

Readers may note that some information within these documents have been omitted / redacted.

Some information has been omitted / redacted as disclosure may prejudice the commercial interests of Irvine Housing Association trading as Riverside Scotland.

We recognise that the commercial sensitivity of information may decline over time and the harm arising from disclosure may be outweighed by the public interest in openness and transparency. We commit to review the redaction of any such information from time to time.

Some information has been redacted as it contains personal data which identifies an individual. Disclosure of this information would place Irvine Housing Association t/a Riverside Scotland in breach of the Data Protection Act 2018.

252nd Board Meeting of Irvine Housing Association Ltd:
Thursday 26 January 2023 at 5.30 p.m.
via MS Teams

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the 251 st Board Meeting held on Wednesday 30 November 2022.	Public
4.	Matters Arising	Confidential
5.	Substantive Business	
5.1	Data Retention Policy	Confidential
5.2	Corporate Plan 2023-26	Confidential
5.3	Budget 2023/24	Confidential
5.4	Board Appraisal Review	Confidential
5.5	Customer Involvement Strategy	Public
5.6	Car Allowance Criteria	Confidential
5.7	Financial Performance Report	Confidential
5.8	Operational Performance Report	Public
5.9	MD Report	Confidential
6.	Minutes/Updates: a) Unconfirmed Audit & Risk Committee Meeting held on 9 January 2023 b) Confirmed Group Customer Experience Committee Minutes –September and December 2022 c) Group Board Core Brief – December 2022	Confirmed Confirmed Public
7.	Any Other Business	
8.	Date of Next Meeting -	

	Thursday 30 March 2023 at 5.30 p.m. – 253 rd Board Meeting Friday 31 March 2023 at 9.30 a.m. – Board Strategy Day Location for both events to be confirmed.	
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DMcL / db
16/1/2023

5.5. Customer Involvement Strategy

Title: Customer Involvement Strategy 2023-2026	Date: 16.01.2023
Authors: Heather Anderson [REDACTED]	Sponsor: Diana MacLean
Action: Adoption	Confidential: No
Appendices: Appendix 1: Customer Involvement Strategy 2023-2026	Reading Room:
Regulatory Requirement: 2.4 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.	ORP ref: People at our heart
Strategic Risk ref: R1 – Customer Experience	
Consultation: The Big Conversation customer consultation exercise completed in August 2022.	

1 Background

Riverside Scotland, similarly, to the wider Riverside Group, has experienced declining levels of customer satisfaction over the past 2 years. Following a series of extensive customer consultation exercises, including Riverside Scotland's Big Conversation, it is evident that the framework for involving customers in the scrutiny, governance, and delivery of our services has been insufficient. The Riverside Scotland Customer Involvement team has worked with Group colleagues over the past 6 months to develop a new Customer Involvement Strategy which reflects recent customer feedback, and creates a more robust, flexible, and local structure to support more meaningful customer participation in the review and delivery of services. The revised strategy is attached to this report as Appendix 1.

2 Context

The feedback from our Big Conversation consultation exercise and ongoing customer satisfaction surveys demonstrated that customers most want to become involved at a local and neighbourhood level, where they can make an impact on their local surroundings and address issues which affect them directly. Existing local groups are not addressing local resident concerns sufficiently and are not representative of our wider customer base. In addition, our existing Customer Panel provides limited customer scrutiny of our service delivery and performance, and customers do not feel they are meaningfully involved in our decision making and service improvement plans. This sentiment is echoed widely across the whole Riverside Group.

This new strategy reflects customer feedback and is aimed at increasing the meaningful involvement of customers in the development, delivery and scrutiny of our services, whilst ensuring they can focus on the issues that matter to them. The key aspects of our new strategy include:

- More focus on the development and support of local customer groups operating at a neighbourhood level which are ‘task’ oriented.
- Creation of an overarching customer scrutiny group that will work in partnership with staff to monitor and scrutinise performance from the customer’s perspective and experience.
- Creation of a variety of involvement and engagement methods to achieve a balance of online/digital, face to face, text messages and postal options.
- Ensuring Riverside Scotland is integrated within the wider Riverside framework for customer involvement to share good practice, knowledge, and learning.
- Creation of a Riverside Scotland customer complaints panel, to review and monitor the quality of complaints handling and decision making.
- Appointment of a new Customer and Community Involvement officer within Riverside Scotland who will have more of a frontline customer and community focus.
- Implementation of ‘Customer Journey Mapping’ across key service areas to better understand how customers experience our services.

