



City of Westminster

# Committee Report

<b>Meeting:</b>	<b>Housing, Finance and Customer Services Policy and Scrutiny Committee</b>
<b>Date:</b>	<b>18 November 2015</b>
<b>Classification:</b>	<b>General Release</b>
<b>Title:</b>	<b>Registered Provider Performance and City West Homes resident satisfaction</b>
<b>Report of :</b>	<b>Barbara Brownlee – Director of Housing</b>
<b>Wards Involved:</b>	<b>All</b>
<b>Policy Context:</b>	<b>Housing Strategy</b>
<b>Financial Summary:</b>	<b>The report is for information only there are no financial implications</b>
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## **Section 1 – Registered Provider Performance and Tenant Satisfaction**

### **1. Executive Summary**

- 1.1. This section of the report details the performance and tenant satisfaction of Registered Providers (RP) and other social landlords who have housing stock in Westminster.

### **2. Key matters for the Committee's consideration**

- 2.1. Going forward, should the Council produce an annual questionnaire that will be sent out to all our major RPs requesting standard information concerning their performance and tenant satisfaction data as this relates specifically to their operations in the City?
- 2.2. Does the Committee agree that RPs that are members of Westminster's Housing Association Chief Executives Group should be asked to make a voluntary commitment to provide local Westminster performance and tenant satisfaction data available to the Council in future?

### **3. Introduction**

- 3.1. Performance levels of RPs and other social landlords may be measured by the Council in terms of the satisfaction levels of their tenants. However, performance will also include these organisations' contribution towards the delivery of new affordable housing supply in the City and the number of new and existing homes that are made available by these landlords to households in housing need that are nominated by the City Council.
- 3.2. RP landlords are independent of the City Council and are regulated by the Homes and Communities Agency (HCA). Being independent, the City Council does not have direct control over RPs but works in partnership with them to meet the needs of Westminster residents.
- 3.3. However, as with private landlords the City Council does have statutory powers to take enforcement action against RPs where there are breaches relating to public health, housing conditions, infectious disease, pest control and nuisance.
- 3.4. A number of the Council's major social landlords have now signed up to a Joint Working Protocol with the Council's Public Protection & Licensing team dealing with investigations into housing conditions.
- 3.5. The Protocol sets out how those parties to the protocol will work together to improve properties where the Council receives complaints from provider tenants. The Protocol is a statement of intent signed by the Council and the RP to put the Protocol into effect, and adhere to agreed ways of

working. The protocol was introduced with the aim of avoiding the need to serve notices or other statutory action.

- 3.6. There are over 40 social landlords in the borough including registered and non-registered providers. However, Westminster and 11 PRs own the majority of the City's affordable housing stock, with the remaining providers holding relatively small numbers of stock in Westminster.
- 3.7. There are approximately 29,148 affordable homes in Westminster, of which 27,348<sup>1</sup> are social housing units provided at traditional target rent levels or on newer affordable rent levels, with a further 1,800 affordable homes provided for intermediate<sup>2</sup> housing
- 3.8. The City Council is the largest social landlord in Westminster. City West Homes (CWH) manage 12,133 social housing units (plus 9,071 leasehold properties) on behalf of the City Council ; the remaining 15,148<sup>3</sup> social housing units are owned and managed by Registered Providers (RPs), more commonly known as housing associations, or other non-registered social landlords.
- 3.9. There have been a number of significant housing policy changes announced by the Government recently which are likely to impact Register Providers and their tenants. These include;
  - Extension of Right to Buy (RTB) to Housing Associations tenants - the G15 (London's largest RPs) and the organisation representing the major national RPs have signed up to as voluntary agreement with the Government to offer RTB to their tenants;
  - A reduction in social housing rents by 1% every year for the next 4 years;
  - 'Pay to Stay' requiring social housing tenants with incomes of £40,000 or more in London (£30,000 outside London) to pay higher rents, potentially up to market levels.

Some of these proposed changes will be subject to the passing of the Housing and Planning Bill currently going through Parliament.

- 3.10. Reports on RP Performance and Tenant Satisfaction levels are generally only available for their stock as a whole or broken down on a regional basis. RPs do not produce performance and tenant satisfaction levels as these relate to their stock within individual Local Authority areas.

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<sup>1</sup> Tenure information from the 2011 Census

<sup>2</sup> Intermediate housing includes shared ownership/shared equity or sub market rented housing

<sup>3</sup> Includes general needs and supported housing units

#### 4. Registered Provider stock, new affordable housing supply and nominations

- 4.1. The largest affordable stock holders in Westminster after the City Council are the Peabody Trust who hold more than 3,000 units and Genesis Housing Group with over 2,500 properties. These housing figures include all affordable housing tenures. There are a range of RPs and other providers with smaller stock holdings in the borough. Most RPs operating in the City are regional or national organisations, with very few RPs having all their affordable housing stock solely located in Westminster.
- 4.2. Table 1 shows the general needs housing stock owned and managed in the borough by the 11 RPs that make up the Housing Association Chief Executives group (HACE) plus City West Homes. The RPs that are HACE members own over 70% of the total affordable housing stock held by RPs in Westminster. HACE meets quarterly at Westminster to discuss best practice and share ideas to inform policy development.

