

Clydebank Housing Association Ltd

To: Management Committee

From: Communications Officer and Senior Staff Team

Subject: SHR Landlord Report Review 2020

Meeting: 23 February 2021

Date: 16 February 2021

Purpose of Report

The purpose of the report is to review the Landlord Report from the Scottish Housing Regulator for Clydebank Housing Association to 31 March 2020 and identify where improvements to performance can be achieved.

Potential impact on tenants and service users/Tenant Consultation requirements

There is no adverse impact on tenants and other service users as a result of information in this report.

Value for Money

CHA considers Value for Money in all aspect of its business including: -

- Managing our resources to provide quality services and homes to meet the needs of customers and the local community.
- Delivering the right service at the right time at the right cost.
- Planning for and delivering year on year improvements on our services based on customer priorities.
- Getting the most out of our assets and staff by operating efficiently and effectively.

Risk

There are no identified risks in relation to the information contained in this report.

Legal/constitutional Implications (Reference to Model Rules)

There are no identified legal/constitutional Implications in relation to the information contained in this report.

Relevant CHA Objectives:

1. To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
2. To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment.
3. To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction.
4. To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.

5. To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
6. To ensure that our resources are adequate to deliver our objectives by investing in our people, increasing digitalisation, demonstrating value for money and through robust procurement practices.
7. To promote social inclusion by applying principles of equality and diversity to everything we do.

Relevant Scottish Social Housing Charter outcomes:

- Equalities - Social landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.
- Communication - Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.
- Participation - Social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

Relevant SHR Regulatory Standards of Governance and Financial Management:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
- The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
- The RSL conducts its affairs with honesty and integrity.

Equalities

No protected group is adversely affected by the proposals, recommendations or updates within this report. Our commitment to equal opportunities and fairness applies irrespective of factors such as race, sex, disability, age, gender reassignment, marriage & civil partnership, pregnancy & maternity, religion or belief and sexual orientation.

Introduction

This report details Clydebank HA's performance per the Scottish Housing Regulator's Landlord Performance Report published on their website. It is important for the Management Committee to review the SHR's report and identify potential actions, which could improve future performance and/or improve the ongoing relationship with our tenants.

Progress towards the actions will be reviewed at quarterly communications meetings and will be scheduled for completion in advance of the next full Tenants Satisfaction Survey/ARC submission.

Following receipt of the next Tenant Satisfaction Survey results and year-end ARC data, a comparison will be made with previous data in order to ascertain the impact of the planned actions as detailed below. Please note any further ideas or recommendations on what we can do to improve are welcome.

Key

CHA performance improved from previous year and higher than national average

CHA performance dropped from previous year but still above national average

Poorer performance on previous year and below national average

The Landlord Report from the Scottish Housing Regulator for Clydebank Housing Association to 31 March 2020

The data was extracted from <https://www.housingregulator.gov.scot/landlord-performance/landlords/clydebank-housing-association-ltd>

1.0 Homes and rents

At 31 March 2020 this landlord owned **1,126 homes**.

The total rent due to this landlord for the year was **£4,214,934**.

The landlord increased its weekly rent on average by **2.5%** from the previous year.

Average weekly rents

Size of home	Number of homes owned	This landlord	Scottish average	Difference from Scottish average
1 apartment	-	-	£110.06	N/A
2 apartment	389	£67.07	£82.13	-18.3%
3 apartment	571	£70.86	£83.49	-15.1%
4 apartment	143	£86.52	£95.87	-9.8%
5 apartment	23	£104.91	£166.87	-37.1%

CHA reflection	Great performance. Continue to strive to improve.
CHA action	Finance & Corporate Services (including Wider Role)

	<ul style="list-style-type: none"> Continue to stringently manage costs within budget parameters and make efficiencies where possible through competitive procurement processes <p>Maintenance</p> <ul style="list-style-type: none"> Continue to stringently manage maintenance costs within budget parameters and make efficiencies where possible through competitive procurement processes <p>Housing</p> <ul style="list-style-type: none"> Regularly compare rent levels against national and local peers Regular Tenancy Sustainment Officer and Welfare Rights Officer reporting, intervention and support to minimise arrears and maximise income <p>All</p> <ul style="list-style-type: none"> Arrange Value for Money awareness and budget training for staff
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2.0 Tenant satisfaction

Of the tenants who responded to this landlord's most recent satisfaction survey:

Overall service

93.3% 89.2% national average 93.95% (previous survey 2017/18)

93.3% said they were satisfied with the overall service it provided, compared to the Scottish average of **89.2%**.