3 Risk

Implementation of an updated Customer Involvement Strategy will support Riverside Scotland to mitigate the following strategy risk:

R1: Customer Experience

There are many factors which affect our customer’s experiences of the services we provide, and where these are within our control, we will not tolerate the risks that they pose, and will react quickly to put in place plans and services to improve the service.

4 Next steps

We are currently recruiting for the Customer and Community Involvement Officer role. Once in position, an operational action plan will be developed for Riverside Scotland to implement the aims of this strategy, and progress against this will be overseen by the Head of Service Delivery. Progress against this plan will also be reported to Board on a quarterly basis.

5 Recommendations

To adopt the Riverside Customer Involvement Strategy 2023-26, attached to this report as Appendix1.

Customer Involvement and Engagement Strategy 2023-2026

Introduction

The Customer Involvement and Engagement Strategy seeks to ensure Riverside is compliant with new consumer regulation on customer involvement and orient Riverside on a path towards a best practice customer involvement service. Riverside requires a new strategy to meet the seismic challenge of meeting the pending Social Housing (Regulation) Act, being prepared for future inspections and embedding the cultural shift in landlord/customer relations required post-Grenfell.

In recent years, due to the Covid Pandemic, customer consultation at Riverside has primarily focused on consulting with a small cohort of nationally involved customers, mainly in a digital environment. This strategy seeks to energise the pre-Covid commitment to establish a network of local and regional methods of involvement as part of the Customer Engagement Framework. The aim is to provide a broad and diverse customer base to consult with and involve.

Riverside embarked on a series of consultation exercises in 2022 to establish customer views on its current customer involvement offer, including the Big Conversation customer consultation exercise implemented by Riverside Scotland. They reported low customer satisfaction and they want us to design something that makes getting involved easy. Those that want to get actively involved primarily want to get involved at a local level in their neighbourhoods on issues that affect them locally. The strategy seeks to meet this customer demand for local involvement and engagement.

Strategic Alignment

This strategy will sit under the Riverside Scotland Corporate Plan 2023-26 and within the wider Riverside Customer Strategy. At the time of writing this strategy, the Customer Strategy and its proposed operating model on local delivery is still in development. It applies to all business streams and service areas, although customer engagement in building safety is covered by a separate strategy. The strategy reflects the outcomes of Riverside Scotland's recent Big Conversation customer consultation exercise.

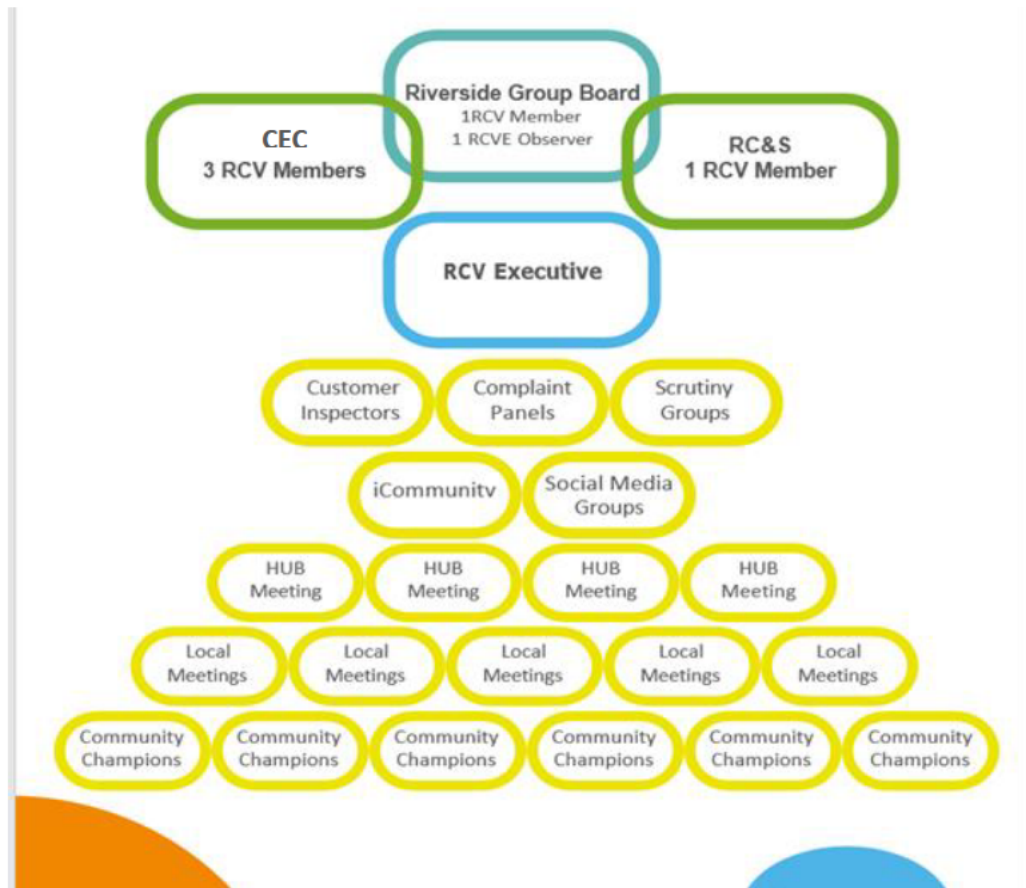
The strategy has been mapped against the One Housing Resident Engagement Strategy to ensure it aligns, although it will not apply to One Housing until April 2024. The integration of One Housing involved customers will be managed by the Merger Integration Plan. This strategy is being developed at a time of significant change within the business and, therefore, it is deemed a dynamic document that will be continuously reviewed.