**Table 1: General needs housing stock in Westminster owned by HACE landlords**

Registered Provider	General Needs Housing*
City West Homes <sup>4</sup>	12,133
Peabody	2,570
Genesis	2,248
Octavia	1,522
Network Stadium	1,101
London and Quadrant (L&Q)	714
A2Dominion	627
Sanctuary	587
Soho	501
WECH <sup>4</sup>	443
One Housing Group	363
Notting Hill (NHHG)	46

\*Data from Statistical Data Return 2013/14 – General Needs social housing units only.

- 4.3. RPs play a critical role in delivering new affordable housing supply in the City and providing the City Council with nomination entitlements to both new and existing affordable homes in order that Westminster can address its affordable housing need and meet its statutory housing duties.
- 4.4. During the 6 year period 2009/2010 to 2014/2015, a total of 1,030 new affordable homes have been delivered by RPs in Westminster, the majority of which have been provided as a result of private developer planning

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<sup>4</sup> City West and WECH's only housing stock is in Westminster

obligations. Of these new affordable homes, 720 (70%) were provided as social housing and 310 (30%) as intermediate housing.

- 4.5. Over the same period, 2,109 successful nominations have been made by the City Council to new and existing RP social housing stock located in Westminster. The City Council has historic nomination rights to most affordable housing stock owned by RPs in the City. The City Council's nomination entitlements range from 100% at initial letting to between 50% and 75% of true voids on subsequent lettings.
- 4.6. Table 2 shows the total number of new affordable homes delivered in Westminster between 2009/2010 and 2014/2015 and lettings of RP social housing units to City Council nominees over the same period. Details of the numbers of new affordable homes and lettings provided by the 11 HACE RPs are identified.

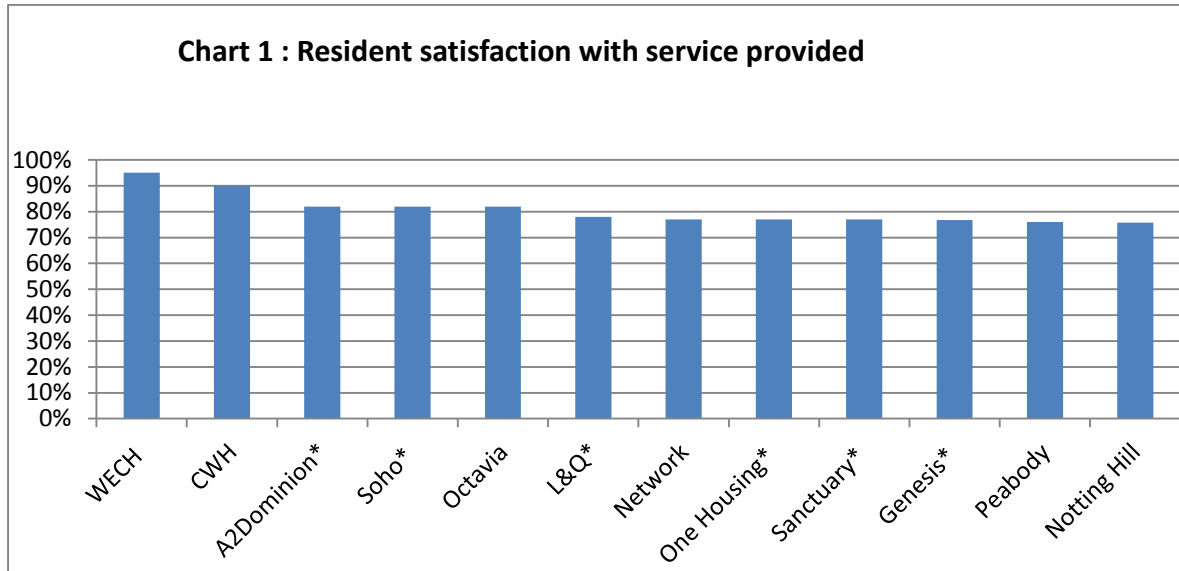
**Table 2: New affordable housing supply delivered by RPs in Westminster between 2009/2010 and 2014/2015 and the number of social housing RP lettings to WCC nominees**

RP	New RP Affordable Housing Supply			Lettings to WCC nominees in RP social housing stock		
	Social Housing	Intermediate housing	Total Affordable Housing Supply	First Lets	Relets	Total Lettings to WCC
A2DOMINION	160	19	179	177	47	<b>224</b>
GENESIS	65	32	97	59	164	<b>223</b>
L&Q	0	0	0	4	73	<b>77</b>
NETWORK	22	0	22	79	112	<b>191</b>
NHHG	12	5	17	12	3	<b>15</b>
OCTAVIA	167	70	237	115	101	<b>216</b>
ONE HOUSING	40	26	66	40	39	<b>79</b>
PEABODY	53	24	77	56	380	<b>436</b>
SANCTUARY	17	7	24	17	62	<b>79</b>
SOHO	5	0	5	16	40	<b>56</b>
WECH	0	0	0	0	29	<b>29</b>
Misc. RPs	179	127	306	155	329	<b>484</b>
<b>Total Supply &amp; Lettings</b>	<b>720</b>	<b>310</b>	<b>1,030</b>	<b>730</b>	<b>1,379</b>	<b>2,109</b>

