



Housing Performance Panel

Quarterly Meeting

2 March 2022 – 13:00 to 16:00

Agenda Pack

Housing Performance Panel Agenda

Date: **Wednesday, 2 March 2022**

Time: **13:00 – 16:00**

Venue: **Zoom (Virtual Meeting)**

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1. Welcome and apologies

The Chair will welcome all present and apologies will be noted.

2. Quorum

A quorum shall consist of 50% of members.

3. Minutes of meeting held on 1 December 2021

The minutes of the meeting held on 1 December 2021 are included for approval.

Housing Performance Panel

Minutes of the Quarterly Meeting held on Wednesday, 1 December 2021 from 13:00 to 16:00 via Zoom

Attendees:	<p>Cllr John Batchelor</p> <p>Brian Burton</p> <p>Les Rolfe</p> <p>Paul Bowman</p> <p>Elaine Phillips (Mears)</p> <p>Geoff Clark (SCDC – Neighbourhood Services Manager)</p> <p>Grace Andrews (SCDC – Data Quality and Improvement Team Leader)</p> <p>Eddie Spicer (SCDC – Service Manager Housing Assets)</p> <p>Bronwen Taylor (SCDC – Resident Engagement Officer) – Minute taker</p>
Apologies:	<p>Ffion Daniels</p> <p>Patricia Hall</p> <p>Peter Campbell (Head of Housing) – Chair</p> <p>Jennifer Perry (Resident Involvement Team Leader) – Vice Chair</p>

Item	Subject	Action
1.	<p>Welcome and Apologies</p> <p>As Peter Campbell was attending another meeting and Jennifer Perry was on sick leave, Geoff Clark chaired the meeting.</p> <p>Geoff Clark welcomed the panel to the meeting, at 13:00.</p> <p>Apologies were received from Ffion Daniels, Patricia Hall, Peter Campbell and Jennifer Perry.</p>	-
2.	<p>Quorum</p> <p>The meeting was quorate.</p>	-

Item	Subject	Action
3.	<p>Minutes of previous meeting – 9 September 2021</p> <p>Geoff Clark referred to the minutes of the meeting held on 9 September 2021.</p> <p>They were proposed by Paul Bowman and seconded by Les Rolfe and Cllr John Batchelor as a true reflection of the meeting.</p>	-
4.	<p>Matters Arising</p>	-
4.1	<p>SCDC Review of Quarter 1 Performance Data (Item 5.2)</p> <p>Grace Andrews confirmed that she had queried the number of text messages with Diane Keay of Mears, who had advised that she was working with the team to ensure mobile numbers were captured and recorded correctly.</p>	
4.2.	<p>Estate Inspections Report (Item 5.6)</p> <p>Geoff Clark confirmed that he had raised the issue of dealing with abandoned cars with the Housing Officers. He said that they did take proactive action when they came across abandoned vehicles on formal or informal estate walkabouts or when the matter was brought to their attention by residents.</p>	-
5.	<p>Standing Items</p>	-
5.1.	<p>Mears Group – Review of Quarter 2 Data</p> <p>Elaine Phillips, from Mears, presented the Mears Group Quarter 2 Data report and said that she was still monitoring the repair jobs. She added that there was a delay in receiving materials due to a shortage with suppliers and asked if the panel would like her to re-run the relets report.</p> <p>Geoff Clark asked the panel if the statistics should be revisited.</p>	

Item	Subject	Action
	<p>Eddie Spicer said it would be good to see them but questioned if they would add any value.</p> <p>Geoff Clark agreed and asked for the correct figures to be included for the next meeting. He thanked Elaine Phillips for presenting the Mears report.</p>	E Phillips
5.2	<p>SCDC – Review of Quarter 2 Performance Data</p> <p>Grace Andrews went through a presentation on the Review of Annual Performance Data and a Comparison of Previous Years Key Data highlighting the key indicators that had either increased or declined. She referred to the B&B core spend, and the Housing Benefit money received, which would reduce the core spend. She also explained that there would be further monies allocated from the covid grant at year end. She asked the board if they would still like to see the B&B Spend updates quarterly, even though the true spend was not available until year end?</p> <p>Cllr Batchelor said that he would prefer to see the true figures at the end of the financial year, however, he and Geoff Clark agreed that it would also be good to see the quarterly update in order to keep track.</p> <p>Grace Andrews went through the Re-let of Housing Stock and said that we were getting back to where we were before the pandemic started, which was in line with what the HouseMark Benchmarking had seen and reported on.</p> <p>Geoff Clark agreed that we were heading in the right direction.</p> <p>Cllr Batchelor asked if we had national figures to which Grace Andrews replied that we did with the HouseMark Benchmarking reports.</p> <p>Elaine Phillips said that Mears had employed six new contractors and therefore the re-let numbers should improve.</p> <p>Grace Andrews went through the Satisfaction with Response Repairs and highlighted that the Quarter 1 SMS's sent out was much higher, and when</p>	

Item	Subject	Action
	<p>said that the HouseMark Benchmarking reports had shown that while the sector was still dealing with outstanding repair complaints due to factors of covid and material delays, we should expect to start seeing complaints increase resulting from the changes brought in by the white paper and the Housing Ombudsman, which were promoting easier routes to complain as well as seeing them as a positive learning experience.</p> <p>Eddie Spicer said that not all issues coming through were complaints, as some service requests were being logged incorrectly as complaints.</p> <p>Grace Andrews explained that all feedback received was reviewed and if they were not official complaints (that is, not complaints about the council actions) they were recorded as Service Requests.</p> <p>Geoff Clark said that the timescales would be extended due to the complexity of some issues, although we would need to ensure we were giving realistic extensions.</p> <p>Les Rolfe reported that some residents said that issues were trivial, so they did not report them, however, he had advised them to log the complaints as often more than one resident had the same issue.</p> <p>Paul Bowman asked what definition was being used as a complaint.</p> <p>Grace Andrews explained that the Housing and Corporate policies were to be combined and it had been agreed that it would follow the Local Ombudsman which was similar to the Housing Ombudsman. She said she would send through the definitions of both for the group to review.</p> <p>Cllr Batchelor said he was concerned by the response rate of 52% and asked for an explanation.</p> <p>Geoff Clark advised that it was due to the timescales and complaints needing to be responded to within 10 working days, however, in some instance's extensions had not been agreed.</p>	<p>G Andrews</p>

Item	Subject	Action
	<p>Grace Andrews explained that the KPI looked at any complaint not responded to within the 10 working days timescale, which could be a complaint that was resolved on day 11 or longer. She said that therefore we may need to review more performance indicators that looked at how many complaints were still open and the likelihood of it being responded to within the targeted timescales.</p>	
<p>5.4</p>	<p>Update on the Repairs Contract</p> <p>Eddie Spicer referred to the document in the pack and advised that he was happy with the progress, although there was a slight delay in the process. He added that the current contract with Mears had been extended until the end of September 2022 and the new contract should be in place by 1 October 2022.</p>	<p>-</p>
<p>5.5</p>	<p>Estate Inspections Report</p> <p>Bronwen Taylor referred to the Estate Inspection report for noting.</p> <p>Les Rolfe said that the tenant volunteers never receive the results of the issues raised at the inspections and it would be helpful if the Housing Officers could advise when they had been resolved. He said it would appear that nobody updated the Housing Officers of the results of the issues that had been raised.</p> <p>Paul Bowman said that they had asked for feedback previously and although they had access to the report on the portal, once an issue had been raised with another team or outside agency, example County Council, there were no further updates and no mechanism for them to report back to that particular estate.</p> <p>Bronwen Taylor advised that the officers did check on the issues raised when they next visited the estates, however, due to their workload, they</p>	

Item	Subject	Action
	<p>could not check more often. She added that she had requested all the Housing Officers to update the EI records and actions worksheet by 17 December 2021.</p> <p>Les Rolfe said that when they requested work to be done, did they not ask for confirmation of completion of the work.</p> <p>Geoff Clark said that most of the issues were grounds maintenance and conditions of gardens, which the Housing Officers should take ownership of and ensure that the work had been completed in a timely manner.</p> <p>Les Rolfe said that the volunteers covered a lot of estates and did not have the time to go back to each one to check on the issues raised.</p> <p>Geoff Clark agreed that it was not the tenant volunteers responsibility to check on issues. He said that the Housing Officers should ensure that there was a resolution and they should report back with the outcome. He said he would look at the process and see what could be done to share the outcomes with the tenant volunteers.</p>	G Clark
6.	New Matters	-
6.1	<p>Priorities and vision going forward</p> <p>Eddie Spicer gave a presentation on his Priorities and vision going forward.</p> <p>A discussion on the software development and compatibility with the new contractor was held.</p> <p>Eddie Spicer said that the software standards had been sent to the new contractor. He added that this was a completely new contract and not just an old contract with a new name.</p>	-

Item	Subject	Action
6.2	<p>Compliance Awareness Seminar for Residents Training</p> <p>Bronwen Taylor advised that training on Compliance Awareness for Residents was held on 16 November 2021. She said she had requested a copy of the training slides from the trainer who advised that they were unable to provide copies. She added that she then requested a summary of the training and was advised that the trainer would produce a reference document in due course, which she would distribute to both the HPP and HEB as soon as it was available.</p> <p>Eddie Spicer said that he would follow up with the trainer.</p>	<p>B Taylor</p> <p>E Spicer</p>
6.3	<p>Update on Tenant Satisfaction Survey Project (STAR)</p> <p>Bronwen Taylor referred to the document included in the pack and advised that final checks and references were currently being undertaken on the contractor carrying out the survey. She said that Julie Fletcher, Head of Housing Strategy, and Grace Andrews, Data Quality and Improvement Team Leader, together with Patricia Hall and Wendy Head would be meeting on 10 December 2021 to go through the scoping of the project and to agree on the survey questions and design.</p>	-
7.	<p>Any other Business</p> <p>None</p>	-
8.	<p>Date of next meeting</p> <p>2 March 2022 at 13.00 (Zoom / venue tbc)</p>	-
9.	<p>Closing</p> <p>There being no further business to discuss, the meeting ended at 14:44.</p>	-

4. Matters Arising from previous Minutes

4.1 Mears Group – Review of Quarter 2 Data (Item 5.1)

Action: Elaine Phillips to re-run the relets report and provide the correct figures at the March 2022 meeting.

