

## Overview & Scrutiny Committee Tuesday 24 September 2024

A meeting of the above Committee will be held in Shire Hall, Market Place, Warwick on Tuesday 24 September, at 6.00pm.

Councillor A Milton (Chair)  
Councillor D Armstrong (Vice-Chair)

Councillor A Barton  
Councillor M Collins  
Councillor A Day  
Councillor D Harrison  
Councillor M Luckhurst

Councillor J Payne  
Councillor P Redford  
Councillor D Russell  
Councillor C Wightman  
Labour Vacancy

### Emergency Procedure

At the commencement of the meeting, the emergency procedure for Shire Hall will be announced.

### Agenda

#### 1. Apologies & Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

#### 2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

#### 3. Minutes

To confirm the minutes of the meetings held on 3 September 2024. **(Pages 1 to 5)**

4. **Tenant Satisfaction Survey Results 2023**

To consider a report from Housing. **(Pages 1 to 53)**

5. **Work Programme, Forward Plan & Comments from Cabinet**

To consider a report from Governance Services. **(Pages 1 to 12)**

6. **Impact of Homelessness within Warwick District**

To consider a report from Housing. **(Pages 1 to 10)**

7. **Public & Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraph 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

8. **Procurement of new Housing Repairs & Maintenance Contract 2026**

To consider a report from the Deputy Chief Executive. **(Pages 1 to 39)**

Published Monday 16 September 2024

General Enquiries: Please contact Warwick District Council, Town Hall, Parade, Royal Leamington Spa, CV32 4AT.

Telephone: 01926 456114

E-Mail: [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk)

For enquiries about specific reports, please contact the officers named in the reports.

You can e-mail the members of the Committee at

[oandscommittee@warwickdc.gov.uk](mailto:oandscommittee@warwickdc.gov.uk)

Details of all the Council's committees, councillors and agenda papers are available via our website on the [Committees page](#)

We endeavour to make all of our agendas and reports fully accessible. Please see our [accessibility statement](#) for details.

The agenda is available in large print on request, prior to the meeting, by emailing [committee@warwickdc.gov.uk](mailto:committee@warwickdc.gov.uk) or telephoning (01926) 456114

# Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 3 September 2024 at Shire Hall, Warwick at 6.00pm.

**Present:** Councillor Milton (Chair); Councillors Armstrong, Barton, Collins, Day, Dray, D Harrison, Luckhurst, Payne, Redford, Russell and C Wightman.

**Also Present:** Councillor Chilvers – Portfolio Holder for Resources, Councillor J Harrison – Portfolio Holder for Transformation, and Councillor King – Portfolio Holder for Place.

## 32. Apologies and Substitutes

- (a) There were no apologies for absence; and
- (b) Councillor Dray substituted for the Labour Vacancy.

## 33. Declarations of Interest

There were no declarations of interest made.

## 34. Minutes

The minutes of the Overview and Scrutiny Committee meeting held on 30 July 2024 were taken as read and signed by the Chair as a correct record.

## 35. Cabinet Agenda (Non-Confidential items and reports) – Wednesday 4 September 2024

The Committee considered the following item which would be discussed at the meeting of the Joint Cabinet on Wednesday 4 September 2024.

### Item 7 - Q1 Budget Update 2024/25

The Committee was concerned about the financial performance of the Housing Portfolio as a whole, and in particular, that the Council did not seem to have a complete explanation for the variances within the Housing Finance area. The Committee requests a Finance update to be brought forward at its next meeting on 24 September 2024, to help Members understand why the figures were so far adverse at this stage of the year.

The Committee thanked officers for the detailed updates on reserves, including the appendix, and felt that whilst this had been greatly improved from previous reporting, Members would like a more detailed explanation to draw out the use of the reserves, and for those no longer needed to be marked accordingly in the future.

Members also considered the Royal Spa Centre and Parking.

In relation to the Materials Recycling Facility, the Committee asked the Deputy Chief Executive to provide a briefing as a member of the Board, being aware that this might need to be done in confidential session.

In consultation with the Deputy Chief Executive, the Committee would like to open up an invitation to the Managing Director, to come and brief the Committee at an appropriate time. Members also asked if independent scrutiny might be needed, given that insufficient scrutiny was identified by officers.

(During this item, the meeting was moved into confidential session to consider aspects to do with the Materials Recycling Facility. The meeting then resumed in public session.)

### **36. Change Programme update: April 2024 – July 2024**

The Committee considered a report from the Deputy Chief Executive providing an update on the Change programme. This was a key programme of work set out in the Council's Corporate Strategy 2030 and referenced in the Medium-Term Financial Strategy. The Change Programme had started positively, with several initiatives underway that would help to build momentum. A wider pipeline of initiatives was also starting to form.

In February 2023, a report was taken to Cabinet, which identified that the Council would need to change how it operated to ensure it could continue to respond to the external operating environment and financial challenges the local government sector continued to face.

The Change Programme was born from the recognition that if the Council was to remain sustainable, it had to alter how it did things. Given the significance of the change that was required, it was important that this was done with purpose and at all times, supported and enriched the Council's priorities and its vision to make Warwick District a great place to live, work and visit by improving lives and the environment.

In July 2023, Warwick District Council undertook a Corporate Peer Challenge (CPC) through the Local Government Association (LGA), as part of its commitment to sector-led continuous improvement. This review highlighted two areas relating to the Change Programme.

In November 2023, the Council's new Corporate Strategy was approved, and the Change Programme fell under Strategic Priority 1, Goals 1.2 and 1.3, which were detailed in section 1.5 in the report.

The Council's Change Programme – Case for Change (attached at Appendix 1 to the report) was approved by Cabinet in March 2024 and then internally launched to the organisation, setting out the case and approach for improvement and transformation, the benefits brought and how success would be monitored and measured.

In terms of its governance, the Change Programme had a programme board, which consisted of the Cabinet Member for Transformation (Chair), Cabinet Member for Finance, Head of People & Communications, Head of Finance, Head of Customer Service & Transformation and the Deputy Chief Executive. The purpose and remit of the board was defined by its terms of reference and met every two months.

The programme had three main workstreams:

- Independent Fees and Charges Review – led by the Head of Finance and supported by specialist consultants at CommercialGov. The 10 items for initial focus were: Building Control, Land Charges, Cem & Crem, Car Parking, Waste, Spa Centre/Town Hall, Lifeline, Pre-apps, Licensing and Enterprise Team. The draft report had recently been received and would soon be reviewed. As part of this work, WDC also benefitted from access to CommercialGov's local government fees and charges toolkit and sector benchmarking data. This work would feed into the MTFS planning and fees and charges setting process.
- Customer Service Redesign – led by the Head of Customer Service & Transformation. The Corporate Strategy set out an ambition to improve customer service delivery by making it easier for customers to contact the Council 24/7, 365 days a year, and enable the customer services team to help more customers at the first point of contact through different communication channels.
- This workstream had commenced with the procurement of a new Customer Relationship Management System (JADU CRM) which would provide the basis to help transform customer service delivery, process and procedures. The introduction of low code technology would enable the Council to develop and deploy new digital services at pace and at low cost. The first service go through redesign and business process re-engineering was the waste service. This service was prioritised following agreement for the waste customer contact function to be brought back in-house from Stratford-on-Avon District Council (SDC). This was expected to go live in December 2024. This change would bring customer service and financial benefits. Once this was completed, other services would go through redesign and business process re-engineering reviews. This work would build upon the successful relocation of front facing customer services to the Pump Rooms. Whilst there would be an increase in digital services, customers would still be able to telephone or visit WDC customer services.
- Reinvent and reimagine how services are delivered – led by the Deputy Chief Executive, the purpose of this workstream was for service areas to think about how they could do things differently, which could either reduce costs, invest to save and increase income.
- Since launching, progress had been quick off the mark with several initiatives progressing to increase income or reduce costs. Initiatives in the pipeline included returning waste calls from SDC, website advertising, general fund service charge review, Local land and Property Gazetteer (LLPG) review, reviewing the CIL administration charge, National Parking Platform, roundabout advertising, review of software budgets and a mini service review. Each initiative had an outline business case.