## **5. Social Landlord Performance and Tenant Satisfaction**

- 5.1. Information on Social Landlord Performance and Tenant Satisfaction as described in this next section is taken from 2013/2014 data submitted by providers to Housemark, or where this data was not available from Housemark it has been taken from the RP's 2013/2014 Annual Reports.
- 5.2. Housemark is a data gathering and analysis service, benchmarking performance data for social landlords nationally and regionally. There is no requirement for RPs to register with the service, which is purely voluntary. The data used in this report has been provided at a London level as data is not currently available at a local authority level.
- 5.3. The Housemark service uses a wide range of benchmarks in order to compare the performance of different landlords across a range of measures. However, those landlords submitting performance data to Housemark are able to choose which benchmark data they wish to submit. Therefore, a full set of benchmark data for all landlords is not always available and consequently the benchmark measures shown in this report are those most commonly submitted by landlords to Housemark.
- 5.4. The Housemark data used in this report is for the period 2013/2014, as the 2014/2015 data sets are in the process of being uploaded to the HouseMark site.
- 5.5. Where available, data has been used to allow for comparisons between the 11 RPs that are members of HACE, and City West Homes.
- 5.6. Performance comparisons between RPs have been made at a London level where this information is available. Otherwise, data collected for RPs at a national level has been used. The nature of the stock held in London and in the regions may impact upon performance and satisfaction responses and therefore may not fully reflect Westminster residents' views.

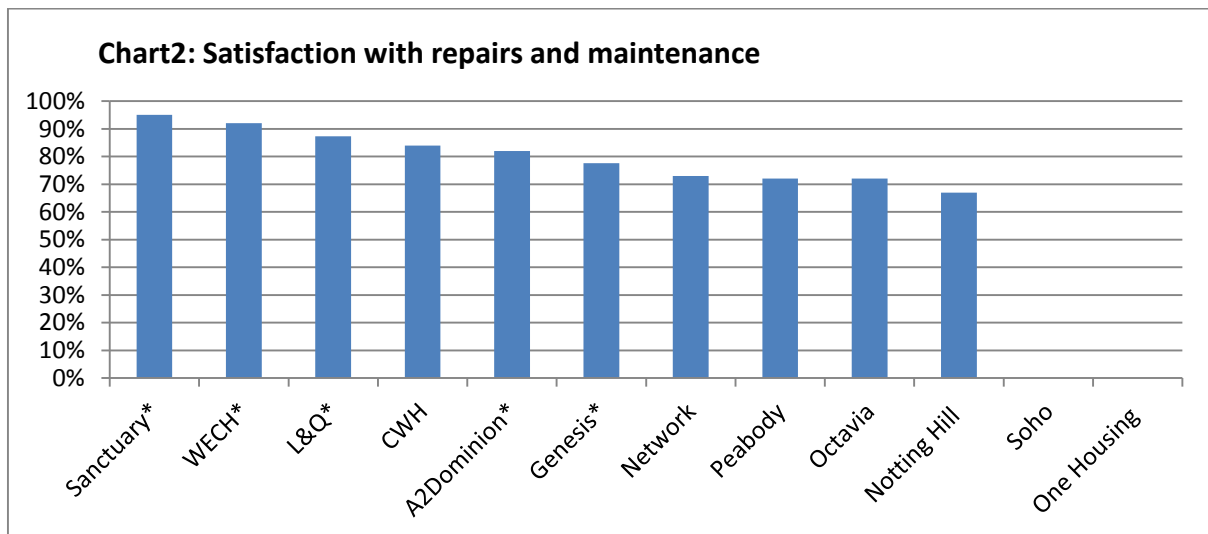
- 5.7. Chart 1 shows levels of resident satisfaction with service provided for the 11 HACE RPs and City West Homes. The landlord with the highest levels of service satisfaction is WECH (97%), followed by CWH (90%) and then A2Dominion and Soho with (82%).



Data from Housemark 2013/14

\*Data from 2013/14 RP Annual Reports

- 5.8. Chart 2 shows tenant satisfaction levels with repairs and maintenance. The highest levels of satisfaction are with Sanctuary (95%) followed closely by WECH (92%). The least satisfied residents are Notting Hill's who have a 67% satisfaction rating.

