

PERFORMANCE 09

Our annual report to our customers



Welcome to Performance 09 – our annual report for customers telling you how we've done over the last 12 months, from 1 April 2008 to 31 March 2009, and our plans for improvement.

This year we have included a lot more information, so you can compare our performance with the last two years, and with our own targets.

We've used smiley faces so you can see at a glance how we are performing compared to our target. 😊 means we are meeting or beating our target. 😐 means we are within 5% of our target. 😞 means we are missing our target by 5% or more. We have also used arrows to show whether the trend is worsening ↓, staying the same ↔ or improving ↑.

We are determined to improve, and to keep improving, in all areas of our service.

Where relevant, we have also included a figure called 'benchmark'. This figure is what the top quarter of housing associations included in the comparison are achieving in each category.

www.lha.org.uk



OUR TARGETS

TO MAKE SURE THAT WE PROVIDE HIGH QUALITY SERVICES TO ALL OUR CUSTOMERS IN AN EFFECTIVE AND EFFICIENT WAY; THAT WE UNDERSTAND OUR CUSTOMERS' NEEDS BY CONSULTING AND LISTENING TO THEM; AND THAT WE RESPOND BY REVIEWING AND IMPROVING THE WAY IN WHICH WE WORK.

GETTING CLOSER TO YOU

The more we know about you, the better we can understand your needs and provide services which meet them. So, for example, if you have particular language needs, or if aids and adaptations to your home would help you live more independently, we want to know, so we can help.

This year we carried out a STATUS survey of all our residents. Over 1800 customers provided us with profiling data. We now have a clearer picture of where we are and what we should be doing as we move forward.

And we continue to monitor customer care through continuous feedback from residents including:

- customer polling
- focus groups
- mystery shopping
- audits

You may receive a profiling questionnaire with this publication. If you do, please complete and return it.

LISTENING CAREFULLY

We have launched our new customer care strategy, which was developed with tenants and residents, who helped set performance targets.

A new complaints procedure has also been introduced and this continues to develop in response to customer feedback.

During the year we ran two in-depth Service Evaluation Groups looking at day-to-day repairs and rent collection. These gave customers direct input into improving services for the future.

It is important that we continue to capture as much information as possible, regularly, not just as a one-off exercise.

Not only does our regulator, the Tenant Services Authority expect it, but more importantly, having a clear picture of your requirements allows us to provide the services you really need.

The information we collect will be fed back to a new group-wide Tenant Advisory Committee, which will report to the Board, ensuring it helps shape future decisions on customer services.

What's more, LHA's Complaints Working Group will now work more closely with ASRA's to identify trends and patterns across the group.

DECENT HOMES

In 2000, the government pledged that every council and housing association property in the country would be brought up to the Decent Homes standard by 2010.

We're on track to achieve this and we will be carrying out further improvement work to properties in the year ahead. Consultation is being carried out with residents. If this affects your home, we will write to you to notify you before work starts.

Our routine maintenance and repairs work follows a programme agreed with residents. Information is also published in our newsletter, Streetwise.

VALUE FOR MONEY

In December 2008, the new Director of Property Services and Asset Management separated the tendering of re-let work and day to day repairs, to increase the value for money from each service.

Our arrangement for re-let works has been left in place and is delivering better quality and value for money. The day to day repairs contract is going through a rigorous tendering process to select the new contractor.

We are looking at ways we can acquire more homes where they are needed most, using our buying power as a large group, without losing sight of local priorities in the communities where we work.

REPAIRS

While we tender for the new day to day repairs contract, our focus is on a reliable appointments system, completing repairs right first time and meeting all our targets.

A group of tenants inspected the repairs service. Key recommendations include making appointments available at more convenient times and keeping customers fully informed throughout. To ensure repairs are right first time we are inspecting:

- 10% of all jobs under £1,000
- all jobs over £1,000 and
- all repairs to empty properties.

This is helping us achieve better quality from our contractors.

Reviews of the repairs service and customer feedback will now be carried out by the new Tenant Advisory Committee. This will ensure all issues and trends are flagged up to the Operations Board.

GETTING IN TOUCH

Through our Customer Contact Centre, we now aim to provide an effective answer or response to 80% of all repair enquiries, at the first point of call.

We also aim to answer 90% of all calls within 20 seconds. This year we achieved 89%. We are working hard to improve on this with more resources being placed in the Customer Contact Centre, and closer monitoring of calls.