The Change Programme had a dedicated efficiency tracker which recorded and monitored the cash and non-cash benefits of the programme. In terms of the 2024/2025 general fund efficiency target of £300,000, confirmed efficiencies so far amounted to £162,000. The wider pipeline had a financial efficiency estimate of up to £386,000 (subject to successful implementation and full benefits realisation being

achieved). The MTFS efficiency profile was included in section 4.14 in the report.

In terms of communications, the Change Programme was launched March/April with briefings at Cabinet SLT, Manager's Forum, Group Leaders, a dedicated intranet page created, case for change booklet, manager cascade slide deck and other briefings.

The recent employee pulse survey results indicated that 70% of staff confirmed their manager had briefed them on the Change Programme and of those briefed, the level of understanding was at 6.49/10 (0 = no understanding, 10 = full understanding). This was solid initial progress.

In answer to questions from Members, the Portfolio Holder for Transformation and Head of Finance advised Members that:

- in relation to 4.7 in the report, low code technology was quick and could be built in-house;
- the intention was to understand customers' journeys using Council services to make their experiences better;
- the £162,000 efficiencies had been made by reviewing usage of agency staff, correcting some errors on the accounts, reviewing staffing resources and making services more efficient;
- the queries regarding waste management would be brought back in-house from December from Stratford-on-Avon District Council. Once this took place, the focus would be on other service areas where most efficiencies could be achieved;
- by having the service in-house, the Council had more control over residents' experience;
- AI should be seen as a tool aimed at freeing up officers' time, so that more resources could be put into, for example, analysing data as opposed to producing it;
- each Service Area had a business continuity plan which would be implemented if needed; and
- in terms of the customer service redesign, officers were looking at processes in place, aiming to use automation to provide assistance 24/7, 365 days a year.

Councillor Milton thanked officers for the detailed report and the Committee would continue to monitor progress.

**Resolved** that the report be noted.

### **37. Work Programme, Forward Plan & Comments from Cabinet**

The Committee considered its Work Programme for 2024/25 as detailed at Appendix 1 to the report.

The Committee had previously struggled to find nominees as Children's and Adults' Safeguarding Champions. At its previous meeting, the Committee agreed that both Champions should not be from the same political group as the Portfolio Holder. Following discussions with the Head of Safer Communities, Leisure and Environment it was proposed that Councillor

Yellapragada should take this role as she already had knowledge of this area as part of the briefings received in her Shadow Portfolio Holder role.

Councillor Day was keen to further explore the Council's response to the Peer Review, more specifically, which recommendations were being adopted, which not, and the progress.

Councillor Milton reminded Members of the upcoming Finance training and urged them to attend. He also informed the Committee that the data tracking report on Climate Change had been moved to November upon officers' request. Consultants were going to attend the Committee's next meeting, which would be focussed on Housing.

It was proposed by the Chair, seconded by Councillor Collins and

**Resolved** that Councillor Yellapragada be appointed as Children's and Adults' Safeguarding Champion.

**Resolved** that

- (1) the report be noted;
- (2) a Peer Review update report be added to the Work Programme, for a suitable date to be agreed with the Deputy Chief Executive;
- (3) a report on Tachbrook Country Park be added to the November meeting;
- (4) the Climate Change Data Tracking report be moved to November; and
- (5) an additional report on Housing finances, that were detailed in the Quarter 1 budget report, be brought forward to the 24 September 2024 meeting.

(The meeting ended at 7.29pm)

CHAIR  
24 September 2024

Title: Tenant Satisfaction Survey Results 2023  
Lead Officers: Lisa.Barker@warwickdc.gov.uk  
Paul.Smith@warwickdc.gov.uk  
Portfolio Holder: Councillor Adkins  
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	12/08/24	Helen Adkins
Finance	08/08/24	Charlie Griggs
Legal Services		
Chief Executive	13/08/24	Chris Elliott
Director of Climate Change	13/08/24	Dave Barber
Head of Service(s)	07/08/24	Lisa Barker
Section 151 Officer	13/08/24	Andrew Rollins
Monitoring Officer	13/08/24	Graham Leach
Leadership Co-ordination Group	19/08/24	
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	



---

## Summary

The report sets out the results of the 2023 tenant satisfaction survey undertaken by Stratford-on-Avon District Council who were commissioned by Warwick District Council to undertake the annual survey. From 2023 the satisfaction survey is part of new measures that have been introduced by the Regulator of Social Housing, which also introduced a new set of Consumer Standards for social housing. Housemark Limited a leading data and insight company for the UK housing sector have, working with Service Insights Limited applied a weighting process to the results to ensure they were representative of Warwick District Councils tenant population. They also provided assurance that the requirements provided by the Regulator of Social Housing and the Market Research Society Code of Conduct was complied with. Set out at Appendix 1, is a report by Housemark providing the final results with analysis based on those weighted scores.

## Recommendation(s)

- (1)** That O&S note the report in line with the requirement set by the Regulator.
- 

### 1 Reasons for the Recommendation

- 1.1 Tenant satisfaction surveys are a valuable tool to find out what is important to tenants and what they think about the service that they receive. The council, along with other housing providers have for many years conducted tenant satisfaction surveys to find out what tenants think about the services provided by their landlord and use what they say to inform business planning priorities.
- 1.2 This report presents the results from the first survey conducted under the new regulatory Tenant Satisfaction Measures (TSMs) format. This format has been introduced by the Regulator of Social Housing (the regulator); to standardise the questions asked and make it possible to compare the performance of housing providers on issues that matter to tenants.
- 1.3 The reason for the recommendations is that the TSM Standards have an expectation that governing bodies of local authorities registered providers receive a report on the approach and outcomes of the survey to provide assurance the survey results are in accordance with regulatory requirements. Housemark in conjunction with Service Insights have provided assurance that the regulatory requirements for the Tenant Survey have been complied with supported by the report set out as Appendix 1.
- 1.4 There are 12 TSMs which housing providers are required by the Regulator to collect through tenant satisfaction surveys. The survey questions are prescribed by the regulator and cannot be deviated from, although the Council can add additional questions at the end of the survey. The Council did take up this option and asked additional questions.
- 1.5 The survey was posted to all Warwick District Council (WDC) tenants. Leaseholders were not included as directed by the Regulator. A total of 5,338 questionnaires were mailed to all WDC tenant households in October 2023 and given up to four weeks to respond. A reminder mailing was sent out in December to those who had not completed a questionnaire. The final deadline was 2 January 2024. 1,573 questionnaires were returned in the period allowed.

Tenants were given the option to complete the survey online. 73 of the 1,573 completed the survey this way.