CHA reflection	Good performance. Continue to strive to improve.
CHA action	<p>Finance & Corporate Services (including Wider Role)</p> <ul style="list-style-type: none"> Continued promotion of how to make complaints and ways to complain and implementing improvements timeously – “you said, we did” articles in Chit Chat Accessing wider role funding to increase ancillary services and projects <p>Maintenance</p>

	<ul style="list-style-type: none"> • Good quality major repairs updates and schedules in newsletter • Increased monitoring and reporting of contractor performance to ensure our standards are met • Explore smart technology for a more pro-active maintenance service and improved service to tenants • Ensure major repairs plans/spend are achieved for the year • New Lettable Standard leaflet to be widely distributed to new tenants <p>Housing</p> <ul style="list-style-type: none"> • New Tenancy Sustainment Officer and Welfare Rights Officer providing enhanced tenancy support • Close monitoring and quick and effective resolutions to estate management issues • Provide quick/responsive anti-social behaviour/neighbour complaint support-meeting targets • Explore partnership working for the benefit of tenants i.e. B&Q, local support agencies • Getting to know our tenant survey to be commissioned <p>All</p> <ul style="list-style-type: none"> • Increased communication using HomeMaster customer portal including more timeous data returned by customers to staff, more timeous surveys being issued, use of larger scale text messaging • Annual staff training on complaints handling procedure • Regular reporting of development projects and potential transfer opportunities/more choice for tenants
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3.0 Keeping tenants informed

98.0% 92.0% national average 97.91% (previous survey 2017/18)

98.0% felt that this landlord was good at keeping them informed about its services and outcomes compared to the Scottish average of **92.0%**.

CHA reflection	Great performance. Continue to strive to improve.
CHA action	<p>Finance & Corporate Services (including Wider Role)</p> <ul style="list-style-type: none"> • Creation and promotion of CHA digital lending libraries

	<p>Maintenance</p> <ul style="list-style-type: none"> Increased signage and notice board announcements of major works and achievements <p>Development</p> <ul style="list-style-type: none"> Bespoke publications for tenants and residents <p>Housing</p> <ul style="list-style-type: none"> Enhanced Information packs to be given out at sign up Key information to be included on rear of letters/communications where possible Use of hyperlinks to website/information in digital communication, email signatures etc. More active role in the estates for staff <p>All</p> <ul style="list-style-type: none"> Increased signage and notice board information on key support partners in common areas
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4.0 Opportunities to participate

89.8% 87.2% national average 97.91% (previous survey 2017/18)

89.8% of tenants were satisfied with the opportunities to participate in this Landlord's decision-making, compared to the Scottish average of **87.2%**.

CHA reflection	Good performance. 9.3% stated neither satisfied nor dissatisfied. Continue to strive to improve and promote opportunities to get involved. Hope those who stated neither/nor will have more awareness of opportunities in next survey.
CHA action	<p>Finance & Corporate Services (including Wider Role)</p> <ul style="list-style-type: none"> Increased promotion of involvement opportunities in all of the Association's services and decisions through newsletters, emails, letters, website, etc. Include "remember there are many opportunities for you to participate at CHA" message on franking machine stamp, answering machine message, posters, bottom of emails, etc.

	<ul style="list-style-type: none"> • Expanded ChitChat Get Involved section – generally 2 pages now including all options for involvement such as Tenant Panel, Management Committee, consultation register etc. • Increasing messages on opportunities to get involved on each front page of ChitChat, in emails, letters, website, etc. • Introduce Calendar of Events for involvement • Involve tenants and encourage them to have their say in Centre81 activities to be delivered • Giving tenants a say in Wider Role activities (funded via rent) and where we direct our expenditure and what funds we apply for <p>Maintenance</p> <ul style="list-style-type: none"> • Participation in Community Benefits decisions • Participation in Major Repairs choices • Actively encouraging and acting on feedback on all maintenance services <p>Housing</p> <ul style="list-style-type: none"> • Noticeboards in all closes to promote participation in aspects of estate management • Rent consultation promoted in other methods i.e. on bottom of letters, emails etc. (standard wording) • Enhanced use of digital surveys for rent consultation • Promotion of participation methods by new Welfare Rights Officer and Tenancy Sustainment Officer <p>All</p> <ul style="list-style-type: none"> • Involvement in production of updated How to Participate leaflet for regular distribution • Promotions of Customer Portal through HomeMaster • Digital methods also recently undertaken to show we are always looking at expanding the options available e.g. registered tenants organisation on Zoom
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5.0 Quality and maintenance of homes

Scottish Housing Quality Standard

95.7%

94.4% national average

98.17% (2018/19 ARC)

95.7% of this Landlord's homes met the Scottish Housing Quality Standard compared to the Scottish average of **94.4%**.