Report back: The correct figures are reflected in the Quarter 3 report included in item 5.1 of the agenda pack.

For noting.

4.2 SCDC – Review of Quarter 2 Performance Data (Item 5.2)

Actions:

1. Elaine Phillips to provide Grace Andrews with the correct Quarter 1 figures for the SMS's sent for Satisfaction with Response Repairs.
2. Elaine Phillips to provide answers to the following questions:
 - 2.1 Have we got any further with convincing Mears to also send out an email questionnaire?
 - 2.2 Could we get a list of the questions that they were asking?
 - 2.3 What measures did they have that there was an overall satisfaction by the client?
 - 2.4 Had there been an improvement between what Mear's Head Office had expected and what was actually happening at Cottenham?

Report back:

1. Elaine Phillips has provided the correct SMS figures, for Quarter 1, as below:

Month	Sent	Received	Response Rate	Overall Satisfaction
April	507	103	20%	82%
May	487	86	17%	91%
June	592	112	19%	83%

2. Elaine Phillips advised as follows:

2.1 In response to Mears sending out email questionnaires:

I assume this is in reference to Voice of Customer survey where we currently send out an SMS? We "can" send an email but the response rates are way lower than SMS and traditionally we don't hold many customer email addresses to be able to ask them for feedback. I would be interested to understand their reasoning for wanting an email survey? More than happy to have that conversation with client if that helps?

2.2 List of Mears SMS satisfaction questions:

1. Overall, I was satisfied with the service I received from Mears?
2. Mears made it easy to handle my issue?
3. How likely are you to recommend me as to your friends and family?

(Questions are scored 1 – 10 – and scores of 9 & 10 are taken to create satisfaction scores as a percentage of total number of surveys)

2.3 In response to what measures they had that there was overall satisfaction by the client:

Not sure I understand what this question is asking?

2.4 In response to if there had been an improvement between what Mear's Head Office had expected and what was actually happening at Cottenham

Again, I am not exactly sure what this is referencing? What do they mean by "expected" and "actually happening"?

Elaine Phillips advised that their Head of Customer Insight is happy to arrange a meeting if needed.

For noting.

4.3 SCDC – Comparison of Quarter 2 Complaints Data (Item 5.3)

Action: Grace Andrew's to send through the definition of complaint as used by both the Local Ombudsman and Housing Ombudsman for the group to review.

Report back: The definition of complaint for each is below:

Local Ombudsman

“An expression of dissatisfaction about a council service (whether that service is provided directly by the council or by a contractor or partner) that requires a response.”

Housing Ombudsman

“A complaint shall be defined as an expression of dissatisfaction, however made , about the standard of service, actions or lack of actions by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.”

For noting.

4.4 Estate Inspections Report (Item 5.5)

Action: Geoff Clark to look at the Estate Inspection reporting process by Housing Officers and to see what could be done to share the outcomes with the tenant volunteers.

Report back: Geoff Clark met with the Housing Officers on 9 February 2022 to discuss these issues and to agree on the report back process.

Geoff Clark to report under item 5.5.

4.5 Compliance Awareness Seminar for Residents Training (Item 6.2)

Action: Eddie Spicer to assist with getting the training notes from the trainer.

Report back: Bronwen Taylor posted hard copies of the training notes to the delegates on 10 January 2022.

For noting.

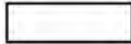
5. Standing Items

5.1 Mears Group – Review of Quarter 3 Data

Elaine Phillips to report.

Mears April 21 - March 22

Key Performance Indicators (KPIs)	Target	Q1	Q2	Q3	Q4	Year End	Comments & Benchmarking where available
	2021/22	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
% of responsive repair jobs completed within their timescales - Emergency	98%	96.79% 926/967	95.07% 848/892	98.23% 999/1017			
% of responsive repair jobs completed within their timescales – Routine	95%	88.56% 1285/1451	86.35% 1309/1516	79.92% 1218/1524			Effectuated by Xmas break/leave + admin issues + Covid outbreak in office. Scaffolding taken down over Xmas period and recommenced Jan. Material shortages such as Dimplex, roof tiles and the changes to procurement of AKW
% of appointments kept	95%	95.22% 2033/2135	95.43% 2215/2321	95.55% 2210/2313			
% repairs completed at the first visit	85%	94.17% 1535/1630	86.27% 1114/961	91.26% 1097/1202			
Average number of days to complete a responsive repair	12	17.39	16.13	14.33			See comment above.
% all re-lets completed on time	95%	59.38% 38/64	69.44% 50/72	60.56% 43/71			Quarter 1 revised from 28.13% 18/64 Quarter 2 revised from 36.11% 26/72



5.2 SCDC – Review of Quarter 3 Performance Data

Grace Andrews to report.

Affordable Homes Performance April to December 2021 / 2022

Trend against target: **Red** = outside target; **Amber** = within Intervention **Green** = within target

Trend on previous quarter: Improved; Declined; Maintained

Housing Options and Advice; Housing Management and Property Services; Housing Strategy Services; Housing New Build Developments

Key Performance Indicators (KPIs)	Target 2021 / 2022	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Trend	Comments and Benchmarking where available
AH212 – £s Spend on B&B Monthly (cumulative)	See targets Appendix 1 Spend after Housing Benefit (HB) Actual Spend per quarter	April – £15,181 May – £32,264 June – £48,988 = £32,202 (HB £16,786) = £32,202	July – £79,272 August – £102,751 September – £154,638 = £136,304 (HB £18,334) = £104,102	October – £180,506 November – £205,183 December – £233,555 = £200,830 (HB £32,725) £168,790 offset from monies available via the Covid grant = £32,040	Red	See Appendix 1
AH215 – % Successful Homeless preventions as a proportion of all homelessness cases closed (year to date)	50%	60.8%	53%	51%	Green	See Appendix 1
SH375 – Average SAP (EPC) rating of self-contained general needs dwellings Quarterly	70.00	77.00 (EPC rating C)	77.00 (EPC rating C)	Awaiting data	-	See Appendix 1
AH211 – Average days to re-let Housing stock Monthly	17 days or less	April – 78.00 May – 48.00 June – 49.00	July – 32.00 August – 43.00 September – 35.00	October – 36.00 November – 41.50 December – 24.00	Amber Improved	See Appendix 1

Affordable Homes Performance April to December 2021 / 2022

Key Performance Indicators (KPIs)	Target 2021 / 2022	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Trend	Comments and Benchmarking where available
Numbers of re-lets Housing stock Quarterly (Linked to PI above AH211)	N / A	32	32	43	-	See Appendix 1
AH204 – % satisfaction with responsive repairs Quarterly	97% or above	85%	83%	82%	Red Declined	See Appendix 1
SH332 – % Emergency repairs attended within 24 hours – Monthly	98% or above	April – 97.85 May – 95.13 June – 97.30	July – 88.75 August – 98.47 September – 99.01	October – 97.29 November – 98.49 December – 98.87	Green Declined	See Appendix 1
AH224 – Number of new build council house completions – (year to date)	42 at year end	13	26	71	-	See Appendix 1
AH228 – Number of self-build sites sold – (year to date)	13 at year end	0	0	0	-	See Appendix 1

Affordable Homes Performance April to December 2021 / 2022

Trend against target: **Red** = outside target; **Amber** = within Intervention **Green** = within target

Trend on previous quarter = Improved; Declined; Maintained

Housing Options and Advice; **Housing Management and Property Services;** **Housing Strategy Services;** **Housing New Build Developments**

Local Performance Indicators (LPis)	Target 2021 / 2022	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Trend	Comments and Benchmarking where available
AH216 – Number of households assisted through Shire Homes Lettings – Cumulative – Quarterly (year to date)	40	6 Self-contained 3 HMO = 9	11 Self-contained 9 HMO = 20	13 Self-contained 15 HMO = 28	-	-
SH336 – Uncompliant gas installations Monthly	0.00	April – 3.00 May – 3.00 June – 1.00	July – 2.00 August – 1.00 September – 2.00	October – 4.00 November – 0.00 December – 0.00	Green Improved	See Appendix 2
SH352 – % traveller pitch fee collected Monthly	90%	April – 80.10 May – 77.50 June – 80.70	July – 90.10 August – 89.70 September – 90.10	October – 92.40 November – 96.10 December – 95.70	Green Improved	See Appendix 2
SH363 – % vacant but available to let Quarterly	0.50%	1.47	1.32	0.90	Red Improved	See Appendix 2
Number of vacant but available to let Quarterly (linked to PI above SH363)	-	78	70	48	-	See Appendix 2
SH364 – % vacant but unavailable (Annual)	0.50%	-	-	-	-	-
Number of vacant but unavailable (Annual) (Linked to above PI SH364)	-	-	-	-	-	-
SH368 – % rent arrears Quarterly	2.00%	2.01%	2.06%	2.31	Green Declined	-

Affordable Homes Performance April to December 2021 / 2022

Local Performance Indicators (LPis)	Target 2021 / 2022	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Trend	Comments and Benchmarking where available
SH369 – % rent loss from empty houses (cumulative)	3.00%	Awaiting Data	2.00%	1.89%	Green Improvement	See Appendix 2
£ spent on rent loss from empty houses (cumulative) (Linked to PI above SH369)	Estimated Annual Debit £ to be confirmed	Awaiting Data	£292,399	£414,723	-	See Appendix 2
SH376 – % tenants satisfied with the re-let service (year to date) Quarterly	85% or above	93%	93%	93%	Green Maintained	See Appendix 2
SH374 – % non-decent council homes Quarterly	5.00%	5.7%	4.9%	Awaiting data	-	See Appendix 2
SH344 – % Customer satisfaction with the condition of new home (year to date) Quarterly	85% or above	93%	93%	91%	Green Declined	See Appendix 2
SH327 – % of repair appointments kept Monthly	95% or above	April – 95.41 May – 94.54 June – 95.65	July – 95.48 August – 95.26 September – 95.53	October – 95.34 November – 95.57 December – 95.77	Green Improvement	-
SH330 – % routine repairs within target timescales – Monthly	95% or above	April – 90.87 May – 88.68 June – 86.62	July – 86.49 August – 83.83 September – 88.69	October – 79.16 November – 78.86 December – 82.14	Red Declined	See Appendix 2
HS3 Number of parishes exploring the potential for delivering affordable housing on exception site	Quarterly T 10; I 6	9 villages	See comments	See comments	-	See Appendix 2