- 1.6 The survey response rate was 29.5% (with an error margin of +/- 2.08% which is within the acceptable industry norm level of + or – 3% at a 95% confidence level and gives statistically reliable results.
- 1.7 Weighting of the original results was undertaken using Rim Weighting ('Random Iterative Method') this process is used when providing weighting for more than one variable to achieve an even distribution of results across an entire dataset. This was by four variables to ensure the survey sample was representative of the tenant population: Household Composition, Housing Type (Sheltered or Not), Ward, and Age. Variables were chosen where the sample was not fully representative of the tenant population and where this was likely to have a material impact on satisfaction scores.

## 1.8 Summary of Results

### 1.8.1 The 12 Tenant Perception Survey Measures;

(note TP stands for Tenant Perception measure and is a regulatory reference)

Measure	Unweighted TSM scores 2023/24 (to one decimal place)	Weighted TSM scores 2023/24
TP01: Proportion of respondents who report that they are satisfied with the overall service from Warwick District Council	<b>77.8%</b>	<b>75.8%</b>
TP02: Proportion of respondents who report that they are satisfied with the overall repairs service from Warwick District Council over the last 12 months	<b>78.1%</b>	<b>75.3%</b>
TP03: Proportion of respondents who report that they are satisfied with the time taken to complete their most recent repair after they reported it	<b>73.8%</b>	<b>71.1%</b>
TP04: Proportion of respondents who report that they are satisfied that Warwick District Council provides a home that is well maintained	<b>77.1%</b>	<b>73.7%</b>
TP05: Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied that Warwick District Council provides a home that is safe	<b>80.6%</b>	<b>76.6%</b>
TP06: Proportion of respondents who report that they are satisfied with Warwick District Council listening to their views and acting upon them	<b>64.5%</b>	<b>61.4%</b>
TP07: Proportion of respondents who report that they are satisfied with Warwick District Council keeping them informed about things that matter to them	<b>73.4%</b>	<b>71.6%</b>
TP08: Proportion of respondents who report that they agree with the statement: "Warwick District Council treats me fairly and with respect"	<b>79.2%</b>	<b>77.9%</b>
TP09: Proportion of respondents who report that they are satisfied with Warwick District Council's approach to complaints handling	<b>40.4%</b>	<b>42.7%</b>

TP10: Proportion of respondents who report that they are satisfied Warwick District Council keeps communal areas clean and well maintained	<b>58.5%</b>	<b>59.1%</b>
TP11: Proportion of respondents who report that they are satisfied Warwick District Council make a positive contribution to their neighbourhood	<b>60.7%</b>	<b>59.4%</b>
TP12: Proportion of respondents who report that they are satisfied with Warwick District Council's approach to handling anti-social behaviour	<b>56.4%</b>	<b>55.5%</b>

1.8.2 **Overall satisfaction (TP01):** This measure is often used as the main headline measure of service performance. In this survey, the council achieved a score of **75.8%**.

1.8.3 **Highest scoring TSMs:** The top-scoring Tenant Satisfaction Measures were identified as:

**TP08: 77.9%** - Proportion of respondents who report that they are satisfied with WDC treating tenants fairly and with respect.

**TP05: 76.6%** - Proportion of respondents who report that WDC provides a home that is safe.

**TP02: 75.3%** - Proportion of respondents who report that they are satisfied with the repairs service they received in the last 12 months.

1.8.4 **Lowest scoring TSMs / high dissatisfaction: TP09: 42.7%** - Proportion of respondents satisfied with the way WDC handles complaints. It is worth noting that a greater proportion of tenants (43.1%) were dissatisfied than satisfied.

## 1.9 Benchmarking against English Local Authorities

1.9.1 WDC subscribe to a benchmarking service provided by Housemark Limited who have provided the comparative data. Benchmarking provides additional insight and context for how service performance compares to similar organisations. For the purpose of this report, Warwick District Council scores have been benchmarked against the most recent TSM survey data available. The data shows a favourable position apart from TP10 but specifically a 6.3% positive difference in Overall Satisfaction (TP01) between Warwick District Council and the English LA score.

Measure	Weighted TSM scores 2023/24	Housemark English LA's	Difference
<b>TP01:</b> Proportion of respondents who report that they are satisfied with the overall service from Warwick District Council	<b>75.8%</b>	<b>69.5%</b>	<b>+6.3%</b>
<b>TP02:</b> Proportion of respondents who report that they are satisfied with the overall repairs service from Warwick District Council over the last 12 months	<b>75.3%</b>	<b>71.3%</b>	<b>+4.0%</b>
<b>TP03:</b> Proportion of respondents who report that they are satisfied with the time taken to complete their most recent repair after they reported it	<b>71.1%</b>	<b>66.2%</b>	<b>+4.9%</b>

<b>TP04:</b> Proportion of respondents who report that they are satisfied that Warwick District Council provides a home that is well maintained	<b>73.7%</b>	<b>66.9%</b>	<b>+6.8%</b>
<b>TP05:</b> Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied that Warwick District Council provides a home that is safe	<b>76.6%</b>	<b>74.0%</b>	<b>+2.6%</b>
<b>TP06:</b> Proportion of respondents who report that they are satisfied with Warwick District Council listening to their views and acting upon them	<b>61.4%</b>	<b>55.0%</b>	<b>+6.4%</b>
<b>TP07:</b> Proportion of respondents who report that they are satisfied with Warwick District Council keeping them informed about things that matter to them	<b>71.6%</b>	<b>65.7%</b>	<b>+5.9%</b>
<b>TP08:</b> Proportion of respondents who report that they agree with the statement: "Warwick District Council treats me fairly and with respect"	<b>77.9%</b>	<b>73.6%</b>	<b>+4.3%</b>
<b>TP09:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to complaints handling	<b>42.7%</b>	<b>28.7%</b>	<b>+14.0%</b>
<b>TP10:</b> Proportion of respondents who report that they are satisfied Warwick District Council keeps communal areas clean and well maintained	<b>59.1%</b>	<b>63.3%</b>	<b>-4.2%</b>
<b>TP11:</b> Proportion of respondents who report that they are satisfied Warwick District Council make a positive contribution to their neighbourhood	<b>59.4%</b>	<b>57.3%</b>	<b>+2.1%</b>
<b>TP12:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to handling anti-social behaviour	<b>55.5%</b>	<b>52.0%</b>	<b>+3.5%</b>

1.9.2 Housemark have been reporting across the housing sector that overall satisfaction has been tracking downward over the last five years. Although there are a number of factors that may have influenced this downward trend (Covid, economic downturn, cost of living and energy crisis, etc...), fundamentally landlords are not consistently meeting the needs of tenants. However, when benchmarking WDC's overall satisfaction score of 75.8%, the positive difference of 6.4% can be observed within a wider historical context.



## 1.10 Key Driver Analysis – 'What is driving overall satisfaction?'

1.10.1 Housemark's report at Appendix 1 has included further analysis of the results which explores the relationship between different aspects of service to better

understand what most influences overall customer satisfaction.

1.10.2 When looking at the key driver results for Warwick District Council the three highest ranking TSM items (i.e. those services or elements of service which reflect the greatest influence on overall satisfaction), has identified TP04: Satisfaction that the home is well maintained; TP06: Satisfaction that the landlord listens to tenant views and acts upon them; and TP05: Satisfaction that the home is safe. Investing time and energy in these areas of service will help drive overall satisfaction for the majority of residents.

1.10.3 Whilst complaint handling (TP09) achieved a relatively low satisfaction score, the key driver analysis suggests that complaints handling is relatively speaking *not* a strong driver of overall satisfaction compared to other factors. Despite this, the Council should still consider complaints as an essential element of any service offer due to the importance of quickly resolving service failures for residents whilst presenting opportunities to integrate longer term learning for the organisation.