GETTING INVOLVED

Whatever your age or background, and wherever you live, if you would like to get involved (and there are lots of different ways), we would love to hear from you.

You can contact the Resident Involvement Team by calling **0116 257 6766** or email natalie.robertson@lha-asra.org.uk. It's not all about meetings – join Forum 100 and you can be contacted from as little as once a year.

We will be assessing how we carry out Neighbourhood Reviews but will continue to conduct regular estate inspections. Our programme is ongoing, and we will be visiting every neighbourhood we work in, consulting residents face-to-face, through walkabouts and liaising with resident reps and local residents associations.

By collecting information, working with customers, the local authority, and other agencies to agree priorities, and drawing up action plans, we will give you a direct say in the way we manage and improve you area.

ANTISOCIAL BEHAVIOUR

From our recent STATUS survey we know that our customers are particularly concerned about antisocial behaviour and safer neighbourhoods.

The three biggest issues for you are rubbish and litter, car parking and noisy neighbours.

We have introduced starter tenancies for all new tenants. These are a key tool to tackle serious cases of antisocial behaviour caused by problem tenants.

We have also introduced a new system to log, track and record all incidents so we can deal with them more effectively.

AIDS AND ADAPTATIONS


We are in the process of developing a new aids and adaptations policy, which has involved customers, staff, local authorities and health professionals, and is centred round removing the barriers that people with disabilities face.

We are looking at improving the ways tenants can access this service, and will be working with health professionals to ensure people with the highest needs receive everything they require.



Facts and figures 1 April 2008 to 31 March 2009

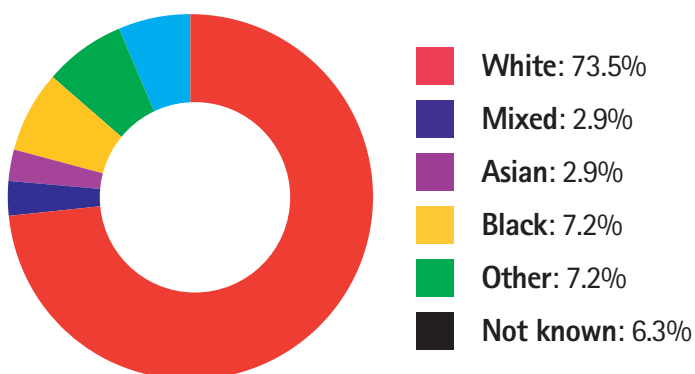
YOUR HOME


 WHO WE HOUSED	2008-09	2007-08	2006-07
General needs	635	672	725
Supported accommodation	563	215	252
Total lettings	1198	887	977


WE SAY

The increase in new lettings for supported accommodation is due to new homes being added to our housing stock.








ETHNIC ANALYSIS OF LETTINGS



 HOMES IN MANAGEMENT	2008-09	2007-08	2006-07
General lettings	5267	5253	5155
Accommodation with support	1033	956	922
Market rent	283	281	284
Shared ownership	414	287	246
Leasehold	205	192	190
Right to buy freehold	222	222	222
Total	7424	7191	7019

 HOMES BY SIZE AND AVERAGE RENT (GENERAL NEEDS)	2008-09 Homes Rent	2007-08 Homes Rent	2006-07 Homes Rent
4+ bedrooms	145 £81.86	142 £79.29	140 £75.48
3 bedrooms	1503 £79.16	1497 £72.19	1460 £69.81
2 bedrooms	2371 £70.48	2340 £67.43	2277 £65.26
1 bedroom	1121 £60.96	1160 £58.25	1137 £56.49
Bedsits	103 £50.37	114 £48.11	113 £48.57

 NEW HOMES COMPLETED	2008-09	2007-08	2006-07
General needs	116	148	300

 LETTINGS PERFORMANCE	2008-09	Target	On target?	Trend	2007-08	2006-07	Bench mark
Average re-let time for general needs housing	61	21			31	35	26
Homes vacant/available to let	50 (0.94%)	0.3%			73 (1.38%)	47	0.5%
Homes vacant/unavailable to let	72 (1.36%)	0.2%			56 (1.06%)	3	0.5%

WE SAY

We are working hard to bring the average re-let time (the time it takes to let an empty home) in line with our targets. Our aim is to reduce this to three weeks or less.

To improve the standard of homes when they are re-let, we are working closely with customers and contractors to streamline our systems, putting a stronger emphasis on quality and value.

We are taking a close look at homes which are unavailable to let and are using a number of ways to bring these back to a lettable standard, including repairs, re-modelling (e.g. converting a two-bed house into a three-bed house) and changes in tenure.