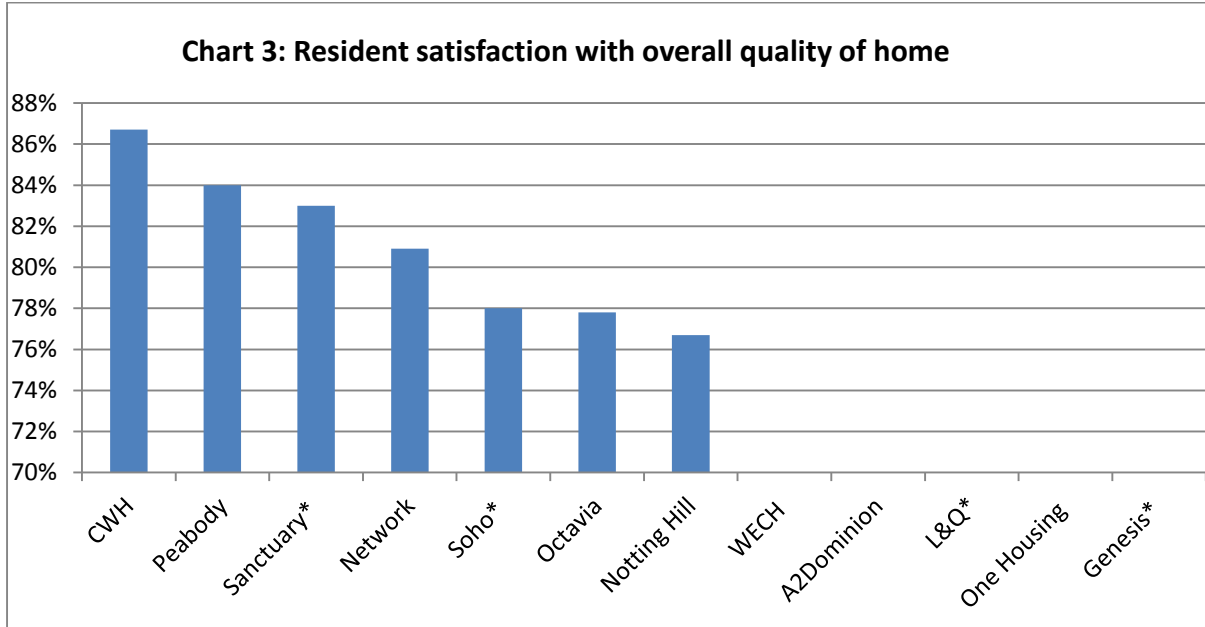


Data from Housemark 2013/14

\*Data from 2013/14 RP Annual Reports

Where blank, data is unavailable

5.9 Resident satisfaction levels with overall quality of home are set out in Chart 3. City West (87%) has the highest satisfaction levels for this measure followed by Peabody (84%) and Sanctuary (83%). The lowest satisfaction levels recorded are from Notting Hill residents. However, information for a number of other HACE RPs is currently unavailable.



