

ANNUAL SERVICE REPORT

2015-2016



Foreword

We are committed to achieving excellence across our Brockley contract. This can only be delivered through our frontline staff. Our Managers are responsible for creating the right culture and climate for our teams to thrive in, while promptly tackling issues of poor performance. We deliver a resident lead, values-driven service with significant investment in all staff development.

A set of role-specific key tasks has been issued to all staff ensuring all individuals have a clear set of operating objectives. We carry out regular 121's with all staff to reflect on performance and discuss any relevant issues (positive as well as negative). An annual appraisal is carried out at the end of each financial year.

Staff are regularly encouraged to contribute and discuss better or new ways of improving the service we offer. Formally all team meeting across the contract include an agenda item for consideration of this point and all 121 reviews also ask staff for any suggestions they have. However, more importantly, the culture we create in our teams positively encourages staff to challenge the way operations are carried out and seek innovative solutions.

This is our Brockley's Annual Service Report that is designed to update you on the above commitment and our performance during the year 1st April 2015 – 31st March 2016. The report describes how we performed in delivering our core performance indicators; as well as looking at service improvement proposals, which demonstrate our ongoing commitment to provide high-quality services.

We expect all our staff to take a proactive approach to leading all aspects of service delivery in the areas we manage. Our teams are encouraged to provide a responsive, flexible and helpful service to our customers forming strong local bonds. This approach ensures residents see us as the key local community partner and helps achieves high levels of customer satisfaction.

We carry out an annual survey with residents in the Brockley PFI area to ensure that we provide the best possible service and to measure trends in satisfaction. The results from our surveys help us to improve our services by identifying where there is room for us to get better.

This year's survey shows high-level levels of satisfaction. However, we remain committed to continually improving the quality of the services and improving satisfaction further. This is one of the top priorities for 2016/17.

Furthermore, we will aim to build upon our current good performance locally and play a full role in working with the London Borough of Lewisham to continue improving its services across all areas.

Finally, I would like to thank residents, officers and members of Lewisham Council, our partner organisations, and all our staff and Board for their continued support during the past 12 months.

Steve Bonvini
RegenterB3

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Contents

Introduction	1
Customer Satisfaction	2
Customer Services.....	3
Housing Management.....	3
Resident Involvement.....	5
Estate Management.....	6
Leasehold Management	9
Repairs and Maintenance	?
Conclusion	?

Introduction

RegenterB3 make certain that our teams fully comply with all contractual obligations and that we deliver high-quality customer-focused services that address specific needs and achieve a high level of residents' satisfaction. The need to work with all relevant stakeholders is essential in the delivery of our primary objectives and performing well against twenty-six Key Performance Indicators. Throughout 2015/16 we have worked closely with the Council, Lewisham Homes, Councillor, residents and other stakeholders to ensure that the contract is adhered to and that all targets are achieved.

Effective communication is a critical component of customer service for all organisations, and RegenterB3 are no exception. In dealing with customers, communication is essential, whether it is face-to-face, over the phone, via email or, increasingly, through online channels. Our Customer Service Team efforts have focused on ensuring a prompt response to all communication and effective complaints handling. During 2015/16 all customers were attended to within the required timescales, and all correspondence and complaints were responded to by the contractual deadline.

The results of our annual satisfaction survey show a high level of satisfaction; with 88.15% of tenants and leaseholders satisfied with housing management services. However, we recognise that there are areas where improvements can be made, and we will be aiming for the satisfaction of over 90% across all our services in 2016/17.

During 2015/16 we made further improvements in the management of empty properties and re-let all voids more than eight days faster than our target with the average turnaround time of 19.13 days.

We have continued with a robust auditing of tenanted properties to ensure that the correct people are living in them. There is high demand for public housing, and it is unacceptable that some tenants abuse their tenancy and profit from it by unlawfully sub-letting their property to someone else. Therefore, we completed 271 tenancy audits and worked together to identify fraud and take firm steps to eliminate tenancy misuse. As a result, we have claimed back ten properties during the 2015/16 year.

Customer Satisfaction

RegenterB3 have been providing excellent services to the residents in Brockley since the beginning of the contract in September 2007. Customer expectations continue to rise, and we have to ensure that we measure them through satisfaction surveys and tailor services around the results.

