

# Agenda

## Housing and Homelessness Panel (Panel of the Scrutiny Committee)

This meeting will be held on:

Date: **Wednesday 2 February 2022**

Time: **6.00 pm**

Place: **Remote (Zoom)**

**For further information** please contact:

Tom Hudson, Scrutiny Officer, Committee Services Officer

☎ 01865 252191

✉ DemocraticServices@oxford.gov.uk

**Members of the public can attend to observe this meeting and.**

- may register in advance to speak to the committee in accordance with the [committee's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Information about speaking and recording is set out in the agenda and on the [website](#)

Please contact the Committee Services Officer to register to speak; to discuss recording the meeting; or with any other queries.

*View or subscribe to updates for agendas, reports and minutes at  
[mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk).*

*All public papers are available from the calendar link to this meeting once published*

## **Committee Membership**

Councillors: Membership 6: Quorum 3: substitutes are not permitted.

Councillor Linda Smith (Chair)

Councillor Nadine Bely-Summers

Councillor Lizzy Diggins

Councillor Laurence Fouweather

Councillor Chris Jarvis

Councillor Elizabeth Wade

Apologies and notification of substitutes received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting. Substitutes for the Chair and Vice-chair do not take on these roles.

# Agenda

	<b>Pages</b>
<b>1 Apologies</b> Substitutes are not allowed.	
<b>2 Declarations of interest</b>	
<b>3 Housing and Homelessness Panel Work Plan</b> The Panel is asked to <b>AGREE</b> the proposed Work Plan for the Housing and Homelessness Panel.	7 - 8
<b>4 Notes of previous meeting</b> The Panel is asked to <b>AGREE</b> the notes of the meeting held on 16 December 2021 as an accurate record, having raised any necessary amendments.	9 - 14
<b>5 Allocation of Homelessness Prevention Funds</b> The main Scrutiny Committee has agreed that this item should be deferred to align with the amended timetable for its consideration at Cabinet.	
<b>6 Social Housing White Paper Readiness and Tenant Satisfaction Survey Response</b> Further to its previous discussions of the Social Housing White Paper and the Tenant Satisfaction Survey, attached is a report on the progress made towards being ready for the Social Housing White Paper and an update on the progress being made to actions following the Tenant Satisfaction Survey. Bill Graves, Landlord Services Manager, will be available to present the report. The Panel is asked to consider the report and raise any issues for	15 - 34

possible recommendations to make to Cabinet when the write up of its findings on Tenant Engagement is completed.

## **7 Tenant Involvement Presentation**

A verbal presentation will be given by the Tenant Involvement Team to provide its summary perspective on the issues raised throughout the Tenant Engagement and Empowerment set of papers. Simon Warde, Tenant Involvement Manager, and Wendy Hind, Tenant Involvement Officer, have been invited to make this presentation.

## **8 Tenant Engagement and Empowerment - Final Question and Recommendation Forming**

35 - 36

A final opportunity for the Panel to raise any final questions on the theme of Tenant Engagement and Empowerment.

The Panel is then asked to **AGREE** any recommendations it wishes to make as part of its report to Cabinet. The attached document provides the list of recommendations made to date.

## **9 Dates of next meetings**

Meetings of the Housing and Homelessness Panel are scheduled for:

04 April 2022

NB The above meeting is not expected to be cancelled on the grounds of purdah.

## **Information for those attending**

### **Recording and reporting on meetings held in public**

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks those recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recording may take place and that you may be inadvertently included in these.

The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

### **Councillors declaring interests**

#### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

#### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your\* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

#### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

#### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". The matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

\*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

This page is intentionally left blank

## Housing and Homelessness Panel Work Plan

NB This work plan is provisional and is subject to change, usually relating to changes on the Cabinet Forward Plan. Changes made outside meetings are agreed between the Scrutiny Officer and the Chair.

Cabinet items beyond two months in advance are not included on the work plan owing to the greater potential they will move or alternative items of higher priority arise in the meantime.

### 06 April 2022 - reports

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
DSS Discrimination Motion Update	No	A report to follow up on the progress made relating to the actions specified in the Council's July 2021 cross-party motion on DSS discrimination	Cabinet Member for Affordable Housing, Housing Security and Housing the Homeless	Stephen Clarke, Head of Housing Services
Sign off of Tenant Engagement and Empowerment report	No	To sign off the draft of the Panel's Tenant Engagement and Empowerment report	Cabinet Member for Affordable Housing, Housing Security and Housing the Homeless	Tom Hudson, Scrutiny Officer

7

This page is intentionally left blank



## Minutes of a meeting of the Housing and Homelessness Panel (Panel of the Scrutiny Committee) on Thursday 16 December 2021



### Committee members present:

Councillor Bely-Summers

Councillor Fouweather

Councillor Jarvis

Councillor Linda Smith (Chair)

Councillor Wade

### Officers present for all or part of the meeting:

Stephen Clarke, Head of Housing Services / Director Housing Companies

Wendy Hind, Tenant Involvement Officer

Simon Warde, Tenant Involvement Manager

Stephen Gabriel, Executive Director for Communities and People

Bill Graves, Landlord Services Manager

Richard Wood, Strategy & Service Development Manager

Tom Hudson, Scrutiny Officer

### Also present:

Councillor Diko Walcott, Cabinet Member for Affordable Housing, Housing Security, and Housing the Homeless

Tenant Ambassadors (3)

## 24. Apologies

Councillor Lizzy Diggins tendered her apologies.

