



Performance Report for Tenants

2016/17

VIEWPOINT
joy in later years

Message from Viewpoint Chair - Jackie Macdonald

I am pleased to present this report which gives you information on our performance during 2016/17 against a number of key Scottish Social Housing Charter indicators. We hope that it will help you to review our current performance and our performance over the last 2 years. We also show how we compare with other landlords who either provide similar services to us or are based mainly in Edinburgh. The associations we have used are Bield, Hanover, Trust and Dunedin/ Canmore Housing Associations. To make this comparison we used the Scottish Housing Regulator comparison tool which can be accessed through their website www.scottishhousingregulator.gov.uk

The tenant satisfaction information contained in this report is taken from our last Tenant Satisfaction Survey which was carried out in May 2015. It also includes results from our new quarterly surveys which commenced in March 2017.

I am disappointed that our overall performance reduced in 2016/17. The Scottish Housing Regulator (SHR) also identified weaknesses in the delivery of some services to tenants in 2016 and early 2017. These are set out in the SHR's updated Regulation Plan published in August 2017 and centre on

- gas servicing
- repairs completed right first time
- opportunities to participate
- relet of empty properties
- complaint handling

The need to improve our performance led us to make changes to departments and how they work together. We have separated the Housing & Property Services Department to create a new People and Place Department (housing and support) and a new Asset Management Team (property) within a Department of Finance and Assets. Additional staff within the Asset Management Team, an upgrade to our QL Housing Management System and the development of Improvement Plans should all help us to make the improvements that we want and that we know are needed.

In the coming year we will work closely with you to ensure that improvements are sustained with positive outcomes for everyone. We will also look to involve you in the design of our new Tenant Participation Strategy, the launch of our new Customer Service Standards and the strengthening of links between tenants in the Lothians and Fife.

I urge you to read on and give us your feedback.

Foreword by VTRG Chair - John Geddes

The Viewpoint Tenants Representative Group (VTRG) continues to work closely with Viewpoint staff and Board members to ensure that tenants voices and views are heard throughout the organisation. We are clear in our role of scrutinising performance, providing feedback on services and influencing organisational priorities. We continue to meet with Viewpoint senior staff on a regular basis as part of the VTRG agreed remit.

It is acknowledged that performance in 2016/17 was not at a level expected by Viewpoint tenants, with a number of indicators highlighting areas requiring improvement.

We are, however, heartened by the response within Viewpoint to these weaknesses and their commitment to commence actions on a number of levels to drive sustained improvements. The VTRG's main focus over the coming months will be to ensure that the areas of improvement contained within this report are delivered and that any performance improvement is sustained.

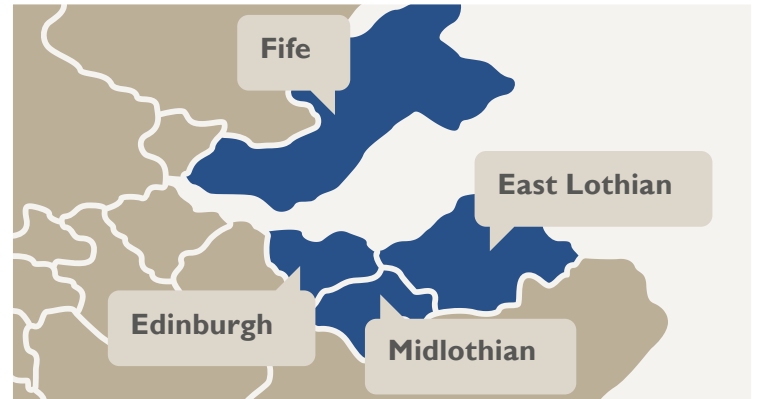


Viewpoint's Properties and our Rents/Service Charge

Properties

Total number of houses/flats we own broken down by area:

Local Authority Area	Number of properties
East Lothian	26
Edinburgh	1116
Fife	137
Midlothian	34
Total	1313



Staff

Total number of staff = 253

Number of office based staff (including housing and property) = 47

Number of direct labour staff = 29

Senior staff turnover = 18%

Total staff turnover = 24%

Rent and service charge

Total number of properties by size and average weekly rent and service charge.

