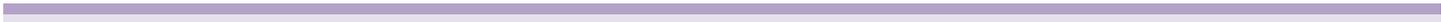


Housing Services report
Quarter two – July to September 2017



Introduction

Recycling is important to many Lambeth residents. Attendees to the 'Talking Rubbish' workshop at the Residents Assembly made this very clear through high attendance levels, questions and issues raised and discussion on wider improvements needed. You can find a fuller description of the Residents Assembly on page two.

In housing, we are aware that residents on estates recycle much less of the waste that they produce, compared to those living in street front properties. We want to make sure that residents on estates are equally able to access recycling facilities and have designed a series of trials to understand what works in increasing recycling rates on estates. Critically, we want to understand whether what we are doing has any impact on recycling rates by **weighing** rubbish and recycling on parts of the selected estates for three weeks after making changes.

The trials will run up to Christmas. We will report back on the findings in the quarter three newsletter.

The interventions

Some of the activities we will be undertaking are shown below:

Engagement and persuasion



Does talking to people on their doorstep about the importance of recycling, how to do it, and addressing any specific barriers increase the amount that residents recycle?

As part of this trial, we are offering stickers to identify pro-recycling households that can act as recycling champions, and using messaging to let residents know that recycling is the right thing to do.

Offer free clear plastic bags



Plastic bags are not recyclable and black bags should never be put into communal recycling bins. But we think that giving residents special clear bags to collect *and dispose* of their recycling may overcome a lot of the barriers to recycling that residents on estates face. This trial will look for highly favourable resident feedback, plus a significant increase in recycling rates, to justify a policy change to supply bags on an on-going basis.

Improve signage



Recycling facilities have often been positioned on estates without signs explaining where they can be found and what exactly can be recycled. We will test whether the use of clear and simple signage increases participation in recycling.

Offer free reusable bags



Some residents report that they do not have the space to collect recyclables in their kitchens or homes. We will test whether giving free reusable, collapsible recycling bags to residents encourages them to recycle.

Control



On one estate, we will only monitor the recycling tonnages to act as a comparison to the estates where changes have been introduced. This will allow us to identify changes in recycling rate that might have occurred without any interventions.

Resident engagement

Resident Assembly

60 residents came to the first annual Resident Assembly at Lambeth College on 30 October 2017. This included 32 Tenants and Residents Associations (TRAs) and members of the Lambeth 500+. The plenary session was a chance to learn more about the latest developments in housing, including:



- Homes for Lambeth, a wholly-owned company to build and manage new homes on Lambeth estates
- The new engagement structure including the newly launched Area Boards
- The measures Lambeth is taking to ensure homes are safe from fire, following the Grenfell fire disaster
- Improvements to housing services, such as a smartphone app to keep track of repairs, a staff restructure to make more front line officers visible on estates, improvements to services and communications for leaseholders, and Estate Action Plans
- An opportunity for questions to be put directly to the Cabinet Member for Housing and Environment and council chiefs

Residents had their choice of workshops to attend:



Talking rubbish, which focused on fly tipping issues and the actions the council and Veolia can take to target different sources of fly tipping. If any TRAs would like a Veolia representative to come to their meeting, please contact jason.prentis@veolia.com



Improving your estate through the use of Estate Action Plans. Estate Action Plans offer a way for TRAs to prioritise improvement plans and work with the council, contractors, and partners to get things done. Estate Actions Plans will be rolled out first on the 70 biggest estates.



Running successful community events. TRA members discussed the different purposes and types of events they've organised and shared good practice as well as challenges.



Impartial advice for homeowners. A session with a leasehold adviser from the Citizens' Advice Bureau covering useful information about leaseholders' rights under their leases, such as what information about service charges they are entitled to request.



Staying safe in your home, covering fire safety, how to access the Fire Risk Assessment for your block, and what measures residents can take to ensure their homes and buildings are as safe as possible.

The Resident Assembly concluded with a presentation from each of six shortlisted community projects, and attendees were asked to vote for their favourite. The winner was a games evening that takes place on Roupell Park Estate which prevents isolation, particularly among older residents, by providing an opportunity for them to get together, play games, and socialise.

Feedback from the event was generally positive, with the workshops being a highlight for most residents in attendance.

If you would like further information please contact gettinginvolved@lambeth.gov.uk.