## 25. Declarations of interest

None

## 26. Housing Panel Work Plan

The Panel **AGREED** the proposed work plan subject to the addition of a detailed action plan in response to the Tenant Satisfaction Survey results as part of the report on the Council's readiness for the Social Housing White Paper report in February.

## 27. Notes of previous meeting

The notes of the meeting held on 04 November 2021 were **AGREED** as an accurate record.

## 28. Tenant Satisfaction Survey

Bill Graves, Landlord Services Manager, presented the report on the results of the Tenant Satisfaction Survey and the Council's response to the Panel.

The Tenant Satisfaction Survey was the first undertaken by the Council since 2015. Given the period since the previous survey and the low response-rate to the previous survey the Council had undertaken a census of all tenant and leaseholders. Normally, the Council would then compare its performance with peers, but few comparators had undertaken surveys since Covid, with those who had seeing significant variability in satisfaction. The Council's own reduction to services and repairs was likely to have acted as a dampner to satisfaction.

In headline, 85% of respondees were satisfied with the Council's service. Below that, however, there were a number of issues, including

- satisfaction with the Council as a landlord
- satisfaction with the standard of the home
- tenant's views listened and acted upon
- satisfaction with the outcomes of anti-social behaviour

In addition to the numerical data provided, over 1700 comments had been provided as part of the survey giving a rich seam of information for the Council to understand the concerns and issues of its tenants and leaseholders. Members of the Housing team were in the process of following up comments made by those who gave permission to do so to discuss and seek to understand more. This information would continue to shape the improvement plans developed.

The key area for improving satisfaction related to the repairs service, which was the primary source of both satisfaction and dissatisfaction. The Council had been working with its repairs provider, ODS, to improve communications with customers around repairs, and undertaking immediate post-job satisfaction surveys. Those tenants providing a score less than a seven out of ten would get a follow up call to understand more about how the service could have been improved, with the feedback for individual operatives tracked to understand and improve issues detracting from their level of service. This survey was being developed with the input of both the Tenant Satisfaction Team and the Tenant Ambassadors. Technological systems and new supply chain approaches were enabling greater efficiency of existing staff to undertake work. The new portal, through the QL system, would enable tenants to report, view and track repairs. A proactive schedule of revisiting homes which had reported damp and mould to check on the adequacy of the previous work had already begun.

Results showing dissatisfaction with the quality of homes were of a deep disappointment to the Council and at present it was unclear what was driving the dissatisfaction. All Council homes met the Decent Homes standard. Understanding this was a priority for the Council. In the meantime, the Council was planning to invest £51m over the course of the forthcoming Medium Term Financial Plan, with a further £8.7m to improve energy efficiency. The extension in the Social Housing White Paper of responsibility for improving the local area also meant further investment in the Great Estates programme.

Communication between the Council and tenants was being invested in. The White Paper made it an area on which it was necessary to report, and it was clear that

although a minority, younger tenants showed greater dissatisfaction in this area, indicating improved means of communication were necessary. The new QL portal was anticipated to support this. Vulnerable tenants would be visited in person.

A disconnect between tenant expectations over anti-social behaviour outcomes and what the Council could reasonably do did lead to some unhappiness. Even when the Council did successfully stop the anti-social behaviour further, draconian measures were expected by tenants. In addition, Covid had made it much more difficult to manage anti social behaviour, with lockdowns increasing the incidence by perpetrators and reducing the tolerance by victims. A new ASB policy had been launched, as well as visits by the ASB team, to address this as far as possible.

At a strategic level, the Council was looking at to improve service levels and outcomes, including the Service Integration Project, and a Customer Experience Change programme, and an externally undertaken service delivery review to consider the shape and remits of the teams providing services to tenants with a view to making improvements.

Following the presentation, Councillors made a number of comments and raised a number of questions. Repair and disabled-adaptation time was raised as an issue. It was recognised that with Covid things had been challenging for repairs, but the key issue was to ensure that repairs were reported. Many times complaints of repairs not done had no repairs listed as being requested in the last 18 months. A delay of more than a month should be escalated. Larger-scale disability adaptations would require a request from an occupational therapist first. These could take some time to fulfil, with design, planning applications and building all contributing to the overall time taken.

Concern was raised over the link between lower rates of satisfaction across the board by younger tenants and the suggestion was made that this may be due to overcrowding. Those respondees who assented were being contacted, which would begin to shed light on this trend.

Olga Siiddon, one of the tenant ambassadors highlighted the importance of the Tenant Involvement Team in communicating and engaging tenants, and sought clarity on the ongoing resources available to them. The work of the Tenant Involvement Team was praised for their award-winning work, though a difference between involvement and engagement was put forward. The Council needed to undertake greater engagement, meaning communicating with those who had had nothing to do with it for – in some cases – years. It was important to hear their views as much as it was to hear the views of those wanting to contribute in other ways also, those who were more involved. Staff resource created to undertake the additional engagement envisaged was being included within the draft budget and a new team established to cover the multiple areas where tenant engagement would be necessary under the requirements of the new white paper. Further provision was being made to extend the number of Tenancy Management Officers also in the draft budget.