Affordable Homes Performance April to December 2021 / 2022

Housing Options and Advice; Housing Management and Property Services; Housing Strategy Services; Housing New Build Developments

Management Info	Frequency	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Comment
AH210 – Total number of presentations including advice only cases	Quarterly	362	355	307	See Appendix 3
AH213 – Number of Homeless applications	Quarterly	115	124	105	-
AH208 – Number of Homeless preventions	Quarterly	62	34	59	-
AH214 – Number of Homeless acceptances	Quarterly	17	27	26	-
AH203 – Numbers in temporary accommodation	Quarterly	68	64	60	See Appendix 3
AH219 – Number of properties within Shire Homes – Cumulative	Quarterly	2 Self-contained 0 HMO = 2	4 Self-contained 0 HMO = 4	4 Self-contained 0 HMO = 4	-
AH217 – Number of cases where Universal Credit is a factor	Quarterly	4	1	2	-
AH218 – Numbers on the housing register	Quarterly	1,803	1,765	1,763	-
AH220 – Number of lettings to Band A	Quarterly	34	55	69	-
AH221 – Number of lettings to Band B	Quarterly	48	68	104	-
AH223 – Number of HRA properties that have been empty for over 4 months	Quarterly	33	32	16	See Appendix 3
HS1 Number of homes granted planning permission for essential local workers	Quarterly	0	0	0	-
HS2 Number of homes granted funding via Combined Authority	Quarterly	15	0	0	See Appendix 3
HS4 Number of new affordable homes on rural exception sites given planning permission each year	Annually	0	0	0	-

Affordable Homes Performance April to December 2021 / 2022

Management Info	Frequency	Q1 2021 / 2022 April – June	Q2 2021 / 2022 July – September	Q3 2021 / 2022 October – December	Comment
HS5 Number of new affordable homes built on rural exception sites each year	Annually	0	0	0	-
HS6 Percentage of planning consultations responded to within 21 days	Quarterly	100%	100%	100%	See Appendix 3
HS7 Number of households supported to improve the energy efficiency of their home through Housing Repairs and Adaptation Grants (Cumulatively)	Quarterly	See comments	See comments	See comments	See Appendix 3
HS8 Number of tenant hours volunteered for tenancy engagement	Quarterly	See comments	See comments	See comments	See Appendix 3
HS9 Number of services changed, implemented, or withdrawn during the year as a result of resident involvement	Annually	See comments	See comments	See comments	See Appendix 3
HS10 Number of residents / service users involved in formal / informal consultation groups (including digital)	Quarterly	See comments	See comments	See comments	See Appendix 3
AH229 – Number of self-build planning permissions granted on HRA land (available to purchase) (year to date)	Quarterly	1	1	1	See Appendix 3
AH225 – Number of new build council houses currently started on site (year to date)	Quarterly	4	4	4	See Appendix 3

Appendix 1

Comments and Benchmarking where available

AH212 – £s Spend on B&B Monthly (cumulative)

Commentary for Q1

The use of B&B continues to be high, following the impact of the pandemic. Whilst homeless prevention levels have still been on target, through the pandemic, more people require emergency accommodation at short notice. As a result, the anticipated expenditure targets have increased for this year. There are still high levels of single households requiring emergency accommodation, and the majority of those placed in B&B accommodation are single people, however, there is the potential for this to change as the lifting of the eviction ban progresses.

Commentary for Q2

The Housing Advice service have continued to see a high demand for its homelessness services, particularly from those requiring emergency accommodations. We have also seen blockages in temporary accommodation due to limited move on for existing occupants. Most of those in B&B have been single people, with a few families accommodated in nightly paid self-contained accommodation until an alternative is available.

Commentary for Q3

Total B&B spend to the end of Q3 is £233,555, although covid grant monies will be used to offset £168,790 of these costs. In addition, a further £32,725 (estimated) will be offset via housing benefit payments. This means that the anticipated total B&B spend after all deductions is an estimated £32,040.

The increase in B&B usage in recent years is because the Housing Advice service has continued to see a high demand for its homelessness services, particularly from those requiring emergency accommodations. We have also seen blockages in temporary accommodation due to limited move on for existing occupants. Most of those in B&B have been single people, with a few families accommodated in nightly paid self-contained accommodation until an alternative is available. Demand for emergency accommodation increased as a result of Covid 19, particularly in relation to the request for councils to accommodate all rough sleepers for significant periods of time. However, B&B expenditure is offset via the covid grant money and the number of households requiring accommodation in B&B facilities is decreasing.

Affordable Homes Performance April to December 2021 / 2022

AH212 – £s Spend on B&B Monthly (cumulative) – Table shows Targets and Interventions

Month	Target	Intervention
April	16,000	17,600
May	32,000	35,200
June	48,000	52,800
July	64,000	70,400
August	80,000	88,000
September	96,000	105,600
October	112,000	123,200
November	128,000	140,800
December	144,000	158,400
January	160,000	176,000
February	176,000	193,600
March	192,000	211,200

AH215 – % Successful Homeless preventions as a proportion of all homelessness cases closed (year to date)

Q1. – 60.8% is the highest % we have seen / recorded. For the same period last year, it was 51.9%

SH375 – Average SAP (EPC) rating of self-contained general needs dwellings Quarterly

Q1 and Q2 – Data is being pulled from reports generated from the New Orchard system, there have been some issues with implementation of the system which is still in progress and will continue to review the reports and Data to ensure it is generating the correct information.

Affordable Homes Performance April to December 2021 / 2022

EPC scores are divided into bands as follows:

- EPC rating A = 92 – 100 SAP points (most efficient)
- EPC rating B = 81 – 91 SAP points
- EPC rating C = 69 – 80 SAP points
- EPC rating D = 55 – 68 SAP points
- EPC rating E = 39 – 54 SAP points
- EPC rating F = 21 – 38 SAP points
- EPC rating G = 1 – 20 SAP points (least efficient)

AH211 – Average days to re-let Housing stock – Monthly

Commentary for Q1

Over the last 18 months we have seen the length of time it has taken us to let our empty properties increase as a result of the challenges presented by the Covid pandemic. These challenges have affected each stage of our voids process. Additional commentary has been provided at various times throughout this journey to explain the individual factors that has influenced performance. And there is a briefing paper that is available which brings all that information together and talks about what measures we have introduced to deal with the challenges and how we intend to improve the current position.

Commentary for Q2

Overall, we are starting to see significant improvements with our void turn-around times compared with the performance earlier this year and last year. The addition of 2 additional contractors who have supported Mears by picking up some of our empty properties that have required extensive improvement works has allowed Mears to focus on properties that can be turn around more quickly. Mears have also taken on more resources in recent weeks which has also helped and will allow us to continue to make improvements. We are still experiencing high refusal rates and there are some examples of multiple refusals on the same property. We will look at this more closely in the next quarter. The easing of lockdown restrictions has also helped us control and manage the letting process more easily, but we are still mindful of protecting officers working on site and the customers we come into contact with.

Affordable Homes Performance April to December 2021 / 2022

Commentary for Q3

The improvement in the December result is partly a result of having worked through the backlog of older properties. January's result is likely to see an increase as a result of downtime over the Christmas period, however beyond this we expect to see a continuation of the trend of improvement, assisted in part through a continuation of the relaxation of Covid restrictions. We are still experiencing higher refusal rates than was the case pre-Covid. This extends the amount of time properties are empty for and we will continue to monitor this closely as restrictions continue to be relaxed.

[Numbers of re-lets Housing stock Quarterly \(Linked to PI above AH211\)](#)

Added due to feedback received from the Housing Performance Panel

Q1	April – 15	May – 6	June – 11	Total = 32
Q2	July – 8	August – 16	September – 8	Total = 32
Q3	October – 10	November – 11	December – 22	Total = 43

Affordable Homes Performance April to December 2021 / 2022

AH204 – % satisfaction with responsive repairs – Quarterly

(Satisfaction scores via SMS since August 2020)

Month	Sent	Received	Response rate	Overall Satisfaction
Q1 – Mears was asked the reason for the volume of SMS sent in Q1 was much higher than in Q2, they confirmed that they had included the gas contract with CCC, but this has now been separated out so there will now be two separate reports, with one that will only show SCDC SMS results – figures in brackets show the incorrect combined figure for reference				
April	507 (1,012)	103 (171)	20% (17%)	82% (79%)
May	487 (1,038)	86 (170)	17% (16%)	91% (90%)
June	592 (914)	112 (148)	19% (16%)	83% (85%)
Q2				
July	211	34	16%	88%
August	190	42	22%	71%
September	223	46	21%	89%
Q3				
October	228	44	19%	73%
November	477	86	16%	87%
December	450	76	17%	85%

Affordable Homes Performance April to December 2021 / 2022

Commentary for Q2

A text message with a survey link is sent as soon as the job is marked as complete by Mears operative. Mears are working with the branch team to ensure mobile numbers are captured and recorded correctly which from initial investigations Mears confirm this is happening. We can see that the number of text messages sent out is very low in comparison to the number of jobs completed and Mears will continue to work with the branch and their central insight team to establish the reasons for this and keep us updated on this matter. Mears was asked the reason for the volume of SMS sent in Q1 was much higher than in Q2, they confirmed that they had included the gas contract with CCC, but this has now been separated out so there will now be two separate reports, with one that will only show SCDC SMS results.

Commentary for Q3

Over recent months, Mears have moved away from the use of PDAs for the gathering of satisfaction data by operatives on the doorstep and have adopted a new approach called Voice of the Customer (VOC). This change has resulted in a significant reduction in response rates and the timing of the change ties in with the start of the decline in results.

The latest return of 85% (December) is based on responses from those who received responsive repairs during the period. Following investigation, it has been found that while 856 customer-facing jobs were completed by Mears, only 450 text messages were sent seeking satisfaction responses, 30 of which failed (usually indicating an incorrect number) and only 76 completed surveys were returned.

Going forward the newly appointed Housing Assets Service Manager is prioritising working with Mears to identify and address the cause of the discrepancy between the number of repairs completed and the number of text messages sent, as well as requesting that non-responses are followed up with a call in an attempt to raise the return rate. As such, it is expected that next quarter's result will provide a more accurate reflection, based on a larger response rate.