Lambeth 500+

The Lambeth 500+ is a consultative group, free to join for any resident who receives services from Lambeth Housing Management. Members are contacted by e-mail and text and are able to provide feedback on the housing management issues that they are most interested in.

New members have joined the Lambeth 500+ in the last quarter and we now have 820 members that we can consult with.

If you would like to become a member of the Lambeth 500+ you can e-mail lambeth500@lambeth.gov.uk.

The table below shows the topics that we have consulted on in the second quarter of this financial year.

| What we have consulted on – July to September 2017 | | What happened? |
|---|---|--|
|  <p>Feedback on new homeowners website</p> | <p>The new homeowners pages launched in July. 500+ members were asked to provide their feedback on the pages. Members were asked whether they felt the pages were easy to navigate, easy to understand and whether they contained the best and most relevant information.</p> | <p>A number of 500+ members gave us feedback. We used this to further refine the web pages.</p> |
|  <p>Lambeth 500+ members' contact details</p> | <p>We want to reach more of our members by e-mail and text to allow us to contact our membership base more regularly. We sent 276 letters to members for whom we didn't have e-mail addresses or mobile phone numbers asking for an update.</p> | <p>We have updated contact detail from all those who responded.</p> |
|  <p>Lambeth 500+ Twitter/social media</p> | <p>We intended to:</p> <ul style="list-style-type: none"> • Ask members to feedback on the perceived value of having a social media presence. • Create social media profiles which have the type of content that the Lambeth 500+ membership want. | <p>Following conversations with the council communications team, we have decided to wait for the Housing Management web pages to be moved to Lambeth Council's main website before any new functions are provided.</p> |
|  <p>Resident Assembly invitation</p> | <p>We invited Lambeth 500+ members to participate in our first Resident Assembly.</p> | <p>The Resident Assembly was held on 30th September in Clapham College, with several 500+ members in attendance.</p> |

Planned consultation activity

The table below provides information about the issues that we plan to consult on in quarter three (October to December 2017).

| Our plans | What are we going to be asking? | Delivery date |
|--|---|----------------------|
|  <p>Anti-social behaviour (ASB)</p> | <p>A programme of work led by the area offices will review how we respond to ASB issues and complaints.</p> <ul style="list-style-type: none"> Lambeth 500+ members will get to have their say on existing and developing practices for dealing with and preventing ASB A workshop will be held in the North area <p>In addition, we will create a Lambeth 500+ virtual panel around ASB to address issues and encourage better practice.</p> | <p>November 2017</p> |
|  <p>Annual Lambeth 500+ survey</p> | <p>We will use a survey to find out what members think about being part of the Lambeth 500+ and how we can improve it. We will:</p> <ul style="list-style-type: none"> Ask Lambeth 500+ members to complete the survey Ask members what future projects the Lambeth 500+ should deliver. | <p>November 2017</p> |
|  <p>Capital Works improvements</p> | <p>We hope to improve the feedback loop for capital works, with Lambeth 500+ members giving us input on the effectiveness of our communications, rating work on estates and providing real time information on progress or issues arising.</p> <p>We will ask Lambeth 500+ members how they would like to be communicated with and will design our approach to meet these expectations.</p> | <p>January 2018</p> |

Wednesday Walkabouts

In 2015 we introduced our 'Wednesday Walkabouts' to provide a more visible presence on your estate. Housing staff and contractors visit a different estate every two weeks to talk with residents about issues that are important to them. They report repairs and cleaning problems to our contractors to help us provide a better service.

Following the Grenfell Tower fire, there has been an increased focus on fire safety and until further notice there will be walkabouts will focus on fire safety in the 31 blocks that have some form of cladding. We will continue to collect information about other issues and get residents' feedback on how the services we are providing such as estate cleaning and grounds maintenance.

Planned walkabouts

| North area | | Central area | | South area | |
|-------------|---------------------|--------------|--------------------|------------------|-----------------------|
| 8 November | Hemans Estate | 9 November | Oaklands estate | 29 November | Claremont West estate |
| 22 November | Briant Estate | 16 November | St Matthews estate | 10 January 2018 | Hope Park estate |
| 6 December | Holland Town Estate | | | 21 February 2018 | Albert Carr Gardens |

Introduction

We have taken on board homeowners' feedback about their experiences of Homeownership Services and we want to improve the services that we provide. This section updates you on the steps that we are taking to ensure that we deliver excellent services for homeowners. We are committed to consulting with homeowners on our improvement initiatives through the Lambeth 500+.