A suggestion made by the Panel focused on the need to establish a specific identity for Landlord Services, which was distinct from just ‘the Council’. This might help develop relationships with tenants at a lower, more accessible level, than the Council as a whole. Though definitely having benefits, it was also necessary to bear in mind that the Council as a whole was a landlord, and that Landlord Services did not deliver the entirety of the Council’s landlord function. This question would be one which would be looked at as part of the external review.

The potential for geographical mapping of responses in order to identify problem areas and inform future capital expenditure was explored. Largely, the answer was yes, and

this would be fed into some work which also considered issues such as let-ability, repair spend and incidence of ASB to identify housing assets in need of greater investment. The Panel provided specific challenge over the 55% satisfaction rating on Blackbird Leys and looked to opportunities arising from the regeneration scheme for the area for solutions. Though the engagement work for the regeneration was not being undertaken by the Council but its development partner, Catalyst, these concerns would be passed on for inclusion within the engagement programme.

## **29. Housing Performance Q2**

Richard Wood, Strategy and Service Development Manager, presented the Housing Performance Q2 report to the Panel.

Within homelessness services the overall context of greater pressure on the system was an important component, with the Covid-related eviction ban ceasing, the service had seen increased pressure arising from the private rented sector. Despite the pressures, KPIs were holding up well, with recognition given to the hard work of the homelessness team. Homeless prevention measures were continuing to be invested in and were shown through the statistics to be effective. The rise in pressure on the homelessness service put a direct pressure on temporary accommodation, but the team had increased the speed at which placements were found, thereby enabling the target to remain within range. The Council had received a one-off uplift to its homelessness grant from central government and was planning to direct the increase towards addressing the rising demand from the private rented sector. This would be through direct pecuniary support for tenants, such as support with rent arrears, but also greater support with debt, addition or difficulties finding jobs. There would also be investment in providing infrastructure to support better tenant-landlord relations.

Rough sleeping numbers were above target, at 27 vs a target of 17. Seasonal factors did play a part in this result, with Q2 historically showing the highest number of rough sleepers, as did specific situational factors, such as the end of the 'everybody in' programme. However, numbers remained roughly at the level of last year and more than 50% below pre-pandemic levels. Changing weather in Q3 and the progress made in supporting those leaving accommodation under 'everybody in', as well as forthcoming changes such as the re-opening of Floyds Row and the launch of the new county-wide approach to rough sleeping, were expected to reduce these numbers in time. It was accepted, however, that the overall rough sleeper numbers were a factor of multiple local and national causes, and that a future KPI which focused on the Council's own contribution to these figures would be preferable.

The Council's development of affordable homes was above target, with 68 homes being delivered in the first six months of the year, an increase on the pace of previous years.

The Council had recently submitted a bid to the Social Housing Decarbonisation Fund to support its programme of improving energy efficiency for Council tenants.

The Panel was provided with an update to its previously-requested performance dashboard, reflecting the requirements of the Social Housing White Paper. This had been delayed owing to the fact that the Social Housing White Paper had gone out to consultation shortly beforehand and was therefore liable to change. It was expected that the dashboard would be implemented within the next quarter.

In response, the Panel sought clarity over Floyds Row – its place as part of the county-wide alliance against homelessness, its readiness to support those leaving YHA accommodation, and its overall purpose as a rapid assessment and short term accommodation centre. The lease for Floyds Row was expected to be finalised before the end of 2021, with space being available for use by February 2022 at the latest.

Performance against the affordable homes KPI was noted to be an improvement on previous years, though lower than would be needed to meet the Council’s four-year target. It was pointed out that the profile was not flat either within the current year or across the four years, and that completions rates were anticipated to increase significantly.

The report was **NOTED** and no recommendations were made.

**30. Dates of next meetings**

The Panel **NOTED** the dates of future meetings.

**The meeting started at 5.00 pm and ended at 6.20 pm**

**Chair .....**

**Date: Wednesday 2 February 2022**

This page is intentionally left blank

**To:** Housing and Homelessness Panel  
**Date:** 02 February 2022  
**Report of:** Head of Housing Services  
**Title of Report:** STAR Survey 2021 Action Plan

<b>Summary and recommendations</b>	
<b>Purpose of Report:</b>	To introduce the Action Plan developed following the Tenant and Leaseholder Satisfaction Survey 2021 and to provide an overview of progress so far and milestones for achievement
<b>Corporate Priority:</b>	Deliver more affordable housing, Support thriving communities
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendation: That the Panel resolves to:</b>	
1. Note the contents of the report and action plan	
2. Note progress made against the action plan	

<b>Appendices</b>	
Appendix A:	STAR survey action plan 2022

## Background

1. At its meeting of 16<sup>th</sup> December 2021, the Panel received the results of the Tenant and Leaseholder Satisfaction Survey 2021. Officers advised that they were putting together an action plan to capture the range of service improvements that were planned or already underway across the Council to provide an enhanced customer service to Council tenants.
2. This report introduces the Action Plan and progress to date.

