

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhood and Community Services Scrutiny Committee

DATE: 3 September 2015

CONTACT OFFICER: Karen Lewis, Information & Participation Manager
(For all Enquiries) (01753) 875437

WARD(S): All

PART I

FOR INFORMATION

NEIGHBOURHOOD SERVICES RESIDENT BOARD'S 20 RECOMMENDED KEY PERFORMANCE INDICATORS

1. **Purpose of Report**

This report has been written in response to a request from the Committee for the Neighbourhood Services Resident Board's top 20 Key Performance Indicators (KPIs).

2. **Recommendation(s)/Proposed Action**

The Committee is requested to note this report.

3. **Five Year Plan Outcomes** (Compulsory Section)

Slough Borough Council's landlord function is regulated by the Regulatory Committee of the Homes & Communities Agency. The standards that the regulator requires us to meet are set out in the Regulatory Framework for Social Housing in England which includes the Tenant Involvement and Empowerment Standard. Meeting these standards and working with residents to co-regulate and scrutinise the service contributes to the following objectives in the Five Year Plan:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- Slough will be one of the safest places in the Thames Valley
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

4. **Other Implications**

(a) Financial (Compulsory section to be included in **all** reports)

None.

(b) Risk Management (Compulsory section to be included in **all** reports)

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
The Committee is requested to note this report.	Failure to comply with regulatory requirements will risk negative regulatory intervention that could damage the council's reputation and incur financial penalties.	The Resident Involvement Strategy aims to ensure compliance with the regulatory standards and to enhance these standards by developing local standards/offers. Residents routinely refer to the standards to scrutinise and co-regulate the service.

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

Access and customer care is one of the cross-cutting themes of the regulatory standards and so is factored into all co-regulation and resident scrutiny activities.

5. Supporting Information

Background

The Neighbourhood Services Resident Board ('the Resident Board') was established in April 2015 to act as the over-arching, resident led group responsible for monitoring the implementation and effectiveness of the Resident Involvement Strategy. The Resident Board oversees the activities of the three Service Improvement Panels which are responsible for scrutinising performance against the regulatory standards, as follows:

- Repairs & Maintenance Panel scrutinises performance against the Home Standard
- Neighbourhood & Communities Panel scrutinises performance against the Neighbourhood and Community Standard
- Complaints & Information Panel scrutinises performance against the Tenant Involvement and Empowerment Standard and the Tenancy Standard

The Committee asked the Resident Board to identify their top 20 KPIs.

Response

The Committee's request was circulated to Resident Board members in June 2015. A copy of the report is attached at Appendix 1 of this report.

During the transition period, when the new involvement framework was being developed, residents had received quarterly performance reports which they felt were complex and not suited to their needs. They agreed, therefore, that they would prefer to receive exception reports highlighting areas of poor or under performance that they should be focussing on.

At the first meeting of the Resident Board held on 5 August, residents received the Quarter 1 performance information together with an exception report highlighting areas of concern. At that meeting, residents asked for this agenda item to be deferred and for a special meeting to be convened to focus solely on understanding the information with the aim of coming to an informed decision as to their recommendations for actions and/or further scrutiny of these areas.

Residents have agreed that they will not be setting their own KPIs and will continue to test exception reporting as a method of scrutinising the service. Over the past year residents and officers have worked closely together to develop a better relationship based on openness and transparency. This improved working relationship is proving successful and there is now a culture of trust and positive challenge, focussing on working together to resolve problems and improve the service.

The first round of Panel and Resident Board meetings has only just completed. During this round of meetings residents have worked with officers to:

- agree Terms of Reference, Codes of Conduct etc for each of the groups
- approved a new Gas Safety Policy and procedure and a draft Tenancy Sustainment Policy
- consider quarterly performance information and their own information requirements
- scrutinise the quality of responses to residents' complaints
- agree the principles on which all involvement activities must be based
- familiarise themselves with the Regulatory Framework and now routinely refer to it when scrutinising services
- receive regular reports on the progress of the re-commissioning of repairs and maintenance services
- receive a demonstration from Thames Valley Police on the multi-agency approach to crime and anti-social behaviour hot spot mapping
- carry out a mystery shopping exercise to test call handling and customer service

- agree the approach to re-charging tenants for the cost of repairs caused by wilful neglect and damage

6. **Conclusion**

The Committee are requested to note residents' approach to co-regulating and scrutinising the council's landlord function and their decision to adopt exception reporting to monitor performance.