SH332 – % Emergency repairs attended within 24 hours – Monthly

Mears new General Manager is doing some work with the team to address issues where jobs have been handled incorrectly which have affected "jobs completed on time" and the "average number of days".

Affordable Homes Performance April to December 2021 / 2022

AH224 – Number of new build council house completions – Quarterly (year to date)

Q1. – 12 Shared ownership (S / O) properties were completed this quarter – 6 at Toft and 6 at Hardwick

Q2. – 12 Affordable Rented (A / R) and 1 Shared Ownership =

Bennell Farm, Toft = 3 x 1 Bed Flats and 3 x 2 Bed Flats A / R;

Grace Crescent, Hardwick = 3 x 2 Bed House A / R;

Bartlow Road, Castle Camps = 2 x 1 Bed Houses A / R, 1 x 2 Bed House A / R and 1 x 2 Bed House S / O

Q3. – In Quarter 3 SCDC New Build Team delivered 45 New homes. New homes were completed in Hardwick, Impington, Toft, Sawston and Melbourn. Year to date total = 71 (We have now met / exceeded our 5year Business Plan target 5quarters ahead of schedule).

AH228 – Number of self-build sites sold – Quarterly – (year to date)

Q1. – Sites have been marketed with new Estate Agent Browne & Co.

Affordable Homes Performance April to December 2021 / 2022

Appendix 2

Comments

SH336 – Uncompliant gas installations – Monthly

April and May –

- 1 With legal seeking Court injunction for access
- 1 Covid and Vulnerable person delays
- 1 Tenant assistance with Neighbourhood support team

June – 1 With legal seeking Court injunction for access

July – 1 requires enforcement to gain access, 1 unable to access isolating

August – 1 requires enforcement to gain access

September – 1 to be rebooked, 1 requires enforcement to gain access

October – All 4 are New Build properties that had not been logged on our Orchard system for gas service

SH352 – % traveller pitch fee collected – Monthly

- **April and May –** We have three plots waiting to hear back on rent payments from Universal credit (will be backdated) as well as a suspension of housing benefit on another plot.
- **June –** Two plots on Blackwell awaiting debt management help and universal credit costs to help cover rent.

SH363 – % vacant but available to let Quarterly

Commentary for Q1

Over the last 18 months we have seen the length of time it has taken us to let our empty properties increase as a result of the challenges presented by the Covid pandemic. These challenges have affected each stage of our voids process. Additional commentary has been

Affordable Homes Performance April to December 2021 / 2022

provided at various times throughout this journey to explain the individual factors that has influenced performance. And there is a briefing paper that is available which brings all that information together and talks about what measures we have introduced to deal with the challenges and how we intend to improve the current position.

[Number of vacant but available to let Quarterly \(linked to PI above SH363\)](#)

Added due to feedback received from the Housing Performance Panel.

[SH369 – % rent loss from empty houses \(cumulative\)](#)

Q1. – data currently unavailable due to the migration to the new Orchard system, reports were removed and 3C / ICT are still currently still working on reinstating them.

Q2. – 1.9% was reported however the correct Q2 percentage for rent loss on empty homes was 2.0%, rent loss on garages was included in error.

Q3. – 1.89%, an improvement on the Q2 position. We had some long-term void properties at the start of the year, which needed extensive works before they could be re-let. As these works have been completed and the properties have been made available for re-let, our performance has improved during the year.

[£ spent on rent loss from empty houses \(cumulative\) \(Linked to PI above SH369\)](#)

Added due to feedback received from the Housing Performance Panel.

Q1. – data currently unavailable due to the migration to the new Orchard system, reports were removed and 3C / ICT are still currently still working on reinstating them.

Q2. – £383,707 was reported however the correct Q2 figure for rent loss on empty homes was £292,399, rent loss on garages was included in error.

Q3. – Year to date 1.89% / £414,723 is an improvement on the Q2 position. We had some long-term void properties at the start of the year, which needed extensive works before they could be re-let. As these works have been completed and the properties have been made available for re-let, our performance has improved during the year.

Affordable Homes Performance April to December 2021 / 2022

SH376 – % tenants satisfied with the re-let service (year to date) Quarterly

Q1. – total of 15 completed surveys of which 14 were very or fairly satisfied

Q2. – total of 27 completed surveys of which 25 were very or fairly satisfied

Q3. – total of 44 completed surveys of which 41 were very or fairly satisfied

SH344 – % Customer satisfaction with the condition of new home (year to date) Quarterly

Q1. – total of 15 completed surveys of which 14 were good or satisfied

Q2. – total of 27 completed surveys of which 25 were good or satisfied

Q3. – total of 44 completed surveys of which 40 were good or satisfied

SH330 – % routine repairs within target timescales – Monthly

Commentary for Q2

Issues regarding jobs being closed down and handled correctly by the operations team. These have been addressed by the Mears General Manager and training given. These will be monitored.

HS3 Number of parishes exploring the potential for delivering affordable housing on exception site

Commentary for Q1

- Actively working with Parish / RP = Two village (Gamlingay and Meldreth)
- Undertaking Housing Needs Survey – Four villages (Haslingfield, Guilden Morden, Willingham and Landbeach)
- At Pre-App Stage = 1 village (Great Eversden)
- Awaiting Planning Decision = 2 villages (Fen Drayton and Newton)
- Received Planning Permission = 0

Affordable Homes Performance April to December 2021 / 2022

Commentary for Q2

- Actively working with Parish / RP = Three village (Haslingfield and Guilden Morden and Willingham)
- Undertaking Housing Needs Survey – Three villages (Haslingfield, Guilden Morden, Willingham)
- At Pre-App Stage = 0
- Awaiting Planning Decision = 3 villages (Great Eversden, Fen Drayton and Newton)
- Received Planning Permission = 0

Commentary for Q3

- Actively working with Parish / RP = Eight villages (Eltisley, Gamlingay, Histon and Impington, Haslingfield, Guilden Morden, Meldreth, Little Shelford and Willingham)
- Undertaking Housing Needs Survey – Three villages (Histon and Impington, Haslingfield, Guilden Morden)
- At Pre-App Stage = 0
- Awaiting Planning Decision = 4 villages (Cottenham, Fen Drayton, Great Eversden and Newton)
- Received Planning Permission in = 0

Affordable Homes Performance April to December 2021 / 2022

Appendix 3

Comments

AH210 – Total number of presentations including advice only cases

Q1. – This includes 247 triage cases, and the total has seen an increase last quarter (299)

Q2. – This includes 231 triage cases

Q3. – This includes 202 triage cases

AH203 – Numbers in temporary accommodation

Q1 – Increase on last quarter (59)

AH223 – Number of HRA properties that have been empty for over 4 months

Commentary for Q1

Over the last 18 months we have seen the length of time it has taken us to let our empty properties increase as a result of the challenges presented by the Covid pandemic. These challenges have affected each stage of our voids process. Additional commentary has been provided at various times throughout this journey to explain the individual factors that has influenced performance. And there is a briefing paper that is available which brings all that information together and talks about what measures we have introduced to deal with the challenges and how we intend to improve the current position.

Commentary for Q1

Only a slight reduction shown as at the end of September 33 down to 32, however 7 of the 32 were relet in October.

Affordable Homes Performance April to December 2021 / 2022

HS2 Number of homes granted funding via Combined Authority

(£675,000 for 15 affordable almshouses at Dovehouse Court, Girton)

- Sawston, John Huntingdons Charity – 4 homes
- Burton End, West Wickham – 4 homes

HS6 Percentage of planning consultations responded to within 21 days

Q1. – (27 consultation responses – average time taken 10 days)

Q2. – (27 consultation responses – average time taken 11 days)

HS7 Number of households supported to improve the energy efficiency of their home through Housing Repairs and Adaptation Grants (Cumulatively)

Q1. – Changing systems from Flare to Tascomi

Q2. – There are still some areas to iron out with the change over of systems below are a combined outcome for Q1 and Q2

Completed

Boilers and heating 5

Windows and doors 4

Approved but not completed

Boilers and heating 2

Windows and doors 1

Enquiries not approved

Boilers and heating 3

Windows and doors 0

Nil for all for insulation works

Affordable Homes Performance April to December 2021 / 2022

Q3.

Completed

Boilers and heating 6

Windows and doors 4

Approved but not completed

Boilers and heating 5

Windows and doors 1

Enquiries not approved

Boilers and heating 4

Windows and doors 0

HS8 – Number of tenant hours volunteered for tenancy engagement

Below are new ways we are measuring tenancy engagement:

Engagement via email and social media	Q1	Q2	Q3
Tenant email contact – successfully sent (out of approximately 7,500 tenants)	5,248	5,825	6,405
Online version of newsletter	'Viewed' = 601 'Deep read' = 104	'Viewed' = 478 'Deep read' = 103	'Viewed' = 621 'Deep read' = 157
Face book – total engagement (someone who has clicked read more, followed a link, shared or reacted to a post)	1,173	1,539	1,549
Other engagement	Q1	Q2	Q3
Volunteer hours	109	173.5	99
Meetings held	8	11	6
Estate visits completed	2	7	2
New Feedback forum members gained	15	24	-

Affordable Homes Performance April to December 2021 / 2022

HS9 Number of services changed, implemented, or withdrawn during the year as a result of resident involvement

- Implemented a new Resident Involvement Framework
- Established Housing Performance Panel to scrutinise the service performance
- Held elections for a new Housing Engagement Board
- Dissolved the Tenant Participation Group, the leaseholder forum and sheltered housing
- Re-started formal estate inspections
- Created a Tenant Facebook page
- Created monthly e-newsletters
- Created printed monthly newsletters for Sheltered Housing tenants

HS10 Number of residents / service users involved in formal / informal consultation groups (including digital)

We have been working with a group of tenants to make changes that will give tenants a voice in their housing service. Together we have developed a new framework – a new way of working. It will replace the existing Tenant Participation Group, Sheltered Housing forums, and Leaseholder forums.

AH229 – Number of self-build planning permissions granted on HRA land (available to purchase) (year to date)

Q1. – Outline planning permission was granted for Linton Rd, Balsham

AH225 – Number of new build council houses currently started on site (year to date)

Q1. – A scheme for 4 affordable dwellings in Castle Camps was added to the delivery pipeline.