## Key Action Area

3. The report provides information on the range of actions and milestones grouped by five themes, each of which has a focus on improving the customer experience:
  - Repairs Service
  - Quality of the home and the neighbourhood, planned maintenance
  - Communications and engagement
  - Anti-Social Behaviour
  - Housing Services

## Change Programme and other Service Improvements

4. As well as the action plan which is relating directly to improvements following the STAR survey, there is a broader change programme underway within the Council and the report of 16<sup>th</sup> December provided information on the Service Integration Project, the Customer Experience Change Programme and the Service Delivery Review of how landlord related services are delivered.
5. There are other service improvements in development across the Council which will further improve efficiency and the customer experience. One of the most exciting is the development of the mobile working solution for staff. Using the 1<sup>st</sup> Touch solution will enable front line staff to call up information on customers in their homes and provide a two-way connection to the main housing and asset management system, QL.
6. An example of this would be a Tenancy Management Officer (or other member of staff) visiting a tenant and being able to check on progress on a repair, make an arrangement to repay rent arrears, take a payment or review a complaint, as well as capturing important information from the customer such as up to date details, preferred methods of contact, any protected characteristics and adjustments needed and GDPR consents including for digital communication.
7. This mobile solution is being trialled within Tenancy Management and will be rolled out across all of the other teams that provide mobile working for tenants and potentially other Council services.
8. As well as seeking additional resources to help to deliver the ambitious plans on engagement and safety, we have also decided to second the Tenant Involvement Manager to concentrate on delivering the requirements of the Social Housing White Paper and will be backfilling his substantive role.

## Conclusion

9. The action plan sets out the ambitious initiatives of the Council to improve services to tenants, with clear milestones and targets for delivery. A number of the actions are already complete.

<b>Report author</b>	Stephen Clarke
Job title	Head of Housing Services
Service area or department	Housing Services
Telephone	01865 252428
e-mail	<a href="mailto:sclarke@oxford.gov.uk">sclarke@oxford.gov.uk</a>



## **Appendix A – About STAR**

The STAR acronym stands for Survey of Tenants and Residents, and it is a framework designed for social landlords to collect tenant and resident satisfaction feedback in a consistent, measurable way. Introduced in 2011, STAR surveys were developed by Housemark, the housing benchmarking organisation, in conjunction with a number of industry bodies and tenant groups.

Although generally carried out every three years by landlords, Oxford City Council carried out STAR surveys each year from 2012 to 2015, at which point, with dwindling response levels reducing to 17% it was decided to extend the period between surveys.

It was planned to restart the survey in 2018. However, Housemark announced that it was overhauling the STAR survey methodology and question base to include transactional as well as perception based questions and to include a greater focus on safety, the home and the estate. This is in line with the themes introduced in the social housing Green Paper – A New Deal for Social Housing.

As a result, the council decided to wait until the revised measures were published rather than spending money on a survey which would have limited use in terms of comparability. Housemark's revised measures were finally published in February 2020. It was then not considered appropriate to carry out the survey in 2020 given the overriding need to respond to the COVID-19 emergency.

The decision to proceed with the survey in 2021 was made in recognition that the social housing White Paper, published in November 2020, set out a series of landlord performance and satisfaction indicators that were to be consulted on and that landlords would be expected to measure and publish.

### **Benchmarking**

STAR survey results would ordinarily be initially compared with the sector as a whole and then peer groups of stock holding local authorities with similar numbers of properties and challenges. As few, if any, landlords would have carried out a STAR survey in 2020, the only data comparisons that could be made would be against surveys carried out before the COVID-19 pandemic. This would not provide a meaningful comparison. Many councils have also moved away from annual surveys, but this is likely to change as the new regulatory inspection regime comes in.

## Appendix B – Full survey results

The percentages shown below relate to “satisfied” and “very satisfied” responses and do not include “neither”, “dissatisfied” or “very dissatisfied”.

Question theme	2021	2015*
Overall satisfaction with the council as a landlord	76%	83%
Overall quality of the home	67%	79%
Condition of home	66%	
Safe and secure home	80%	
Communal areas safe and clean	75%	
Value for money (rent)	81%	75%
Value for money (service charges)	68%	
Neighbourhood as a place to live	75%	
Overall appearance of the neighbourhood	73%	
Overall repairs and maintenance service	76%	77%
Repairs right first time	76%	
Last repair carried out	79%	
OCC is easy to deal with	77%	
Customer service they receive	85%	
Being kept informed about things that might affect them	76%	74%
Having a say in how services are managed	63%	
Tenants views being listened to and acted upon	55%	60%
Support received when dealing with ASB case	53%	
Speed of the ASB case	53%	
Final outcome of the ASB case	49%	60%
The way a complaint was handled	49%	
The final outcome of a complaint	33%	

\* 2015 figures shown where available

Perception of neighbourhood over the last three years		
Got better	Stayed the same	Got worse
17%	60%	23%

### Perceptions

	Agree	Neither	Disagree
OCC takes health and safety concerns seriously	69%	19%	12%
OCC treats tenants fairly	73%	17%	10%
OCC is open and transparent	63%	24%	13%
OCC cares about their customers	66%	20%	14%
OCC has friendly and approachable staff	81%	13%	6%
OCC keeps its promises	56%	25%	19%
I feel valued by OCC	58%	23%	20%
OCC treats me with respect	73%	17%	10%
I trust OCC	66%	19%	15%

## Demographics

	Age		
	Under 25	25 - 59	60+
Overall satisfaction	58%	70%	85%
Quality of home	42%	57%	81%
Repairs and maintenance	63%	71%	84%

## Leaseholder results

Leaseholders were not surveyed in previous STAR surveys.