We carry out an annual customer satisfaction survey, and the response we receive from residents helps us identify any areas for improvement as well as recognising the things we do well.

Our 2015/16 survey results show high-level levels of satisfaction: -

- 88% of residents were satisfied with housing management services; 18% above the target.
- 84% of our residents were satisfied with opportunities for participation; 22% above our target.
- 83% of our residents were satisfied with the cleaning services; 13% above the target.
- 88% of our residents were satisfied with grounds maintenance services.



Customer Services

RegenterB3 has performed exceptionally well throughout the year. This the summary of our achievements in 2015/16: -

- 100% of customers who visited our reception were seen within 15 minutes
- 100% of the housing applications that were received were registered within ten working days target
- 100% (484 out of 484) of all correspondence were responded to within the ten working days target
- 100% (48 out of 48) of all stage one complaints were answered within ten working days target
- 100% (29 out of 29) of all Member Enquiries were answered within
- We have been commended for the quality of our responses to correspondence and complaints

While our performance in 2015/16 was excellent, we recognise that complaints are a valuable source of information that can help us identify recurring or underlying problems and potential improvements.

We will conduct periodic analysis of the trends in both the number and nature of the complaints that we receive to identify shared and recurring causes of complaints. We will couple the results of the analysis with the results of our customer satisfaction surveys to build up an accurate picture of how we perform and how we can improve our services further in 2016/17.

Housing Management

Income Collection

The total collection rate at the end of 2015/16 was 98.97% of the debit raised. This is 0.64% behind the Council's providers who achieved 99.61%.

Throughout 2015/2016, our performance was detrimentally affected by the lack of access to Lewisham's ICT system for managing and collecting rent. We did not have full access to the system for seven months of the year. The lack of access made it difficult to achieve higher rent collection and reduce rent arrears further.

RegenterB3 are operating in increasingly challenging financial circumstances. Maximising income collection and reducing rent arrears is always of the top priorities. Therefore, we are committed to working with the colleagues from the Council and Lewisham Homes to secure appropriate access to the system that would enable us to increase rent collection and reduce rent arrears.

The need to work more intensively with tenants affected by welfare reform meant that we introduced a welfare benefit/debt advice surgery in December 2014. The 170 Project run the surgery throughout 2015/16 with great success.

The service is a referral service with fixed appointments for Brockley PFI tenants. Case recording is confidential, and the advice given is impartial. The service is advertised as independent and confidential. During 2015/16 one hundred and forty-free tenants were seen and assisted with various issues such as Housing Benefit, Council Tax Benefit, Bedroom Tax, Debt advice, etc.

Furthermore, the Income Managers attended the CIH Welfare Reform 3rd Episode Seminar to ensure that they can assist residents in the management of their arrears and signpost them to relevant partnership organisations.

One of the Income officers attended regular meetings of Pinnacle Welfare Reform Group. This group exchanges best practise to prepare for the ongoing changes to Welfare Benefits.

Throughout last year we worked with residents affected by the Welfare reforms. All residents affected by the benefits cap and the 'bedroom tax' were contacted and offered advice. These residents are reviewed at regular intervals to ensure that they can maintain their rent payments.

In the forthcoming year, we will introduce a formalised structure of quarterly Management Scrutiny Panel Reviews. These will concentrate on: -

- Discussion on rent management
- Planning and rent strategy
- Emerging issues/current changes
- Review of casework performance against pre-determined compliance targets.

Furthermore, we will be looking to link up with wider Lewisham Initiatives and groups such as LEWHAG Welfare Reform Group, Digital Zones and Lewisham Homes.

The 2016/17 year will also see us using the text messaging rent arrears software. This will enable further, more efficient communication with tenants, helping to resolve rental disputes promptly. The module that provides instant and graphical analysis of rent arrears data, from which automated Letter One or chasing messages also includes pre-built transactions such as Rent Balance Enquiry, Letter One, Letter Two, Notice of Seeking Possession and Court Proceeding notifications.

We are confident that the above system will lead to: -

- Fast response from the recipients
- Increased income collection
- Reduced calls.