5.3 SCDC – Review of Quarter 3 Complaints Data

Grace Andrews to report.

Affordable Homes Complaints Performance

April – December 2021 / 2022

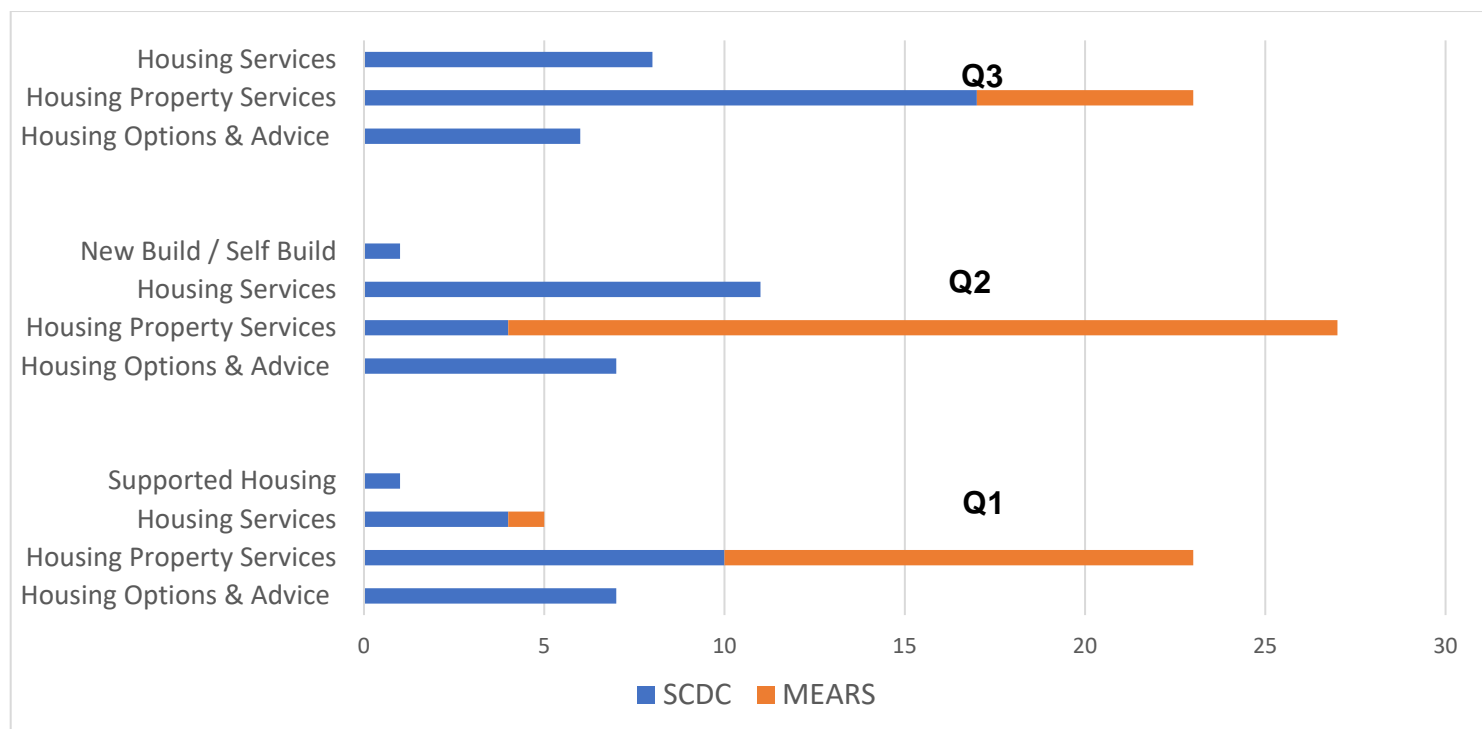
Looking back at previous years

Financial year	Total Number of stage 1 complaints	Total Number of stage 2 complaints	Total Number of stage 3 complaints	Total number of properties end of year General Needs and Housing for older people (GN &Hfop)	% of stage 1 complaints to properties
2020 /2021	100	11	1	5,287	1.9%
2019 / 2020	61	8	4	5,246	1.2%
2018 / 2019	81	7	4	5,244	1.5%
2017 / 2018	77	3	2	5,237	1.5%
2016 / 2017	64	2	0	5,265	1.2%
2015 / 2016	79	3	0	5,251	1.5%
2014 / 2015	91	7	1	5,286	1.7%
2013 / 2014	89	5	0	5,308	1.7%

Volume of Complaints

Complaint Stages	Q1 April – June	Q2 July – September	Q3 October – December
1 = Expression of dissatisfaction that is not able to be resolved at first contact so requires investigation and response from Service Manager	30	42	32
2 = Unresolved at stage 1 so investigation required by Head of Service	5	3	4
3 = Housing Ombudsman	1	1	1
Totals	36	46	37

Volume by service area



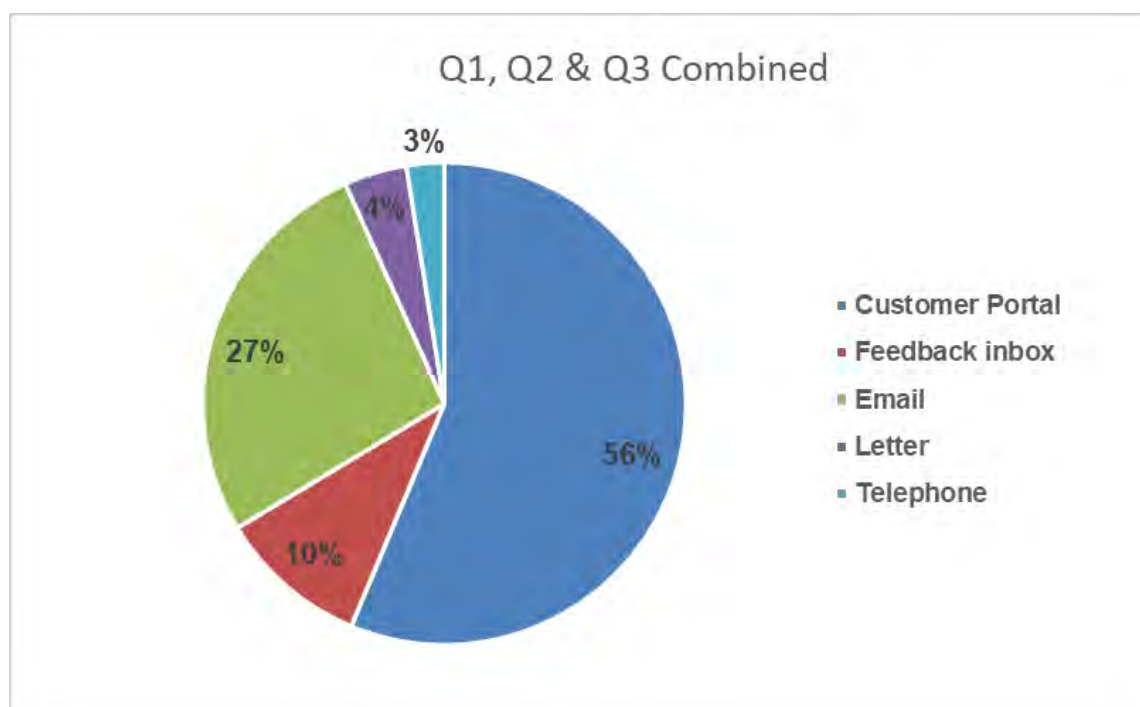
Complaints by SCDC Category

Category	Q1 Total	%	Q2 Total	%	Q3 Total	%
Lack of communication	6	17%	7	16%	7	19%
Failure to act	7	19%	15	33%	13	35%
Service Delivery	8	22%	7	16%	7	19%
Not understanding processes	5	14%	8	18%	0	0
Staff Conduct	2	6%	2	4%	3	8%
Misinformation	2	6%	1	2%	1	3%
Charges	0	0	1	2%	1	3%
Other	6	17%	5	11%	5	13%

Complaints by HouseMark Category

Category	Q1 Total	%	Q2 Total	%	Q3 Total	%
Allocations	7	19%	6	13%	2	5%
ASB	1	3%	0	0	0	0
Estate Services	1	3%	3	7%	3	8%
Rent & Services	0	0	0	0	0	0
Repair & Maintenance	19	53%	31	69%	20	54%
Staff & Customer Service	3	8%	3	7%	4	11%
Tenancy Management	2	6%	1	2%	0	0
Other	3	8%	4	9%	8	22%