The percentages shown below relate to “satisfied” and “very satisfied” responses and do not include “neither”, “dissatisfied” or “very dissatisfied”.

Question theme	2021
Overall satisfaction with the council as a landlord	33%
Overall quality of the home	60%
Condition of home	52%
Safe and secure home	58%
Communal areas safe and clean	42%
Value for money (rent)	64%
Value for money (service charges)	22%
Neighbourhood as a place to live	58%
Overall appearance of the neighbourhood	39%
Overall repairs and maintenance service	34%
Repairs right first time	31%
Last repair carried out	37%
OCC is easy to deal with	35%
Customer service they receive	43%
Being kept informed about things that might affect them	53%
Having a say in how services are managed	33%
Tenants views being listened to and acted upon	24%
Support received when dealing with ASB case	24%
Speed of the ASB case	18%
Final outcome of the ASB case	23%
The way a complaint was handled	23%
The final outcome of a complaint	23%

## Perception of neighbourhood over the last three years

Got better	Stayed the same	Got worse
14%	56%	30%

## Perceptions

	Agree	Neither	Disagree
OCC takes health and safety concerns seriously	35%	38%	27%
OCC treats tenants fairly	32%	32%	37%

	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>
OCC is open and transparent	42%	26%	42%
OCC cares about their customers	32%	24%	45%
OCC has friendly and approachable staff	53%	25%	22%
OCC keeps its promises	47%	27%	47%
I feel valued by OCC	22%	26%	51%
OCC treats me with respect	43%	27%	31%
I trust OCC	45%	18%	45%

## Appendix C – Resident suggestions for improvement

<b>Positive comments</b>	<b>22% of total</b>
Generally happy, no problems	278
Repairs service/workforce	26
Attitude of staff	25
Good communications and contactable	11
Good overall service	9
Happy living here	6
Settled, lived here a long time	5
Like my home (type, size, condition)	4
Neighbourhood/good location	4
Communal cleaning & maintenance	3
Feel safe and secure	1
Good value for money	1

<b>Day-to-day repairs</b>	<b>20% of total</b>
Repairs service generally	79
Timescales to complete repairs	55
Appointments	54
Quality of work	37
Outstanding / forgotten repairs	28
Communication about repair (before work started)	14
Quality checking	13
Treatment of resident / home	13
Ease of reporting repair	7
Keep informed of repair progress	6
Right first time	6
Repairs covered in service level	6
Contractor	5
Internal communications (repairs)	3
Job details given to contractor	3
Replace not repair	1
Out of hours service	1

<b>Customer contact</b>	<b>11% of total</b>
Customer care, customer service	70
Return call / email	26
Keep promises	14
Staff knowledge / turnover	13
Time taken to resolve enquiry	11
Resolving problems	11
Answering phones	11
Call handling	10
Contact information	7
Keep informed of progress	6
Complaints handling	6
Automated system	5
Internal communications	2
Opening hours	1

<b>Communications and information</b>	<b>10% of total</b>
Communications (in general)	59
Listen carefully, take interest	39
Keep tenants up to date	15
More visits	13
Website and online services	11
Act on views and give feedback	10
Transparent in decision-making	7
Consult or inform before acting	4
Information on service standards	3
More events, meetings	3

<b>Grounds maintenance</b>	<b>5% of total</b>
Grounds maintenance generally	25
Grass cutting	14
Fences and gates	11
Bushes & hedges - maintenance / weeding	8
Tree maintenance	7
Rubbish	5
Paths and driveways	4
Drainage/flooding issues	2
Flower beds - maintenance / weeding	2
Overgrown/neglected gardens	1
Landscaping	1
Removal of garden waste	1

<b>Neighbourhood problems</b>	<b>4% of total</b>
Car parking, signage and garage areas	23
Anti-social behaviour (dealing with)	16
Drug related issues	9
Neighbours - noise, alcohol	8
Neighbours gardens	4
Litter, graffiti and vandalism	3
Pest/vermin issues	3
Noise from children, ball games	2
Dogs - noise or fouling	1

<b>Property condition</b>	<b>4% of total</b>
Damp / mould / condensation	16
Regular inspections	13
External property maintenance	13
Condition of the property	12
Condition of property at letting	5
Flooring	3
Insulation	2
Sound proofing	1
Pest/vermin control	1

<b>Tenant services and management</b>	<b>3% of total</b>
Help for older residents/health issues	21
Value for money (rent/service charge)	9
Move, transfer	8
Decorating /handyman service	5
Financial difficulties	5
Enforcement of tenancy agreement	4
Warden service	2
Purchase property	1
Overcrowding	1
Rent issues, arrears, HB	1

<b>Home improvements</b>	<b>3% of total</b>
General home improvements	14
Property adaptations	14
New kitchen, bathroom	9
New doors or windows	7
Heating system	3

<b>Safety and security</b>	<b>2% of total</b>
Health & safety (general)	10
Security measures (general)	5
CCTV/cameras needed	4
Fire alarm information or testing	2
Lighting (car park, communal)	2
People on site not residents	1
Do not feel safe	1
Door or window security	1
Door security in communal areas	1
Property theft (parcels)	1
Asbestos	1