Context

The strategy builds on the existing customer involvement service to strengthen its alignment with best practice and deliver on its existing vision of having local and regional groups within the Customer Engagement Framework.

A diagram of the Riverside involvement framework is shown below. The framework for Riverside Scotland is the same except it is overseen by the Riverside Scotland Board and dedicated Riverside Scotland customer scrutiny group.

Customer Engagement Framework



*Taken from the Riverside Customer Voice Executive Handbook

There are a number of components that have shaped the direction of the strategy and its action plan. These are as follows:

- Customer feedback (via consultation, digital surveys and face to face engagement)
- Customer Journey Mapping exercise on the entry journey into national level involvement
- RCVE's Together with Tenants rating 2022
- Riverside Scotland Big Conversation feedback.
- TPAS National Engagement Standards
- Co-production sessions with the RCVE on the strategy development
- Co-production sessions with key involved customer stakeholders
- Customer Insight
- Ethnic Minority Research Project 2022
- Ethnic Minority Customer Voice Steering Group
- LGBTQI+ Customer Online Sessions

Internal consultation with colleagues as follows:

- Customer Engagement Working Group

- Asset Team (re: Damp and Mould Champions and Planned Maintenance Inspectors)
- Equality and Diversity Manager
- Young People Improvement Forum (C&S)
- Co-production Officer (C&S)
- Spectrum Colleague Group
- Head of Strategy and Planning
- Riverside Scotland Customer Involvement team and colleagues.

Customers were consulted throughout 2022 on their views on customer involvement and the strategy reflects the customer feedback for a focus on local and digital involvement and engagement and more communication on the theme of customer involvement. Customers reported that their preferred method of involvement was local residents’ groups, local engagement, face to face contact with Riverside colleagues or via digital surveys. They reported that they wanted to receive more communication about involvement opportunities, scrutiny outcomes and local updates.

The theme of Diversity included in the strategy reflects the importance of Equality, Diversity and Inclusion to Riverside’s values. Customer Insight indicates that progress needs to be made to achieve a genuinely diverse and inclusive Customer Voice. It also reflects that the strategy covers all business streams, property-types, and support needs, and therefore requires a tailored customer involvement offer.

The theme of Strong Customer Voice included in the strategy looks to strengthen current practice to robustly demonstrate achievement of consumer regulation and best practice standards on customer involvement. A self-assessment exercise against the TPAS National Engagement Standards 2021 provided the framework to indicate specific actions to include in the improvement plan. Complementing this was the improvement actions outlined in the Riverside Customer Voice Executive’s rating of services against the National Housing Federation’s Together with Tenants Charter, and the results from the Riverside Scotland Big Conversation customer consultation exercise.