### 1.11 **Response to the survey**

1.11.1 Based on findings for the Council's TSM survey, this report suggests that whilst scores are generally high and there are elements which will be encouraging (e.g. treating tenants fairly and with respect, and providing a home that is safe), there is still room for improvement. Focussing upon the key drivers of satisfaction will help increase overall satisfaction for the majority of tenants over time, whilst consideration should also be given to areas of low satisfaction.

1.11.2 Housemark in their report at Appendix 1 have presented three recommendations for consideration.

Recommendation 1: Clearly communicate the TSM findings to both staff and tenants. Publish the TSM scores alongside a summary of future actions (e.g. on a single webpage).

Recommendation 2: WDC should develop a clear action plan based on the TSM findings, and the impact of actions taken should be assessed over time. This should centre upon the top key drivers of overall satisfaction, as these will help increase satisfaction perceptions for the majority of tenants over time, whilst consideration should also be given to areas of low satisfaction / high dissatisfaction (specifically, complaints handling).

Recommendation 3: As part of the creation of an action plan, involve tenants in a small number of focus groups to better understand the context of their feedback and develop suggestions in a co-created manner. A similar approach could also be considered by involving staff and close stakeholders (e.g. repairs contractors) in this process.

The recommendations set out a clear approach to improving levels of tenant satisfaction and it is proposed that these recommendations are endorsed by Cabinet and that they are incorporated into the work being undertaken to ensure the new consumer standards are met.

## **2 Alternative Options**

2.1 There are no alternative options. Collecting data on tenant satisfaction via a perception survey is a Regulatory requirement.

## **3 Legal Implications**

3.1 The Social Housing (Regulation) Act 2023 became law on 20 July 2023. The Act aims to give tenants greater powers, improve transparency and access to

redress, and provide a robust mechanism to drive improved standards across social housing.

- 3.2 The TSM's were introduced within the 2023 Act including an annual Tenant Perception Survey alongside a suite of revised consumer standards against which social housing landlord's will be regulated.

#### **4 Financial Services**

- 4.1 Any service improvements identified in response to the survey results will be costed and any budgetary impacts will be assessed alongside other budget headings and priorities within the service area and the council.

#### **5 Corporate Strategy**

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The proposed decision within this report contributes to the delivery of two of these strategic aims.
- 5.2 Delivering valued, sustainable services – Improving the levels of Tenant Satisfaction has a clear relationship with the Councils strategic aims of Delivering valued, sustainable services.
- 5.3 Low cost, low carbon energy across the district – There is no direct link for the proposals in this report to the strategic aims of this aspect of the corporate strategy.
- 5.4 Creating vibrant, safe and healthy communities of the future - Responding positively and working to improve tenant satisfaction levels will help to foster a better community environment, a sense of ownership and belonging. Satisfied tenants are more likely to participate in events and activities which help to create vibrant, safe and healthy communities.

#### **6 Environmental/Climate Change Implications**

- 6.1 The report has no direct implications for the Council's policies and Climate Emergency Action Plan.

#### **7 Analysis of the effects on Equality**

- 7.1 An Equality Impact Assessment has not been completed. However, it must be noted that Council tenants form some of the most marginalised groups in society. In order to access affordable housing, applicants will need to demonstrate homelessness, health problems or other need alongside demonstrating that private sector housing or home ownership is unaffordable to them.

#### **8 Data Protection**

- 8.1 No data protection implications for the proposals.

#### **9 Health and Wellbeing**

- 9.1 There are no direct health and wellbeing implications of the proposals.

#### **10 Risk Assessment**

10.1

Risk	Mitigation
No satisfaction survey is undertaken	The council is required to conduct the survey in accordance with the regulator survey requirements. The

	main risk was not collecting the data in accordance with these requirements and in time for submission deadline. The survey was conducted in good time.
The Council does not have a supplier to undertake the surveys	Independent survey body procured
Tenants do not understand how providing information can assist the Council	Ensuring that tenants receive feedback and see change in response to the views that they have taken the time to provide to mitigate against reputational risk.
Reputational risk in poor outcomes	The Council uses the information provided by tenants to make improvements to the service. Tenants are involved in bringing forward improvements
Regulatory risk in poor outcomes	The Council uses the information provided by tenants to make improvements to the service. Tenants are involved in bringing forward improvements
Not learning from or responding to the survey information.	A SMART action plan is produced which is time-based and reported through established mechanisms.

## **11 Consultation**

- 11.1 All tenants were consulted in respect of the Tenants Satisfaction Survey and asked to feed in their views. 5,338 questionnaires were sent out with 1,573 returned. This is a response rate of 29.5%.
- 11.2 The Resident Involvement Group and other interested tenants will be consulted in relation to the required improvements.

### **Background papers:**

Appendix 1 – Warwick District Council TSM Survey Report 2023/24

### **Supporting documents:**

None.



# **Warwick District Council**

## **Tenant Satisfaction Measures (TSM) Survey Report**

**2023/24**



# Contents

<b>Executive Summary .....</b>	<b>12</b>
<b>1. Summary of TSM Perception Survey Results .....</b>	<b>13</b>
<b>2. Overview of the survey approach and representativeness .....</b>	<b>14</b>
<b>3. Results .....</b>	<b>15</b>
<b>3.1. [TP01] Overall satisfaction .....</b>	<b>15</b>
<b>3.2. [TP02] Satisfaction with repairs .....</b>	<b>16</b>
<b>3.3. [TP03] Satisfaction with the time taken to complete the most recent repair .....</b>	<b>17</b>
3.3.1. Comments relating to repairs and maintenance .....	18
<b>3.4. [TP04] Satisfaction with the home being well maintained .....</b>	<b>20</b>
3.4.1. Comments relating to WDC providing a well-maintained and safe home .....	21
<b>3.5. [TP05] Satisfaction with the safety of the home .....</b>	<b>24</b>
<b>3.6. [TP06] Satisfaction with listening to tenant views and acting upon them .....</b>	<b>25</b>
3.6.1. Comments relating to WDC listening to and acting on views .....	26
<b>3.7. [TP07] Satisfaction with keeping residents informed about things that matter to them .....</b>	<b>28</b>
3.7.1. Comments relating to satisfaction with the way WDC keeps tenants informed about things that matter to them .....	29
<b>3.8. [TP08] Agreement that the landlord treats residents fairly and with respect .....</b>	<b>30</b>
<b>3.9. [TP09] Satisfaction with the landlord's approach to handling complaints .....</b>	<b>31</b>
<b>3.10. [TP10] Satisfaction that the landlord keeps communal areas clean and well maintained .....</b>	<b>32</b>
3.10.1. Comments relating to the communal areas .....	33
<b>3.11. [TP11] Satisfaction that the landlord makes a positive contribution to neighbourhoods .....</b>	<b>34</b>
3.11.1. Additional Question: Perceptions of the Neighbourhood Improving, declining, or remaining the same .....	36
3.11.2. Comments relating to the way their neighbourhood has improved or declined .....	36
3.11.3. Problems in the neighbourhood .....	38
<b>3.12. [TP12] Satisfaction with the landlord's approach to handling anti-social behaviour .....</b>	<b>39</b>
<b>4. Further Analysis .....</b>	<b>40</b>
<b>4.1. Key driver analysis – ‘What is driving overall satisfaction?’ .....</b>	<b>40</b>
<b>4.2. Benchmarking against English Local Authorities .....</b>	<b>42</b>
<b>4.3. Benchmarking against Housemark year-end scores (2023-24) .....</b>	<b>42</b>
<b>4.4. Benchmarking against historical satisfaction trends .....</b>	<b>43</b>

<b>5. Conclusions and Recommendations .....</b>	<b>45</b>
<b>Appendix 1: Comments in respect of advice and support: Managing finances, paying rent and service charges.....</b>	<b>47</b>
<b>Appendix 2: Information Provision – Access to the internet at home.....</b>	<b>49</b>
<b>Appendix 3: Information About the Household.....</b>	<b>52</b>

## Executive Summary

Warwick District Council ('WDC') commissioned Stratford-on-Avon District Council to undertake their 2023/24 Tenant Satisfaction Measures ('TSMs') survey. However, when the final data was gathered in February 2024, it was noted that the feedback gained required weighting to ensure it was representative of the WDC tenant profile.

