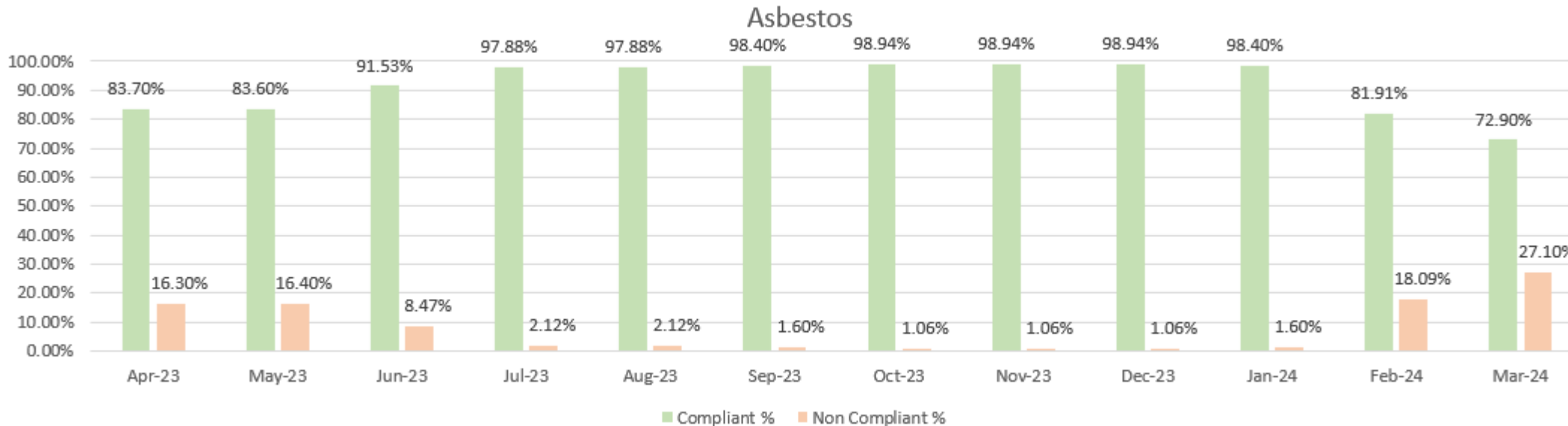
Electric Communal 5 year

Appendix 1
Year 2023/24



- Delivered by Mears – including sub-contract resource
- Communal areas consist of blocks of general needs flats and Homes for Independent Living (HFIL)
- Average annual compliance figure of 95.70% with positive trend in Q3 and full compliancy in Q4
- Audited by external electrical consultant (Phoenix Compliancy Management LTD)
- Monthly meeting undertaken with Mears alongside other planned works programmes

Asbestos – communal areas

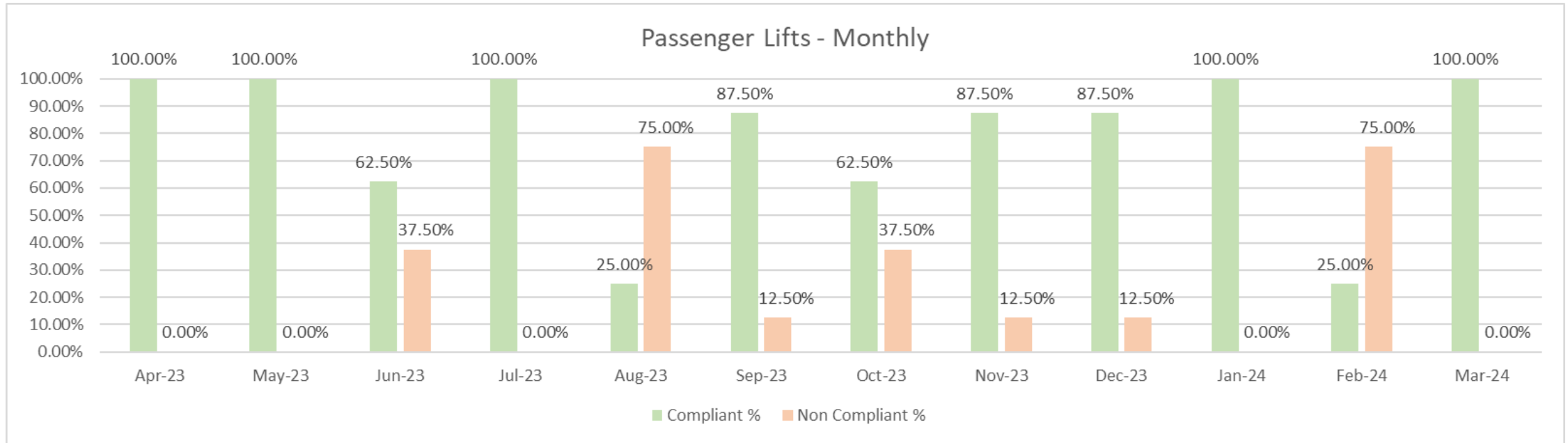


- The service undertakes re-inspection on existing/historic communal surveys.
- Re-inspection of block (248) asbestos surveys – completed by HRA Property Service Officers (asbestos awareness trained).
- Re-inspection frequency is risk based - asbestos type, location of asbestos and risk of disturbance
- Re-inspection frequency is then completed every 1-5 years depending on risk management matrix
- Average annual compliance figure 91.92%
- Average non-compliance figure 8.08% (14 blocks).
- 100% of blocks have a minimum of an asbestos management survey, however not all blocks were re-inspected within the required timescale.

Passenger Lifts

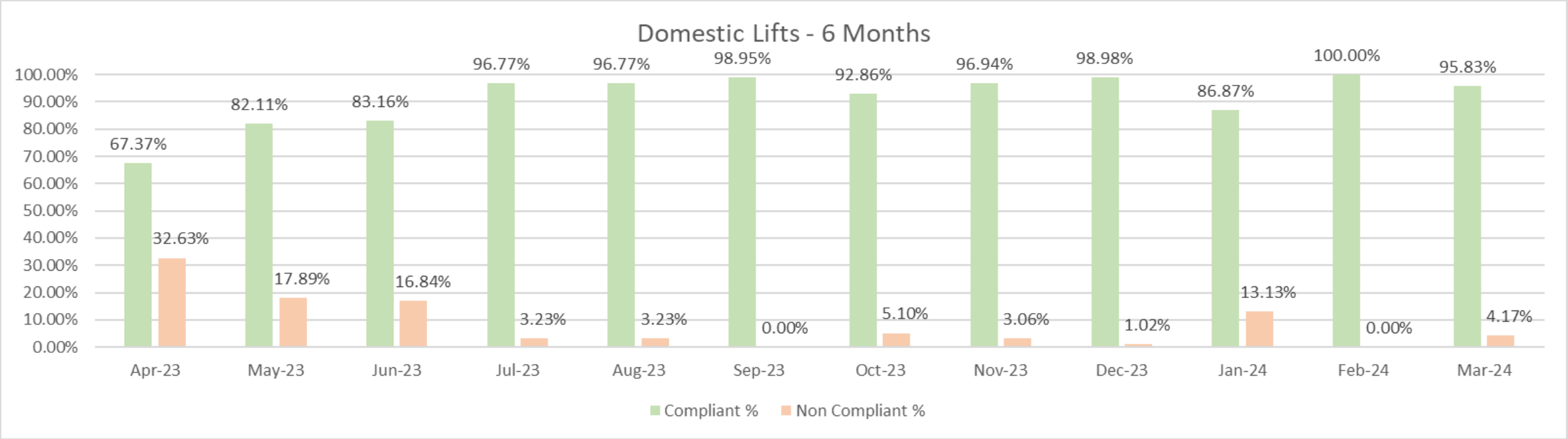
(Lifting Operations & Lifting Equipment Regulations (LOLER))