Customer consultation has alerted us to fragmented local customer involvement, with an unknown number of local customer groups throughout the country meeting regularly for the benefit of their local community. These groups are not connected to the Riverside Customer Voice or Riverside Scotland customer scrutiny groups or Customer Panel framework and therefore, have no relationship with the organisational wide tenant representatives. The strategy seeks to co-produce and build a strong foundation and vision for a local and regional network that will have a combined voice. Built into the strategy is a conscious effort to embed the principles of co-production and bring customers along with us on the journey of the strategy, hence the focus in the first year on co-production activity.

Objectives

The objectives of the strategy are defined by five themes: local, digital, communications, diversity and strong customer voice.

Objective	Focus on	What we will do
Local	Local involvement and engagement.	Grow the Customer Engagement Framework to increase the number of local groups and regional hubs. Develop additional local involvement roles. Build capacity amongst colleagues to engage with local customer groups and

		involve them in matters that affect them.
		Coproduce a resource pack and training offer for local customer groups.
	Regional customer voice hubs to channel local customer views to a national level and increase regional accountability.	Pilot a regional hub and using the learning, work with involved customers in key locations to develop additional hubs.
Digital	Improve digital engagement offer.	Review and rebrand current 'iCommunity' involvement channel to incorporate the customer wish for involvement themed communications. Explore the potential for using the One Community online platform.
	Hybrid and online customer meetings.	Build capacity at local level and in C&S for holding online and hybrid meetings in community centres and C&S schemes.
Communications	Meet regulatory compliance on communications on customer involvement and engagement.	Develop 'You said, we are doing' communications and customer involvement impact communication.
	Meet customer demand for increased communication on customer involvement.	Develop a communication infrastructure for the Customer Engagement Framework, improve the website and communications.
Diversity	Achieving a diverse profile of involved customers so that it represents the diversity of the customer base.	Customer-led steering groups for Ethnic Minority, LGBTQI+ and Disabled Customer Voice to ensure we understand and act on any barriers to service for these customer groups.
	Strengthening a diverse customer voice through the use of targeted engagement and customer insight.	Targeted engagement for customers who are Ethnic Minority, LGBTQI+ and Disabled.
		Build into the Customer Engagement Framework representation of the diversity of communities and property types.
Strong Customer Voice	Delivering a best practice customer involvement offer.	Using TPAS National Engagement Standards as a framework, implement improvements that focus on strengthening scrutiny, learning from complaints, and strengthening tenant involvement to governance. Ensure that the customer voice is heard in key decisions impacting on customer service.
	Beyond Compliance approach to consumer regulation on customer involvement.	Harness customer insight as a component of the customer voice. This includes Tenant Satisfaction Measures, complaints insight and engagement analytics.
		Establish a method of evidencing how Riverside seeks out and considers how

		to improve its customer involvement and engagement.
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Outcomes

Year 1
<ul style="list-style-type: none"> • Address gaps in regulatory compliance. • Achieve key gaps in the TPAS National Engagement Standards self-assessment on scrutiny, complaints and governance and Scottish standards for tenant and customer participation. • Establish a Customer Scrutiny Group for Riverside Scotland. • Review the purpose and outcomes from the current Riverside Scotland Customer Panel. • Increase the number of tenants on the Riverside Scotland Board and sub committees. • Establish a customer involvement menu and pathway that includes induction, training and support. • Create a new 'Get Involved' section of the Riverside and Riverside Scotland websites that outlines the involvement menu, easier access to customer involvement information and creates an easy self-referral route for involvement opportunities. • Establish the additional local involvement opportunities - Damp and Mould Champions and Planned Maintenance Inspectors. • Complete a pilot for a regional hub and capture learning for building additional regional hubs. • Establish an Ethnic Minority Customer Voice Steering Group and equivalent LGBTQI+ group. • Establish a Leaseholder Customer Panel. • Establish a new digital survey customer involvement offer that includes an e-newsletter style communication channel on survey outcomes and involvement news. • Decide on whether to use an online forum for customer involvement, same as One Community used by One Housing. • All established local customer groups will have the information they need to use hybrid and online meetings as a method to communicate with Riverside colleagues. • Establish peer support network for local groups to learn from each other and share good practice. • Establish targeted text messaging as an engagement method and use to promote local involvement and engagement. • Establish a template for an Annual Customer Involvement Impact Report. • Have an established process for capturing improvements based on customer feedback. • Follow through on recommendations from the RCVE's Together with Tenants Action Plan 2020 and the Riverside Scotland Big Conversation. • Recruit an Administrator to support the RCVE operations and Customer Involvement Officer within Riverside Scotland. • Customer Inspectors to receive feedback from each of their inspections. • Establish a Riverside Scotland customer complaints panel and have them regularly receive the verbatim comments from the Customer Experience Survey- Net Easy Score, 'ease of getting complaint resolved'. • Riverside Scotland customer scrutiny group to receive bi-monthly reports on verbatim comments from Customer Experience Survey. • Create an overall KPI framework for customer involvement and include regular self and customer-led assessment against best practice standards.
Year 2

