

Report to:	<b>STOCKPORT HOMES MEMBER COMMITTEE</b>		
Date of Meeting:	06 July 2020 Stockport Homes Member Committee		
Title of Report:	<b>TENANT EXPERIENCE REPORT YEAR-END 2019-20</b>		
Report of:	<b>ASSISTANT CHIEF EXECUTIVE AND THE DIRECTOR OF NEIGHBOURHOODS, ACCESS AND SUPPORT</b>		
Confidentiality	Non Confidential		
Purpose of Report:	To update the Member Committee on the experiences of tenants using data from a range of customer interactions		
Type of Report	Information		
Recommendation(s):	<p>It is recommended that the Member Committee:</p> <p>i. Comments on the content presented in the report</p>		
Financial Implications of the recommendations	There are no financial implications arising from the recommendations in the report		
Value for Money Implications of the recommendations	Analysing tenant satisfaction ensures services are tailored to meet diverse tenant needs and helps sustain tenancies		
Risk Implications of the recommendations	Risk Number	Risk Description	Risk Mitigation
		Not using feedback to understand service delivery and the impact of services on customers risks failure to tailor services to meet need and demand	Tenant feedback is monitored at directorate, senior management and Board level on an on-going basis to identify areas where services can be improved and lessons learned are implemented.

Council Impact Assessment (CIA)	Does a CIA need to be completed? No	If so, has one been completed?
Comments of the Stockport Homes Monitoring Group	<p>The Stockport Homes Monitoring Group provided comments relating to the Tenant Experience Report. The comments covered:</p> <ul style="list-style-type: none"> <li>• Customers welcomed the additional details given, such as number of surveys completed compared to number of tenants involved, and background, and how it aided understanding of the report.</li> <li>• There was discussion about whether the surveys reflect the views of most tenants, and whether surveys designed for specific purposes gave sufficient opportunity for airing of wider views. The customers highlighted how anecdotal evidence is difficult to quantify and any engagement requires some motivation on both parts.</li> <li>• The customers hoped that as lockdown eases there may be an opportunity for Stockport Homes to review engagement with customers.</li> <li>• There was support for a tenant survey shortly after they have moved in. They added that is also good that Stockport Homes have regular current tenant surveys, and also a survey on termination of a tenancy.</li> <li>• The customers welcomed any negative feedback being acted upon within a few weeks.</li> <li>• The customers were pleased that there is a support service available for those bidding for a new home who may need help.</li> </ul>	
Content of Report signed-off by Director	<p>Sandra Coleing, Assistant Chief Executive</p> <p>Simon Welch, Director of Neighbourhoods and Support</p> <p>05/05/2020</p>	
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# **1 INTRODUCTION**

- 1.1 This report provides an overview of tenant experiences of Stockport Homes' services. It also provides details of performance against service standards, the outcome of a service standards review, and learning from customer groups. In particular, it covers:
- Tenancy visit surveys
  - Service standards
  - An update on key indicators from the Survey of Tenants and Residents (STAR)
  - A summary of learning from customer groups
- 1.2 This report gives a strategic overview of feedback, with summary tables and more detail on performance against service standards available in the accompanying appendices.
- 1.3 Where satisfaction results are compared to previous years it should be noted that small changes are likely to be the result of fluctuations inherent in statistics rather than an actual change in performance. The level of increase/decrease that reflects a true change will vary between satisfaction measures as it is linked to the number of surveys undertaken and the population size.

## **2 TENANCY SATISFACTION SURVEYS**

- 2.1 Responses to the 'new tenant survey', the 'current tenant survey' and the 'termination survey' are monitored on a monthly basis through the Neighbourhoods and Support Directorate performance process. Improvement actions are identified and addressed as part of that process.
- 2.2 Satisfaction remains high in relation to both the new and current tenant surveys, with each question recording results that are in line with previous years. The tenancy termination survey's results are less positive but in line with the results from previous years. This is perhaps not surprising, given the part of the tenancy lifecycle to which the termination survey relates. More detailed analysis by diversity strands has not highlighted any significant deviations from overall performance levels, meaning that specific groups are not disadvantaged in service delivery. Headline results for each of the three tenancy surveys are shown in the following sections.