Number of bedrooms	Number of properties	Average weekly rent(£)	Benchmarking average weekly rent (£)
Studio	72	83.88	106.90
1	978	101.57	106.62
2	245	103.73	99.44
3	18	106.73	110.97

Viewpoint's average percentage rent increase was 2%. This is lower than the 2.2% sector average.



About our performance

1. Tenant/Landlord Relationship

We are working towards achieving the Scottish Social Housing Charter Outcomes to ensure that:

Tenants and other customers find it easy to communicate with their landlord and to get the information they need about their landlord, how and why it makes decisions and the services it provides.

Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level with which they feel comfortable with.

	16/17	15/16	Benchmark average	Status	Comments
Tenants are satisfied with the overall service	81.02%	83%	88.5%		Performance reduced in 16/17.
Tenants feel that Viewpoint keeps them informed about services	73.72%	82%	87.7%		Performance significantly below benchmark average.
Tenants are satisfied with opportunities to participate in decision making processes	66.42%	60%	73%		Performance significantly below benchmark average but improvement made.
1st Stage Complaints responded to in time	95.92%	93%	N/A		Performance improved in 16/17.
2nd Stage Complaints responded to in time	100%	100%	N/A		

Areas for improvement:

- We have engaged Research Resource to undertake quarterly customer satisfaction surveys as this will provide us with more up to date feedback on satisfaction levels.
- We have reviewed and improved our complaints handling procedure to make staff more accountable for dealing with complaints within set timescales.
- We will continue to work with existing tenant groups such as Viewpoint Tenant Representative Group (VTRG) and other groups.
- We have advertised for an organisation to assist us with a complete review of our Tenant Participation Strategy and provide ongoing help with our engagement with tenants at all levels. This will include skilling up staff to allow them to embed tenant participation at every level.
- We have increased our staffing levels in Asset Management to ensure that communication internally and externally is improved.



2. Housing Quality and repairs service

We are working towards achieving the Scottish Social Housing Charter Outcomes to ensure that:

Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (EESH) by December 2020.

Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

	Target	16/17	15/16	Benchmark Average	Status	Comments
Viewpoint properties meeting Scottish Housing quality Standard (SHQS)	100%	100%	100%	82.4%		All our properties continue to meet SHQS.
Average length of time taken to complete emergency repairs	2 hrs	4.47 hrs	3.97 hrs	4.3 hrs		Performance reduced during 16/17 however the latest figures already show a marked improvement.
Average length of time taken to complete non-emergency repairs	15 days	6.34 days	6.47 days	6.6 days		Performance improved slightly and is above benchmark.
Reactive repairs carried out and completed right first time	n/a	72.4%	81%	89.8%		Performance reduced significantly.
Reactive repairs appointments which were kept	n/a	94.71%	95%	90.3%		Performance fell slightly but is still above benchmark.
Tenants who had repairs and maintenance carried out in the last 12 months and were satisfied with the service	85%	76.6%	85%	86.8%		Performance reduced significantly.

Areas for improvement:



- We are undertaking a complete stock condition survey which will enable us to develop upgrade plans for all complexes covering the next 30 years.
- We have engaged a new main multi trade contractor (Mears) to provide the majority of repairs in our properties.
- We continue to develop our appointment system with Mears to ensure appointments are made prior to any work being carried out.
- We have increased the staffing levels within asset management at both officer and managerial levels.
- We are carrying out regular meetings with our contractors to ensure that they are meeting the terms of their contract including completing repairs right first time.
- We have separated Asset Management (property) from Housing and placed it under the leadership of Director of Finance and Assets to reflect the significant expenditure commitment to ensure our properties continue to meet new standards.
- We have invested significantly in our QL Housing management system which will allow for better monitoring and reporting of repairs.
- We have undertaken a complete review of our Gas Servicing process to ensure that we carry out all safety checks on time.
- We are developing a mobile working solution for staff.



3. Neighbourhood and community

We are working towards achieving the Scottish Social Housing Charter Outcomes to ensure that:

Tenants and other customers live in well-maintained neighbourhoods where they feel safe.