Appendix 1
Year 2023/24



- All passenger lifts (8) are situated in the HRA's Homes for Independent Living (HFIL) schemes
- All lifts have 6 monthly surveys undertaken by Allianz as part of the corporate lift management arrangement
- Average annual servicing compliance figure 78.13% - 100% compliant at year end
- Average annual servicing non-compliance figure 21.88%
- The service remained **100%** LOLER compliant throughout the year. This is the regulatory requirement the service needs to work to.
- Passenger lift compliancy is managed as part of the corporate contract and undertaken by Allianz, one of the key challenges includes the delays in receiving inspection reports and the management of survey deadlines - Allianz have a monthly deadline (e.g. June) rather than a date specific deadline (e.g. 3 June) this creates delays with the HRAs compliancy tracker.
- The HRA Property & Development Team are in discussions with the Corporate Team and Allianz to review the current process.

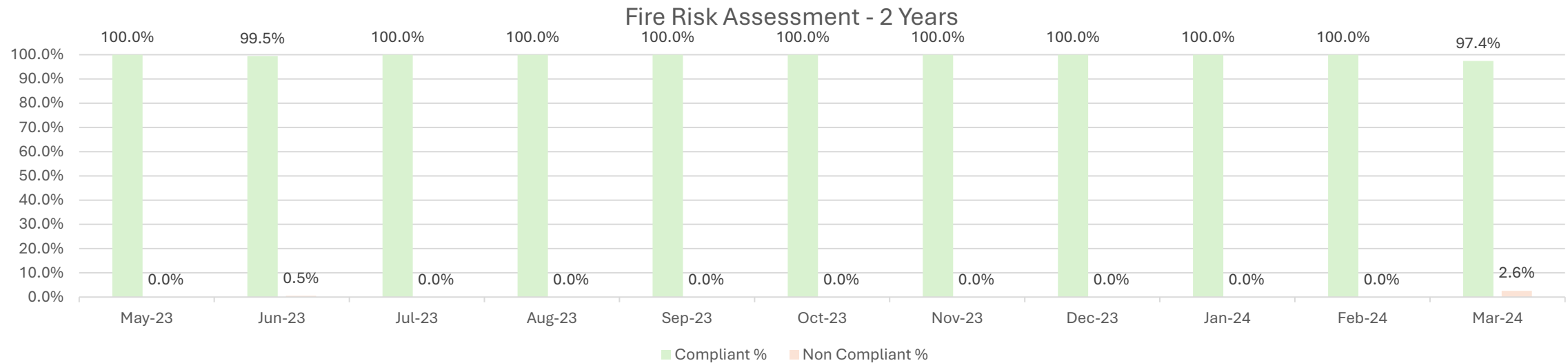
Domestic Lifts



- The HRA have 90 domestic lifts (stair lifts and through floor lifts) are situated across general needs and HFIL schemes.
- All lifts have 6 monthly surveys undertaken by Allianz as part of the corporate lift management arrangement.
- Average annual compliance figure 91.38%
- Average non-compliance figure 8.36% (8 lifts) – main challenge is no-access and certification delays.
- Previous data (number & location of lifts) issues which have now been resolved following a key piece of intelligence work
- The HRA Property & Development Team are in discussion with the Corporate Team and Allianz to review the current certification process.

Fire risk assessment (FRA)

2 yearly programme

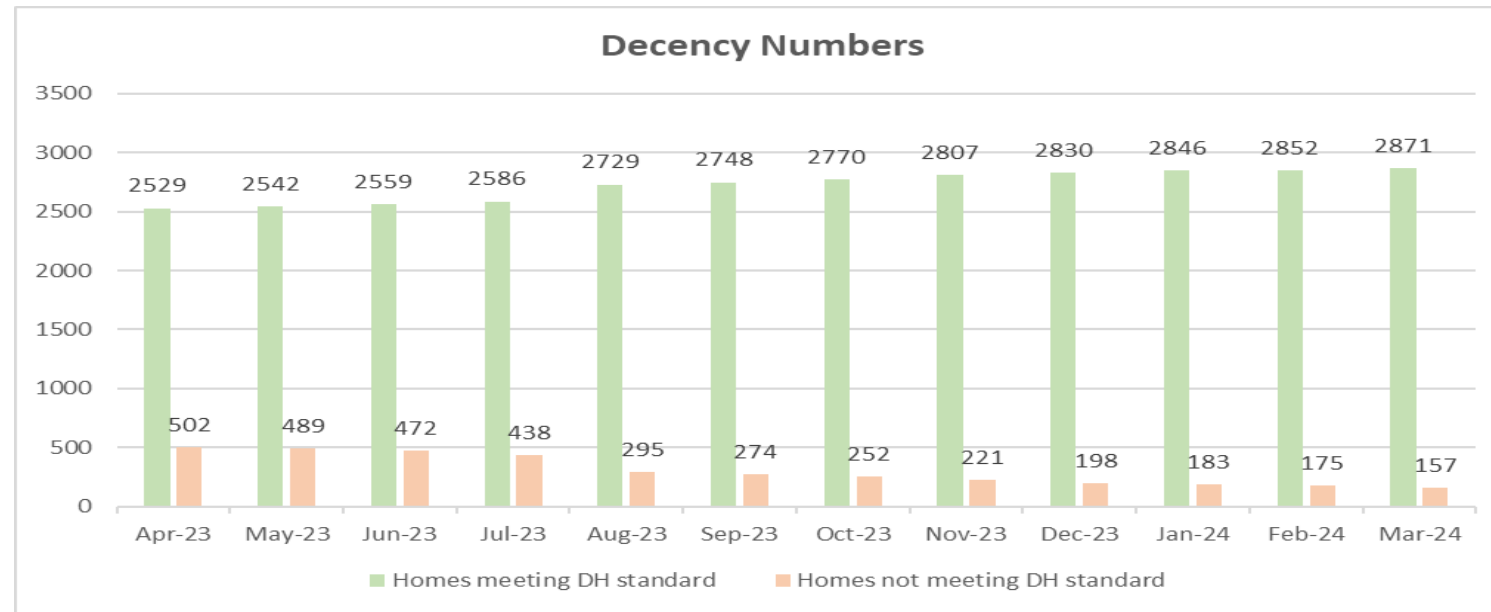


- Undertaken by STG Building Control via a Service Level Agreement (4-year term)
- BI-annual FRA's completed to all communal areas with an annual re-inspection undertaken
- Average annual compliance figure 99.74%
- Average annual non-compliance figure 0.26%