YOUR RENT



HOW EACH £1 IS SPENT



- mortgage repayments **22p/23p**
- repairs and maintenance **18p/19p**
- managing your homes **16p/17p**
- planned maintenance **5p/8p**
- major repairs **6p/6p**
- services **10p/10p**
- all others **7p/5p**
- re-investment **16p/12p**



AVERAGE COST PER HOME (£)

	2009	2008
Housing management	620	564
Routine maintenance	924	740
Planned maintenance	255	250
Major repairs/stock reinvestment	319	338



RENT COLLECTION

	2008-09	Target	On target?	Trend	2007-08	2006-07	Bench mark
Rent collected	87.6%	99%	☹️	↓	99.5%	99.3%	96.6%
Current tenant arrears	6.1%	5.1%	☹️	↓	4.5%	4.6%	3.4%
Total arrears (inc former arrears)	6.6%	5.4%	☹️	↓	5.3%	6.2%	2.7%
Evictions for non-payment	32 (0.43%)	n/a	n/a	↑	36 (0.57%)	54 (0.88%)	0.33%

WE SAY








Our rent collection levels have seen a reduction this year. In the current recession, our Income Team has faced challenges in its efforts to reduce arrears, and these have increased significantly.



In these difficult times we recognise the problems some customers are facing, so we have a dedicated Financial Support Officer, Angela Wade, to work with struggling households and help them maintain their tenancies, rather than evicting them. We are also concentrating on building relationships with specialist agencies in all of the areas we work in, so that we can signpost or refer you on to them.



Customers carried out a no holds barred inspection of our income service this year and gave us very positive feedback. 83% of tenants who also contacted us about their rent found staff polite, courteous and helpful, and 79% of tenants in arrears said they were happy with the way they had been supported. We aim to improve on this further by looking at the feedback and suggestions made by customers. If you are finding it difficult to keep up with your rent payments, it's vital that you let us know as soon as possible. If you want more advice, contact Angela Wade or the Income Team on **0116 257 6716** or email income.team@lha-asra.org.uk.

YOUR REPAIRS

 YOUR REPAIRS	2008-09	2007-08	2006-07
Emergency repairs	960	680	747
Urgent repairs	3254	5506	4113
Routine repairs	3653	5567	8011
Total	7867	11753	12871

 REPAIRS COMPLETED WITHIN TARGET	2008-09	Target	On target?	Trend	2007-08	2006-07	Bench mark
Emergency (within one day)	98.1%	100%			96%	88.8%	98.9%
Urgent (within 5 days)	88.4%	96.0%			90.2%	92.9%	98%
Routine (within 20 days)	89.7%	96.0%			90.4%	93.4%	97.6%

 REPAIRS WHERE WE HAVE MADE APPOINTMENTS THAT WERE KEPT	2008-09	2007-08	Trend	Bench mark
	100%	92%		98.4%

 DECENT HOMES STANDARD	2008-09	2007-08	Trend	Bench mark
Percentage of homes which meet or exceed the government's standard	94.8%	92.5%		97%






WE SAY

The reduction in demand for repairs is mainly due to a better standard of workmanship and investment in Decent Homes. We are on course to achieve the government's Decent Homes standard in all our homes by December 2010.




The fall in the number of urgent and routine repairs being completed within the target time is due to the transition from a large number of contractors to an interim arrangement. A new contract with two companies will begin this year and is expected to deliver improvements.




A major priority for us in the next 12 months is to improve our repairs service and we will be introducing a range of strategies to achieve this.

YOUR CALLS

 CUSTOMER CONTACT CENTRE	2008-09	Target	On target?	Trend	2007-08	Bench mark*
Telephone calls answered by our Customer Contact Centre	71,917	n/a	n/a	n/a	72,007	n/a
Calls answered within 20 seconds	89%	80% - 85%			81.4%	67.5%
Calls answered within 30 seconds	90%	80% - 90%			85.9%	74.65%

*Benchmark data from Solihull Community Housing

 CALLS ANSWERED BY SERVICE 24 (OUR OUT OF HOURS SERVICE)	2008-09	Target	On target?	2007-08	Bench mark
Telephone calls answered by our Customer Contact Centre	83,765	n/a	n/a	94,185	n/a
Calls answered within 20 seconds	94%	80%		n/a	80%
Calls answered within 60 seconds	98%	98.5%		n/a	96.5% - 98.5%

 SOCIAL ALARM CALLS	2008-09	Trend	2007-08
Social alarm calls (from elderly and vulnerable residents) answered within 30 seconds	95.01%		94.8%
Social alarm calls answered within 60 seconds	98.68%		98.5%








WE SAY

The Customer Services Department has been working in consultation with a representative group of our customers to ensure we provide a value for money service and meet our targets.