Method Complaints Received



Complaints response times / targets

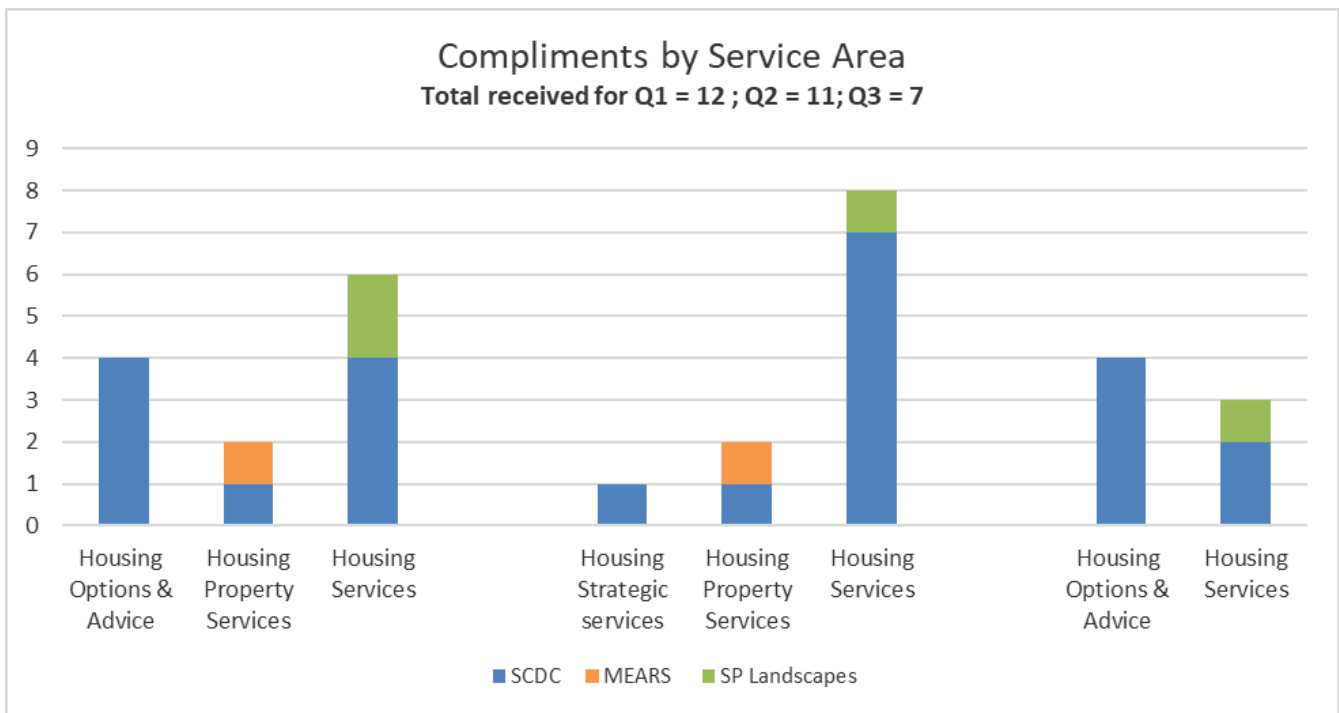
Response times / targets	Q1 April – June	Q2 July – September	Q3 October – December
Number of complaint responses sent within quarter (Includes roll-over from previous quarters)	35	48	42
Number of complaint responses that were sent within target timescale (Includes stage 1 & stage2)	22	25	27
% of complaints responded within deadline (non – YTD includes stages 1 & 2) (SX121) (Target 80%)	63%	52%	*64%
How many upheld = closed in favour of complainant	18	33	11
Not upheld = closed not in favour of complainant	13	13	26
Partly upheld = closed partly in favour of complainant	4	2	5

* Q2 saw a drop in performance related to Housing Property Services complaints. Each of these complaints have been analysed in detail, and regular review meetings with relevant colleagues have been put in place.

For Q3 we now start to see an improvement from 52% to 64%, and now have only one long-standing complaint still open since April 2021, this complaint is an ongoing matter with regular tenant updates, which has needed involvement with legal and planning.

Unfortunately, some newer complaints have seen responses exceed the 10 working days and each case is being reviewed to see if holding responses and extension of time should have been appropriate in these cases

(Total of 42 complaints were responded to in Q3, 27 met target and 15 exceeded. The 15 that exceeded, 1 was a long outstanding case so of the remaining 14 the average response time was 18 days)



Below are just some of the compliments received: –

- Email received – *“ what good workers they were who did the tree, they have done a lovely job.”*
- Email received – *“I just wanted to take this opportunity to thank you and your team for all your work. Not only for this year, but two years ago, when we first tried to buy the house, but things just didn't fall into place”*
- Email received – *“All I can say is thank you. Just thank you. Honestly from the bottom of my heart”*
- Email received – *“you have been amazing, thank you to all the team”*

5.4 Update on the Repairs Contract

An update on the Repairs Contract is enclosed for noting.

Update on the Repairs Contract re-tender

Following the public tender of the repairs contract, we had shortlisted 5 of the highest rated contractors in a pre-qualification round, who then went on to submit full and detailed tenders. The closing date for receipt of completed tenders was 10th December 2021. These tender documents were circulated to the evaluation panel just before Christmas. The evaluation panel was made up of Members, resident representatives, officers and Managers of SCDC, which created a varied and knowledgeable board to evaluate the tenders in great detail from many perspectives. In January 2022 we met many times to evaluate each part of the tender and score them accordingly.

We have since met with the two highest-scoring contractors for further clarification and questions. The results of this have been collated and adjudicated by the evaluation board and all were in agreement with the scores reached.

I must add that this was a very detailed scrutiny of the tenders, the input from Members and residents was invaluable and has proved to help us reach a collective outcome.

We have at this stage identified a preferred bidder from the process, this is subject to clarification, the Standstill process, Consultation via S20 notices, member approval and final issue of the offer.

This process will take place over the next few weeks and finally, the winning bidder will be conditionally announced. This is anticipated around the 18th of March 2022, subject to all conditions being met and agreements by Members, the official award of the contract should be made at the beginning of April 2022.

I would like to take this opportunity to extend my personal thanks to Paul, Patti and Les for their time and dedication to this process. It was long and hard but has demonstrated the fairest outcome within the guidelines we are restricted to. Their involvement is not over as there will be groups throughout the mobilisation and initial months of the new contract where their involvement will be needed.

I look forward to delivering a new, improved repairs service for the coming years.

Eddie Spicer

15 February 2022

5.5 Estate Inspections Report

- 1.) The Estate Inspections are scheduled to commence on 21 April 2022 with the first one being held in Fen Ditton.

Training for Brian Burton, the new tenant volunteer, will be held on 16 March 2022. The current volunteers have been invited to the training.

A schedule of the inspections for 2022 is in the agenda pack, for information.

For noting.

- 2.) Geoff Clark to provide an update on the reporting process.

Estate Inspections – 2022

** All inspections will be held on Thursday afternoons, from 2pm to 4pm, unless otherwise stated.

Proposed Dates for 2022	Housing Officer	Estate to Inspect	Roads, etcetera
21 April 2022	Victoria Laxton	Fen Ditton	Musgrave Way
28 April 2022	Simon Booth	Hauxton / Newton / Thriplow	Three small areas close by.
19 May 2022	Andrew Cole	Ickleton	Ickniel Way / Birds Close
26 May 2022 (morning)	Adele Light	Milton	Walking Way
21 June 2022 (Tuesday)	Amy Lovat	Coton	Silverdale Avenue
30 June 2022	Bola Onafuye	Elsworth	Smith Street, Broad End and Brockley Road
21 July 2022	Victoria Laxton	Balsham	Bartons Close
28 July 2022 (morning)	Adele Light	Cottenham	Coolidge Gardens
18 August 2022	Carly Freed	Tadlow	High Street
25 August 2022	Debbie Bailey	Barrington	Malthouse Close
22 September 2022	Andrew Cole	Sawston	Evans Way (and if time permits) Westmoor Avenue
27 September 2022 (Tuesday)	Amy Lovat	Bar Hill	Robin Close
20 October 2022	Carly Freed	Litlington	New Close and Chapel Close
27 October 2022	Bola Onafuye	Longstanton	Hattons Park, Hattons Road, Haddows Close

5.6 Update on Tenant Satisfaction Survey Project (STAR)

An update on the Tenant Satisfaction Survey Projects (STAR), together with the quotation from MEL Research, is included in the agenda pack for noting.

Update on Tenant Satisfaction Survey

Project Group set up: includes Julie Fletcher, Grace Andrews, Patti Hall (tenant rep) and previously Wendy Head (tenant rep).

MEL appointed contractors following council procurement rules.

- Invitation to quote issued: 4th October 2021 – Description of services sought:
 - SCDC is looking for a suitably qualified and experienced supplier to provide a satisfaction survey of all our tenant's/leaseholders, checking our performance as a landlord against benchmarked metrics.
 - SCDC are responsible for approximately 5,700 homes in South Cambridgeshire including 45 sheltered schemes. The successful supplier will need to contact all residents and sheltered schemes, recording survey results and providing SCDC with both metrics and a summary report confirming the results of the survey, providing commentary and insight into the statistics.
 - Looking for a range of contact methods.
- Return date: 18th October 2021
- Two quotes received
 - 1st quote – totalling £9,970 but did not meet the brief because telephone surveys only to be undertaken for up to 720 telephone interviews.
 - 2nd quote – MEL (appointed) – totalling £16,978. See specification attached as to cost breakdown.
 - Procurement scores:
 - Quote 1 – 52
 - Quote 2 – 71.49. Scoring was based on 40% for cost and 60% for quality (which is standard practice).
- Draft questions proposed based on Core and Recommended industry standard questions which are aligned with recommendations coming out of the White Paper.
- Proposed questions reviewed with tenant rep and at the Housing Management Service Team meeting.
- Trial run of on-line questionnaire undertaken with members of the HEB and comments fed back to MEL.
- Anticipate survey to go live week commencing 21st February 2022.

- Project slightly behind original timelines due to staff sickness, GDPR and data sharing issues, and the Christmas break.
- Final report likely to be received middle of April.
- Verbal update to be given at the next Housing Engagement Board meeting.

15 February 2022

Section 3: Questionnaire

PART A

To: South Cambridgeshire District Council, South Cambridgeshire Hall,
Cambourne Business Park, Cambourne, CB23 6EA

Quotation for: Tenant & Leaseholder Satisfaction Survey

I / We the undersigned, having examined the specifications are willing to execute the whole of the work required to carry out the surveys: £16,978 +VAT

Explanation of your pricing:
Please provide a full breakdown of all costs.

SCDC Tenant & Leaseholder Satisfaction Survey 2021-22									
<i>Consultant</i>	<i>Rate £</i>	<i>Project mgmt..</i>	<i>Design</i>	<i>Field</i>	<i>Analysis</i>	<i>Report</i>	<i>Other</i>	<i>Total days</i>	<i>£ Pricing</i>
Simon Maydew (Project Director)	750	0.5							375
Adam Knight-Markiegi (Research Director)	675	0.5	0.25			0.5	1		1519
Sam Jones (Senior Researcher)	400	2.5	1	0.5	2	2.5	1		3800
Tahira Mahmud (Fieldwork Supervisor)	325			1					325
Leigh Eden (Data Analyst)	325		1.5	0.5	2				1300
Consultant days subtotal									
Direct Cost									£7,319
Cost									
Printing and postage									6867
Online data collection costs (SMS etc)									1047
Data entry cost									1114
Respondent support (language line helpline etc)									631
Direct Cost subtotal									£9,659
PROJECT TOTAL EX. VAT									£16,978

Company Name M·E·L Research

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

Company Registration No 3000946

Telephone No 0121 604 4664

Email Address simon.maydew@melresearch.co.uk

Employee Name Simon Maydew

Date 18/10/2021

Signature *S t maydew*

The following is recorded for statistical analysis only:

Is your company an SME? Yes/No

(for instance, are your accounts submitted to Companies House recorded as either micro, abridged or total exemption full accounts).