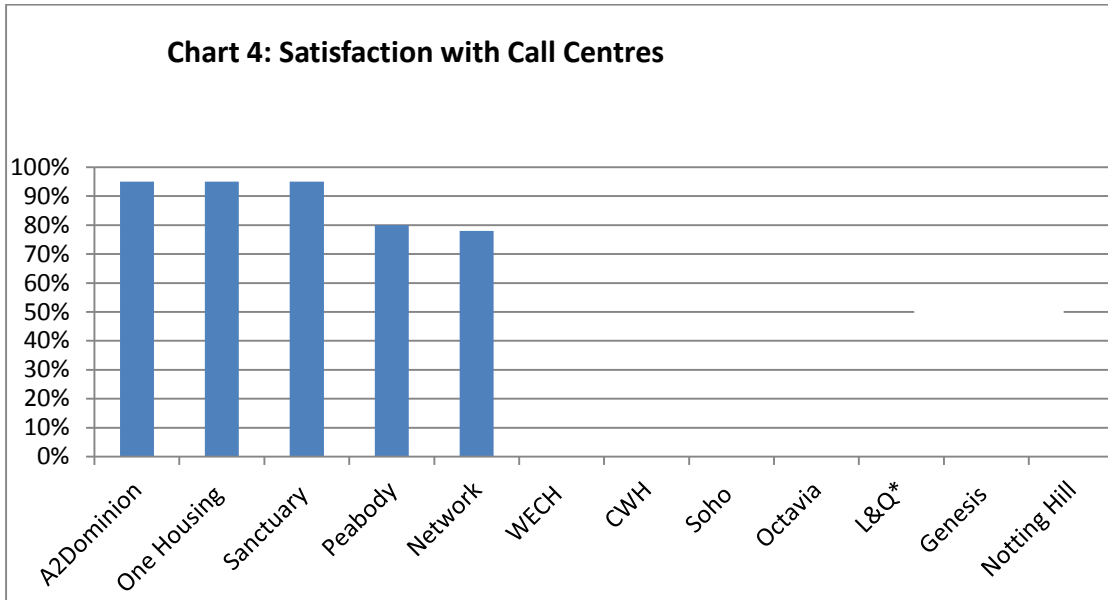
Data from Housemark 2013/14

\*Data from 2013/14 RP Annual Reports

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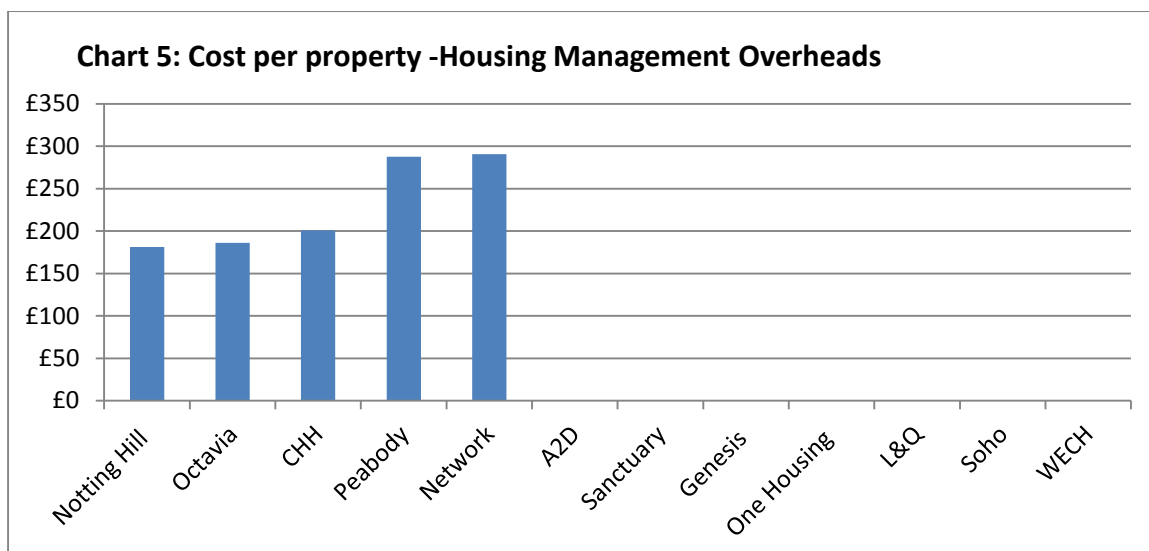


5.10 Chart 4, shows resident satisfaction with Provider Call Centres. A2Dominion, One Housing Group and Sanctuary residents record the highest levels of satisfaction (95%). However, information is currently unavailable for a number of other landlords who do operate call centres.



Data provided from RP Annual Reports  
Where blank data is unavailable

5.11 Chart 5 shows housing management overheads per property. This cost data is sourced from Housemark. The lowest cost incurred is by Notting Hill with £181 with highest costs incurred by Network at £290 per property. CWH's costs are at £201 per property. Comparable data from a number of other landlords in Westminster is currently unavailable.



5.12 The performance data sets described above are based upon regional or even national data for individual providers and may not fully reflect RP performance in Westminster or the satisfaction levels of their tenants living in the City.

5.13 Westminster has written to all its major Registered Provider partners requesting performance and tenant satisfaction data specific to their Westminster area of operations.

5.14 Currently our Registered Providers do not survey all their residents in the same way as City West Homes. Instead sample surveys are carried out by these RP's and where a proportion of the residents sampled may reside in the City.

## **6. Westminster Registered Provider Performance and tenant satisfaction**

6.1 This section of the report sets out the responses of RPs who have so far replied to a request by Westminster for performance and tenant satisfaction data specific to their Westminster area of operations. It also sets out details of actions being taken by some of these RPs in order to improve their performance and tenant satisfaction levels.

6.2 A number of other local authorities in London also request performance information and tenant satisfaction data of their RP partners. However, the information that is provided by RPs to these other authorities only represents sample responses from tenants living in these boroughs as full surveys of all tenants are generally not carried out by these RPs and other LAs also struggle to get local satisfaction data from RPs.

## Peabody

- 6.3 Peabody has provided Westminster with a breakdown of performance and resident satisfaction data in the City for the 2014/15 period. They have also provided comparison data for Peabody's stock as a whole.

Peabody resident satisfaction results for Westminster are drawn from the responses of just 93 of their Westminster tenants who took part in their annual survey. These results are summarised below at Table 3

**Table 3: Peabody Westminster Key Performance Indicators 2014/2015**

<b>STAR survey results</b>	<b>Westminster 14/15</b>	<b>All Peabody 14/15</b>
Overall Resident Satisfaction - Social	69%	68%
Satisfaction with Quality of home - Social	81%	77%
Satisfaction with Neighbourhood as a place to live - Social	87%	87%
Satisfaction that rent provides VFM - Social	79%	78%
Satisfaction that Service Charge provides VFM - Social	75%	74%
Satisfaction with repairs and maintenance - Social	61%	66%
Satisfaction that your views are listened to and acted upon - Social	53%	61%

<b>Arrears &amp; rent collection</b>	<b>Westminster 14/15</b>	<b>All Peabody 14/15</b>
Rent arrears as a percentage of annual receivable	3.31%	4.62%
Rent collected	100.11%	99.66%

<b>Headline Repair KPIs</b>	<b>Westminster 14/15</b>	<b>All Peabody 14/15</b>
Responsive repairs completed on time	91%	91%
First Time Fix	74%	74%
Appointments Kept	92%	91%
Average calendar days to complete a repair	14	14

<b>Re-let times</b>	<b>Westminster 14/15</b>	<b>All Peabody 14/15</b>
Casual re-let days - Social	25	29

Peabody has recently conducted a comprehensive, independent assessment of their repairs and maintenance service and a programme of changes to improve performance and resident experience are underway. Peabody aim to implement a proactive approach to repairs, where employees are empowered to intervene quickly when issues emerge.