This has led to dramatic improvements which have seen the Customer Service Department being recognised as one of the Top 50 contact centres in UK by The Times, and Service 24 achieving TSA accreditation with 3 stars.



COMPLAINTS, COMPLIMENTS

	2008-09	Target	On target?	Trend	2007-08	Bench mark
Complaints received	269	n/a	n/a	n/a	81	n/a
Complaints responded to within target	72.1%	90%			78.5%	n/a
Complaints upheld	73.6%	95%			85%	69.9%
Complaints resolved at stage 1	92.9%	98%			97%	93%
Compliments received	155	n/a	n/a	n/a	29	n/a

WE SAY

We have continued to encourage your feedback to let us know if things go wrong, and this is shown in the increase in complaints received.




Our complaints policy is available on request and sets out clearly how you can complain. We monitor complaints every week, and the information is sent to all managers.

Improvements put in place as a result of complaints this year include:

- Creating an aids and adaptations policy for the group
- Dedicating staff within LHA to lead on the monitoring of complaints
- Monitoring the views of customers on the outcome of complaints to ensure we have delivered the result they wanted with it

As a result of the more dedicated focus by staff on this issue, it is pleasing to note that compliments have increased significantly over the last 12 months.

CUSTOMER SATISFACTION

	2008-09	Trend	2007-08	2006-07	Bench mark
Overall customer satisfaction	67%		74.2%	74.2%	83%
Satisfaction with repairs service	64%		93.2%	86.6%	n/a
Satisfaction with opportunities to get involved*	n/a	n/a	50%	50%	70%
Satisfaction that views are taken into account**	51%	n/a	n/a	n/a	n/a

* Question no longer asked

** New Question asked for 2008

All taken from STATUS survey carried out every three years. New survey undertaken of all tenants in Oct 08

WE SAY

We are continuing to provide customer care training for all staff and are working towards an overall customer satisfaction performance target of 70% by 2010.

There will be a continued focus on recognising the positive changes that can be made by working with you as a customer. Throughout the coming year we will be inviting as many of you as possible to give your feedback on our services through estate inspections, surveys and telephone calls.

YOUR NEIGHBOURHOOD

 HOMES IN MANAGEMENT	2008-09	2007-08
Antisocial behaviour, new cases reported	115	75
Open cases	54	38
Cases resolved	61	37
Antisocial Behaviour Agreements signed	0	192
Antisocial Behaviour Injunctions taken out	0	0
Evictions for antisocial behaviour	0	11

WE SAY

As a result of us spending more time meeting our customers and carrying out estate inspections, the number of new cases of antisocial behaviour reported has increased, because we have made it easier for you to communicate any concerns.

Incidences of antisocial behaviour are a growing trend across the group and we will continue to focus our resources in this area to ensure safer neighbourhoods.

RESIDENT INVOLVEMENT: IMPACT ASSESSMENT

1 APRIL 2008 TO 31 MARCH 2009

Each year we produce an impact assessment showing what has been achieved by involving residents, and our plans for the coming year. A full version is available on our website www.lha.org.uk or by calling **0116 257 6766**.

We want to make sure all residents have the opportunity to get involved. This helps us improve services and offer value for money.

It also helps us to be more open in the way we work.

There are lots of ways to get involved - from a couple of hours a year at home to regular involvement. We offer training, support and out of pocket expenses. Why not give it a go? Call us on **0116 257 6766**.

KEY ACHIEVEMENTS

- The number of residents getting involved increased, with 380 of you taking part in formal activity. Residents were provided with inductions, training and out of pocket expenses
- Over 1600 residents attended 35 local events
- Residents worked with us to review strategies and policies, ensuring their views were included to improve our services. Examples include the new customer care standards and our Customer Contact Centre which has seen service improvements
- Residents took part in the Tenant Services Authority's National Conversation
- Residents have been involved in editing Streetwise, our tenant newsletter, and have helped us learn from complaints
- Residents reviewed our day to day repairs service and general needs rent collection and recommended areas for improvement which we will take on board
- Residents helped us improve our lettings service. They were involved with void inspections, a new sign-up pack with local information, a new decorating procedure, a new homes satisfaction survey, and reviewed contractor performance
- Consumer Advisory Panel (CAP) has helped with estate and service improvements, appoint new contractors, tackle antisocial behaviour, community fundraising, supporting residents, and influenced our policies and procedures
- We appointed a second Resident Involvement Officer to support residents who want to get involved
- We involved residents in staff recruitment
- We helped residents access local debt management advice, benefits, training and education services, and to get back into work through our Making Connections initiative