Anti-social Behaviour

RegenterB3 treat all complaints about anti-social behaviour very seriously and take the remedy that reflects the urgency and severity of the behaviour of a perpetrator. We attend the Crime and Anti-social Behaviour forum run by LEWHAG to share best practice and learn from other Registered Providers working in the borough.

Throughout the year, we have also played an active role in Multi-Agency Risk Assessment Conference (MARAC) sharing information with different statutory and voluntary sector agencies on the highest risk cases of domestic violence and abuse. Furthermore, we have worked closely with the Brockley & Ladywell Safer Neighbourhood Team re-enforcing the partnership working. The team have also maintained an excellent relationship with the London Borough Lewisham Community Safety team operating together to bring a quick resolution to some cases.

During 2015/16 RegenterB3 received thirty-six reports of anti-social behaviour, with seventy-two percent of them being noise nuisance cases. All cases were investigated, action planned and regularly monitored. The most complex cases were discussed at a wider Pinnacle ASB forum.

Throughout the whole of 2015/16 we put more emphasis on mediation and continued working closely with Lewisham Mediation in dealing with neighbour-to-neighbour disputes where both parties were willing to participate in such a process.

RegenterB3 have subscribed to 'The Noise App'. Our residents will be able to record and report noise nuisance on their Android phones directly to us the forthcoming year. The tool has been used by various housing providers and is understood to provide good evidence.

We will also continue to encourage residents to take reasonable steps themselves to initially deal with some of the issues they are faced with i.e. talk to their neighbours and tell them how their behaviour affects them.

Resident Involvement

We have worked closely with the Residents Panel throughout the 2015/16 year. The panel represents all residents in the RegenterB3 area and is the forum where discussion and consultation on issues of relevance to residents take place. At each meeting, residents can raise individual concerns with the relevant officials. Guest speakers attend to make presentations on wider issues. The residents' panel also acts as a scrutiny committee to scrutinise the contract.

There have been a number of initiatives that have taken place this year and the highlights are set out below: -

- Big Lunch 2015 - Tyrwhitt Road. RegenterB3 assisted residents in arranging a street party taking part in the national big lunch day.

- Wickham Mews Garden Open Day – we supported this event and supplied water for the gardeners by installing a tap on the outside of the rear wall.
- Clare, Shell & Nuding Close – Seaside Away Day sponsored by RegenterB3
- Summer Play Schemes: RegenterB3 donated £1,200 to the St Andrews scheme enabling the scheme to include two coach trips to the seaside.
- We held children's' Christmas party held at St Andrews Church
- Children's Easter/Spring Party



RegenterB3 and Pinnacle PSG are always looking to impact positively on the quality of our residents' lives. Currently, we are working with Pulse CIC to help residents to engage in local community activities. One of our most important priorities for the forthcoming year is for Pinnacle PSG and Pulse CIC to develop links with local health and wellbeing services and find ways to run community information sessions, activities, clubs, workshops, etc.

Estate Management

Throughout the year 2015/16, we have delivered a focused Estate Management service that has performed very well on the Brockley PFI sites. We ensured that issues are captured in a pro-active way and resolved correctly at the first attempt. During the past 12 months, we have worked to engage more actively with all stakeholders, including residents and contractors to complete both planned and unscheduled quality inspections of the services we deliver. We ensured that feedback is captured and acted upon and that our customers receive a good level of service, to the specified standard at all times.

The Estate Services team have been more visible around the estates thereby ensuring that active resident engagement is undertaken, and concerns can be resolved before they escalate into an on-going problem. We received positive feedback from many residents regarding the increased visibility.

Caretaking

We looked at the way we communicate that estate concerns noted by caretakers to the housing team. We also established communication pathways whereby repairs, abandoned vehicles and ASB are recorded, actioned and followed up. Better communication between the teams and the increased confidence in each other has helped improve our services to the residents.

We continued to assess our environmental impact by reducing cleaning chemical usage by using Smartdose technology and BICS training (British Institute of Cleaning Science). The caretakers have regular team meetings where best practice is exchanged, and new management ideas are disseminated.

Grounds Maintenance

The ground maintenance team has benefited from new equipment this year. A new ride on mower was purchased, and this enabled the team to complete larger grass areas quickly freeing the team up to carry out other unscheduled activities. We also purchased new direct injection Japanese Knotweed control equipment which helps us deliver this service efficiently and effectively.