Does your company have a Local Office based in Cambridgeshire? Yes/No

(South Cambridgeshire, Cambridge, Huntingdonshire, Peterborough, Fenland, East Cambridgeshire)

Does your company have an Office based in one of the following bordering authorities? Yes/No

(Cambridge, Huntingdonshire, Fenland, East Cambridgeshire, West Suffolk, Central Bedfordshire, North Hertfordshire, East Hertfordshire, Uttlesford, Braintree)

Postcode of the Local or office based in the bordering authority? _____

PART B: Questions

The following items match the award criteria specified in the ITQ Bidding Instructions hyperlinked at the start of this document. A typed attachment is acceptable providing it does not exceed the 2500-word limit. Brochures should not be included in the submission.

Method Statement - Written statements are required	Marks	Score 0-5
Please provide a typed response (not exceeding 2500 words) about your organisation's understanding of the brief and your proposals to undertake and complete the services required to meet the requirements of the Invitation to Quote.	60%	
<p>M·E·L Research has worked with housing providers, public service agencies, local and national government for 35 years. As a Market Research Society (MRS) Company Partner we're committed to delivering projects to the highest standards, following the MRS Code of Conduct. We adhere to the principles of the GDPR and Data Protection Act 2018. We are one of the leading social research companies that carries out STAR surveys for housing providers across the country - with the experience and understanding of the rigours needed when running one, which is why we are used repeatedly by many councils and housing associations.</p> <div data-bbox="367 985 1212 1747" data-label="Diagram"> </div> <p>We have significant experience in delivering customer experience and resident satisfaction surveys across the UK, including the policy context regarding the White Paper and best practice on tenant insight/engagement (TPAS, HACT and HouseMark). The following video summarises our organisation, our vision and the range of solutions we provide: https://melresearch.co.uk/media/upload/files/Housing-and-Customer-Experience.mp4</p>		

Method Statement - Written statements are required	Marks	Score 0-5
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Approach



Stage 1: Inception meeting

We understand the value of a detailed inception meeting to fully explore your needs, key challenges, and project risks. It will provide an opportunity to:

- Ensure a shared understanding of the project aims, method and key deliverables;
- Agree project management, key contact and on-going liaison arrangements;
- Discuss the key themes to include in the survey;
- Discuss and agree sampling;
- Discuss timetable and key milestones;
- Discuss and agree analysis & reporting requirements;
- Discuss data protection requirements and any limitations.

We will produce a short report summarising the discussion and setting out the final project timetable and deliverables.

Stage 2: Sampling

We understand you have a total stock size of 5,706 properties and would like to carry out a census approach. Given your previous response rates of 25-34%, we are confident we will achieve a margin of error well within the HouseMark guidance ($\pm 4\%$ at the 95% confidence level), which would require 544 responses. We expect a much greater response, providing a robust sample for further analysis by sub-groups.

We will take receipt of your database using a secure FTP site, applying quality checks before we use it (e.g. duplicates, empty properties). All personal data is stored in dedicated project folders using Office 365 SharePoint architecture and access control and user authentication is only granted to project staff. All our IT solutions providers use data centres located in the UK and comply fully with the DPA 2018.

After taking receipt of your database we can look at the distribution of stock by area and other characteristics. We can then set interlocking targets to achieve spatially, by geographic parameters such as ward, housing management area/patches, for example. This will be discussed with you at the inception meeting.

Method Statement - Written statements are required	Marks	Score 0-5
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Stage 3: Design

A major strength of M·E·L Research’s approach is our strong commitment to high quality, clear and well thought out questionnaire design. We are fully conversant with HouseMark’s STAR framework and the Regulator for Social Housing’s latest Tenant Service Measures.

We will work with you to develop the questionnaire based around the HouseMark core and recommended questions. We can also advise on the best way of tailoring questions based on tenure, and your relationship with residents.



We’re pleased you want to involve your Tenant Working Groups in this work; this helps to get buy-in and focuses questions on the key issues for residents. We did exactly this with Slough Borough Council last year, holding an online discussion with their Resident Board to help shape the design of their tenant survey, including influencing specific questions. They reviewed the draft questionnaire before it was finalised and helped promote the survey. The results were subsequently presented back to them in another session.

Stage 4: Fieldwork

In terms of methodology, we would suggest a digital-first approach before undertaking a wider postal survey. Where mobile and email contact details are present we will initially send the survey via email and telephone (SMS link to the online survey). We will also send two to three reminders electronically. Following this, all non-respondents to the digital first approach and those without these details will be invited to complete a postal survey. This ‘blended’ approach is fully aligned with the latest STAR guidance and recommended by HACT, and also reduces our environmental impact.

We will design, print and despatch an attractively laid out version of the questionnaire. We have costed for a 4 page (8 sides of A4) survey. We envisage 25-30 mostly closed scaled questions with some open questions to give residents the opportunity to comment on the service received and issues affecting them.

We will send all residents an original mailing that will include a colour covering letter and B&W survey on recycled paper, with a freepost reply envelope. Each questionnaire will have a unique reference number. This is the only element we outsource, to one of two trusted print and delivery companies. We recommend giving at least 2 full weeks for returning the survey back to us before the reminder mailing is sent; including another copy of the covering letter and questionnaire.

Method Statement - Written statements are required	Marks	Score 0-5
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Within the covering letter we shall include a link to the online survey and a QR code, encouraging people to complete the survey online, thus overcoming any discrepancies in email addresses and giving two different approaches to complete the survey.



Before the survey goes live we will undertake an internal pilot and share the draft survey with you.

Improving Response Rates - Our key recommendations would be as follows:

- Publicising the survey in advance and fully brief staff so they can promote the survey.
- Create a communication plan to promote the survey via internal communications. We've also costed to include a prize draw which can be a great incentive for residents.
- We shall provide an animated video outlining the objectives of the survey, made available to managers and residents with a link in the cover letter.
- All aspects of data protection and confidentiality will be stressed along with details of our privacy notice, GDPR, MRS Fair Data Accreditation and how their data is handled.
- We shall keep the survey simple and uncluttered, with your logo on the letters and front of the questionnaires. Online questionnaires will have a contemporary feel using Confirmit, our survey software, which is fully compatible with all major browsers and on mobiles/tablets.
- We also have the following recommendations for improving response rates amongst vulnerable, seldom heard and older tenants:
 - We shall provide email and freephone telephone helpline details where residents can request copies of the questionnaire in large font or to complete the survey over the phone. We have made provision in our costs for up to 100 of each.
 - We can adapt our approach based on language requirements (we cover many languages through our call centre and work with many BME landlords) and hearing using Text Relay or online to Web Accessibility Initiative level 3.

Bengali এই তথ্য অন্য কোনো ভাষায় আপনার প্রয়োজন হলে অনুগ্রহ করে ফোন করুন 0800 073 0348	Spanish Si desea esta información en otro idioma, rogamos nos llame al 0800 073 0348
French Si vous souhaitez ces informations dans une autre langue veuillez nous contacter au 0800 073 0348	Polish Aby otrzymać niniejsze informacje w innej wersji językowej, prosimy o kontakt pod numerem 0800 073 0348
Portuguese Se desejar esta informação noutro idioma é favor telefonar para 0800 073 0348	Somali Haddii aad jeclaan lahayd in aad warbixintan ku hesho luqad kale, fadlan annaga nagala soo xiriir lambarka 0800 073 0348

If you would like this information in large print, in Braille, on audio tape or in another language, please contact us on 0800 073 0348.

Stage 5: Analysis & reporting

There are numerous standard checks throughout our core processes to ensure data quality, summarised below.

Method Statement - Written statements are required	Marks	Score 0-5
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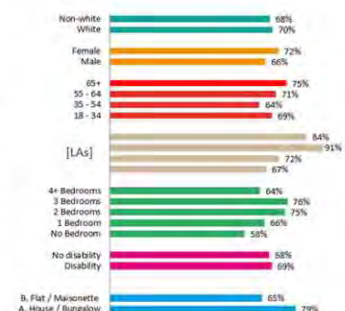
Returns and data entry will be handled by our internal Field and Data team. Returned questionnaires are logged on an ongoing basis, giving direct access to response rates, and can scan in and email you with any resident's comments / concerns so urgent issues can be dealt with promptly, providing a service recovery loop and boosting resident satisfaction.

All data entry will take place at our Covid-secure offices in Birmingham to ensure high quality standards and data security. As an MRS Company Partner, we are required to meet the highest standards of quality assurance. We carry out double data entry verification checks on a 5% sample of completed questionnaires. Questionnaires are re-entered and the two data files compared against each other to check for errors.

Following these checks, we will provide the raw (anonymised) data and cross-tabulated data tables in Excel, SPSS or another agreed format. The data will be weighted at this stage to ensure it is representative of your total stock.

Gathering the data is the first step. Analysing it is where the insight begins, driving action. We will meet all reporting requirements set out in your ITQ.

Our standard data analysis includes counts and percentages for all questions as well as sub-group (crosstab) analysis. Sub-group analysis is a key technique to start telling the story of the data, particularly when including existing data (e.g. demographics, behavioural, property details). This pulls out which groups stand out – using robust statistical significance testing (Z tests).

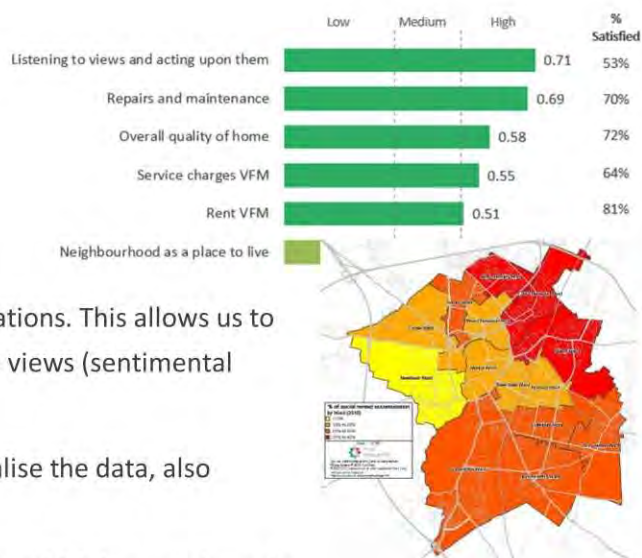


We'll then move onto producing the draft report which will deliver robust conclusions based on the evidence collected. We pride ourselves on a visual reporting style, with clear messages and recommendations.

