

**TENANT AND LEASEHOLDER PANEL**  
**12 February 2019**

**Lead Officer:** Kirsteen Roe, Director of council homes, districts and regeneration

**Wards:** All

**Agenda Item:**

**Subject: - Review of Service Improvement Groups**

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**1. Recommendations**

- 1.1 The Panel is asked to support the replacement of some of the existing service improvement groups with a Housing Performance Monitoring Panel.

**2. Summary**

- 2.1 This report outlines a proposal to replace four of the existing service improvement groups with a performance monitoring panel which will meet quarterly and report to the Tenant & Leaseholder Panel. It also proposes that the leaseholder and resident involvement groups are retained.

**3. Background**

- 3.1 Six service Improvement Groups (SIGs) currently exist covering the following service areas:
- Tenancy & Neighbourhood Services
  - Income & Lettings
  - Leaseholder services
  - Resident Involvement
  - Capital Investment
  - Responsive Repairs
- 3.2 The purpose of these groups is to monitor the performance of the service area and work with service managers to improve services where performance is not meeting expectations or targets. Attendance at these meetings (with the exception of leaseholders) is low and outcomes are minimal. In addition, a number of very committed residents attend TLP and multiple SIGs but this means that more diverse and varied views and opinions are not captured through the current groups.
- 3.3 Currently these groups are organised by the operational service. This creates a silo'd way of engaging with residents and makes it more difficult to focus on

areas of improvement that involve a number of service areas. Whilst some services lend themselves to a regular forum (ie leaseholders), this is less true for others. We have been trialling new approaches through the Capital investment service improvement group including site visits to monitor and report back on the resident experience of major works and task & finish activities focusing on specific improvements.

3.4 The Housing Green Paper published by the Government last year proposed that landlords are assessed against “a number of agreed and meaningful key performance indicators which will be made publically available in a way that enables easy comparison.” The paper goes on to state that these should be focused on areas that are important to residents and gives the examples of:

- keeping properties in good repair;
- maintaining the safety of buildings;
- effective handling of complaints;
- respectful and helpful engagement with residents; and,
- responsible neighbourhood management, including tackling anti-social behaviour.

3.5 A meeting was held in September last year to which all SIG panel members were invited. A number of ideas to improve the operation of the SIGs were discussed. These can be summarised as follows:

- The leaseholder SIG to be replaced by a leaseholder led panel to which all leaseholders will be invited to join/attend
- Less meetings and more site visits enabling group members to inspect council services and talk to tenants who are receiving/affected by services face to face
- More benchmarking and possible visits to other social housing landlords to witness best practice
- Develop a virtual performance monitoring group. Reports sent electronically. Questions/comments submitted by group members and responded to by service managers
- Establish a performance monitoring panel reviewing key performance/benchmarking information across the housing service
- Performance & benchmarking data site to be developed on housing area of council's web site (to include all survey reports)
- Merging of Responsive repairs & Capital Investment SIGs
- Merging of Tenancy & Income SIGs
- Income SIG to become a virtual panel
- SIGs to monitor/review performance & benchmarking reports and establish task & finish groups where services require improving.

3.6 These ideas were discussed at the October 2018 meeting of this Panel. It was agreed that the resident involvement team will develop detailed proposals for the future role of these panels and discuss these further with SIG members.

- 3.7 A further meeting with residents took place in January where the following proposals were agreed.

#### **4. Proposals**

- 4.1 The existing service improvement groups (with the exception of leaseholder services & resident involvement) to be replaced with a Housing Performance Monitoring Panel.
- 4.2 This panel will meet quarterly and at each meeting it will receive performance, satisfaction & benchmarking reports from all service areas. The content and design of these reports will be agreed with panel members but will include the following:
- Responsive Repairs response times
  - Rent Collection
  - Void Turnaround
  - Caretaking
  - Resident Satisfaction
  - Anti-social Behaviour
  - Contractor performance
- 4.3 Meetings will be jointly chaired by a resident and an officer of the resident involvement team and attended by the heads of all service areas who will present performance reports for their areas and summarise their plans for future service improvement. Panel members will be able to question officers, comment on their performance and service improvement plans and put forward their ideas for service improvements.
- 4.4 This panel will also receive the annual housemark benchmarking report and the STAR tenant satisfaction reports.
- 4.5 Where required task & finish groups can be established to review service areas which are under performing or the Panel can request the Housing Scrutiny Panel to carry out an in depth review of the service. The Panel can also propose the use of focus groups or surveys to obtain a wider range of residents' views, priorities or satisfaction or suggest site visits to inspect services and/or speak to residents.
- 4.6 A summary of the work and outcomes of the Panel will be reported at each meeting of the Tenant & Leaseholder Panel.
- 4.7 Membership of the panel will be open to all tenants and leaseholders who are able to demonstrate that they are able to meet the person specification via the completion of a self assessment form. All Panel members will be required to attend a training course on understanding performance information and asking the right questions.
- 4.8 All performance reports will be made available to panel members at least 7

days before meetings. Minutes of all meetings together with detailed performance reports will be available to all residents on the council's website.

- 4.9 The leaseholder group will continue to meet but will now be led and chaired by leaseholders. This meeting is currently well attended and discusses and reviews service performance which is specific to leaseholders. This will include service charges, charges for major repairs and leasehold agreements.
- 4.10 The resident involvement group will continue to meet as and when required by residents or the council. This panel will receive the performance reports on resident involvement.
- 4.11 The Complaints Panel will continue to meet in its current format and will include the the monitoring of the performance of complaints handling and resident contact with the council within its remit.
- 4.12 The council is currently developing a Housing Health & Safety Panel and this panel's remit will include the performance monitoring of all health & safety issues.

## **5. The Next Steps**

- 5.1 A further meeting of residents will be organised to agree the detailed terms of reference for the Performance Monitoring Panel together with the recruitment plan. The first meeting of the Panel will be scheduled for May when the performance data for the year 2018/19 should be available.
- 5.2 No further meetings of the Income, Tenancy, Responsive Repairs or Capital Investment Groups will take place.

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