Specialist Clean

The Specialist cleaned our blocks and improved their appearance substantially. The second cleaning cycle is envisaged by the end of this financial year. This service ensures that there is no build up in the level of dirt in the blocks. It also tackles tasks not covered on a day to day basis like large scale wall, ceilings, hopper head and light fittings.

Bulk Removal

Bulk waste continues to be a concern on the Brockley PFI. The team now dispose of mattresses, white goods and hazardous white goods separately. The Estate Services team work in close cooperation with the housing team seeking ways to reduce the amount of bulk found on estates.

Greater use has been made of the online reporting facility available on the Lewisham Council website, and this has improved response times to those areas under their jurisdiction. We also worked more closely with the Council with regards to bin replacement, recycling collections and general waste collections. The estate service team now communicate more effectively with external agencies and Lewisham Council, with regards to specialist removals e.g. rubber tyres and gas bottles.

Tree Management

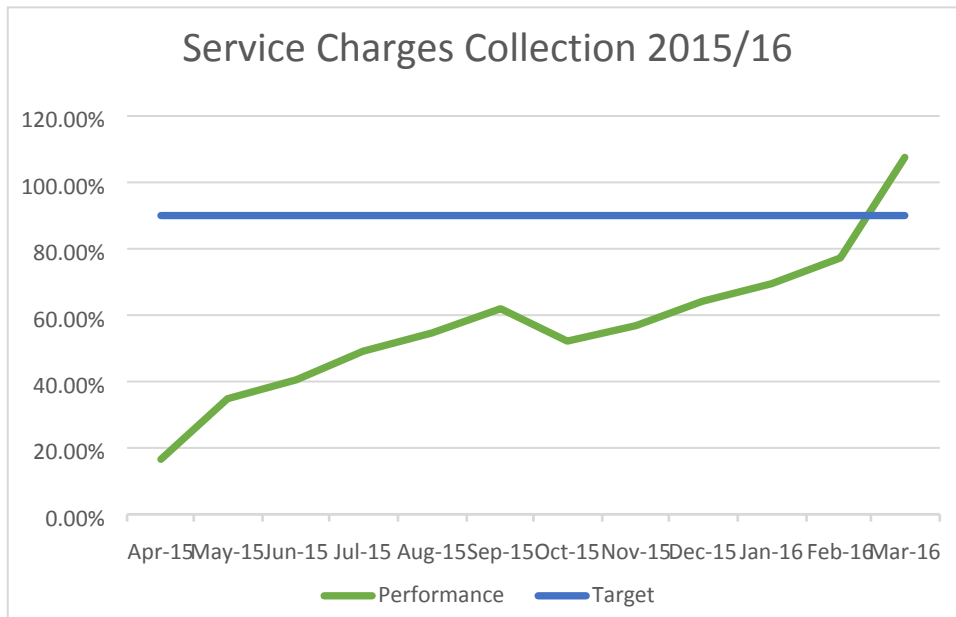
We have assessed many trees over the past year and have taken the appropriate actions where necessary. Reactive times after severe winds has been excellent. We dealt with most fallen trees within a week. Where possible green waste generated is recycled by a contractor.

We look forward to improving customer satisfaction over the coming year by continuing the specialist cleans and implementing additional the grounds maintenance works. We hope to engage with local groups and invite them to suggest improvements on their estates and work to making these ideas real.

Leasehold Management

The team performed very well in 2015/16 exceeding their service charge collection target and steadily collecting the backlog of outstanding major works charge arrears.

The team collected 107.52% of service charges in 2015/16 exceeding the target of 90% by impressive 17.52%.



There have been historical issues with the leaseholders raising queries questioning the justification of the major works charges that were raised about six years ago. Many leaseholders have failed to pay this money while these issues remained unresolved.

We worked closely with various teams and departments throughout the year to get to the bottom of the questions. Where investigations uncovered issues the accounts were adjusted accordingly.

In cases where there was a resolution, and the leaseholders persisted in not paying, we contacted them and their mortgage providers to clear their outstanding debt. Furthermore, we informed them we would not hesitate to take a legal action to recover the debt.