<b>Communal areas</b>	<b>1% of total</b>
Rubbish	7
Frequency of cleaning service	6
Rubbish storage areas	3
Maintenance of communal areas	2
Storage areas - mobility scooter, bikes	2
Lifts	1
Caretaker customer service	1

<b>Council, other agencies</b>	<b>1% of total</b>
Council refuse collection	8
Fly-tipping	4
Road repairs	3
Traffic - speed or noise	3
Lighting, street lighting	2

<b>Organisational policies</b>	<b>1% of total</b>
Energy efficient, environmentally friendly	8
Too financially focused	2
Mix of tenants or tenures	2
Service generally / declined	1
Bedroom tax	1
Build more homes	1
Senior Management	1

<b>Moving</b>	<b>1% of total</b>
Need larger property	6
Health issues require a move	4
Need a smaller property	1
Do not like the neighbourhood, move to better area	1
Move away from neighbours, noisy	1



<b>Local area services</b>	<b>0% of total</b>
Local transport	3
Youth facilities/centres	2
Play areas for children	1
Local facilities (shops etc.)	1



<b>Other</b>	<b>12% of total</b>
No comment/suggestions	142
Other	26
Don't know	14
General negative comment	8
Neutral comment	4
Already commented in earlier question	1

This page is intentionally left blank

## Appendix A - STAR survey action plan 2022

Action	Action owner	Milestones	Key Dates/Timescales
<b>1.0 - Repairs service</b>			
1.1 – Bring in SMS messages for repairs to cover the confirmation of appointments, day before reminders, operative on the way notifications and post-work satisfaction surveys.	Paul Concannon, ODS Director of Property Services	SMS messaging system for appointments in place.	31/07/2022 (provisional)
1.2 – Creation of live dashboards so ODS can deal immediately with less than satisfactory customer responses.  27	Paul Concannon, ODS Director of Property Services	Dashboards scoped and designed.  Dashboard constructed in Power Bi following rollout of SMS messaging system for appointments.	Completed  30/11/2022 (provisional)
1.3 - Full rollout of DRS (dynamic resource scheduling) for operatives to improve responsiveness to customers.	Paul Concannon, ODS Director of Property Services	DRS (dynamic resource scheduling) deployed for 50% of operatives in ODS.  DRS (dynamic resource scheduling) deployed for 100% of operatives in ODS.	Completed  31/07/2022 (provisional)
1.4 - Grafton stock contract with on demand stock deliveries for fixed right first time repairs.	Paul Concannon, ODS Director of Property Services	Van stocks deployed and just in time delivery service up and running.	Completed
1.5 - Use of QL First Touch solution to enable operatives to book follow up calls with customers whilst on site.	Paul Concannon, ODS Director of Property Services	QL First Touch solution deployed for 50% of operatives in ODS.  QL First Touch solution deployed for 100% of operatives in ODS.	Completed  31/07/2022 (provisional)

1.6 - Implement the QL Portal to enable tenants to report, view and track repairs.	Bill Graves, Landlord Services Manager	Deployment of customer portal (Rents, Repairs, Choice Based Lettings)	31/10/2022 (provisional)
1.7 – Carry out a proactive programme to revisit cases where damp and mould have been reported in the past to review whether measures taken have worked or not.	Paul Concannon, ODS Director of Property Services	All mould and damp works prioritised when identified.  All cases in last 2 years contacted to see if there are any ongoing issues.  A mould and condensation prevention video launched and linked to OCC website.	Ongoing  Completed  Completed
1.8 - Customer care training for all staff in ODS centred on communication, behaviours and delivering a right first time service.	Paul Concannon, ODS Director of Property Services	EDI training for all staff  Customer care training developed. Training rolled out to all ODS staff.	Completed  Ongoing (linked to timescales on text survey and dashboards)
1.9 - Develop a new ODS Customer Service Strategy, encompassing customer experience, journey mapping, sentiment and real time transactional performance management.	Paul Concannon, ODS Director of Property Services	Project Manager appointed.  Customer Service Strategy in place.	01/04/2022  31/03/2023
<b>2.0 - Quality of the home and the neighbourhood – planned maintenance</b>			
2.1 - Deliver £51m HRA investment programme to accelerate the replacement of key asset management items (pending approval of council budget).	Mark Smart, HRA Surveying Manager	<u>See capital spend budget below action plan for details</u> Investment programmes delivered including: <ul style="list-style-type: none"> <li>• doors and windows</li> <li>• re-roofing</li> <li>• structural repairs</li> <li>• lifts and door phone entry systems</li> <li>• cyclical repairs and decoration</li> <li>• internal communal area improvements</li> </ul>	2026 (in line with yearly budget profile)

<p>2.2 - Carry out a full stock condition survey of council homes to assess what work is needed over and above Decent Homes in future (pending approval of budget).</p>	<p>Mark Smart, HRA Surveying Manager</p>	<p>Data set for collection selected and tender prepared and tenders invited.</p> <p>Survey contractor appointed.</p> <p>Stock survey completed. Develop a 5 year rolling programme informed by the results of the stock condition survey as they become available.</p>	<p>March 2022</p> <p>30/04/2022</p> <p>31/03/2024</p>
<p>2.3 - Continue to invest through the Great Estates programme for flat block improvements and parking, including £1.1m in 22-23. (The Great Estates budget is dedicated to low rise building communal spaces, improvements in security/lighting/entrance doors and access to a useable green space.)</p> <p>20 Barns Road Before</p>  <p>Barns Road After</p> 	<p>Sue Briscoe, Great Estates Senior Surveyor</p>	<p>2021/22 programme completed.</p> <p>Sites for 2022/23 programme selected and programme commenced.</p> <p><i>See below for budget numbers</i></p>	<p>31/01/2022</p> <p>01/03/2022</p>
<p><b>3.0 Communications and engagement</b></p>			