- Establish additional regional hubs, as a minimum, an LCR and South & Central regional hub. The hubs must have a terms of reference that represents the diversity profile of the customer base of the region (including protected characteristics, stock concentration, tenure type and property type).
- Determine the circumstances that would require Group wide customer consultation, including Riverside Scotland customers.
- Determine a model to include Riverside Scotland in the Customer Engagement Framework that would seek to enhance their current offer that also aligns to Scottish Regulatory requirements.
- Include Riverside Scotland Customers in the 'iCommunity' digital surveys where appropriate.
- Establish a Disabled Customer Voice Steering Group.
- Establish audience segmentation within the digital involvement mailing list to have the option to communicate surveys and news based on interest.
- Establish a quick online feedback mechanism for customers in Care and Support services.
- Establish an online channel for Care and Support colleagues to feedback customer views on customers' behalf.
- All established local groups and regional hubs will have access to a skills programme to undertake local scrutiny of local service delivery.
- Updated RCV Constitution to include RCVE representation that reflects the changing customer profile and current regulations.
- Publish the first Annual Customer Involvement Impact Report.
- Establish a training programme for RCVE members and other involved customers to prepare them for future governance roles.
- Complete annual RCVE rating of Riverside's performance against the Together with Tenants Charter.

Overall, final year of strategy target/s

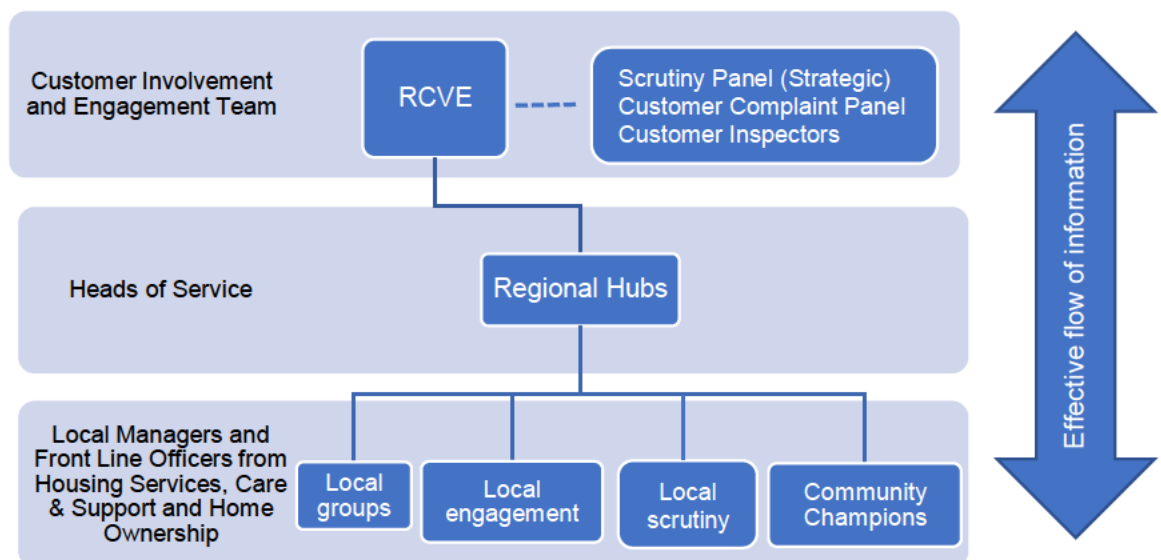
- Establish a standard customer involvement satisfaction survey and consultation process that is carried out cyclically.
- Achieve House Proud Accreditation and Scottish TPAS Accreditation.
- Have established relationships with external social housing customer organisations that promote diversity.
- Have active Riverside customer representation on Rainbow Roofs.
- Have customer representation and leadership at housing conferences.
- Evaluate the success of the new customer involvement roles, steering groups and feedback channels and evidence how their insight has influenced service development.
- Participation levels in customer involvement are proportionate to the volume of Riverside customers, regional representation, tenure and property type and diversity profile of its customer base.
- Improved customer satisfaction levels in Riverside's customer involvement service and Tenant Satisfaction Measure 'listening to views and acting on them'.
- Significant increase in the number of local customer groups being involved.
- A national network of local and regional customer involvement activity that provides clear insight into the local customer voice.