8. **Appendices Attached** *(if any - If there are no appendices delete the heading)*

'A' Report to the Resident Board dated June 2015

9. **Background Papers** *(This is compulsory)*

'1' The Regulatory Framework for Social Housing in England



Report to the Resident Board

June 2015

Contact Officer: Karen Lewis
Information & Participation Manager
Karen.lewis@slough.gov.uk

Scrutiny Panel Request

1. Purpose of Report

- 1.1 The purpose of this report is to ask Resident Board members to respond to a request from the Neighbourhoods & Community Services Scrutiny Panel.

2. Background

- 2.1 The Neighbourhood and Community Services Panel is appointed by the Council. The Panel has 9 members and is responsible for the scrutiny functions falling with the scope of allocated portfolios and any related non-executive functions or matters. The Panel is also responsible for matters within its area of responsibility that have been referred to it by the Council or the Overview and Scrutiny Committee.

- 2.2 The Panel has a monitoring role with a portfolio for overseeing the following areas:

- Agenda 21 Issues
- All Environmental Services
- All Housing issues
- Benefits/Council Tax
- Careline Services
- Community Cohesion/Community Celebration/Community Information
- Community Safety Strategy
- Customer Service Centre
- Economic Development
- Emergency Planning
- Environmental Health and Trading Standards
- Inclusion of Excluded Groups
- Leisure (including libraries, sports, arts, community facilities, parks and open spaces)
- Licensing issues
- Planning, Highways and Transportation (including Regional Planning and the Local Development Framework)
- Resident/Community Participation
- Tenant Services

- Voluntary Sector issues

2.3 Currently Panel members include:

- Cllr Plenty (Chair)
- Cllr Holledge
- Cllr Malik
- Cllr Mansoor
- Cllr Sohal
- Cllr Wright
- Cllr Chahal
- Cllr Shah
- Cll Sidhu

2.4 At their meeting held on 29 June 2015 Cllr Strutton was also present under Rule 30.

3. Scrutiny Panel Request

3.1 On Monday 29 June 2015, the Assistant Director for Regeneration, Housing and Resources (Neil Aves) sent an e-mail to the Information & Participation Manager with an urgent, last minute, request from Scrutiny for information relating to resident satisfaction surveys and Key Performance Indicators (KPIs) to be prepared for the Scrutiny Panel meeting that evening.

3.2 A raft of information was pulled together with a brief report setting out the history and context of the last two year's resident satisfaction surveys. The request also asked for satisfaction surveys from People 1st. Whilst it was not possible to locate any surveys carried out by People 1st, a copy of the last People 1st annual report was included as it contained some performance information.

3.3 The information also included the full list of KPIs used by Housemark and the Neighbourhood Services KPI Register. It was understood that this information had been requested so that the Panel could select which KPIs they would like to monitor.

3.3 At their meeting that evening, Democratic Services submitted the following request on behalf of the Panel:

“The agenda item request was for the successor body to the Slough Customer Senate (the Tenants' Board?) to identify the 'top 20' KPIs which were most important to their experience. These would be presented to the Panel in September; the Panel will then decide how to proceed with monitoring these.”

4. Relevant Requirements of the Regulatory Framework

4.1 The delivery of the Regulatory Framework is based on the principles of co-regulation which require Neighbourhood Services (as the service responsible for delivering the council's landlord function) to adhere to the principles of co-regulation which are (Chapter 2, page 8, of the Framework):

- Boards and councillors who govern providers are responsible and accountable for delivering their organisation's social housing objectives
- Providers must meet the regulatory standards
- Transparency and accountability is central to co-regulation
- **Tenants should have opportunities to shape service delivery and to hold the responsible boards and councillors to account**
- Providers should demonstrate that they understand the particular needs of their tenants

5. Risks and Implications

- 5.1 Following a fit-for-purpose review of the previous Resident Involvement Framework the Slough Customer Senate unanimously agreed to accept the recommendation to “start again with a blank sheet of paper” and to dissolve itself.
- 5.2 At that time, the Senate agreed that they had lost focus and direction and there was a general lack of awareness of them as a group. They had also failed to achieve any credibility with council officers or members.
- 5.3 Throughout the development of the new framework, all residents and officers were clear that it would be important to improve the perception of any new groups to build credibility and promote their co-regulatory and scrutiny role.
- 5.4 There is a risk that, with each group only having met once to agree their terms of reference, scope and remit, that making recommendations to Scrutiny at this stage may damage the groups' reputation at this early stage if they are not clear about what their response would be.
- 5.5 There is also the risk that, failure to respond to the request, may damage the Board's reputation and the co-regulatory relationship with members.

6. Conclusion

- 6.1 Resident Board members are asked to consider the request from the Scrutiny Panel and their response to it.
- 6.2 The Board is genuinely committed to the principles of co-regulation and, in particular, the aim to be open and transparent, including the sharing of information with the Scrutiny Panel.