Housemark were approached to undertake the weighting process and provide an updated regulatory report in line with the requirements provided by the Regulator of Social Housing and the Market Research Society Code of Conduct. This report presents WDC's final weighted TSM scores for 2023/24.

Based upon the views of 1,573 tenants (or a weighted count of 1,542), the following key points can be noted:

- **Overall satisfaction (TP01):** This measure is often used as the main headline measure of service performance. In this survey, WDC achieved a score of **75.8%**.
- **Highest scoring TSMs:** The top-scoring Tenant Satisfaction Measures were identified as:
  - I. **TP08: 77.9%** - Proportion of respondents who report that they are satisfied with WDC treating tenants fairly and with respect.
  - II. **TP05: 76.6%** - Proportion of respondents who report that WDC provides a home that is safe.
  - III. **TP02: 75.3%** - Proportion of respondents who report that they are satisfied with the repairs service they received in the last 12 months.
- **Lowest scoring TSMs / high dissatisfaction: TP09: 42.7%** - Proportion of respondents satisfied with the way WDC handles complaints. It is worth noting that a greater proportion of tenants (43.1%) were *dissatisfied* than *satisfied*.
- **Benchmarking:** When benchmarking overall satisfaction (TP01), this suggests WDC shows a 6.3% positive difference when compared to the English LA score; and a 6.4% positive difference when compared to the Housemark year-end median TSM figures.
- **Identifying what drives overall satisfaction:** Based on the results, the top three service areas driving satisfaction in WDC are having a home that is well maintained (TP04); listening to tenant views and acting upon them (TP06); and satisfaction that the home is safe (TP05). Investing time and energy in these areas of service will help drive overall satisfaction for the majority of residents.

**Conclusions:** Based on findings for Warwick District Council's TSM survey, this report suggests that whilst scores are generally high and there are elements which will be encouraging (e.g. treating tenants fairly and with respect, and providing a home that is safe), there is still room for improvement. Focussing upon the key drivers of satisfaction will help increase overall satisfaction for the majority of tenants over time, whilst consideration should also be given to areas of low satisfaction (specifically complaint handling). Recommendations for consideration are presented in Section 5.

## 1. Summary of TSM Perception Survey Results

Figure 1: Summary of TSM satisfaction results

Measure	Unweighted TSM scores 2023/24 (to one decimal place)	Weighted TSM scores 2023/24 to report through NROSH
TP01: Proportion of respondents who report that they are satisfied with the overall service from Warwick District Council	77.8%	75.8%
TP02: Proportion of respondents who report that they are satisfied with the overall repairs service from Warwick District Council over the last 12 months	78.1%	75.3%
TP03: Proportion of respondents who report that they are satisfied with the time taken to complete their most recent repair after they reported it	73.8%	71.1%
TP04: Proportion of respondents who report that they are satisfied that Warwick District Council provides a home that is well maintained	77.1%	73.7%
TP05: Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied that Warwick District Council provides a home that is safe	80.6%	76.6%
TP06: Proportion of respondents who report that they are satisfied with Warwick District Council listening to their views and acting upon them	64.5%	61.4%
TP07: Proportion of respondents who report that they are satisfied with Warwick District Council keeping them informed about things that matter to them	73.4%	71.6%
TP08: Proportion of respondents who report that they agree with the statement: "Warwick District Council treats me fairly and with respect"	79.2%	77.9%
TP09: Proportion of respondents who report that they are satisfied with Warwick District Council's approach to complaints handling	40.4%	42.7%
TP10: Proportion of respondents who report that they are satisfied Warwick District Council keeps communal areas clean and well maintained	58.5%	59.1%
TP11: Proportion of respondents who report that they are satisfied Warwick District Council make a positive contribution to their neighbourhood	60.7%	59.4%
TP12: Proportion of respondents who report that they are satisfied with Warwick District Council's approach to handling anti-social behaviour	56.4%	55.5%

**\* Note: A separate detailed weighting report has also been produced for WDC for NROSH.**

## 2. Overview of the survey approach and representativeness

An overview of the survey approach is outlined in Figure 2 below.

Figure 2: Overview of the survey approach

Feedback services provider (collecting, generating, and validating the reported perception measures)	Stratford-on-Avon District Council, followed by independent research company Service Insights Ltd working in partnership with Housemark.
Survey fieldwork date	October to 2nd January 2024
Total surveyable population	5,338 (LCRA only)
Total sample size achieved (total number of responses)	1,573
Statistical confidence required and achieved	±4% is required overall for 2023/24. This report achieved ±2.08%.
Reasons for any failure to meet the required sample size	Not applicable
Collection method	1,573 completed in total, of which: 95.4% (1,500) postal surveys 4.6% (73) online surveys
Type and amount of any incentives offered	None
Sampling method	Randomised sample
Number of tenant households within the relevant population that have not been included in the sample	None
Summary of representativeness of the sample against the relevant tenant population	Weighting was undertaken by Service Insights Ltd: Rim Weighting ('Random Iterative Method') was applied, which is used when providing weighting for more than one variable to achieve an even distribution of results across an entire dataset. This was by four variables to ensure the survey sample was representative of the tenant population: Household Composition, Housing Type (Sheltered or Not), Ward, and Age. Variables were chosen where the sample was not fully representative of the tenant population and where this was likely to have a material impact on satisfaction scores.
Any weighting applied	See above.
Questions asked	12 regulatory TSM questions
Any other methodological issues likely to have a material impact on the tenant perception measures reported	None

### 3. Results

**NOTE:** This report presents detailed scores to one decimal place. Please note that percentage scores may not always add up to 100%. For example, three equal responses would give percentages of 33.3% each, giving 99.9%. This may also occur with base counts. This is particularly evident with weighted scores. **Unless stated, all results presented are weighted.**

#### 3.1. [TP01] Overall satisfaction

Overall satisfaction is often seen as the key measure of service performance, as perceived by residents in receipt of services provided. Residents were asked, “*Taking everything into account, how satisfied or dissatisfied are you with the housing services provided by Warwick District Council?*”. Figures 3 and 4 show that **a total of 75.8% (1,170 respondents) were satisfied**, compared to a total of 10.9% (167 respondents) who were dissatisfied, and a further 13.3% (206 respondents) who were neither satisfied nor dissatisfied.