Service charges and major works billing

During the second quarter, Homeownership Services has continued to build on its previous performance. Our work on improving the service charge billing and calculation process has meant that, for the first time since 2005, we were able to issue the service charge actual account adjustments on target at the end of September 2017. This adjustment included 4,267 individual invoices and 5,618 credits, including the TMOs for which we provide this service.

Work is now in progress to prepare the 2018/19 estimated service charge and major works invoices which we plan to serve in February 2018. The early issuing of the invoices will give homeowners more time to plan their finances for the coming year.

Homeowner information

We have expanded the range of information available to homeowners with completion of the Homeowners' Guide and other documents. The Homeowners' Guide has proved very successful and is now used as a reference and resource by both customers and staff.

We have also produced a fire safety guide for homeowners, giving both general information and information of specific interest to leaseholders, including detailed information on smoke alarms and fire doors. Both the Homeowners' Guide and fire safety guide are available to download from our website.

Text surveys

In addition to continuing to grow the newsletter subscription list, we are currently developing even more ways to stay in touch with our customers and make it easier for them to give us feedback.

One of our current projects will allow those homeowners who have recently contacted us by telephone to give text feedback on the service they received. Homeowners will be able to rate aspects of their transaction and let us know whether they felt their questions were answered; if not, they will be able to leave comments why. We will use this feedback to identify common issues and improve the service we offer to homeowners.

Managing incoming calls and customer contacts

We have continued to improve our performance in managing the calls made by homeowners and responding to enquiries.

In August 2016, 68% of enquiries were responded to within the target time. Our target for the quarter was to respond to 90% of queries within time limits: we exceeded this in every quarter, recording 98% in July and September and 100% in August. 100% of local resolution complaints have also been answered on time, again exceeding the quarterly target.

The number of calls answered on time is currently just under 80% for Quarter 2, with 14,448 calls been handled on leasehold issues between 1st April to the end of September 2017. There is plenty of room for improvement, but this increase reflects a nearly 30% improvement in managing incoming calls.

The customer drop-in service located at Olive Morris House continues to see increased use following its introduction earlier in the year. Homeowners have found the face-to-face service very beneficial when dealing with their 16/17 actual enquires.

Major works and service charge collections



Service charge and major works collections continue to show excellent performance against targets. Our arrears escalation progress is now in operation and should enable us to more effectively manage income by helping our staff to target arrears on individual accounts. A total of £3,358,949 of major works income was collected by the end of the quarter against a target of £3,336,667. This compares to £2,510,000 collected in the same period last year.

A total of £6,988,109 of day-to-day service charge income was collected by the end of the quarter, also exceeding our target and showing an improvement over 2016 performance.

Website and communications



The redesigned Homeownership Services website has been well received and shows high levels of use. The site went live on 6 July 2017, and in the period to the end of quarter 2 we recorded over 2,700 unique page views, with the sections on requesting pre-assignment information and getting permissions for alterations receiving the most views. The statistics indicate that customers have been using the site, as intended, to carry out transactions online as a convenient alternative to contacting us during office hours.

Our homeowners' newsletter is now on its third issue and continues to be popular: our figures show that in percentage terms it has the highest 'read rate' of any council email newsletter. 3,817 email newsletters were sent in September and stats show that at least 44% were opened.

Introduction

This quarterly performance briefing for 2017/18 will include results for the quarter on our seven **key performance indicators**. The table on the right shows that we reached or exceeded our targets on four out of seven of our key performance indicators shown.

Our priorities for improving Housing Services for residents 2017/18

Our priorities for 2017/18 reflect our commitment to preventing homelessness and supplying temporary accommodation where our citizens require it. We are maintaining our focus on repairs as we know that they are a priority for all residents. We are currently undertaking a number of improvement initiatives in Homeownership Services and leaseholder satisfaction remains a key indicator.