Key Enablers

Resourcing Customer Involvement

The Customer Involvement and Engagement Team will provide the strategic resource to the business by supporting the Riverside Customer Voice Executive and its sub-panels and the Ethnic Minority, LGBTQI+ and Disability Customer Voice Steering Groups. Within Riverside

Scotland this will sit with the Customer Involvement and Engagement Officer under the Head of Service Delivery. There will be a national hub of resources and advice for local and regional involvement. The responsibility for the local customer groups and regional hubs will be the responsibility of Housing Services, Home Ownership and Care and Support. Community Planning play a role in identifying new local groups that want to establish and linking them up with resources to get started. The split of responsibility of the Customer Engagement Framework is outlined by the diagram below. This new framework will be the same for Riverside Scotland with the exception that local groups will report into the overarching Riverside Scotland Customer Scrutiny group rather than the wider RCVE.



Local customer groups that want to get involved in having a say will require key Riverside functions to respond to their needs as and when for involvement. This includes:

- Procurement Category Leads
- Evolve and Riverside Direct and Riverside Scotland Asset team.
- Planned Maintenance Contracts Managers
- Customer Safety
- Shared Spaces and Compliance

Customer involvement and engagement in Building Safety is being managed by a separate strategy led by the Building Safety Department.

Our regeneration project areas may require a customised and individualised approach to be developed around involving and engaging our customers. This will better reflect the specific needs of the communities involved and ability to respond to the plans for their areas. This may include a specialist engagement structure including dedicated staff resources to ensure the effective link in of Riverside Scotland support to meet the local engagement demands to deliver major repairs and large-scale regeneration schemes.

Governance, Risk and Delivery

The progress of the strategy delivery will be monitored by a governance structure consisting of 3 levels: the Customer Engagement Working Group, who are a subgroup of the Social Housing White paper steering group, the Riverside Customer Voice Executive and via the Customer Experience Committee who will receive 6 monthly updates on progress and outcomes. Within Riverside Scotland, the progress of the strategi will be monitored by the Customer Scrutiny Group and Riverside Scotland Board.

5.8. Operational Performance Report

Date:	17.01.2023
Subject:	Operational Performance
Author:	Heather Anderson [REDACTED]
Sponsor:	N/A
Appendices:	Yes
Action:	Information
Data Class:	Public
EXECUTIVE SUMMARY	
This paper and appendices set out operational performance against our current KPIs as at the end of Period 9 2022. The performance dashboards are attached as appendices 1 and 2 to this report.	
RECOMMENDATION(S)	
The Board is asked:	
<ul style="list-style-type: none"> To note the position against the operational KPIs as at Period 9 2022 including the key risk areas and identified improvement actions. 	

1 Background

Performance against the current KPIs is reported to each Board meeting using the performance reporting system, Tableau. The dashboards for customer satisfaction, cash leakage, and building safety are attached to this report as Appendices 1 and 2. Repairs and maintenance data is currently under review due to ongoing system and interface issues. Performance against target as at P9 2022 is also set out in the table below.