Decent Homes Standard

Appendix 1
Year 2023/24

Compliance



- Decent Homes Standard –
 - (a) it meets the current statutory minimum standard for housing
 - (b) it is in a reasonable state of repair
 - (c) it has reasonably modern facilities and services
 - (d) it provides a reasonable degree of thermal comfort.
- The Decent Homes Standard has 4 criteria which need to be met by the landlord – it supports and influences the annual planned maintenance budget build.
- Significant work has been undertaken over the last year which has seen a 69.9% reduction in properties that do not meet the standard.
- Year-end compliance figure 94.80%
- Non-compliance figure 5.20% – all properties are on planned work replacement programmes 2024/25
- Properties fall out of compliance annually when key components (e.g. kitchens and bathrooms) reach the end of their REM life (remaining life)

PLANNED WORKS PERFORMANCE

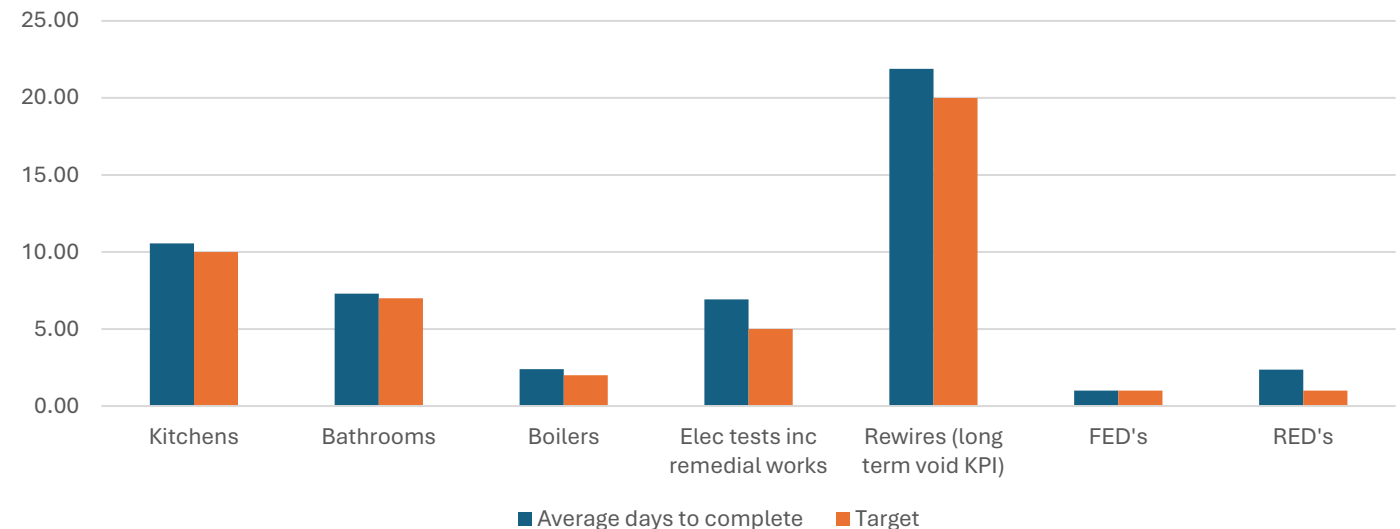
Planned works – Summary

- A total of £5,749m was spent on planned works across the stock in 2023/24.
- A total of 1523 property components (e.g. kitchens, bathrooms) were replaced over the course of the year
- Mears performance was good when benchmarked against KPIs
- Works signed off by HRA Clerk of Works
- Monthly progress meetings undertaken
- Specifications constantly being reviewed to ensure they are current and fit for purpose.
- No access and waivers (tenants not wanting works) remain a challenge. New tenant communication plan to be implemented

Work Programme	Average days to complete	Target
Kitchens	10.56	10
Bathrooms	7.29	7
Boilers	2.40	2
Elec tests inc remedial works	6.92	5
Rewires (long term void KPI)	21.88	20
FED's	1.00	1
RED's	2.36	1

2023/24 ACTUAL SPEND MEARS PROJECTS	£1,945,014.83
2023/24 ACTUAL SPEND NON-MEARS PROJECTS	£3,804,480.85
TOTAL	£5,749,495.68

Mears Decent Homes KPI stats 2023/24



Traditional Planned works - Mears

Workstream	Number Given	Number Done	No Access/On Hold	Number Waivered	Number Left
Kitchens	106	78	16	9	3
Bathrooms	96	59	16	11	10
Boilers	177	137	18	4	18
Smoke Alarms	186	96	86	0	4
CO Alarms	62	54	6	0	2
Windows	28	25	3	0	0
Rewire	24	23	1	0	0
FED	20	20	0	0	0
Rear Door	14	13	1	0	0
Side Door	3	3	0	0	0
Asbestos Reports	311	132	2	0	177
Flat Roof	31	15	15	0	1
PIR - Domestic	1022	712	285	0	25
PIR - Communal	100	100	0	0	0
Total:	2180	1467	449	24	240
Total %		67.3%	20.6%	1.1%	11.0%

E.G - PIR DOMESTIC

STATUS	QTY
ALREADY COMP	9
DUPLICATION	12
NO ACCESS	104
NOT DUE	107
ON HOLD	1
SOLD	1
VOID	51
Grand Total	285

- Traditional planned works (i.e. kitchens, bathrooms...etc) completed by Mears totalled circa £1.35m equating to 74% of the instructed programme. An average of £112,500 & 122 pieces of planned works were completed each month.
- Underspend due to No Access, tenants refusing works, and some works not being required due to them having significant repairs completed to them.
- Remaining works to complete are a combination of works instructed later in the year after being identified during a survey and to increase the accuracy of the HRA's asbestos information ahead of new contracts starting 1/9/24.

Note – FED – Front Entrance Door

ENERGY WORKS PERFORMANCE

Energy

2023/24			
EPC Rating	Number	% - Total Stock	% - Properties with EPC
A	0	0.00%	0.00%
B	96	3.17%	3.25%
C	2073	68.48%	70.25%
D	754	24.91%	25.55%
E	25	0.83%	0.85%
F	2	0.07%	0.07%
G	1	0.03%	0.03%
Total EPC	2951	97.49%	100.00%
Valid EPC	2706	89.40%	
Non Valid EPC	245	8.09%	
No EPC	76	2.51%	
Properties	3027		

Latest Stats			
EPC Rating	Number	% - Total Stock	% - Properties with EPC
A	0	0.00%	0.00%
B	134	4.38%	4.42%
C	2140	69.98%	70.51%
D	732	23.94%	24.12%
E	26	0.85%	0.86%
F	2	0.07%	0.07%
G	1	0.03%	0.03%
Total EPC	3035	99.25%	100.00%
Valid EPC	2915	95.32%	
Non Valid EPC	120	3.92%	
No EPC	23	0.75%	
Properties	3058		

- £1.024M of Social Housing Decarbonisation funding obtained (SHDF W2) - 190 worst performing properties to receive energy efficiency improvement works
- 729 Energy Performance Certificate's (EPC) completed (339 via the Mears traditional programme)
- 89% of stock had a valid EPC with an average Standard Assessment Procedure (SAP) for energy rating score of 70.96 (EPC C) Properties with a non-valid or due to expire are on the 2024/25 EPC programme.
- Expecting 100% valid EPC data within 12 months
- Circa £300k spend on EPC surveying and energy efficiency works in 2023/24
- Inhouse HRA Retrofit Coordinator to be appointed who will manage energy efficiency works and complete EPC's directly