Our priorities for 2017/18:

- Preventing homelessness and managing temporary accommodation
- Developing repairs and estate services
- Improving services for homeowners
- Widening engagement with residents

Table 1. Performance against corporate key performance indicators April to June 2017

| Key outcomes | 2017/18 quarter 2 target | Quarter 2 performance |
|---|--------------------------|-----------------------|
| Satisfaction | | |
| Tenant satisfaction with Housing Services | 70% | 68.9% |
| Leaseholder satisfaction with Housing Services | 43% | 40.7% |
| Satisfaction with grounds maintenance and estate cleaning | 70% | 75.0% |
| Income collection | | |
| Rent collection rate in-year | 98.75% | 99.3% |
| Call handling | | |
| Calls answered within 20 seconds | 80 | 84.3% |
| Housing needs | | |
| Number of households where homelessness was prevented | 425 | 405 |
| Number of households in temporary accommodation | 2,250 | 2,073 |

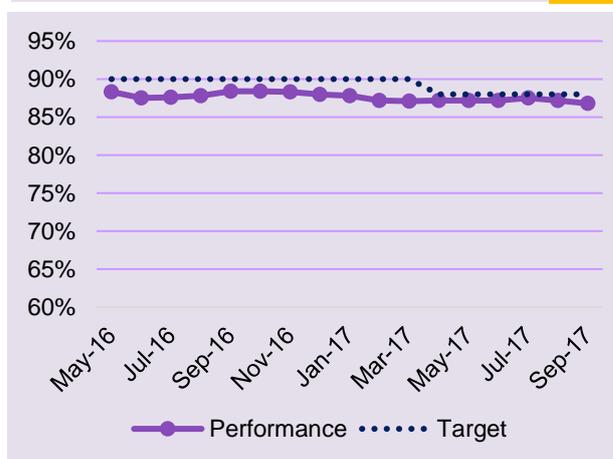
The corporate performance measures above are supported by a much broader set of over 100 detailed performance measures which we use to monitor and help manage the effectiveness of our services. This wider set of measures report in detail on all of our services including income collection, repairs, estates management, and call centre performance.

Summary of performance highlights

Percentage of residents satisfied with the quality of repairs

Satisfaction levels for the quality of repairs remain steady in the second quarter at 86.8 per cent. The quarter two performance is only 1.2 percentage points below the 88 per cent target and 0.5 per cent lower than at the end of quarter one. Whilst satisfaction is just below target, all other repairs key performance indicators are above target and progressing well.

Target almost met





Housing Services' performance report

Leaseholder satisfaction with Housing Services

This financial year we have a much higher target for leaseholder satisfaction of 43 per cent.

In the second quarter, satisfaction is slightly lower than target at 40.7 per cent. This is a nearly three percentage point decrease since the quarter one score of 43.6 per cent. This dip in satisfaction may correlate to 'actual' leaseholder service charges being sent out on time in September 2017. This is earlier than in recent years.

The purpose and benefit of sending the bills as early as possible is to give leaseholders as much time as possible to plan their finances for the coming year.

Satisfaction with grounds maintenance and estate cleaning

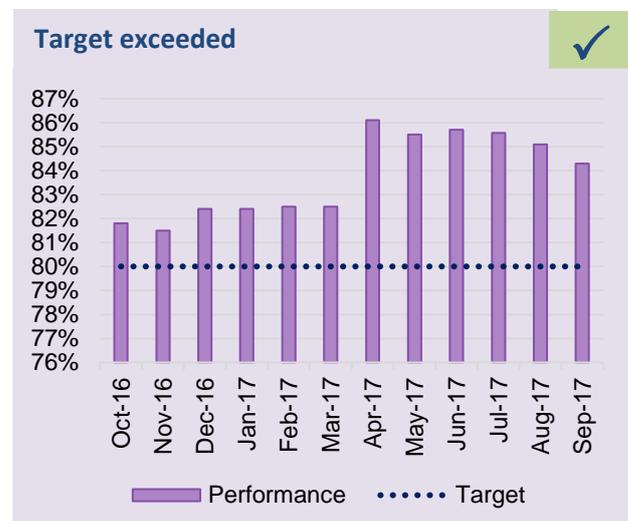
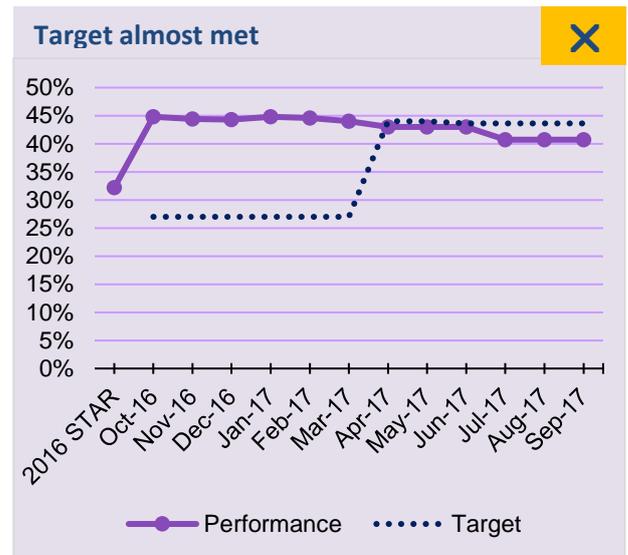
Satisfaction with grounds maintenance and estate cleaning is consistently above the 70 per cent target over the past year. At its highest point there was a 77.2 per cent level of satisfaction, which was during the summer of 2016. Quarter two performance is very slightly lower at 75 per cent.