The outstanding balance at the beginning of 2014/15 was £1,016,093.00 and as a result of our work, this amount was reduced by £396,404.

The Leasehold team were not required to attend any First Tier Tribunal cases in support of Lewisham Council about the outstanding major works bills with one instance being settled before it reached that stage.

We made changes to our website and enhanced the information that is available to leaseholders. However, a Leaseholders’ Handbook and the information about each Leasehold forum meeting remain a big challenge and a top priority for 2016/17.

Repairs and Maintenance

Repairs and Maintenance

The responsive repairs maintenance service covers all day to day repairs including an emergency out of hour’s service, and void properties reserving. The repairs service delivery performance is closely monitored through operatives using hand held smart phones in providing the call centre with real time information enabling any resident’s queries to be responded to efficiently and accurately supporting residents expectations are met or exceeded. Rydon strive to complete works where at all possible within the first visit, through a stay and fix process.

The average number of repairs carried out each month for the period April 2015 to March 2016 was 700. The three main Key Performance Indicators relating to the responsive repairs performance are identified below.

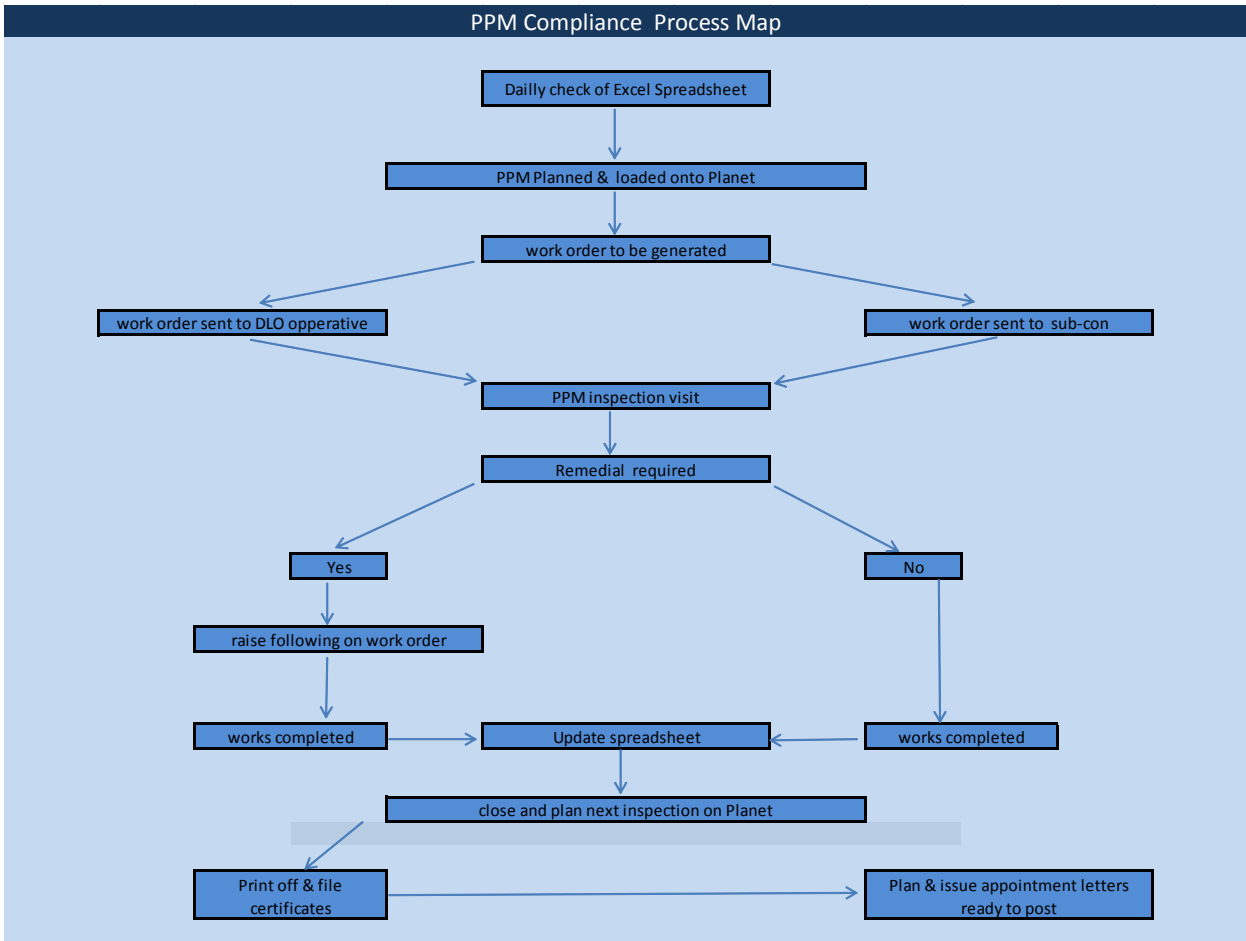
Repairs Performance		
	Target	YTD Performance
MKPI 5 - % of telephone calls answered in 15 seconds	92.5%	94.33%
MKPI 17 - % Appointments made and kept	95%	99.93%
MKPI 18 - % Responsive repairs carried out within priority times	95%	99.83%