KNOWING OUR STOCK

(ASSET MANAGEMENT)

Understanding our stock – property survey information

End of Year data

- Medway Council (HRA) own 3027 domestic dwellings (properties)
- 267 properties have a valid SCS (completed within the last 5 years)
- 12 properties have cloned data (all due for a new SCS in 2024/25)
- The remaining 2748 properties have a stock condition survey older than 5 years.
- Of the 2748 properties, 1023 have had a Decency Survey since February 2023 .
- In the last 5 years, 532 void properties were brought up to the lettable standard (HHSRS compliant) although they have not had a SCS or a Decency Survey

Domestic Properties - SCS		End of 2023/24	
Description	Number	% of Stock	
Valid SCS within last 5 years	267	8.73%	
Properties without Valid SCS but had a Decency Survey in last 5 years	1023	33.45%	
Properties without Valid SCS and no Decency Survey but has been void in last 5 years	532	17.40%	
Sub Total: Properties Visited in last 5 Years	1822	59.58%	
Sub Total: Properties to be Visited in 2024/25	1007	32.93%	
Total Stock	3027		
Blocks - SCS		End of 2023/24	
Description	Number	% of Stock	
Valid SCS within last 5 years	248	100%	

Moving forward to achieving 100% stock condition surveys

- Introduction of a 5-year cyclical (rolling) SCS programme commencing this year – target set at 600 per annum
- In- house stock condition surveyor employed plus support from other technical officers within the Property Services Team
- 376 SCS completed (248 to blocks and 128 to domestic dwellings) in 2023/24. While the number of domestic dwellings appears low, to support the review of the Business Plan, block communal areas were given priority during October and November 2023.
- Programme continues to aim to complete all remaining SCS by 31 March 2028

Mitigating the risks

SURVEYS COMPLETED													
Survey Type	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total
Decency Survey - Number of Properties	42	102	86	75	71	91	185	138	61	46	42	47	986
HHSRS - Number of Properties	54	63	87	90	90	111	198	140	58	69	47	56	1063
EPC	33	74	31	46	41	47	155	99	35	57	45	66	729
Stock Condition Survey	2	11	20	18	22	19	96	135	2	17	7	27	376
Total:	131	250	224	229	224	268	634	512	156	189	141	196	3154

- The HRA are aware of the potential risk the low compliance against Stock Condition Surveys, to mitigate any risk additional surveys have been introduced to support the understanding of the stock and highlighting any potential risks earlier.
- The Team have introduced additional surveys to compliment SCS:
 - Decency Surveys - completed by HRA Technical Officers as well as an external consultant. The purpose of these surveys is to validate REM life of key Decent Homes components such as kitchens and bathrooms
 - Housing, Health & Safety Rating System (HHSRS) - completed by HRA Technical Officers as well as an external consultant on every visit. These surveys check the property for any health and safety hazards.
 - EPC - completed by a consultant, however the service aspires to upskill existing staff and bring this function in house. These assess the properties energy performance level

HHSRS RESULTS													
Survey Type	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total
CAT 1 - Emergency	4												4
CAT 2 - Urgent	14	3	2	1	4	2	2	1					29
Total:	18	3	2	1	4	2	2	1	0	0	0	0	33

HHSRS results analysis:

- Any remedial works identified are instructed to Mears with the necessary priority rating
- The Asset Management Team track these actions through to completion
- 60.56% of the stock has a valid HHSRS survey as of 31/3/24

Damp and mould – a proactive approach

Appendix 1
Year 2023/24

DAMP & MOULD PROACTIVE CONTACTS														
Description	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total	Average per month
Total number of properties	3024	3024	3027	3043	3043	3043	3043	3043	3043	3059	3059	3059		
Total number contact attempted	113	134	109	293	68	73	338	361	152	297	261	178	2377	198
Successful contacts	83	79	79	107	42	39	143	154	30	111	118	62	1047	87
Number reported damp / mould issues	43	48	44	42	30	29	34	39	12	57	58	21	457	38

- The Property Services team attempted to contact 2377 properties (circa 78%) to proactively ask if the residents have any damp or mould in their properties.
- This has been deemed as good practice and adopted by other landlords across Kent.
- The services managed to successfully engage with 1047 properties (circa 34%), damp and mould (D&M) was not reported on every occasion.
- Following reports of potential D&M, property visits were arranged for a HRA property surveyor or a Mears operative.
- The service received 6 disrepair claims relating to damp and mould during the year with all 6 claims in the process of being defended.
- The service will shortly begin installing sensors into properties which will prompt when a property is at risk of D&M forming.
- The service invested circa £36k to improve ventilation (installing extractor and pacifier vents) across the stock to assist with preventing D&M returning.

Note: total number of properties varies to EOY HRA stock levels as General Fund temporary accommodation and HRA HMOs are included in the Council's proactive response to D&M.

Damp and mould - repairs

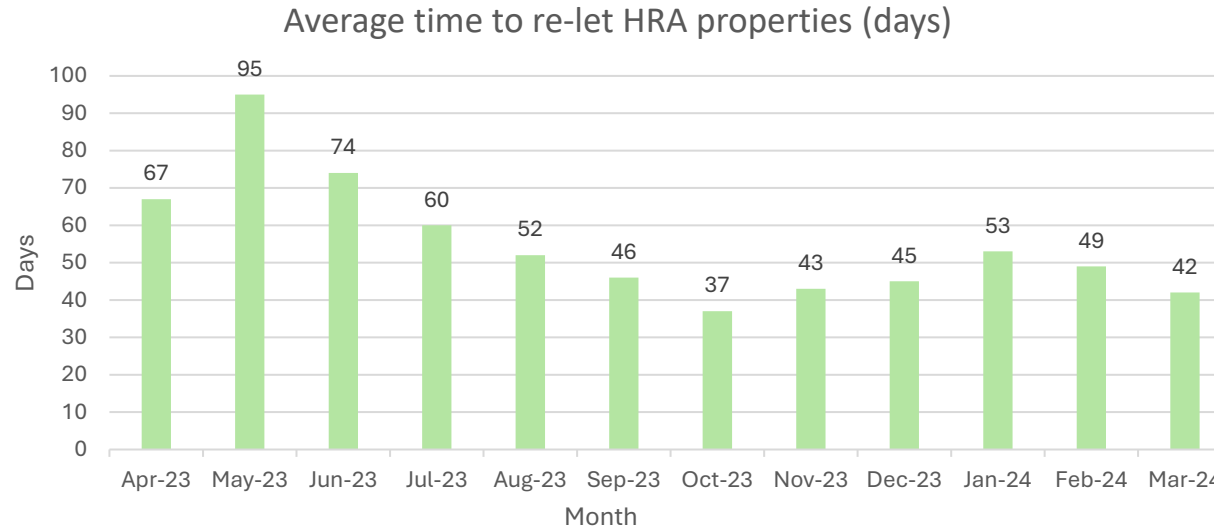
Appendix 1
Year 2023/24

Description	QTY
Number of Properties Jobs Raised to in 2023/24	485
Number of Properties Jobs Completed	457
Properties Jobs Outstanding	28
Number of Jobs Raised in 2023/24	550
Number of Jobs Completed	509
Number of Jobs Outstanding	41