## **3 NEW TENANT SURVEY**

- 3.1 This is completed a maximum of six weeks after a tenant moves into a Stockport Homes property. It is designed to explore how well new tenants are settling in to their new homes and identify any issues that need further action.

New Tenant Survey question	Period	Satisfaction	Significant change? <sup>1</sup>	Three Yearly Average
Area as a place to live	Apr 19 – Mar 20	98.7%	No	98.3%
	Apr 18 – Mar 19	97.9%		
	Apr 17 – Mar 18	98.4%		
Your home	Apr 19 – Mar 20	98.7%	No	98.4%
	Apr 18 – Mar 19	98.4%		
	Apr 17 – Mar 18	98.1%		
SHG as a landlord	Apr 19 – Mar 20	99.4%	No	98.9%
	Apr 18 – Mar 19	99.0%		
	Apr 17 – Mar 18	98.5%		

- 3.2 There were 627 surveys undertaken during 2019/20 which differs from the total number of lets because of instances of “no access” and tenancies starting in the last few weeks of the year. Satisfaction with the three headline indicators remains exceptionally high among new tenants and is in line with the satisfaction levels recorded in previous years. This is a positive reflection on the services provided by Stockport Homes, the neighbourhood and the property itself.

## 4 CURRENT TENANT SURVEY

- 4.1 This is carried out as part of a rolling programme of home visits, allowing tenants to express their views and helping ensure they are receiving support where they need it. Visits are prioritised based on a range of factors including the date of the last visit, the age of the tenant, and any recent tenancy issues, such as breaches of tenancy conditions, poor garden condition or a change in the tenant’s personal circumstances.

Current Tenant Survey question	Period	Satisfaction	Significant change?	Three Yearly Average
Area as a place to live	Apr 19 – Mar 20	96.6%	Yes <sup>2</sup>	95.7%
	Apr 18 – Mar 19	94.7%		
	Apr 17 – Mar 18	95.9%		
Your home	Apr 19 – Mar 20	97.1%	No	96.9%
	Apr 18 – Mar 19	96.6%		
	Apr 17 – Mar 18	97.1%		
SHG as a landlord	Apr 19 – Mar 20	98.0%	No	97.9%
	Apr 18 – Mar 19	97.5%		
	Apr 17 – Mar 18	98.2%		

<sup>1</sup> Statistical significance helps those analysing surveys to decide whether the difference between two surveys reflects a true change rather than being attributable to random variation.

<sup>2</sup> While this is a statistically significant change, at most it only represents an increase of 0.4 per cent beyond random variation

- 4.2 There were 3,780 visits completed during 2019/20. Tenant satisfaction with the three headline indicators remains high and is in line with the similarly high satisfaction levels seen in previous years.

## 5 TENANCY TERMINATION SURVEY

- 5.1 This is completed by tenants on ending a tenancy, whether they are moving to another Stockport Homes' property or elsewhere. In 2019/20 a total of 402 tenants completed the survey, which represents 53 per cent of terminations completed in the year<sup>3</sup>. Completion levels are inevitably relatively low because it is not mandatory to complete the survey and they are not done on terminations that occur where it is unreasonable to carry it out<sup>4</sup>.