Further analysis indicates that residents are highly satisfied with grounds maintenance (81 per cent) and remain reasonably satisfied with estate cleaning (69 per cent).

Calls answered within 20 seconds

Over the second quarter, our contact centre received over 54,000 calls, or an average of over 18,000 calls each month. Call volumes were slightly lower in the summer months but increase as we move into the colder seasons.

Throughout this financial year, call answering performance has been particularly strong, with well over 80 per cent of calls answered in less than 20 seconds. This represents an improvement over the already good performance for 2016/17, for which an average of 82.5 per cent of calls were answered on time.



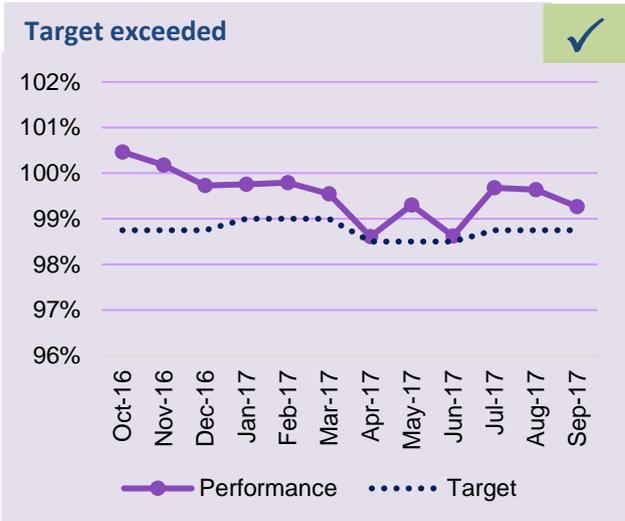


Housing Services' performance report

Rent collection rate in-year

Quarter two performance remains above the target of 98.75 per cent at 99.27 per cent of in-year rent collected. This continued strong performance and leaves us well placed to meet and exceed our year-end target.

It is important that tenants do not fall into rent arrears so that they can maintain their tenancies in secure council housing. The high levels of in-year rent payment are a positive indicator of the financial resilience of Lambeth's council tenants.



Number of households in temporary accommodation

At the end of quarter two, there were 2,073 households in temporary accommodation against a target of less than 2,250. This is a three per cent increase on quarter one levels, despite demand for new placements increasing by 23 per cent compared to the previous quarter. This helps to illustrate the extent to which the council is effective at managing the need for temporary accommodation.

In the year to date, over 100 homes have been secured in the private sector to prevent or relieve homelessness. 34 families have been supported to leave temporary accommodation for more suitable privately rented homes. 68 households in high cost temporary accommodation have been rehoused.



Number of households where homelessness was prevented

At the end of quarter two, the mid-year target of 850 preventions has been reached, despite a seasonal reduction in prevention outcomes (405 preventions against a quarter two target of 425 preventions).

This was achieved by supporting people to stay in their current accommodation while bidding for permanent homes, as well as supporting them into suitable private rented accommodation. In addition, we offer support to benefit capped residents, to help them into work or to apply for additional benefits.

Lambeth's first quarter prevention performance (441 prevention outcomes) was noted as the second highest in Inner London (including Croydon) by the Department for Communities and Local Government.