Figure 3: Overall satisfaction (n=1,542)

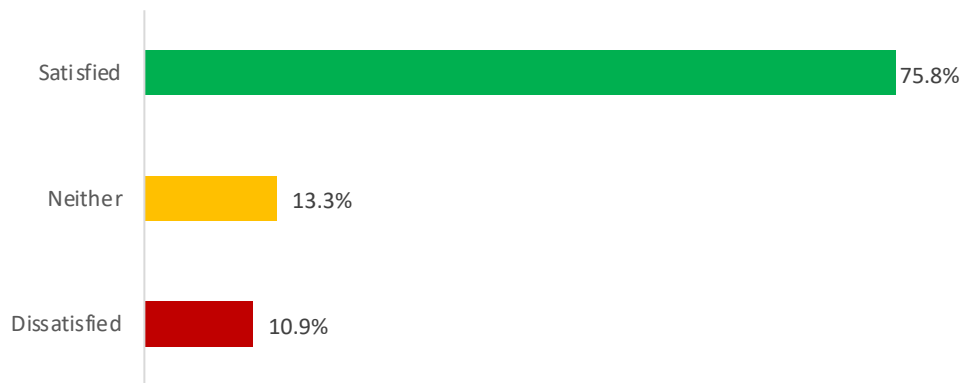
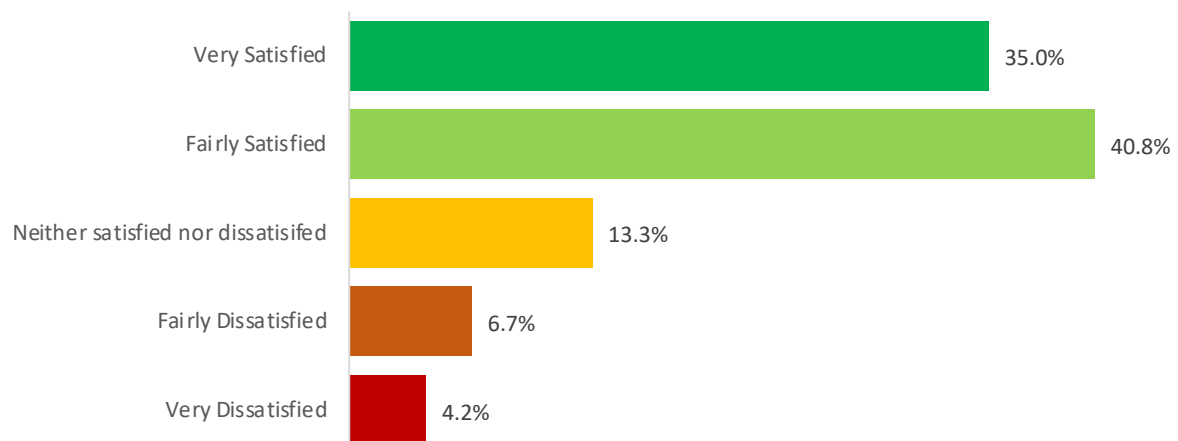


Figure 4: Individual response categories (n=1,542)



### 3.2. [TP02] Satisfaction with repairs

Residents were asked, “*Has Warwick District Council carried out a repair to your home in the last 12 months?*”. A total of 69.4% (1,067 respondents) stated ‘Yes’ compared to 30.6% (471 respondents) who stated ‘No’.

Those who stated ‘Yes’ were then asked, “*How satisfied or dissatisfied are you with the overall repairs service from Warwick District Council over the last 12 months?*”. Figures 5 and 6 show that a **total of 75.3% (793 respondents) were satisfied**, compared to a total of 16.4% (173 respondents) dissatisfied, and a further 8.2% (87 respondents) who were neither satisfied nor dissatisfied.

Figure 5: Satisfaction with the repairs service received in the last 12 months (n=1,053)

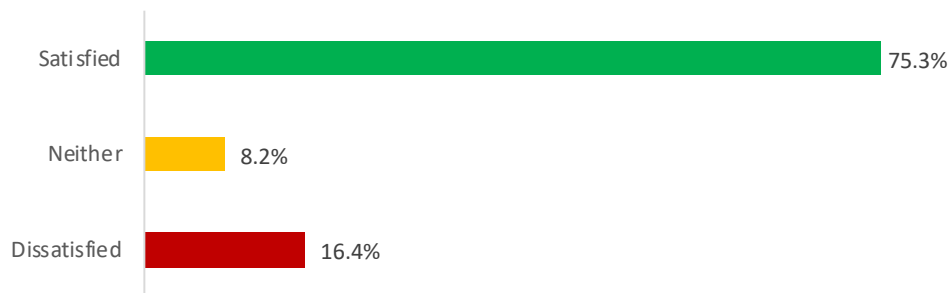
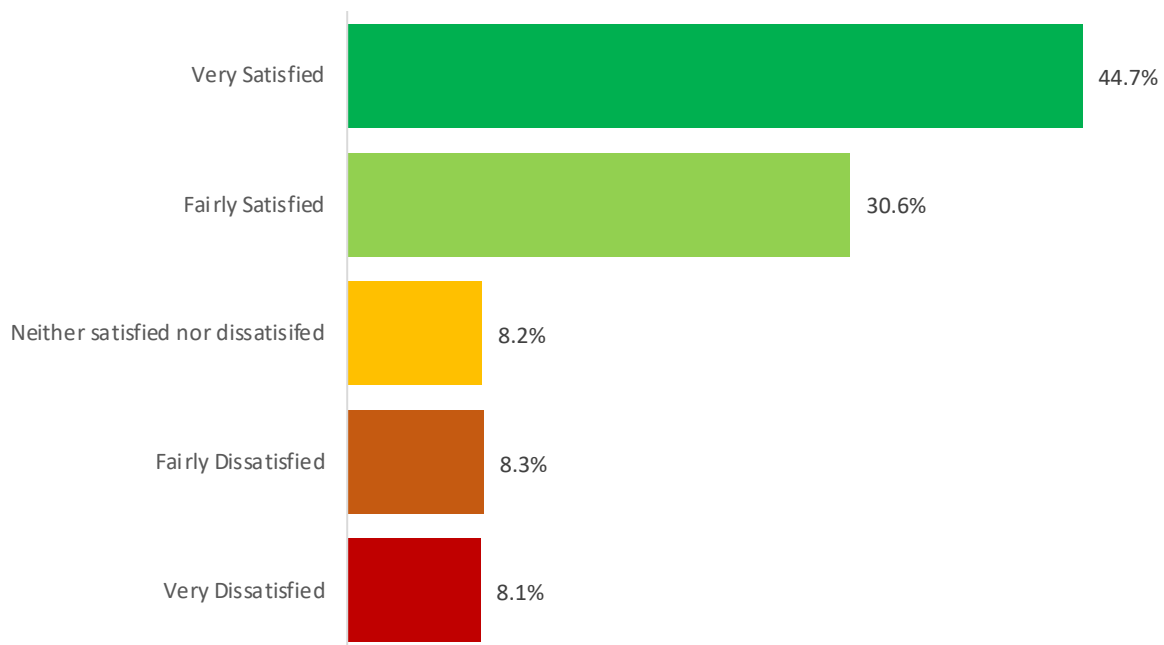


Figure 6: Individual response categories (n=1,053)



### 3.3. [TP03] Satisfaction with the time taken to complete the most recent repair

Of those residents who previously stated they had a repair carried out to their home in the last 12 months, residents were then asked, “*How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?*”.

Figures 7 and 8 show that **a total of 71.1% (646 respondents) were satisfied**, compared to a total of 20.9% (190 respondents) dissatisfied, and a further 8.0% (73 respondents) who were neither satisfied nor dissatisfied.