2 Performance Context

The current KPIs and targets for 2022/23 for Riverside Scotland are:

KPI	2022/23 Target	P9 Position
Total Unadjusted Arrears	4.7%	6.13% (4-week average).
Void Rent Loss	0.6%	0.83%
Average re-let days	15	38
Repairs Completed within Timescales	100%	Data under review
Tenancy Failures (Abandonments and Evictions)	<7	7
Gas Safety Check Compliance	100%	100%
Overall Satisfaction	80%	60.6%
Listening to Views of Customers	75%	52.7%
Overall Repairs and Maintenance Satisfaction	80%	59.7%
Satisfaction with Latest Repair	90%	71.1%
Complaints Handling Satisfaction	60%	8.3%

3 Performance Update and Analysis

Customer Satisfaction

Overall satisfaction has fallen considerably since the summer months when we carried out our Big Conversation consultation exercise. We are in the process of developing an action plan arising from the outcomes of this consultation which will be presented to Board in March 2023. The new organisational restructure is on-going, and we are in the process of recruiting to vacant posts. This new structure addresses many of the issues raised by both customers and colleagues, specifically, increasing frontline customer service roles and the focus on tenancy sustainment, building trusting relationships with tenants, and offering a single point of contact for customer enquiries. Over the next few months we will be developing a Communications plan aimed at providing more regular information to customers on the actions we have taken and the changes we have made to improve services as a result of their feedback.

A key driver of dissatisfaction is the delivery of repairs and maintenance services. Over the past year we have managed the transition to new repairs and maintenance contractors, which has impacted negatively on service quality. Our new contractors have been in place from 1st April 2022, however, there have been ongoing performance issues due to IT capability and resource challenges across both key contracts. Performance review meetings have taken place with both providers which were attended by the Riverside Scotland Head of Service and the Riverside Asset Performance and Delivery Manager. Changes have been made to staff structures by both contractors and there has been an increase in dedicated resources for the Riverside Scotland contract by the Bell Group. We are recruiting for a new Asset and Compliance Manager who will be in post from 23rd January. The Head of Service will be working with the new manager and Group Asset colleagues to review all repairs performance data and put in place a more robust performance management framework with contractors.

Complaints handling satisfaction remains a key area for improvement. Trauma Informed Practice training has been rolled out to all staff to promote a culture of empathy, understanding, and compassion. We are in the process of redirecting all complaints from Riverside Scotland customers to our new Customer Partners to act as a single point of contact throughout the complaints process. Complaints handling performance will be discussed with individual colleagues through monthly 121s from the new year, and the Housing Services Manager will provide weekly oversight of all ongoing complaints going forward.

Compliance

A new end to end Electrical Safety check process (EICR) has been put in place which will ensure that every property has a valid EICR completed every 5 years, and for every property where an EICR has not been carried out, there is auditable evidence of meaningful contact attempts that have been made by both contractors and Riverside Scotland Housing teams to complete this work. The Percentage of properties with a valid EICR has increased from 84% in November to just over 90%. The administrative side of the gas servicing process has now been moved to our new Business Support team and we are currently 100% compliant. The data relating to other areas of compliance, (legionella, Asbestos, communal inspections, lifts, and play park inspections) will be reviewed by the new Asset and Compliance Manager once in post.

4 Next steps

It is anticipated that the ongoing restructure will be fully implemented and embedded by April 2023. Improving customer satisfaction remains the Association's top priority, and once the new structure is in place, we will be working with all colleagues to embed our new model of service delivery and implement the Big Conversation action plan.

5 Recommendations

To note the position against the operational KPIs as at period 9 2022 including the key risk areas and identified improvement actions.

Social Housing Customer Satisfaction - NSC Paper...

Riverside Scotland 252nd Board Meeting
 Currently Showing: IRV
 Rolling 3 Month Measures