Method Statement - Written statements are required	Marks	Score 0-5
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Adding value: We can add value in several ways which are built into our core offer:

- **Benchmarking**, such as the five HouseMark core questions, adds deeper context.
- **Trend analysis**, showing how you compare to previous survey results.
- **Key driver analysis** looks for correlations between variables, showing what drives (dis)satisfaction. We'll include this within our core offer, to help draw out insight and make recommendations.
- **Coding responses to free-text answers** helps quantify qualitative responses. Our team does this, so you get human input, not machine estimations. This allows us to draw out themes, compare positive and negative views (sentimental analysis) and highlight concerns.
- **GIS analysis** and mapping are great ways to visualise the data, also helping to tell the story.
- **Infographics:** will produce a one-page infographic, which is a great way to share results with Councillors or residents.



- **Bespoke segmentation analysis:** This enables us to cluster and segment customers based on shared observed characteristics. For example: "At One" customers who are engaged with the organisation and satisfied. This analysis is very helpful in targeting customer segments and geographic locations where you need to allocate and prioritise resources.

Method Statement - Written statements are required	Marks	Score 0-5
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- Animated video:** To raise awareness of the findings, provided free of charge. This can aid transparency and get results out quickly. <https://www.youtube.com/watch?v=BHd1KCb2jmA>



- Data fusion techniques:** To enrich the insights generated, we can tag to each record other datasets such as: Index of Multiple Deprivation, stock condition or income arrears data. We have full access to CACI data and therefore we can add ACORN/ONS neighbourhood level information to the survey data to identify segments of your customer base where focus is needed.
- Presentation** of findings, drawing out the key insight from the results.
- Additional consultancy advice** provided as part of our added value, that can be used after the survey has finished and drawn down over the course of the year. We'd be happy to provide advice about any forthcoming policy papers, customer journey mapping and implementation of customer engagement processes such as real time transactional surveys and dashboards.



Project team

Simon Maydew (Commercial Strategy Director) will be account lead over the entire relationship. Simon joined M·E·L Research from BMG Research in 2020 where he was UK divisional head for housing research and public sector consultation. Simon has led on over 100 customer satisfaction surveys across the UK, working with many of the largest landlords including Riverside Housing, Metropolitan, Thames Valley Housing and Wheatley Housing Group.

Adam Knight-Markiegi (Housing Consultant: Research Director) will support Simon. Adam joined M·E·L in 2017 and has delivered research, consultancy, and training to the housing sector for 15+ years. This includes as Senior Consultant at HouseMark, where he led the Tenant Insight Discovery project, working with 11 housing providers to make more of their data, draw out insight and help tailor and improve services. Adam will oversee the project, ensuring the quality of research tools and outputs, and pulling out actionable insight.

Method Statement - Written statements are required	Marks	Score 0-5
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Adam will be supported by **Sam Jones (Senior Researcher)**, who will be your day-to-day contact. In 2018, Sam graduated from Aston University with a 1st class honours degree. Since joining M·E·L Research, Sam has successfully managed numerous projects including a wide range STAR surveys for Cambridge City Council, Colne Housing and Barrow, Slough and Great Yarmouth councils.

Project management

We operate a PRINCE2 approach to project management and believe in strong planning, programme management, leadership, and governance. The stages adopted in our approach ensure we implement effective management of projects to ensure key milestones are met, which includes:

- a) Project inception
- b) Project planning, involving the identification of tasks, stages and milestones and the allocation of resources
- c) Risk assessment
- d) Monitoring and controlling the different stages of the project through project meetings, reviewing project plans and monitoring progress
- e) Managing successful delivery of research reports and
- f) Ensuring final completion of projects, including end of project reviews and final client 'sign-off'.

To further aid planning, we hold weekly resource meetings to review internal capacity across our organisation and the performance of all contracts is monitored in line with our ISO:9001 and ISO:20252 quality management system..



The Gantt chart below illustrates our plan for this project. The timetable will be finalised during the inception meeting.

ACTIVITY / TASK	November					December				January					February				March				
	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	7	14	21	28	
Inception meeting			■																				
Project design and sampling				■	■	■																	
Survey setup						■	■																
Finalise questionnaire and sign off								■															
First SMS / emailing										■													
Reminder SMS / emailing										■													
First postal mailing											■												
Reminder postal mailing												■											
Fieldwork ends														■									
Quality assurance data checks										■	■	■	■	■	■	■	■						
Data analysis/tabulations and charts																■	■	■	■				
Produce draft report																	■	■	■				
Client review draft report																			■	■			
Final report																					■	■	
Presentation																						■	■

Risk management: All projects are prepared and planned through reference to a standard risk assessment and mitigation plan. This is reviewed, assessed, and updated periodically considering changes that may arise.

Method Statement - Written statements are required	Marks	Score 0-5
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The Project Lead will be responsible for ensuring all possible risks are identified, and all possible mitigations are put in place to address each risk. Progress on all projects is also reviewed weekly by M.E·L’s Client Implementation Director, allowing us to assess risk on an ongoing basis and act swiftly with contingencies.

Social purpose and credentials

Our vision is to make a positive difference to organisations, employees, customers and wider society. We believe all businesses have a duty to be socially responsible to re-invest in society, be active contributors to the local community and minimise their environmental impacts. Like you, we are also values-driven, with five key values:



As a business we have made a commitment to annually **donate 5% of our net profits to designated charities aligned to our social purpose**. A CSR working group within the company was established in mid-2021 to identify recipients that align with our values. The group are also embedding opportunities for staff to make a direct impact on communities through volunteering days. Our training programmes are also aligned to help support our social purpose. For example, our head of housing research Adam Knight-Markiegi has recently gained accreditation as a [Social Value International](#) Level 3 Advanced Practitioner.

For us, a large part of being socially responsible is accepting our corporate environmental responsibilities and M·E·L Research is committed to minimising its environmental impacts and maximising its contribution to sustainable futures and a healthy environment. We will conduct our activities and operations to reflect best practice and seek innovative ways of improving our environmental performance. To achieve these aims we will meet and, where possible, exceed all relevant UK, EU and international legislative and regulative requirements and agreements. As an MRS Company Partner, we also support the steps the sector is taking to be part of the solution to the growing climate emergency.

We can confirm we have the following insurances:

- Employers’ Liability Insurance
- Public Liability Insurance
- Professional Indemnity

PART C: References

Note the Councils will check 3 references and assess based on the feedback provided by previous clients. Please provide a minimum of 3 references. These will be assessed on a pass or fail nature on the actual feedback from the referee as well as how comparable the services provided to the referee are to the brief.					Pass/ Fail Only
Name of Client(s) Address:	Telephone:	Email and Name of person to contact:	Description of services provided	Contract dates (From – To)	Annual Value of Contract (£)
Cambridge City Council The Guildhall, Market Square, Cambridge CB2 3QJ	01223 458323	Emily Watts, Resident Engagement Officer Emily.Watts@cambridge.gov.uk	City Homes (Cambridge City Council) commissioned M·E·L Research to carry out a STAR survey to gather feedback from residents. The aim was to gain a better understanding of the levels of satisfaction residents have with their homes and the associated services provided. M·E·L Research supported project	July 2020 - December 2022	£24,000

			design, handled all data collection, analysis and reporting. This exercise will be repeated in 2022, as part of a bi-annual contract.		
Slough Borough Council Observatory House, 25 Windsor Rd, Slough SL1 2EL	01753 477220	Anita Jan, Locality Participation Officer Anita.Jan@slough.gov.uk	Slough Borough Council's Housing Services commissioned M·E·L Research to carry out a tenant and leaseholder satisfaction survey to gain an understanding of the levels of satisfaction residents have with their homes and the associated services provided to them. M·E·L Research supported project design,	June 2020 - March 2021	£23,000

			handled all data collection, analysis and reporting.		
Folkestone and Hythe District Council Civic Centre, Castle Hill Ave, Folkestone CT20 2QY	07395 258433	Loren Paine – Tenant Liaison Specialist loren.paine@folkestone-hythe.gov.uk	Baseline STAR survey among tenants and leaseholders following the return of stock to the Council from ALMO management. M·E·L Research supported project design, handled all data collection, analysis and reporting.	October 2020 - December 2020	

6. New Matters

6.1 Update on Projects – Evaluation of Tenant Engagement Projects

The following documents, which are included in the agenda pack, have been designed and are being trialed by the volunteers on the Tenant Satisfaction Survey project.

- Project Initiation Request Form
- Project Evaluation Form

On 19 January 2022, copies of the documents were sent to Brian Burton and Peter Tye, the two volunteers working on this project, for their comments and input.

For noting.

Project Initiation Request Form

Project Name			
Lead Officer			
Project Group			
Other Participants / Stakeholders			
Project Purpose			
Goals of the Project			
Role of Tenant Representatives			
Requirement from Tenant Representatives			
Reporting of Project			
Implementation Plan of Project	Date	Activity	Tenant Representative Input

Affected Parties and Processes or Systems	
Duration and Expected Completion Date	
Cost (if any)	£

Project Evaluation Form

Upon the completion of the project, evaluate its success. Identify the strengths and weaknesses of the project and list any ideas that may be helpful.

Name of project: _____

Project date: _____

Committee responsible for the project: _____

Location of project: _____

How would you rate the project overall?

Poor

Fair

Good

Excellent

What were the goals of the project? _____

Were the goals of the project achieved? Yes No

Which one (s)? _____

Why? _____

Why not? _____

What could be improved? _____

Participation

Who did you expect to participate in the project? _____

Who actually participated in the project? _____

Percentage of participants? _____

Finances

Budget _____

Total cost _____

6.2 Update on Projects – Doubling Nature

Geoff Clark to provide an update on the Doubling Nature Project.

7. Any other Business (AOB)

Any additional issues to be raised.

8. Proposed Meeting Dates

- 2 June 2022
- 8 September 2022
- 1 December 2022
- 2 March 2023

9. Closing