Job Outstanding Reason	QTY	%
ACCESS ISSUE	9	21.95%
CANCELLED	21	51.22%
JOB TO RERAISED	1	2.44%
TENANT DELAY	5	12.20%
TO START	5	12.20%
Grand Total	41	

- In addition to proactive calls, every contact made during the monthly Big Door Knocks, tenants are asked if D&M is present in their property. This consisted of 689 tenants for 2023/24. Tenants are also able to raise concerns over D&M via the day-to-day repairs service.
- A total of 550 D&M jobs were raised to 485 properties (16.02% of the HRA's housing stock) in 2023/24 (this includes multiple jobs if required),
- 94.23% (457) of jobs raised have been completed with the remaining 5.77% (28) pending completion
- The service continues to attempt to gain access to those properties that are outstanding.
- A damp and mould policy has been written and published with a guidance leaflet provided with all new tenancy sign ups, Big Door Knocks, available on the website and located in keys locations (hubs, libraries) where the HRA stock is located.

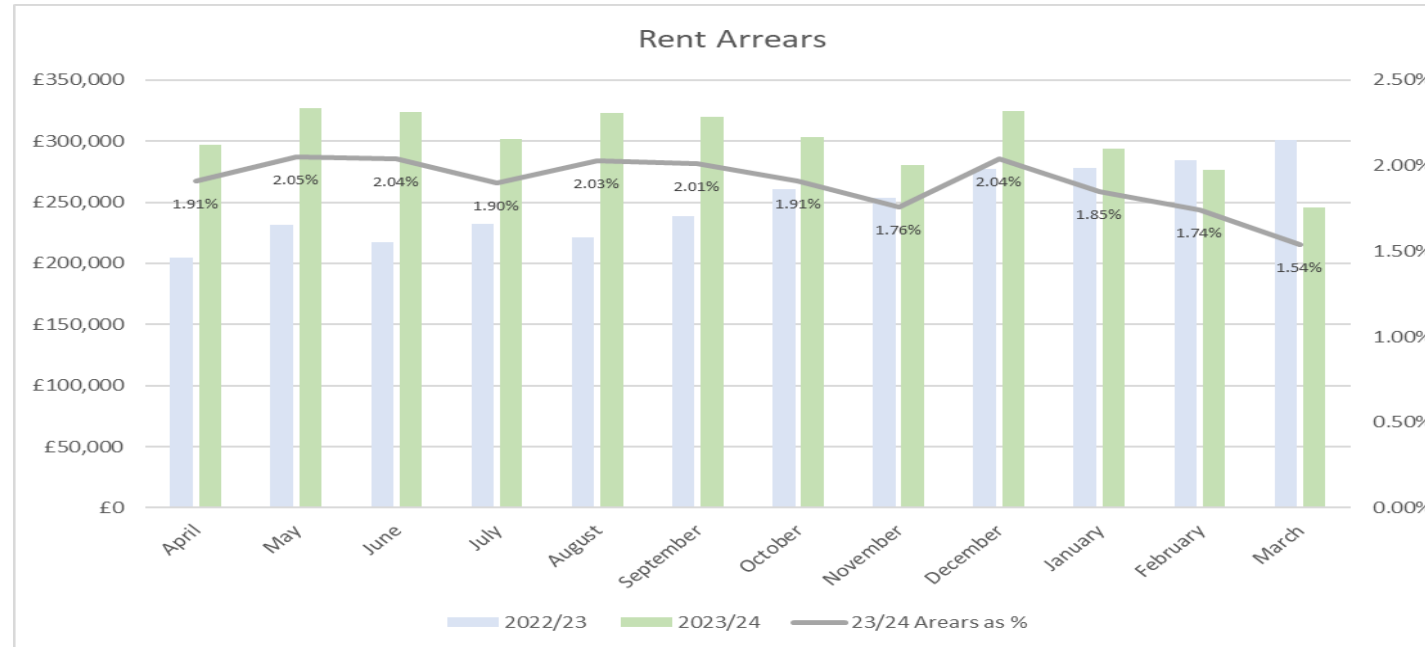
Void Turnaround



- Void turnaround is the period between a property becoming vacant, re-lets works being complete and a new tenancy commencing.
- The average monthly relet period (void) was 55.25 days
- The lowest re-let period recorded in October 2023.
- Weekly void meetings are undertaken and led by the Property Services Team, with attendance from Re-housing, Tenancy Management and Mears
- Action was taken when the void turnaround peaked in May 2023 at 95 days, this was primarily due to contractor performance, this led to a performance improvement programme for Mears (void contractor):
 - Mears were required to increase labour; this was achieved with an additional sub-contractor being assigned
 - A dedicated HRA Officer working from Mears' Medway branch HQ to ensure joint inspection specifications were agreed without delay
 - Post inspections completed on time with minimal snags
 - A third party Trusted Service Manager (TSM) was introduced to solely deal with gas and electric meter issues – this is a free service which ensures a seamless transfer of utility accounts between outgoing and incoming tenants. This has freed up supervisor and admin staff time to concentrate on operational concerns