Peabody have also conducted a detailed analysis of resident feedback on how Peabody listen to and act upon tenant's views, and identified a number of themes related to communications and customer service in general. Peabody will be taking these findings into account in developing their Customer First

programme, which is specifically designed to improve the customer service experience when engaging with Peabody.

In addition to the above, Peabody is also conducting improvements to their service offer for Anti-Social Behaviour cases, their complaints case management and further developments of Peabody's IT platform to better enable the business to provide personalised services to residents. Peabody anticipates these activities will lead to improvements in services they are providing to residents in Westminster.

**Genesis:**

- 6.4 Genesis do not currently collate Westminster specific performance and tenant satisfaction data but have expressed an interest in doing a borough survey of tenant satisfaction in conjunction with a City West Homes annual survey subject to the cost of this exercise being viable.

Genesis began working with The Leadership Factor in July 2014 to adopt a new approach to measuring customer satisfaction with the services that they provide. This involved an initial baseline survey of 564 customers, followed up with monthly surveys of 133 customers across all Genesis' stock.

To date Genesis has completed a total of 2,393 surveys with a tenure split of 75% General Needs (Inc. Temporary Housing) and 25% Leaseholders.

Feedback from these surveys, both in terms of scores and the detailed comments from customers have enabled Genesis to identify and focus on areas of concern to their customers; targeting areas for service improvement.

Genesis overall customer satisfaction is rated at 77% at the end of September 2015. However, given the small sample of surveys currently available to Genesis it is not statistically valid to break the scores down below this headline figure.

The work that Genesis is doing with the Leadership Factor is supported by post transactional surveys carried out through Bright (Survey Provider). These are conducted with customers directly following their interaction with Genesis services.

Genesis currently use these within their contact centre and for their repairs operatives, enabling them to obtain real time feedback on the customers experience and work with staff to map out improvements.

Currently the feedback through these surveys shows a positive direction of travel in terms improving service levels. Table 4 summarises the satisfaction levels of Genesis residents surveyed by Bright during April to September 2015 in relation to maintenance services provided and general overall satisfaction with Genesis.

**Table 4: Post Transactional Survey carried out on Genesis residents**

<b>Month</b>	Satisfaction levels with Genesis Maintenance Services	Overall satisfaction levels with Genesis
April	69%	75%
May	68%	73%
June	74%	77%
July	77%	77%
Aug	79%	77%
Sept	72%	77%

Genesis are also reporting that the number of complaints received from residents located in their Region 3 area (Westminster, West and South London) has also decreased and that and that 100% of these complaints are being responded to within their target time of 10 days.

#### **One Housing Group:**

- 6.5 One Housing Group has surveyed 3,896 residents across their entire housing stock during 2015 including 95 residents living in Westminster. Table 4 below summaries the satisfaction levels of those residents surveyed in Westminster.

<b>Table 4: OHG Westminster Registered Provider Performance and Tenant Satisfaction 2015</b>		
<b>KPI Name</b>	<b>No of Westminster Residents Surveyed</b>	<b>Satisfaction levels YTD</b>
<b>General Needs Satisfaction</b>	15	<b>90.91%</b>
<b>Leaseholder &amp; Shared Owner Satisfaction</b>	13	<b>61.54%</b>
<b>Estate Satisfaction</b>	13	<b>61.54%</b>
<b>% Satisfaction with Customer Contact Service</b>	14	<b>100.00%</b>
<b>Satisfaction with Complaints Handling (Housing Services)</b>	2	<b>100.00%</b>
<b>Repairs Satisfaction</b>	8	<b>100.00%</b>
<b>% Satisfaction with ODML Contact Centre</b>	26	<b>84.62%</b>
<b>Satisfaction with Complaints Handling (One Direct)</b>	1	<b>100.00%</b>
<b>Resident Satisfaction with Employment and Partnership Service</b>	3	<b>100.00%</b>

## Notting Hill

6.6 Table 5 sets out key performance indicators for Notting Hill's stock in Westminster

<b>Table 5: Notting Hill Key Performance Indicators</b>		
<b>STAR survey results</b>	<b>NHHG Stock in Westminster 14/15</b>	<b>All NHHG Stock 14/15</b>
Overall Resident Satisfaction - Social	85%	74%
Satisfaction with Quality of home - Social	84%	76%
Satisfaction with Neighbourhood as a place to live - Social	89%	83%
Satisfaction that rent provides VFM - Social	100%	74%
Satisfaction that Service charges provides VFM - Social	not measured	not measured
Satisfaction with repairs and maintenance - Social	47%	45%
Satisfaction that your views are listened to and acted upon - Social	64%	61%

<b>Arrears &amp; rent collection</b>	<b>Westminster 14/15</b>	<b>All NHHG 14/15</b>
Rent arrears as a percentage of annual receivable	4.83%	5.87%
Rent collected	103.25%	100.63%

<b>Headline Repair KPIs</b>	<b>Westminster 14/15</b>	<b>All NHHG 14/15</b>
Responsive repairs completed on time	*	0.9515
First Time Fix		not measured
Appointments Kept		not measured
Average calendar days to complete a repair		5.4 (GN only)

<b>Re-let times</b>	<b>Westminster 14/15</b>	<b>All NHHG 14/15</b>
Casual re-let days – Social	136 days (there were only re-lets in supported housing stock in WCC in 14-15, hence the high turnaround time.	34 days (18.8 days if Supported Housing, which needs local authority liaison, is omitted)

## **Section 2 – CityWest Homes customer satisfaction**

### **Background**

- 7.1 The Committee has raised a concern that the CWH customer satisfaction surveys do not get responses from all of the target audience and may exclude the hard-to-reach and discontented. This part of the paper provides further detail on the methodologies employed by CWH and commentary on the reliability of the results and their plans for supplementing the present approach.