Tenancy termination survey question	Period	Terminating tenants	Significant change?	Three Yearly Average
Area as a place to live	Apr 19 – Mar 20	62.5%	No	60.8%
	Apr 18 – Mar 19	58.1%		
	Apr 17 – Mar 18	62.2%		
Your home	Apr 19 – Mar 20	71.5%	No	70.7%
	Apr 18 – Mar 19	68.7%		
	Apr 17 – Mar 18	71.2%		
SHG as a landlord	Apr 19 – Mar 20	74.6%	No	74.9%
	Apr 18 – Mar 19	72.9%		
	Apr 17 – Mar 18	77.5%		

- 5.2 Tenants expressed levels of satisfaction that are similar to those recorded in the previous year. Analysis shows that a significant number were 'neither satisfied nor dissatisfied'<sup>5</sup>, which is similar to or outweighs negative responses but has the effect of reducing the overall satisfaction percentage<sup>6</sup>. Analysis of negative and neutral responses shows that, where there are comments<sup>7</sup>, 28 of the 59 comments cited anti-social behaviour as a cause for the response<sup>8</sup>. This is less than seven per cent of all surveys completed. In all cases, the service acted appropriately in investigating reports of anti-social behaviour or no reports were raised by the tenant prior to tenancy termination<sup>9</sup> so Stockport Homes was not given the opportunity to investigate. The ASB Team continues to promote its service to customers in order to raise awareness of how to report

<sup>3</sup> 752 terminations were recorded for the year

<sup>4</sup> For example, death accounted for 59 terminations, "moving into care home" accounted for 32 terminations, imprisonment accounted for six terminations

<sup>5</sup> "Neither/nor" accounted for: 52 responses for place; 50 responses for home; and 48 responses for SHG as a landlord

<sup>6</sup> "dissatisfied" and "very dissatisfied" accounted for: 59 responses for place; 34 responses for home; and 27 responses for SHG as a landlord

<sup>7</sup> 33 of the 84 negative or neutral responses for home provided comments. 46 of 111 responses for place provided comments. 23 of 75 responses for SHG as a landlord provided comments. There are 59 unique comments as an issue can be repeated on more than one question.

<sup>8</sup> Of the 59 total comments received, 28 cited ASB

<sup>9</sup> In 11 cases SHG was not made aware of the ASB, in 15 cases the tenant had reported ASB and in each case the ASB Team opened an investigation, and in two cases the tenant reported ASB but did not want an investigation to be opened.

instances of ASB so that they can be investigated and action taken. Other reasons for dissatisfaction covered a range of services, including repairs, adaptations, and wanting to move area or to a different size property, but there was no one overarching theme and numbers in each category are small. The Tenancy and Estates Services Team reviews each individual piece of negative or neutral feedback throughout the year to identify learning points.

## **6 SERVICE STANDARDS**

### **6.2 SERVICE STANDARDS PERFORMANCE**

- 6.2.1 Stockport Homes has a set of 35 service standards across 14 themes and performance is shown Appendix One. Note that some standards have more than one measure and so the number of measures is greater than the number of standards.
- 6.2.2 Performance has been consistently high across a range of service standards during 2019/20. Seven of the standards achieved performance of 100 per cent; a further 21 standards recorded performance of over 90 per cent.
- 6.2.3 In four instances, standards achieved performance of over 80 per cent. Two of those standards maintained performance<sup>10</sup> and one improved performance<sup>11</sup>. Only 'complaints receiving a response within ten working days' recorded a drop in performance, with 45 out of 416 responses failing to meet the timescales. Each case has been reviewed and learning opportunities identified, including training and guidance for case handlers that will focus on more efficient case management and bringing cases to a resolution at the earliest opportunity.
- 6.2.4 In another two instances, standards achieved performance of over 70 per cent. Both cases relate to standards that use mystery shopping to monitor performance<sup>12</sup>. This method only elicits a small number of responses, they are not reliable indicators of performance, and both will be phased out as part of the service standards review.
- 6.2.5 Three standards use other types of measures to monitor performance and both recorded positive results<sup>13</sup>.