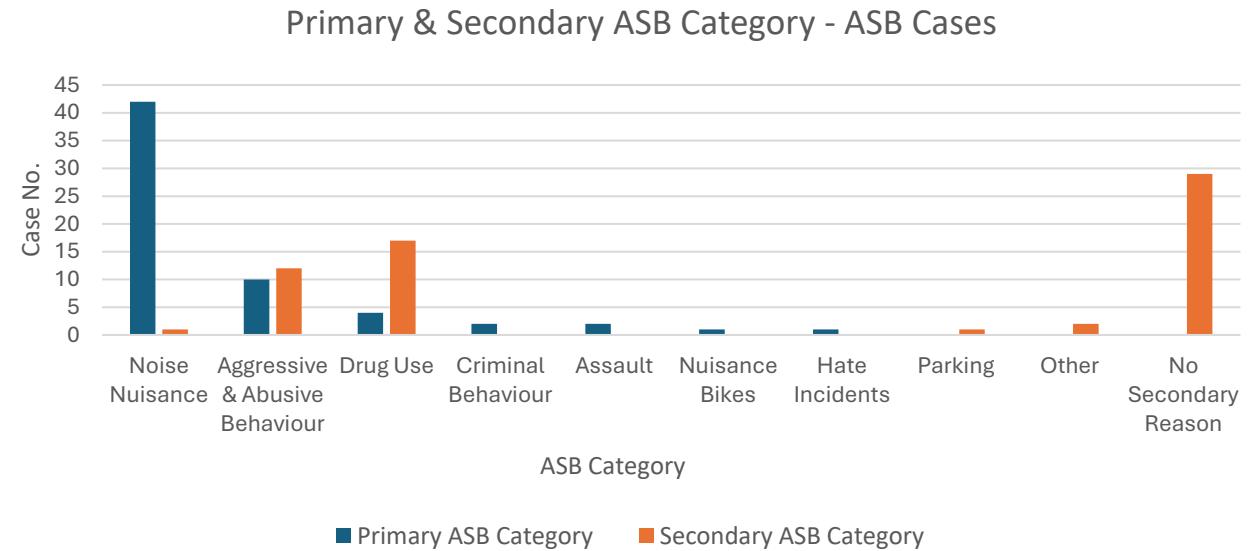
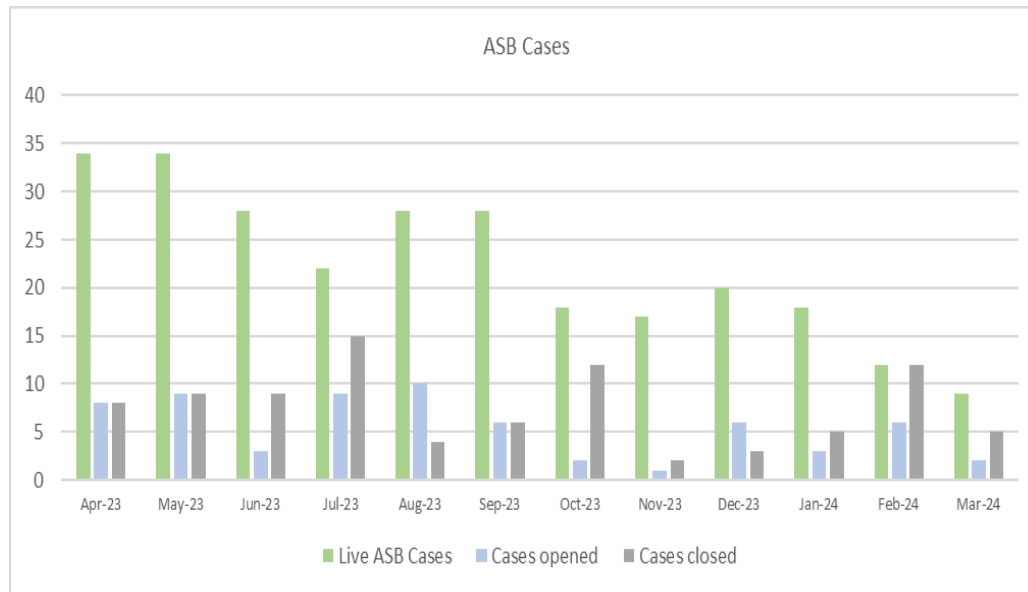
TENANT SERVICES TEAM

Rent arrears



- Rent arrears peaked at the end of March 2023, following a senior housing management restructure, income and arrears management was moved from the Housing Needs into the newly created Tenant Services Team.
- Rent arrears continued to rise throughout Q1 2023/24, this resulted in a new action plan to support the reduction in arrears.
- The action plan included: bi-weekly complex case management, monthly audits of cases over £1000, review of the escalation procedure and the recruitment of a temporary Income & Arrears Housing Officer (12 months from December 2023)
- Tenants also have access to two dedicated tenancy sustainment officers who work across income, arrears and tenancy management.
- While the increase in arrears followed expected trend figures have continued to be higher than previous years, reasoning for increase arrears levels include on-going migration to Universal Credit and the Cost of Living.
- The combination of early intervention, increased resources, access to HRA dedicated tenancy sustainment officers, regular drop-in surgeries at Tywdall Hub and use of available cost of living funding programmes, EOY arrears reduce to 1.54% of the annual rent roll for 2023/24.

Anti-Social Behaviour (ASB)



- 65 formal ASB cases have been opened during 2023/24 – primary reason for ASB – noise nuisance (67.7%) with secondary reasons for ASB – drug use (29%)
- ASB tools used to manage ASB cases – Community Protection Warnings (CPW), Community Protection Notices (CPN), ASB App – mediation – legal action – introductory tenancies
- Following a low satisfaction rate in the HRA’s baseline TSM Perception Survey an ASB improvement action plan was created:
 - Recruitment of a specialist ASB Housing Officer
 - Recruitment of one of the first ASB Apprentices undertaking the Resolve ASB & Community Safety Apprenticeship
 - Implementation of the ASB app reporting tool
 - Improved monthly case reviews of all open ASB cases
 - Review and update of the ASB Policy
 - Introduction of an ASB closure survey
- The Tenant Services Team have successfully implemented Medway Council’s first Family Intervention Tenancy in partnership with Early Help and Education – this prevented the family from becoming homeless, the child being escalated to Child in Need and a lengthy legal case.
- Active participation with community safety partners in ASB Week

Resident Engagement

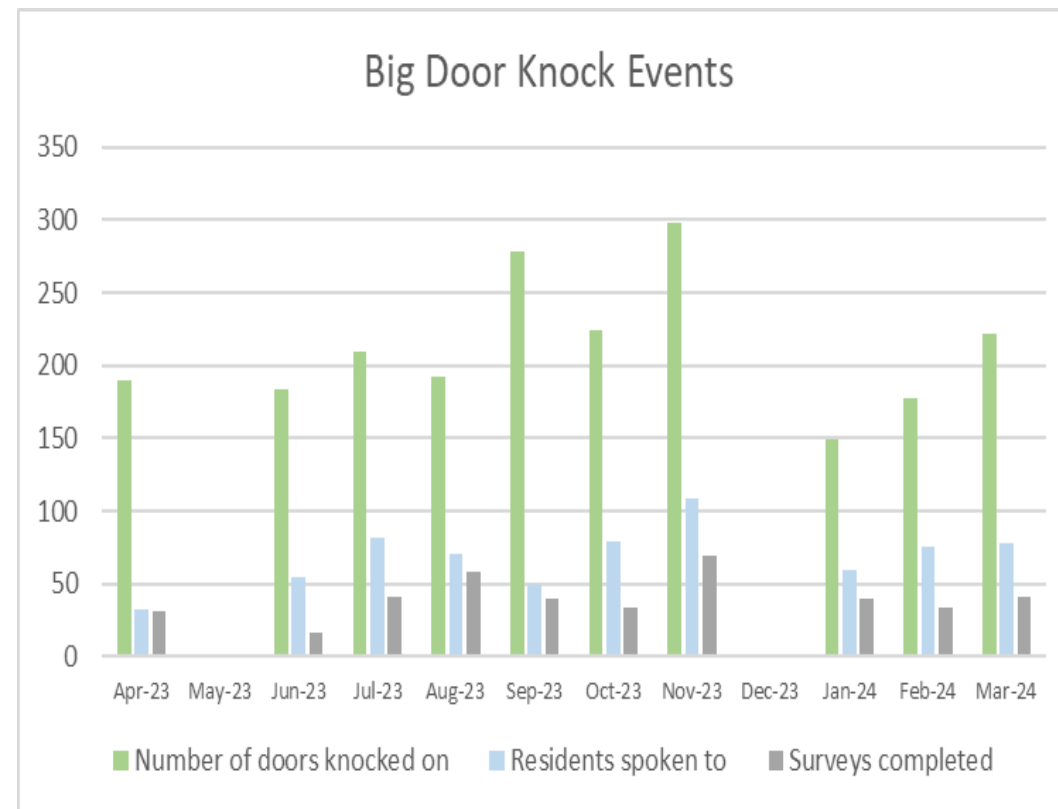
The Tenant Services Team took the difficult decision to strip back previous tenant and resident engagement and effectively start again, reviewing of previous engagement events, social media and opportunities for tenants to influence the decision-making process.