Figure 7: Satisfaction with the time taken to complete the most recent repair (n=909)

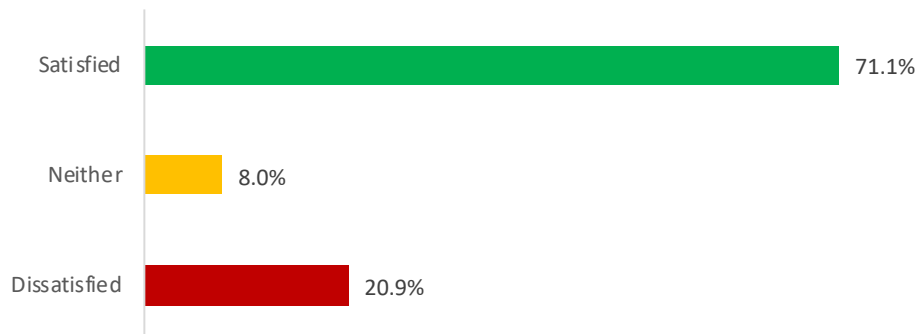
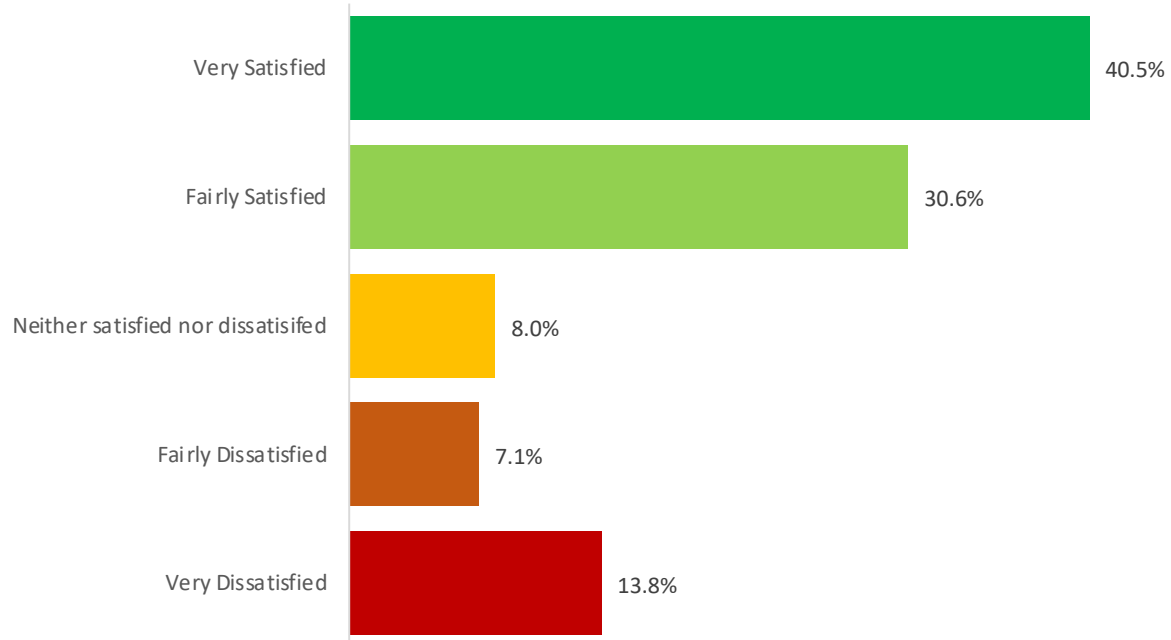


Figure 8: Individual response categories (n=909)





### 3.3.1. Comments relating to repairs and maintenance

Note: Section 3.3.1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked for their comments relating to repairs and maintenance. 415 responses were received, of which 409 were relevant and 6 were 'no' or 'not applicable'. The 409 responses were analysed and the main themes which emerged are summarised below.

As in 2022, roughly one in five comments (21%) were **positive**: this included 30 comments which praised the service for **getting their repair completed in a timely manner**; both the repair and the office workforce were praised for providing an efficient and helpful service; repair and maintenance workers were praised for being tidy while they worked, 6% of comments specifically mentioned how **polite and friendly workers** had been.

Just under four in five comments were negative. There were a number of different issues raised. The most mentioned of these was the **length of wait** that tenants had to endure before getting their repair seen to, which was brought up in 36% of comments. As in 2022, the majority of these comments talked about waiting a matter of weeks or months to get repairs done; however, a number of comments said that they been waiting over 12 months and, in some cases, *a number of years* for the repairs. The types of maintenance which seemed to take the longest time included waiting for replacement windows and doors; roof repairs which then led to ongoing issues associated with water ingress such as damp and mould; and kitchen and bathroom repairs. However, 6% of comments were happy with the **quick resolution** to their repair.

22% of comments spoke about work which had been reported but still remained **unseen or incomplete**. These comments were often made in the context of highlighting the length of wait tenants have experienced.

16% of comments talked about the **poor quality of the repair**. Most of these talked in quite general terms about the quality of the work done being poor and covered a wide range of repairs including window replacement, bathroom repairs and exterior repairs and maintenance. A number also related this to work that remained incomplete. Some comments mentioned that workers had not been tidy in their work.

9% of comments talked about **communication**, the majority of which highlighted what tenants felt like was a lack of communication on the part of WDC or contractors, with tenants often having to chase repairs up multiple times before they managed to get a response. A small number were positive about the communication they had received, talking about getting 'a quick response' or 'good communication'.

9% of comments mentioned **problems relating to their property which needed fixing**, but about which it was unclear that they had contacted WDC as yet. These included a range of different issues, the most mentioned of which were doors and windows, leaks and damp/mould. 8% of comments specifically mentioned **contractors** who completed repair work for WDC. The vast majority of these were negative, with issues including having to chase them to complete work, hearing no response from them for long periods of time, poor quality workmanship and lack of professionalism. A number of comments (2%) suggested that WDC should implement a **monitoring and evaluating** system to ensure that work completed was up to a good standard.

Figure 9: Topics relating to repairs and maintenance

Theme	Number	%
Length of wait	147	36

Work reported/started but not completed	90	22
Positive comment	87	21
Poor quality of work/untidy/repair vs replace	66	16
Problem was not fixed by repair	37	9
Tenant has a problem which needs fixing	36	9
Communication	35	9
Contractors	33	8
Quickly resolved	30	7
Polite and friendly workers	25	6
Appointments not kept	20	5
Multiple visits needed	15	4
No follow up/WDC should monitor	7	2
<b>Base: (All Respondents)</b>	<b>(409)</b>	

### 3.4. [TP04] Satisfaction with the home being well maintained

Residents were asked, “How satisfied or dissatisfied are you that Warwick District Council provides a home that is well maintained?”.

Figures 10 and 11 show that **a total of 73.7% (1,139 respondents) were satisfied**, compared to 13.1% (203 respondents) dissatisfied, and a further 13.2% (204 respondents) who were neither satisfied nor dissatisfied.