The annual customer satisfaction survey provides CWH's most important source of intelligence on how our customers feel about their services. The survey process has remained significantly unchanged for the past four years and involves a sample frame of all tenants and all lessees excluding a small number of non-UK lessees. The survey process is managed by the corporate projects team at CityWest Homes, and both the survey methodology and results are verified externally by Ipsos Mori.

Ipsos Mori are contracted to provide support throughout the process and to ensure the methodology is sound and that it yields a robust and reliable set of results.

### **Questionnaire design**

- 7.2 The questionnaire has its roots in the compulsory Best Value survey known as STATUS, which was updated in 2011 by Housemark, the Institute of Housing's benchmarking and good practice unit. Their STAR survey has been widely adopted by councils and housing associations, including CWH.

Using these standardised questions allows CWH to benchmark their results against other organisations. Even a slight change to a question, an answer scale or the positioning of a question has the potential to produce different responses.

Each year the survey is reviewed to ensure it remains fit for purpose. The previous year's survey is used as the starting point and is circulated to staff at CWH and WCC and resident groups for comment. Questions that are no longer relevant are deleted and the survey is supplemented with questions covering topical issues to inform our work.

Ipsos Mori are provided with final versions of the questionnaires to check that the changes made do not compromise our ability to benchmark results with previous years and that they remain robust.

## **Data protection**

- 7.3 In order to meet the requirements of the Data Protection Act, the questionnaire includes an explanation stating the purpose for which the data is collected and how it is used. Residents are provided with an option to tick a box if they are willing for the feedback provided in the survey to be shared with the local manager to help improve the service locally. Where residents tick the box, the comments from individual surveys are passed to the appropriate area and village managers and form a valuable source of qualitative information to support the quantitative data, providing greater insight to the specific issues that customer's experience.

## **Sampling and despatch**

- 7.4 The questionnaire is posted to all tenants and lessees (excluding a small number of lessees with addresses overseas) with a pre-paid return envelope addressed to 21 Grosvenor Place. In addition to the postal survey, residents for whom we hold an e-mail address are sent a link to the survey for online completion, optimised for a range of devices. The postal survey also includes details of how to complete the survey via the CWH website.

We have chosen to send questionnaires to all residents, rather than using a sample approach for a number of reasons. The survey is fundamentally an opportunity for customers to let CWH know their views on the services it provides and it would be unfair to deprive any customers of this platform. This approach produces a greater number of responses leading to a set of results with a high level of reliability.

The surveys are usually dispatched in April, however in 2014 and 2015 the process was delayed until after the local and national elections.

In 2014, three weeks were allowed for survey responses and this year the period was extended to four weeks. Past experience has shown that the rate of response declines over the survey period, however in previous years we have received some forms after the deadline so allowing an extra week was deemed an effective method of maximising the response rate.

Other techniques employed to maximise survey returns include offering the questionnaire in alternative formats and offering an interpreting service. E-mailing all residents for whom we hold an e-mail address to alert them to the survey has also proved useful in increasing our overall response rate, as well as nudging residents towards the on-line survey which is cheaper to administer.

Completed paper surveys are collected and delivered to an off-site location for input by two temporary staff employed for the purpose.



## Data input

- 7.5 The responses are inputted into a specialist survey programme 'Snap Surveys 10' over the course of the fieldwork. When data entry is complete, the results are searched to ensure there is only one survey response per address. All surveys must be accompanied by the unique personal reference number (UPRN).

The data is not analysed by CWH but is instead sent to Ipsos Mori who use a range of statistical analysis tools to calculate and validate the results.

## Statistical reliability of results

- 7.6 Over the past three years we have seen increases in the number of residents who complete the survey on-line, as well as an overall improvement in response rates. This is positive as it allows for greater confidence levels, reducing the statistical variability of the results.

In 2014, overall satisfaction with landlord services was recorded at 70% for lessees and 90% for tenants. In 2015 the results dipped to 69% for lessees and 88% for tenants. The results changed by 1% for lessees and 2% for tenants.

The table below summarises the accuracy of survey scores on overall satisfaction with landlord services levels using a 95% confidence interval. The data used is from the 2015 annual survey.

<b>Resident group</b>	<b>Satisfaction with landlord – Number of responses</b>	<b>% Satisfied</b>	<b>Margin of error (±)</b>
<b>Tenants</b>	2,883	88%	1.6%
<b>Leaseholders</b>	1,131	69%	2.7%

The table demonstrates that the 2% change recorded for overall tenant satisfaction with landlord falls just outside the threshold of statistical variability. A 2% change for tenants exceeds the  $\pm 1.6\%$  margin of error and therefore denotes a small but significant drop in satisfaction. The 1% change in lessee satisfaction falls within the margin of error of  $\pm 2.7\%$  and therefore could be a product of statistical variability.