This has resulted in the following initiative, outcomes & events:

- This meant re-invigorating the Resident Scrutiny Panel
- Formal invite by the Housing & Property Portfolio holder for members of the Resident Scrutiny Panel to join the membership of the HRA Governance Board.
- Creation of Our Tenant Commitments in partnership with the Residents Scrutiny Panel
- Have active tenant participation in the repairs and maintenance re-tendering process.
- Increase the Big Door Knock initiative from bi-monthly to monthly (excluding December – the increase in frequency commenced from June 2023)
- Increase the frequency of drop-in surgeries at Twydall Hub
- Review of the Terms of Reference for the Resident Scrutiny Panel which included all HRA housing policies to be presented to the Panel prior to HRA Governance Group sign off.
- Producing a new quarterly tenant and leaseholder newsletter – Housing Matters

Big Door Knocks initiative:

- HRA officers knocked on 2124 doors (70% of total HRA dwellings)
- Tenants spoken to 689 (32.4% of active tenancies)
- Information collected – preferred methods of contact, community improvement ideas, household vulnerability information, information on how to make a complaint, outstanding repairs and whether damp and mould is present



Big Door Knock	Apr-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Jan-24	Feb-24	Mar-24	Total
Number of doors knocked on	190	184	210	192	278	224	298	149	177	222	2124
Residents spoken to	32	54	82	70	50	79	109	60	75	78	689
Surveys completed	31	16	41	58	40	34	69	40	33	41	403

CUSTOMER INSIGHT

Tenant Satisfaction Measures (TSM) Perception Survey

The TSMs consist of 22 measures, ten will be measured by landlords directly (see the next slide) and 12 measured by landlords carrying out tenant perception surveys.

A baseline survey for the TSM perception measures was carried out in March 2023 followed by the first statutory perception survey completed in October 2023.

Ref	Measure	Baseline survey	Results	Comparison	
		March 2023	October 2023		
TP01	Overall satisfaction	64%	69%	↑	5%
TP02	Satisfaction with repairs	68%	70.60%	↑	3%
TP03	Most recent repair	66%	66.90%	↑	1%
TP04	Home is well maintained	62%	68.80%	↑	7%
TP05	Home is safe	65%	69.80%	↑	5%
TP06	Landlord listens to tenant views	46%	51.30%	↑	5%
TP07	Landlord keeps tenants informed	55%	61.80%	↑	7%
TP08	Landlord treats tenant fairly	64%	67.70%	↑	4%
TP09	Complaints handling	28%	26.20%	↓	-2%
TP10	Communal areas kept clean/well maintained	56%	63.60%	↑	8%
TP11	Landlord makes a positive contribution	45%	53.60%	↑	9%
TP12	Handling of ASB	39.00%	45%	↑	6%

- The Regulator of Social Housing (RSH) created a new system of assessing how well social housing landlords are doing at providing good quality home and services. Following a consultation period between December 2021 – March 2022 the formal TSM Standard was published in September 2022 with implementation from April 2023.
- 2887 tenants were invited to take part in the October 2023 TSM survey - 737 tenants responded - 63.6% completed online and 36.4% via telephone
- Using the feedback from each survey an action plan has been implemented to ensure we are listening to residents and delivering services effectively and in ways that suit them.
- A further follow-on survey was carried out focusing on complaints to investigate any issues behind the decline in performance, specifically in this area.
- The second annual survey has been scheduled for September/October 2024.

Tenant Satisfaction Measures (TSM)

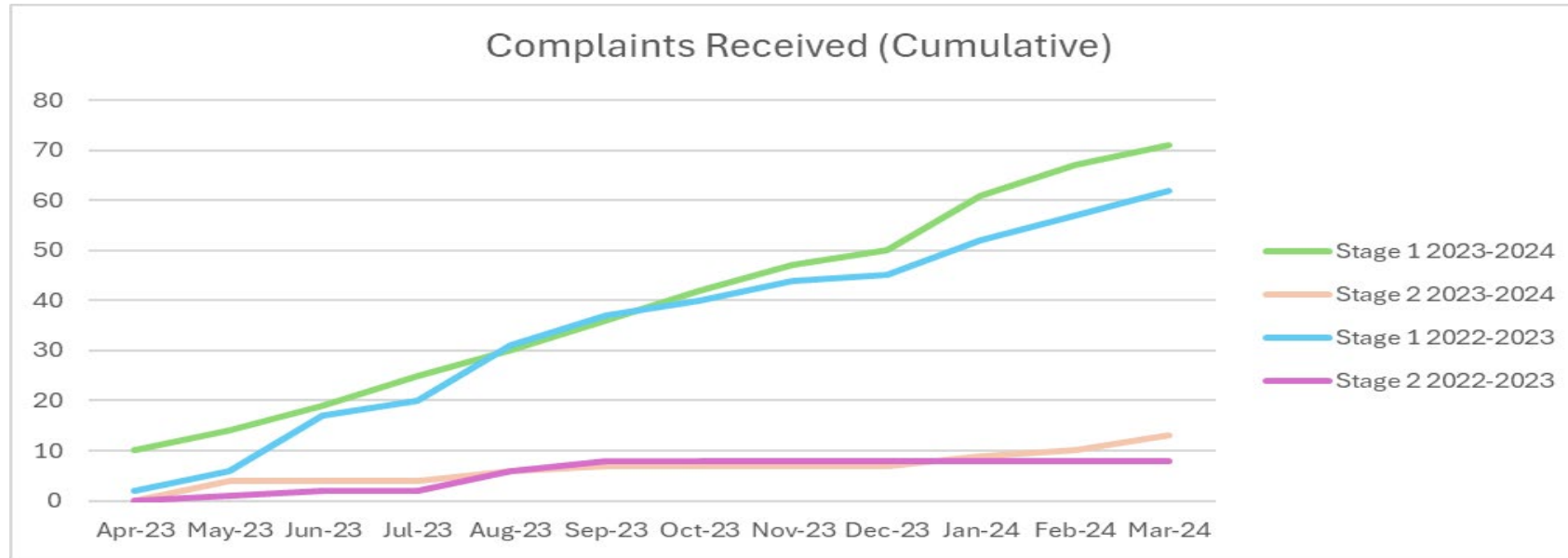
Management Information

Measure	Result
Proportion of homes for which all required gas safety checks have been carried out	99.9%
Proportion of homes for which all required fire risk assessments have been carried out	100%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	72.90%
Proportion of homes for which all required legionella risk assessments have been carried out	100%
Proportion of homes for which all required communal lift safety checks have been carried out	100%
Number of anti-social behaviour cases opened per 1,000 homes	21.4
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.3

Measure	Result
Proportion of homes that do not meet the Decent Homes Standard	5.20%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale	96%
Proportion of emergency responsive repairs completed within the landlord's target timescale	98.80%
Number of stage one complaints made by tenancy in the relevant stock type during the reporting year per 1,000 homes	23.4
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	76%
Number of stage two complaints made by tenancy in the relevant stock type during the reporting year per 1,000 homes	4.2
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%