CHA reflection	Good performance. Continue to strive to reach 100%.
	Finance & Corporate Services (including Wider Role) <ul style="list-style-type: none">• All updated stock condition surveys will be reflected in the financial plans on an ongoing basis Maintenance <ul style="list-style-type: none">• Stock condition survey due (commitment to surveying 20% of our stock each year on a 5 year cycle)• Reflecting on specification of components for repairs• Created the "Your new home/lettable standard" leaflet document which will be widely distributed to new applicants• New standard form to be developed by staff to ensure that properties continue to meet the SHQS Housing <ul style="list-style-type: none">• Estate Management staff to inspect/report back issues identified during duties• Greater staff presence in estates• Pre inspection to be carried out by HM staff All <ul style="list-style-type: none">• More generic working within Housing Services

6.0 Emergency repairs

2.04 hours

3.6 hours national average

2.40 hours (2018/19 ARC)

The average time this Landlord took to complete emergency repairs was **2.0 hours**, compared to the Scottish average of **3.6 hours**.

CHA reflection	Great performance. Continue to strive to improve.
CHA actions	Finance & Corporate Services (including Wider Role) <ul style="list-style-type: none">• Continue to promote what is an emergency repair in newsletters and on website• Ensure access to contact information including through social media, website, telephone answering service Maintenance <ul style="list-style-type: none">• Performance standards have been reflected in the tenders for the new emergency call out service with a view to further improvement• Right to Repair jobs which are deemed to be emergencies will now be given the 4 hour timescale as opposed to 1 business day (end of next day)• HomeMaster to be utilised to identify improvements in contractor performance and increased methods of reporting capabilities• Issues identified at regular section meetings, procedures reviewed where necessary Housing <ul style="list-style-type: none">• Identify possible tenancy issues related to themes of emergency repairs reporting All <ul style="list-style-type: none">• Ensure reports of emergency are submitted timeously for action• Training for frontline staff on receiving emergency repair reports

7.0 Non-emergency repairs

3.38 days

6.4 days national average

3.38 days (2018/19 ARC)

The average time this Landlord took to complete emergency repairs was **3.38 days**, compared to the Scottish average of **6.4 days**.

CHA reflection	Great performance. Continue to strive to improve.
CHA actions	Finance & Corporate Services (including Wider Role) <ul style="list-style-type: none">• Ensure access to contact information including through social media, website, telephone answering service• Continue to set enhanced but achievable targets in conjunction with Tenant Panel Maintenance <ul style="list-style-type: none">• Ensure new reactive maintenance contractors are fully aware of performance standards expected• Regular meetings to communicate ongoing performance against KPI's• New contractor meeting schedule to be devised and dates met• Use of contractor portal providing live data• Ensure reports of repairs are recorded timeously for action• Weekly checks of works orders raised but not yet marked as completed

8.0 Reactive repairs 'right first time'

91.47%

92.4% national average

95.65% (2018/19 ARC)

This Landlord completed **91.5%** of reactive repairs 'right first time' compared to the Scottish average of **92.4%**.

CHA reflection	Reduced performance. Strive to equal and better previous performance.
CHA actions	Finance & Corporate Services (including Wider Role) <ul style="list-style-type: none">• Promotion of what is Right First Time in contractor's newsletter

	<p>Maintenance</p> <ul style="list-style-type: none"> • Reviewing contractor performance using HomeMaster • Ensure new reactive maintenance contractors are fully aware of performance standards expected • Regular meetings to communicate ongoing performance against KPI's • New contractor meeting schedule to be devised and dates met • HomeMaster increased communication capabilities – tenants, staff and contractors including prompts when targets nearing • Penalties for contractors who have repeated target failures to be introduced • Continued staff training on ARC indicators and trends • Contractors being reminded to report back on issues within properties • Weekly data checks <p>Housing</p> <ul style="list-style-type: none"> • Awareness of tenant dissatisfaction in regards to repairs which have been reported as complete - training <p>All</p> <ul style="list-style-type: none"> • Promotion of what is Right First Time to all staff, tenants and contractors
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9.0 Repair or maintenance satisfaction

91.36%

91.3% national average

90.52% (2018/19)

91.36% of tenants who had repairs or maintenance carried out were satisfied with the service they received, compared to the Scottish average of **91.3%**.

