**To: Housing and Homelessness Panel**

**Date: 02 February 2022**

**Report of: Head of Housing Services**

**Title of Report: STAR Survey 2021 Action Plan**

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| Summary and recommendations | |
| **Purpose of Report:** | 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 |
| **Corporate Priority:**  **Policy Framework:** | Deliver more affordable housing, Support thriving communities  Corporate Plan |
| Recommendation: That the Panel resolves to:   1. Note the contents of the report and action plan 2. Note progress made against the action plan | |

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| Appendices |
| Appendix A: STAR survey action plan 2022 |
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**Background**

1. At its meeting of 16th 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**

1. 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**

1. 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 16th 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.
2. 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 1st 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.
3. 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.
4. 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.
5. 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**

1. 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.

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**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

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| **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**

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| --- | --- | --- | --- |
|  | **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% |

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| **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% |
| 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**

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| **Positive comments** | **22% of total** |
| 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 |

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| **Day-to-day repairs** | **20% of total** |
| 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 |

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| **Customer contact** | **11% of total** |
| 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 |

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| **Communications and information** | **10% of total** |
| 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 |

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| **Grounds maintenance** | **5% of total** |
| 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 |

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| **Neighbourhood problems** | **4% of total** |
| 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 |

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| **Property condition** | **4% of total** |
| 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 |

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| **Tenant services and management** | **3% of total** |
| 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 |

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| **Home improvements** | **3% of total** |
| General home improvements | 14 |
| Property adaptations | 14 |
| New kitchen, bathroom | 9 |
| New doors or windows | 7 |
| Heating system | 3 |

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| **Safety and security** | **2% of total** |
| 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 |

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| **Communal areas** | **1% of total** |
| 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 |

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

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| **Organisational policies** | **1% of total** |
| 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 |

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| **Moving** | **1% of total** |
| 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 |

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

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| **Other** | **12% of total** |
| No comment/suggestions | 142 |
| Other | 26 |
| Don’t know | 14 |
| General negative comment | 8 |
| Neutral comment | 4 |
| Already commented in earlier question | 1 |