### **6.3 SERVICE STANDARDS REVIEW**

- 6.3.1 The current standards have been in place for five years and, in many instances, services have changed and modernised and the original monitoring methods no longer reflect the way a service is delivered. SHG commissioned its Scrutiny Panel to review the current service standards and the outcomes of that review provided the framework and direction for a new set of "service expectations". The proposed standards, which reflect the feedback received

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<sup>10</sup> Overall the external areas of [blocks] buildings are kept clean and tidy, and We will provide clear information about how we allocate homes and the properties that may be available to you

<sup>11</sup> The external areas of [area caretaking] blocks are kept clean and tidy,

<sup>12</sup> The first person you speak to will take ownership of your query and pass it on or resolve it appropriately, and We will provide electronic and written information in formats that are accessible to most customers and can be adapted to meet the needs of all, on request

<sup>13</sup> Resolving ASB in a timely manner; processing housing applications, money advice

from consultation sessions with customers<sup>14</sup> and services, are clearer, more concise, and reflective of the customer experience.

- 6.3.2 The new set of standards cover the three categories of “home”, “neighbourhood”, and “voice” with five standards in each theme. Each standard is supported by a specific performance measure that clearly sets out the standard is monitored. In many instances, performance measures already exist performance will be reported half-yearly to customers and annually to the Operations Committee as part of this report. The Service Expectations, which are shown at Appendix Two, will become “live” once the recommendations in this report to adopt the new standards are agreed.

## **7 SURVEY OF TENANTS AND RESIDENTS (STAR)**

- 7.1 Stockport Homes asks five key questions on a rolling basis as part of the Current Tenant Visit Survey. The results, which are exceptionally positive for each of the five measures, and range from 96.6 per cent for “area as a place to live” to 99.0 per cent for “rent provides value for money”. The full results are available in Appendix Three. These mirror the headline questions that are asked as part of a sector-wide survey called the Survey of Tenants and Residents (STAR). The data can be benchmarked and the results for 2019/20 show that Stockport Homes is in the top quartile for all five measures when compared to both Arms’ Length Management Organisations<sup>15</sup> and all providers<sup>16</sup>.

## **8 LEARNING FROM CUSTOMER GROUPS**

- 8.1 Stockport Homes is accountable to its customers in a range of ways, in addition to the feedback received from individuals via surveys and complaints. They are involved in formulating policies and strategies, monitoring service delivery and working with staff to make spending decisions. Examples from 2019/20 are included in Appendix Four.
- 8.2 Stockport Homes supported a panel of up to 10 customers in making decisions on how the Community Fund would be spent. 60 applications were received by the fund during 2019/20 with the panel allocating £35,572 of the fund to 44 groups. In addition, customers have engaged in service improvements through hubs, task and finish groups and surveys. These methods mean customers have influenced a range of topics, including the Rent Strategy and rents and service charges, refugee services, new Service Standards, objectives in the Digital Transformation Strategy and reviews of the Lettable Standard, the New-build Design Guide, and reporting ASB. Through the customer roadshow, 826 residents in multi-storey blocks were consulted on fire safety and wi-fi access with the survey findings contributing to the Ministry of Housing, Communities and Local Government’s research project into building safety.

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<sup>14</sup> Over 100 customer provided comments during the consultation via online and face-to-face sessions

<sup>15</sup> Compared to 23 other Arms Length Management Organisations that submitted data in the financial year

<sup>16</sup> Compared to 227 providers that submitted data in the financial year



## **9 CONCLUSION**

- 9.1 Stockport Homes uses a broad range of methods to understand the experience of tenants. This report provides a strategic overview of satisfaction with the services provided as well as the learning gained from customer groups.
- 9.2 Services continue to be positively received and satisfaction is high among new and current tenants. Satisfaction among tenants terminating their tenancies is lower, as is to be anticipated, although the headline measures have seen performance recorded in line with previous years.
- 9.3 The methods used for gaining feedback from customers on service delivery show that customers are engaged in a range of ways.

## **10 RECOMMENDATIONS**

- 10.1 It is recommended that the Monitoring Group:
  - i. Comments on the information presented in the report