<p>3.1 – Increase the resourcing of tenant engagement activity (subject to budget approval), in order to develop and rollout a tenant engagement campaign, which will include areas such as –</p> <ul style="list-style-type: none"> <li>• building safety</li> <li>• personal fire safety</li> <li>• carbon reduction programme (further detail 3.4)</li> <li>• digital channel shift</li> </ul>	<p>Bill Graves, Landlord Services Manager</p>	<p>Recruitment of new Customer Experience team to develop and deliver engagement plan</p>	<p>30/06/2022  31/03/2024</p>
<p>3.2 – Take further steps to better understand our tenants, with more accurate capture of tenants’ personal data, contact details, data preferences and protected characteristic information.</p>	<p>Bill Graves, Landlord Services Manager</p>	<p>QL First Touch forms implemented.  QL customer portal launched</p>	<p>30/06/2022  31/03/2024</p>
<p>3.3 – Further improve our digital offer to deliver improved communications and engagements to tenants who prefer digital means of communications, such as younger people.</p>	<p>Bill Graves, Landlord Services Manager</p>	<p>Development and rollout of engagement plan  QL customer portal launched</p>	<p>30/06/2022  31/03/2024</p>
<p>3.4 - Launch a specific communications and engagement campaign to support the decarbonisation and retrofitting of council homes with energy efficient improvements.</p>	<p>Bill Graves, Landlord Services Manager</p>	<ul style="list-style-type: none"> <li>• <u>Phase one:</u> <ul style="list-style-type: none"> <li>- Use advertising and editorial to encourage tenants to look out for a letter from the council.</li> <li>- Initiate a programme to collect fully permissioned email addresses for all council tenants.</li> </ul> </li> <li>• <u>Phase two:</u> <ul style="list-style-type: none"> <li>- Send a letter to all homes affected</li> <li>- Tenant Involvement wider activity</li> </ul> </li> <li>• <u>Phase three:</u> <ul style="list-style-type: none"> <li>- Send a letter to all homes that have not yet signed up, with instructions on how they can arrange a 1-2-1 with a Tenant Advocate/Champion.</li> <li>- Decarb training to the registered Tenant Advocates/Champions.</li> <li>- Digital media</li> </ul> </li> </ul>	<p>30/06/2022  31/03/2024</p>

		<ul style="list-style-type: none"> <li>- 1-2-1 sessions with undecided tenants via a zoom calls, or non-digital alternatives.</li> <li>• <u>Phase four:</u> <ul style="list-style-type: none"> <li>- Build the wider engagement team. Identify programme – advice, signposting, dropping leaflet etc.</li> </ul> </li> </ul>	
<b>4.0 - Antisocial behaviour</b>			
4.1 – Community Safety and Tenant Involvement to work together to carry out engagement work with tenants about ASB to better understand the feedback from the Tenant Survey and identify any improvements.	Liz Jones, ASBIT Manager	<p>Complete a programme of engagement with tenants on the subject of ASB</p> <p>Agree any changes in the Community Safety team from the learning and feedback</p>	<p>31/07/2022</p> <p>30/09/2022</p>
4.2 – Improve the Council's online ASB offering, with more information on support available and on what services the Council can provide.	Liz Jones, ASBIT Manager	Go live of new web pages	31/07/2022
4.3 - Implement the updated antisocial behaviour policy (November 2021) which focuses on the support and protection of victims of antisocial behaviour and has a positive impact on people with protected characteristics. For those suspected of causing antisocial behaviour, mental health is often a feature and the revised policy requires that officers identify where possible support needs of perpetrators and seek to address them in partnership with third sector and statutory partners.	Liz Jones, ASBIT Manager	Implement the policy in full	Ongoing
<b>5.0 Housing Services</b>			
5.1 - Deliver the service integration project, linking Housing, Communities and Community Safety functions, aiming to further improve how we bring our teams, our customers and our partners together to	Stephen Clarke, Head of Housing Services	<p>Complete and report on the locality based pilots</p> <p>Deliver the overall SIP project</p>	<p>31/03/2022</p> <p>31/03/2023</p>

deliver joined up services to residents of Oxford, including our tenants. This includes the objective to create locality teams made up of people from relevant services, who will work closely with our communities and partners to deliver cross-team solutions for customers in need.			
5.2 - Recruit additional resources for frontline housing management services, including Tenancy Management and Allocations to improve case work (subject to budget approval)	Bill Graves, Landlord Services Manager	Recruitment of new posts	30/04/2022  30/06/2022
5.3 - Commission an external review of how the council delivers its services to tenants as a landlord to inform our thinking.	Stephen Clarke, Head of Housing Services	Instruct an external consultant  Receive report	28/02/2022  30/05/2022