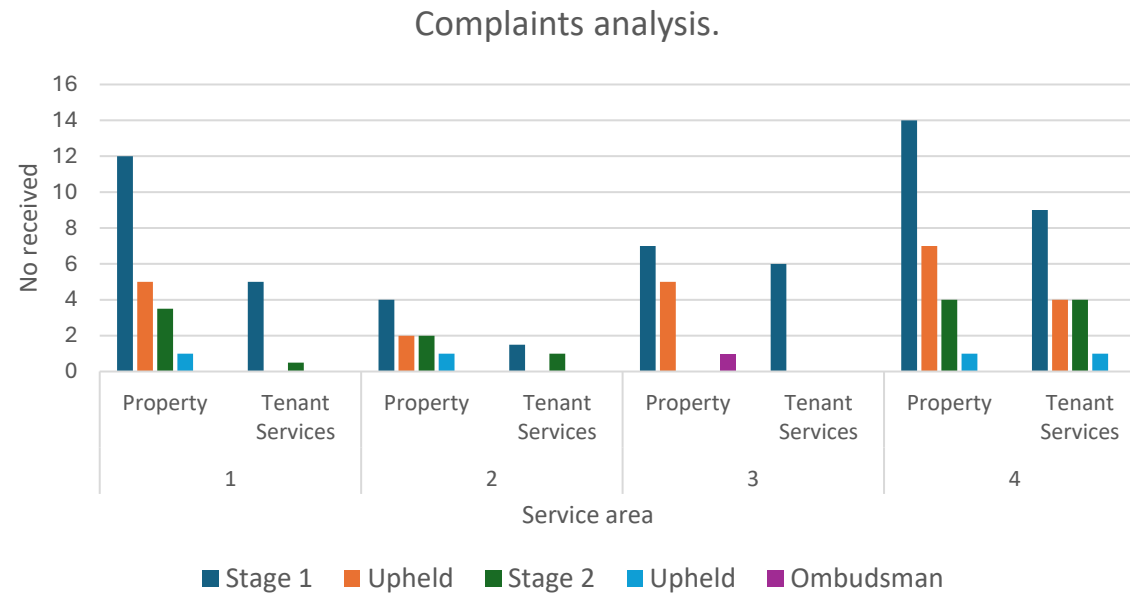
- The technical TSMs are collated by the landlord direct and cover several key areas of housing and asset management service areas.
- The data is provided to the Regulator with the perception TSMS, the deadline for 2023/24 is 30 June 2024.
- Both the baseline and actual perception survey outcomes have been presented and discussed at the Tenant Scrutiny Panel & HRA Governance Group
- Action plans are in place to ensure continuous performance improvement

Complaints – received & outcomes



- HRA landlord services received 84 complaints throughout the year, this was a 20% increase on the previous year (70).
- 71 (84.5%) of complaints were resolved at Stage 1.
- 13 (15.5%) of complaints were escalated to Stage 2 with 92.3% resolved.
- One stage 2 compliant was escalated to the Housing Ombudsman (Q3) - outcome expect early Q1 2024/25
- Financial remedies offered at Stage 1 - £725
- Financial remedies offered at Stage 2 - £800
- Ombudsman financial remedy - £0.00

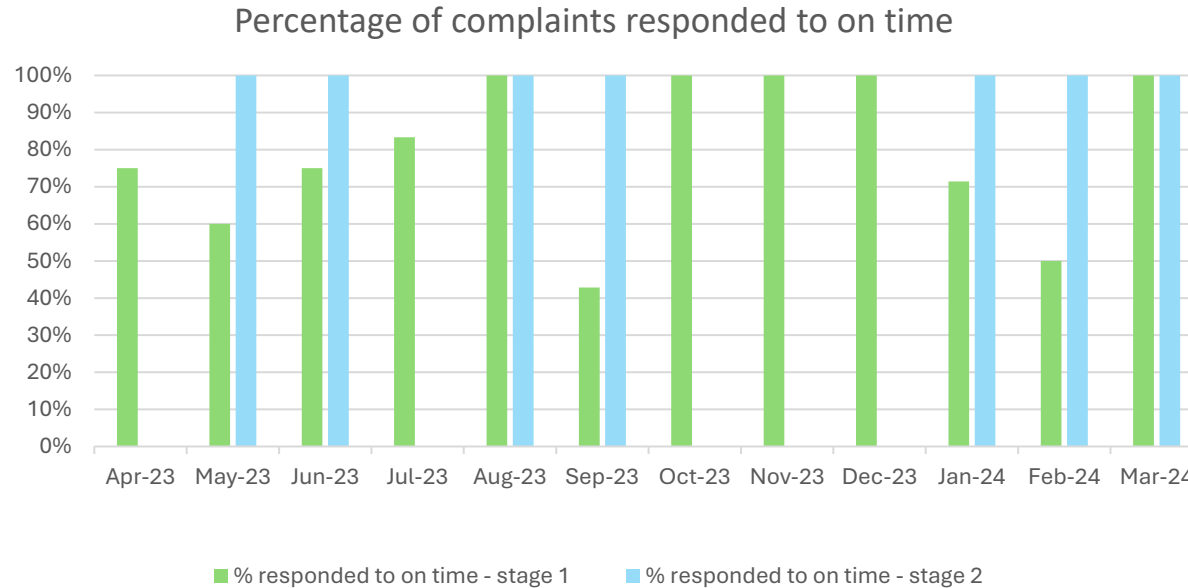
Complaints - analysis



- Housing Services records all cases via a Teams channel and workload – Board. This allows for clear recognition of stage, officer/team responsible and time frames. Reminders are automatically sent out to the lead case officers to support the commitment to respond to complaints on time.
- Quarterly analysis and reporting is undertaken by the HRA Governance Group – which includes the reasoning behind the complaints
 - Property services (including complaints to Mears) have seen a steady increase over the year, peaking in Q4 with 18 complaints
 - Mears have been unable to recruit a new Customer Care Manager since the beginning of the year, this person would normally support the local branch to resolve dissatisfaction to prevent formal complaints. This was raised in the core strategy meetings and a member of the Mears Canterbury branch has now been moved into Medway pending permanent recruitment
 - Tenant Services received a number of complaints regarding leaseholder service charges. Service charge invoices are posted during Q4
 - Communication by housing officers was a theme throughout the year, additional guidance and awareness training around the expected standard of service delivery

Complaints – analysis and improvement

Appendix 1
Year 2023/24



- In addition to analysing the reason for complaints, performance against expected response times are reviewed.
- The HRA achieved 100% compliancy for Stage 2 complaints, however only 71% of Stage 1 complaints met the performance target.
- While there was a variety of reasons for missed deadlines including a number outside of the HRA's control, where reasons were attributed to the HRA an internal process review was undertaken.
- This resulted in an amendment to the signoff procedure and building resilience within the team to manage the complaints board.
- The housing Customer Relations Officer delivered compulsory complaints training to officers and managers involved in the process to highlight the need for good quality, factual and on time responses.
- To compliment continuing improvement with the management and handling of complaints (low satisfaction TSM perception outcomes) the HRA have an active improvement action plan.