PLANS FOR THE YEAR AHEAD

A planned group-wide active residents' event to involve residents in the corporate planning process did not take place owing to budget constraints. However we plan this year to set up a way of ensuring residents are involved at a group-wide level.

We will develop a group-wide resident involvement mechanism, to improve connectivity between the Group Board and our residents, and increase resident involvement in planning/decision making.

- Our recent STATUS survey shows that many of you are not satisfied that your views are being taken into account. We will work with residents to improve this and welcome your suggestions
- We will continue to work with residents on improving our day to day repair service
- We will support two resident-led Service Evaluation Group reviews, recruiting tenants as mystery shoppers/inspectors
- We will involve residents in reviewing/updating the tenant handbook
- We will continue to involve residents in working with us to improve local services and tackle local issues, through estate inspections/neighbourhood reviews
- We will provide support/training to residents who choose to get involved
- We will support residents in priority areas, and in organising local events/activities
- We will support our residents in accessing local services which can help with debt management, benefits, adult education and getting into work



FEEDBACK AND WIN!

FANCY A CHANCE OF WINNING £100 OF HIGH STREET SHOPPING VOUCHERS? JUST COMMENT ON THIS PUBLICATION (COMPARED TO PREVIOUS YEARS) OR ON ANY OF OUR SERVICES BY FILLING IN THIS FORM AND SEND IT BACK TO US BY 30 NOVEMBER AT:

FREEPOST RRKR-TZBY-USZS, 3 BEDE ISLAND ROAD, LEICESTER LE2 7EA

YOU DON'T NEED A STAMP.

Name:

Address:

Phone number:

Comments:

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We are committed to providing fair opportunity to access information. If you would like information in another language or format such as large print, audio or Braille, please ask us.

তথ্য প্রাপ্তিতে ন্যায্য সুযোগ প্রদান করতে আমরা অঙ্গীকারাবদ্ধ। এসব তথ্য যদি আপনি অন্য কোনো ভাষায় বা ফরমেটে, যেমন, বড় ছাপায়, অডিওতে বা ব্রেইলিতে চান, তাহলে আমাদেরকে বলুন।

આવડે આપણે સુચના આપવાનો પ્રયત્ન કરીશું. જો તમે અન્ય ભાષામાં અથવા અન્ય સ્વરૂપમાં, જેમ કે મોટા અક્ષરો, ઓડિયો અથવા બ્રેલ લિપિમાં, આ માહિતીની કોપી મેળવવા માંગો છો, તો કૃપયા અમને સંપર્ક કરો.

हम सूचनाएं प्रदान करने के प्रति समर्पित हैं। यदि आप सूचना किसी अन्य भाषा में चाहें अथवा किसी अन्य प्रारूप में, जैसे बड़े अक्षरों में, ओडियो के रूप में, या ब्रेल लिपि में, तो कृपया हमसे संपर्क करें।

Jesteśmy oddani zapewnianiu równych szans w dostępie do informacji. Prosimy o kontakt jeżeli pragną Państwo otrzymać dokument z informacjami w innym języku lub formacie, tj. wydrukowany dużym drukiem, w formie nagrania dźwiękowego lub pisany alfabetem Braila.

Waxaan ballanqaadeynaa in macluumaadka ku bixinno munaasabad habboon. Haddii aad macluumaadka ku rabto luqad kale ama hab kale sida daabacad waa-weyn, maqal ama farta indhoolaha Braille, fadlan naga soo codso.

ہم نے برابری کی بنیادوں پر معلومات تک رسائی مہیا کرنے کا عہد کر رکھا ہے۔ اگر آپ یہ معلومات کسی اور زبان یا ساخت جیسا کہ بڑی چھپائی، صوتی ٹیپ یا بریل کی صورت میں لینا چاہیں تو براہ کرم ہمیں کہیں۔

LHA HEAD OFFICE

T: 0845 389 1777 E: enquiries@lha-asra.org.uk

3 Bede Island Road, Leicester LE2 7EA

Open: Monday to Friday 9am-5pm