CHA reflection	Good performance but will strive to improve.
CHA actions	<p>Finance & Corporate Services (including Wider Role)</p> <ul style="list-style-type: none"> • Trends and themes of complaints recently added to complaints reporting and will be continuing and addressed

	<p>Maintenance</p> <ul style="list-style-type: none"> • Performance standards have been reflected in the tenders for the new repairs contractors with a view to further improvement • Address issues raised in monthly repairs satisfaction surveys timeously and share with contractors and staff • Penalties for contractors who have repeated target failures to be introduced <p>Housing</p> <ul style="list-style-type: none"> • Greater presence in estates and identification of issues • Ask 'satisfaction' questions where tenants mention repairs during general discussions • Promote major and cyclical repair works in dealing with tenants <p>All</p> <ul style="list-style-type: none"> • Contractor's Newsletter being developed which will assist in conveying core values and customer care standards, target expectations to operatives and will include complaints information • Continue to identify and record complaints so that issues can be addressed
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10.0 Neighbourhoods

Percentage of anti-social behaviour cases resolved

100.0% 94.1% national average 86.79% (2018/19 ARC)

100.0% of anti-social behaviour cases relating to this Landlord were resolved, compared to the national average of **94.1%**.

CHA reflection	Excellent performance.
CHA actions	<p>Finance & Corporate Services (including Wider Role)</p> <ul style="list-style-type: none"> • Continue to include 'do not suffer in silence' articles in newsletter • Continue to raise awareness of partnership working in newsletter to maintain our neighbourhoods i.e. Police, Council <p>Housing</p>

	<ul style="list-style-type: none"> • Mediation training for all staff dealing with neighbour complaints • Noticeboards in common areas to display CHA info on ASB
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11.0 Value for money

Total rent collected

98.9% 99.3% national average 98.52% (2018/19 ARC)

The amount of money this Landlord collected for current and past rent was equal to **98.9%** of the total rent it was due in the year, compared to the Scottish average of **99.3%**.

CHA reflection	Good performance. Continue to strive to improve.
CHA actions	Housing <ul style="list-style-type: none"> • Increased “How to/the importance of paying your rent” articles in Chit Chat • Publicise payment methods as often as possible including a preference for direct debit payments • Action tenancy sustainment policy support to tenants • Maximise use of WRO and ensure accessible to all tenants

11.1 Rent not collected - empty homes

0.3% 1.2% national average 0.43% (2018/19 ARC)

It did not collect **0.3%** of rent due because homes were empty, compared to the Scottish average of **1.2%**.

CHA reflection	Great performance. Continue to strive to improve.
CHA actions	Maintenance <ul style="list-style-type: none"> • Penalties for contractors who have repeated target failures to be introduced • Introduction of one void contractor through new reactive framework • Weekly staff checks on void progress • Regular use of HomeMaster enhanced reporting functions

	Housing <ul style="list-style-type: none"> Enhanced checks of housing applicants prior to letting stage Complete joined up lettings approach with all other sections Maximise use of new housing system to increase lettings and sign process Use of digital sign up services Increased use of virtual viewings
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11.2 Re-let homes

14.6 days 31.8 days national average 15.05 days (2018/19 ARC)

It took an average of **14.6 days** to re-let homes, compared to the Scottish average of **31.8 days**.

CHA reflection	Great performance. Continue to strive to improve.
CHA actions	Maintenance <ul style="list-style-type: none"> Penalties for contractors who have repeated target failures to be introduced Introduction of one void contractor through new reactive framework Weekly staff checks on void progress Regular use of HomeMaster enhanced reporting functions Housing <ul style="list-style-type: none"> Enhanced checks of housing applicants prior to letting stage Complete joined up lettings approach with all other sections Maximise use of new housing system to increase lettings and sign process Use of digital sign up services Increased use of virtual viewings