Health & Safety

In relation to the statutory health and safety requirements Rydon's performance against the contractual performance indicator AKPI 7 – the percentage of safety certifications for dwellings and common areas that are not overdue totalled 99.69% against a target performance indicator of 99%. To achieve this Rydon work closely with the Council's Environmental Health Services Team to enable access to properties to undertake the required test for the safety certification to be carried out; if it is not being granted by the tenant after several unsuccessful attempts.

Rydon Maintenance Preventive Planned Maintenance Process (PPM)

Rydon have established in-line with; statutory compliance, contractual, and industry best practice. Programme and monitoring process that allows full control of PPM from creating the task, issuing the instruction, and closing the inspection when completed. Rydon use a database system called Planet FM, this allows all of the PPM's to be planned and scheduled to a specific date meaning that work orders are generated only when they are due. The scope of works is varied and complex.



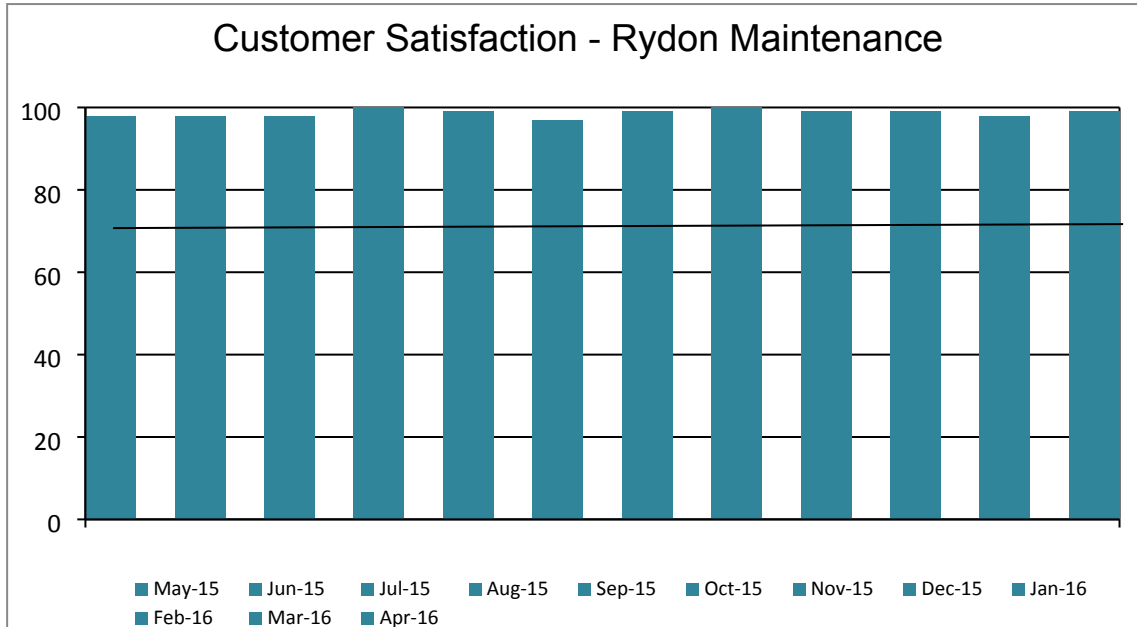
The inspections that Rydon carry out in identified below