Overall Satisfaction

60.6%

Responses: 155



Commentary

Listening to Views

52.7%

Responses: 150

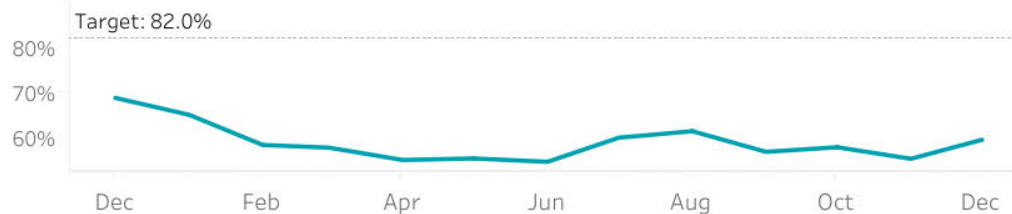


Commentary

Repairs and Maintenance

59.7%

Responses: 134



Commentary

Latest Repair

71.1%

Responses: 83

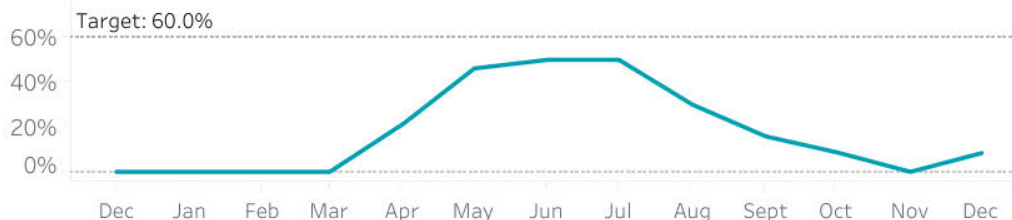


Commentary

Complaints Handling

8.3%

Responses: 12



Commentary

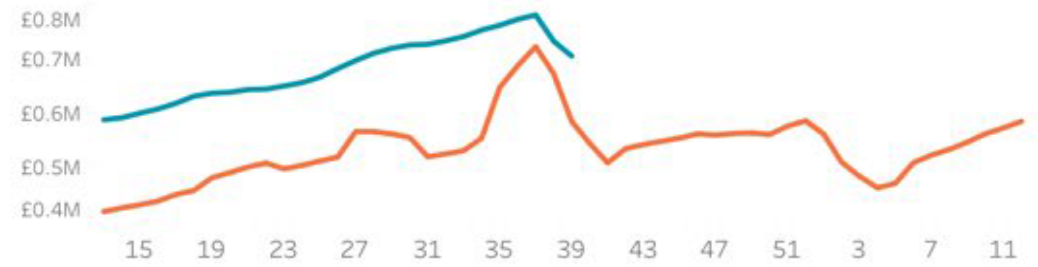
- Overall satisfaction has fallen considerably in the reporting period. From a review of the dissatisfied response comments, issues relate to call waiting times, repairs and maintenance, and communication. We are in the process of implemented our new restructure which will place more accountability on our Customer Partners to address dissatisfaction across their patches.
- We experienced a rise in listening to views satisfaction during our Big Conversation consultation exercise, however this has now reduced. We will be developing a communications plan to 'drip feed' continuous information to customers on the actions we have taken arising from their feedback, and will be developing a Big Conversation action plan to support improved customer satisfaction over the next 12 months.
- There has been an increase in overall repairs and maintenance but a small decrease in latest repair satisfaction. Our new Asset Manager will be working with Riverside Asset colleagues to review performance data and the processes for recording repairs, and will be developing a robust performance management framework.
- Complaints handling has increased over the period. This may be due to all complaints now being dealt with by our new Customer Partners as the key point of contact, and weekly oversight of complaints currently being carried out by the Head of Service delivery.



Current Arrears
£0.71M
£11.51M (6.13%)

Arrears 4 Week Average **This Year** vs **Last Year**

The latest week is fixed at the centre of the chart



Commentary

- Arrears levels have fallen sharply within the reporting period due to the non charging fortnight in December. Overall however arrears levels continue to increase and are considerably higher than at the same point last year.
- New arrears process 'ladders' have been implemented by the Income Collection team and our new Customer Partners are meeting with the Income Collection team to discuss arrears cases across their patches on a fortnightly basis.
- We are in the process of recruiting for a 12 month fixed term Affordability Officer whose focus will be to work with tenants in arrears to set up affordable repayment arrangements, and provide wider budgeting and money advice to mitigate the impacts of the current the cost of living crisis.

Year Movement Per Unit
+£67

Moved to Former: **£0.04M**

Yearly Movement Per Unit

(Arrears Per Unit - Arrears Per Unit 1 Year Ago) + Arrears Moved to Former in Year per Unit



Commentary

- Void rent loss is considerably out with target, and our average re-let days have increased to an average of 40. This decline in performance is partly due to insufficient resources applied to this area by our repairs and maintenance contractor in the initial months of the year. We also have a number of properties which have been long term void due to house fires and severe damp and mould cases. Over the next few months we will be creating a voids task force which will include tenant representatives to review the end to end process. We also now have our new Voids and Lettings Team in position who will be responsible for overseeing the re let process from termination to allocation for all void properties.

Empty Homes Rent Loss

0.83%

£67,612 / £8.18M

Empty Homes Rent Loss Weekly

The Rent Loss for each individual week



Commentary

Building Safety Performance – December 2022