<b>Housing Revenue Account Capital Programme</b>				
<b><u>New Bids</u></b>				
<b><u>Planned Major Repairs</u></b>				
Adaptations for disabled	756,000	756,000	756,000	756,000
<b><u>Improvements</u></b>				
Structural	2,000,000	1,750,000	1,000,000	700,000
Controlled entry	133,000	133,000	133,000	133,000
Damp-proof works (K&B)	75,000	75,000	137,000	121,000
Doors and Windows	500,000	500,000	500,000	200,000
Extensions & Major Adaptions	735,000	290,000	290,000	250,000
Communal Areas	213,000	229,000	229,000	202,000
Lift replacements	125,000	125,000	125,000	125,000
Stock condition survey	195,000	195,000		
Renewal Fire Alarm Panels	102,000	102,000	102,000	102,000
<b><u>Regulatory</u></b>				
Kitchens & Bathrooms	1,300,000	1,450,000	3,055,000	2,739,000
Heating	2,352,000	2,393,000	2,393,000	2,167,000
Roofing	700,000	700,000	700,000	229,000
Electrics	695,000	723,000	723,000	723,000
Fire doors	1,500,000	580,000	580,000	580,000
<b><u>Estate Improvement</u></b>				
Great Estates: Estate Enhancements and Regeneration	1,109,000	1,163,000	1,163,000	1,163,000
Barton Regeneration				
BBL Regeneration	325,000	1,504,000	1,504,000	172,000
Major Refurbishment Masons Road	750,000	250,000		
<b><u>Future Programme</u></b>				
Properties purchased from OCHL	74,698,000	122,607,000	56,856,000	19,222,000
<b><u>Affordable Housing Development</u></b>				
Northfield Hostel	11,740,000	668,000		
Lanham Way	3,555,000	715,000		
Juniper	1,586,000			
Additional units	2,000,000	2,466,000		
East Oxford Development	2,813,000	5,593,000		
<b><u>Empty Properties</u></b>				
Major Voids	515,000	560,000	560,000	502,000
<b><u>Energy Efficiency Initiatives</u></b>				
Energy Efficiency Initiatives	1,985,000	2,000,000	2,000,000	2,750,000
<b>Total Housing Revenue Account Schemes</b>	<b>112,457,000</b>	<b>147,527,000</b>	<b>72,806,000</b>	<b>32,826,000</b>

	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>Total</b>
<b>Planned Major Repairs</b>					
Adaptations for disabled	756,000	756,000	756,000	756,000	<b>3,024,000</b>
<b>Improvements</b>					

Structural	2,000,000	1,750,000	1,000,000	700,000	
Controlled entry	133,000	133,000	133,000	133,000	
Damp-proof works (K&B)	75,000	75,000	137,000	121,000	
Doors and Windows	500,000	500,000	500,000	200,000	
Extensions & Major Adaptions	735,000	290,000	290,000	250,000	
Communal Areas	213,000	229,000	229,000	202,000	
Lift replacements	125,000	125,000	125,000	125,000	
Stock condition survey	195,000	195,000			
Renewal Fire Alarm Panels	102,000	102,000	102,000	102,000	
	<b>4,078,000</b>	<b>3,399,000</b>	<b>2,516,000</b>	<b>1,833,000</b>	<b>11,826,000</b>
<b>Regulatory</b>					
Kitchens & Bathrooms	1,300,000	1,450,000	3,055,000	2,739,000	
Heating	2,352,000	2,393,000	2,393,000	2,157,000	
Roofing	700,000	700,000	700,000	229,000	
Electrics	695,000	723,000	723,000	723,000	
Fire doors	1,500,000	580,000	580,000	580,000	
<b>Ω</b>	<b>6,547,000</b>	<b>5,846,000</b>	<b>7,451,000</b>	<b>6,428,000</b>	<b>26,272,000</b>
<b>Empty Properties</b>					
Major Voids	515,000	560,000	560,000	502,000	<b>2,137,000</b>
<b>Energy Efficiency Initiatives</b>					
Energy Efficiency Initiatives	1,985,000	2,000,000	2,000,000	2,750,000	<b>8,735,000</b>
TOTAL					<b>51,994,000</b>

Estate Improvement	2022-23	2023-24	2024-25	2025-26	Total
Great Estates: Estate Enhancements and Regeneration	1,109,000	1,163,000	1,163,000	1,163,000	4,598,000
Barton Regeneration					0
BBL Regeneration	325,000	1,504,000	1,504,000	172,000	3,505,000
Major Refurbishment Masons Road	750,000	250,000			1,000,000
	<b>2,184,000</b>	<b>2,917,000</b>	<b>2,667,000</b>	<b>1,335,000</b>	<b>9,103,000</b>

# Agenda Item 8

Issues raised as possible recommendations are as follows:

- Support for the development of the Housing Development Working Group, and within its scope include engagement with tenants on internal design ideas in addition to those mentioned
- That tenant involvement in procurement is formalised and made less ad hoc
- Having a specific older people's tenant ambassador to ensure the specific needs of this group were being met.
- Replicate the Residents Panel just for Council tenants or find a way to get permission to engage with the subset that are tenants. The former could possibly be done through the use of permissions gained from the tenant satisfaction survey. A total of 420 people did give permission to be contacted in future.
- That tenant ambassador involvement in appointments, particularly senior appointments, in Housing be formalised.

This page is intentionally left blank