Inspections Streams	Scope	Inspection Frequency
GAS SAFETY INSPECTION (CP12)	Statutory	Annually
PERIODIC TESTING (NICEIC)	H & S	5 Yearly
DRY RISERS	Statutory	Monthly
DRY RISERS	Statutory	Annually
Earthing System	H & S	3 Yearly
EMERGENCY LIGHTING NICEIC	Statutory	Monthly
EMERGENCY LIGHTING NICEIC	Statutory	Annually
FIRE ALARM TESTING	Statutory	Weekly
FIRE ALARM TESTING	Statutory	Quarterly
FIRE EXTINGUISHER	Statutory	Monthly
FIRE EXTINGUISHER	Statutory	Annually
Landlords Supply	H & S	3 Yearly
LATERAL MAINS	H & S	3 Yearly
LIFT Inspection INSURANCE	Statutory	6 Monthly
LIFT Inspection MAINTENANCE	H & S	Monthly
LIGHTING PROTECTION	H & S	Annually
Portable Appliance Testing (PAT)	H & S	Annually
Switchgear & LV Distribution Boards	H & S	3 Yearly
Water Tank Housing Risk Assessments	Statutory	By-Annual
Water Tank Inspections	Statutory	6 Monthly

Repairs Team – Customer Satisfaction

Rydon Maintenance carries out monthly satisfaction surveys with their residents to drive continuous improvement. Customer satisfaction has exceeded the agreed KPI of 70% month on month between April 15 and March 16 and all feedback is used to implement best practise processes and procedures.

During 2015/16 99% of customers surveyed have reported that they are satisfied with the service provided by the Maintenance team.



Repairs Team - Complaints

Improved systems and processes have contributed to reduced number of complaints received throughout the year. Resident expectations are managed proactively and communication has been greatly improved.

Lessons have been learnt from regular reviews of complaints to meet the needs of our customers and ensure excellent communication. The Maintenance team work closely with Partners and Clients to constantly review and improve service delivery.

Trends identified relating to complaints as follows:

Communication

Resident Expectation

Delays

However, reported complaints continue to decrease when issues are reported year on year.









Conclusion



Another successful year during which we performed very well and delivered high-quality customer focused services is behind us.










The residents' satisfaction remains very high, but we cannot allow any complaisance. We must concentrate our efforts on working together with all stakeholders to provide further improvements and more consistency in our service delivery.

Appendix – Key Performance Indicators

Our overall performance is measured through a series of key Performance Indicators (KPI's). The table below shows the main performance requirement in the year. This highlights that the majority of our performance targets were achieved.

Performance standard	2015/16	Target met
<i>Voids and Allocations</i>		
Percentage of applications registered or amended within ten working days	100%	
Average number of days to let a property	19	
<i>Customer Services</i>		
Percentage of tenants attended to within 15 minutes of arrival at office	100%	
Percentage of home visits undertaken within five working days of tenants requests	100%	
Percentage of open office hours in the month	100%	
Percentage of telephone calls answered within 15 seconds	100%	
Percentage of correspondence items responded to within 10 working days	100%	
<i>Housing Management</i>		
Number of occasions of failure to deal with a sustained breach of long lease	0	

Performance standard	2015/16	Target met
Number of tenancy audits undertaken	271	
Percentage of rent collected compared with the borough average	99%	

Performance standard	2015/16	Target met
<i>Estate Environment</i>		
Percentage of external common areas achieving cleaning standard	97.27%	
Percentage of internal common areas achieving cleaning standard	97.89%	
Percentage of grassed areas that are maintained to between 25 & 60mm high	99.83%	
Percentage of graffiti incidents reported that were dealt within four working days	100%	
<i>Repairs and Maintenance</i>		
Percentage of responsive repairs appointments made and kept	99.90%	
Percentage of responsive repairs completed on time	99.80%	
<i>Satisfaction</i>		
Satisfaction with housing management	88.15%	
Satisfaction with opportunities to participate	84.36%	
Satisfaction with cleaning	83.25%	
Satisfaction with gardening and grounds maintenance	87.73%	