	16/17	15/16	Benchmark Average	Status	Comments
Number of Anti-social behaviour reported in last year	22	16	N/A		We had an increased number of cases in 16/17.
Number of Anti-social behaviour cases resolved within agreed target of 20 days	20 (90.91%)	15 (94%)	73.8%		Performance reduced.
Number of tenants satisfied with their development/ complex as a place to live	78.95%	94%	N/A		Performance has reduced significantly in 16/17.

Areas for improvement:

- We are increasing the frequency of meetings attended by housing staff depending on the wishes of the tenants from quarterly to monthly.
- We are asking Housing Officers to attend coffee mornings.
- Additional asset (property) staff will carry out more frequent inspections of complexes.
- We are providing staff with training on Anti-social

Behaviour and mediation to ensure staff recognise the impact ASB can have on tenants and offer effective solutions quickly.

- Investing in improvements to decoration and furnishings in common lounges and guest bedrooms.
- We will review our Anti-Social Behaviour Policy.



Building bridges: strengthening links between tenants in Flfe and the Lothians.



4. Getting good value from rents and service charges

We are working towards achieving the Scottish Social Housing Charter Outcomes to ensure that:

Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

- A balance is struck between the level of services provided, the cost of the services, and affordability.
- Tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.

	Target	16/17	15/16	Benchmark Average	Status	Comments
Average days taken to relet properties	30 days	45.25	45.8	38.3 days		Performance remains significantly below target.
% of rent loss through properties being empty in relation to overall rental income	1%	1.34%	1.36%	1.2%		Slight improvement from 2015/16 but still below target.
% of rent collected from tenants as a percentage of total rent due in the last year	n/a	99.75%	99.15%	99.5%		Improved slightly and above benchmark average.
% of tenants consulted about proposed rent increase for 16/17	100%	100%	100%	N/A		All tenants were consulted.
Gross rent arrears as a percentage of rent due	3%	2.84%	2.46%	N/A		Slight increase but still below target.

Areas for improvement:

- We are investing resources in improving our integrated housing management system QL to allow for better monitoring, managing and reporting information.
- As part of QL investment we have reviewed and streamlined our processes.
- We have introduced a new performance framework based on the Scottish Social Housing Charter outcomes.
- We have engaged Arneil Johnston to undertake a complete review of our Rent and Service Charges.
- We are reviewing Housing Officer patches and aligning them with asset staff to create locality teams. This will ensure that there are sufficient resources to deliver high quality, proactive services.

Building Bridges - Communication and Trust

A key theme running through the content of this performance report is the need for Viewpoint to significantly improve communication. Both internally between departments and externally with tenants. This important message has also been heard clearly at tenant meetings.

As part of our commitment to improve our performance and increase your satisfaction and trust in us, we have already commenced and completed a range of changes to start progressing this issue. These changes will take time to implement and during this period we expect tenants to start to see improvements and positive changes to services.

Communication is a two way process we would encourage tenants to engage with us and help be part of the positive change by feeding back to us where we have got things wrong and right!

We will review and relaunch our Customer Service Standards which define how we provide services and want tenants to be at the heart of this review and relaunch.

As part of our commitment to improve communication and build trust we will:

- Recruit Coordinators on full time contracts rather than using agency staff.
- Where possible allocate Coordinators to one complex to allow them to get to know tenants and the complex.
- Review Housing Officer patches and create locality teams which include both Housing and Asset (property) staff.
- Change the line management of the Housing team making each Housing Services Manager responsible for locality teams.
- Recruit additional Asset staff to carry out inspections and manage contractors.
- Manage our maintenance contractors more regularly and effectively to ensure that they are delivering on their contract around fixing repairs at one visit (right first time) and making appointments with tenants.
- Develop a new Tenant Participation Strategy with tenants, ensuring everyone has equal opportunities to participate, particularly those living in Fife.

We want to encourage tenants to hold us to account on these actions.

This will help us assess how communication improves over the coming months, as we continue to provide the best quality of homes that we can for our tenants.

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Viewpoint Housing Association
A Scottish Charitable Housing Association
Scottish Charity No. SCO05619
Scottish Property Factor No. PF000364
Register of Cooperative and Community Benefit Societies No. 1228RS
Register of Scottish Housing Association No. HEP 199