In 2015 the profile of tenants who responded to the survey closely matched that of the overall 'resident population' as shown below, demonstrating that

the census approach can deliver results which are representative of the population as a whole.

	<b>Survey response (%)</b>	<b>Tenant population (%)</b>
<b>Gender</b>		
Male	48	46
Female	52	54
<b>Ethnicity</b>		
White	53	49
BME	47	51
<b>Age</b>		
16-24	1	1
25-34	6	9
35-54	34	39
55-64	19	19
65+	40	32

CWH also holds information on the employment status of some (57%) but not all of its tenants. This data has been compared with the employment status given by tenant respondents in the 2015 survey and this is shown below. It may be seen that there is a close match in the data sets.

<b>Economic category</b>	<b>Returned survey 2015 %</b>	<b>Profiling information held %</b>
Full-time education at school, college or university	2	2
Full-time job (30 hours or more per week)	15	18
Government supported training	1	1
Part time job (less than 30 hours per week)	12	11
Permanently sick or disabled	21	17
Retired	38	37
Unemployed and available for work	11	14
Total	100	100

CWH holds limited data on the above characteristics in respect of lessees and therefore no analysis of bias is possible in respect of the lessee survey.

### **Evaluation and Performance Team**

- 7.7 The Evaluation and Performance Team within the Council has reviewed the CWH methodology and are content with its robustness and point to:

- The high number of responses
- The 'fit' of the tenant respondents with the tenant population
- The fact that other surveys are carried out periodically throughout the year do not show that the annual survey is out of kilter. These surveys are:
  - In flat repairs
  - New tenant satisfaction
  - Anti-social behaviour service
  - Major works

They mention the fact that there is no data on the profile of lessees and the percentage of lessees responding is also lower, albeit that the total number nevertheless provides a good sample size. The lack of profile data is a weakness but is not a matter that may be easily overcome.

Their advice has been sought on whether a secondary survey could be carried out in order to establish whether the feeling of the Committee that malcontents are responding in lower numbers is true. They report that whilst this could be carried out by a telephone or face-to-face survey of say 500 customers who have not responded it is questionable whether the cost justifies what is likely to be a marginal increase in accuracy given that the on-going surveys listed above are not indicating that the annual survey results are significantly skewed. Surveys of this type are time-consuming as they involve eliciting a response from persons who have not been motivated to reply to an earlier survey.

### **Institute of Customer Service**

- 7.8 To date CWH has compared their customer satisfaction with other social landlords using the 'Housemark' methodology run by the Chartered Institute of Housing. However, customers' expectations are shaped by their experience of the best service providers in a variety of sectors e.g. retail and officers have agreed with CWH need to update how we measure our performance. CWH have recently become members of the Institute of Customer Service and will be using their customer satisfaction measurement tools in future.

CWH will continue to measure satisfaction immediately after delivering specific services and will continue with a streamlined Housemark annual survey however it is anticipated that over time many of the indicators will become obsolete as they are replaced by real time satisfaction measurements used by the Institute of Customer Service.

The Institute of Customer Service is an independent body which helps organisations strengthen their business performance by improving their customers' experiences. Members include over 400 national and regional businesses in the private and public sectors such as Direct Line and M&S.

Over the year ahead, CWH plan to continue with existing arrangements for surveys, but to change the methodology for the annual housing management survey, aligning it with the principles operated by the Council for the City Survey. In parallel, CWH will introduce a biannual customer satisfaction

survey, based on customers' most recent service experiences with the organisation. Respondents will be asked to rate the organisation on a range of customer service priorities. These relate to professionalism; quality and efficiency; ease of doing business, timeliness, problem solving and complaint handling. The results for these individual questions can then be aggregated to produce a single, overall customer service score or UKCSI (UK Customer Satisfaction Index).

The ICS collate their members UKCSI scores and produce regular reports which will allow CWH to carry out a range of selective benchmarking nationally and by sector against industry-leading organisations. CWH will also have access to ICS statistical analysis tools that help to identify the links between customer service and other measures of business performance such as brand loyalty, customer effort and recommendation.

### **Comparative lessee satisfaction**

- 7.9 The Committee has not specifically asked for the information below but the lower level of lessee satisfaction compared with tenant satisfaction begs the question as to how this compares with other landlords. CityWest Homes benchmarks its 'overall satisfaction' figure with similar organisations in the public and third sector and the results are presented below. This information was shared between providers on the basis that it would remain confidential between participating organisations and is not to be put into the public domain. Unlike social landlords, private sector leasehold management providers do not make their performance information readily available and it has not been possible to obtain data for this meeting.

<b>Benchmarking Data for:</b>	August 2015
<b>Organisation</b>	<b>Leaseholder Satisfaction</b>
London borough	74%
CityWest Homes	70%
London borough	65%
Large RP	59%
SE borough council	54%
London borough	52%
London borough	47%
London borough	45%
London borough	42%
Large RP	40%
London borough	39%