Figure 10: Satisfaction with the home being well maintained (n=1,546)

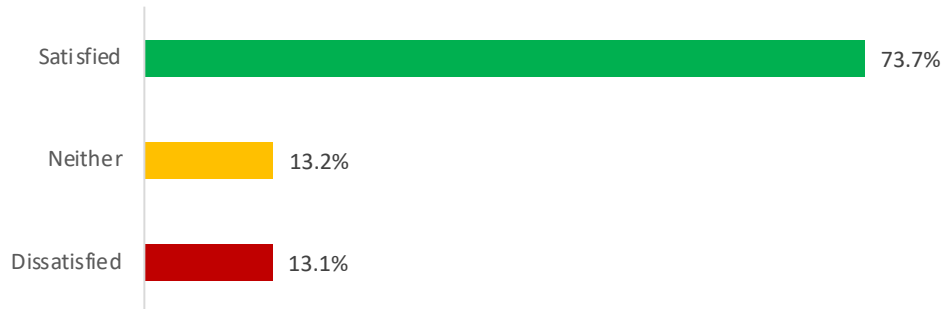
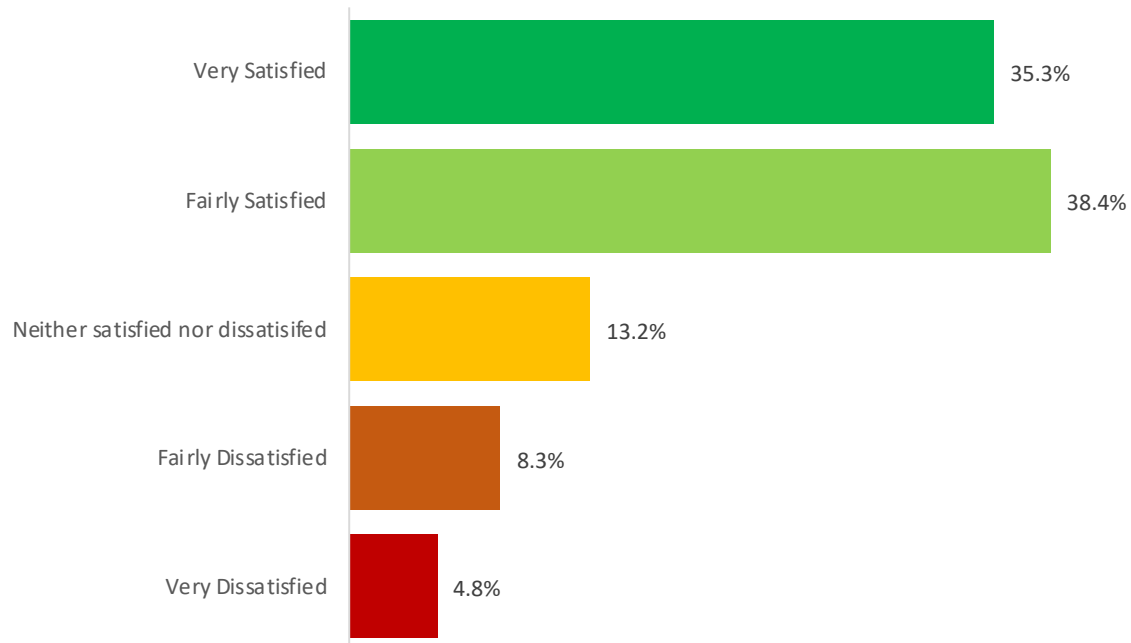


Figure 11: Individual response categories (n=1,546)



### 3.4.1. Comments relating to WDC providing a well-maintained and safe home

Note: Section 3.4.1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked for their comments relating to their building and the way Warwick District Council provides a home that is well maintained and safe to live in. 389 responses were received of which 378 were relevant. The main topics discussed in the comments are summarised below in Figure 12.

The most mentioned topic in the comments was that of **repairs to tenants' homes which needed attention or had needed attention in the past**. The focus of these repairs has been broken down and can be seen in Figure 13. Of these comments mentioning repairs, over a quarter said that their homes had **windows or doors** which needed replacing or repairing, usually because they were draughty and caused the tenants' home to be cold. Some comments mentioned how other properties had had windows and doors replaced but not theirs. Some talked about their exterior doors not being secure enough to feel safe inside their homes. A few comments also mentioned broken locks or handles to both windows and doors which needed repairing.

Over a quarter of comments relating to repairs (28%) mentioned the presence of **damp and/or mould** in their property. For many of these tenants, this had been an ongoing problem, persisting even after attempts to fix it. A significant number of comments mentioned that the damp and mould were exacerbating the tenant's ill health, chest/breathing problems being particularly mentioned. 8% of repairs comments mentioned a **roof which needed replacing or repairs**, particularly roofs which needed better insulation or lining. 8% mentioned **gutters** which needed clearing as they were causing damp problems through being blocked. 8% of repairs comments mentioned having a **kitchen** that was in need of updating or had cupboards or fittings which needed repairing. 4% of repairs comments mentioned **asbestos**: while most of these talked about having an asbestos ceiling or floor needed to be removed, some were more general worries about asbestos potentially being in their home. 4% repairs comments talked about **plastering**: often this was related to cracks in walls needed to be repaired, but a few related to walls not being made-good after other repair work.

The second most mentioned topic in the overall comments was that of **upkeep and maintenance of exterior areas**, with most suggesting that more could be done to keep properties looking well-maintained, clean and tidy. Some related to exterior paintwork; some talked about landscaping and garden maintenance, including ensuring paths were level, trees were not causing problems through shedding, and keeping grass tidy. A few talked about metal and furniture which needed removing from outside areas.

**Safety** was mentioned in 10% of overall comments. Mostly these related to access points into buildings which tenants felt were not working to restrict access to tenants and their guests only, with issues such as front doors not closing securely. Some had concerns about safety in the event of a fire; others mentioned hazards in their property or communal areas which needed addressing.

8% overall comments talked about **homes being cold or hot**. Most of these mentioned having draughty windows or doors which led to homes being hard to heat. A few talked about being housed in an old building or building with poor insulation or being on the top floor and suffering from extreme heat even on cool days.

**Communal areas** were mentioned in 7% of overall comments. These mostly related to them needing to be better kept, with a number of comments suggesting that they were dirty, in poor decoration and sometimes needing repair work to woodwork or windows. A handful of comments did however highlight areas which were well cleaned and maintained.

**Length of wait for repairs** was brought up in 6% overall comments, very similarly to the previous comment question with waits of anything from weeks to years being highlighted. Also mentioned in 6% comments was **poor work or service provided by WDC**, either in terms of repairs/maintenance work which had been done poorly, in the way WDC did not address repairs which tenants felt were important, or tenants needed to chase work up once it had been reported. Some comments talked about the need for WDC to institute some sort of **monitoring system** to ensure repairs/maintenance issues were addressed and done well.

Not all comments were negative, however: 7% of comments expressed **satisfaction with their home**, and 6% talked about the **service provided by WDC** in positive terms. Many tenants expressed their gratitude to WDC for the home that they lived in and did not want to criticise WDC when they were being provided with a roof over their heads.

Figure 12: Topics relating to satisfaction that WDC provides a well-maintained and safe home

Theme	Number	%
Repair needs attention/ home needed lots of repairs	210	54
Maintenance of exterior	52	13
Safety	40	10
Home too hot/cold	31	8
Communal areas	27	7
Satisfied	26	7
WDC provide a good service	25	6
Length of wait for repairs	25	6
Poor service/repairs work/could be improved	24	6
Noise	10	3
Building management	8	2
Problem neighbours	7	2
Miscellaneous	32	8
<b>Base: (All Respondents)</b>	<b>(389)</b>	

*Continued over the page...*

Figure 13: Repairs which need attention in tenants' homes

Theme	Number	%
Windows/doors	67	32
Damp/mould	58	28
Roof	17	8
Gutters	16	8
Kitchen	16	8
Asbestos	9	4
Plastering	8	4
Leaks	6	3
Flooring	5	2
Rodents/insects	3	1
<b>Base: (All comments mentioning repairs)</b>	<b>(210)</b>	



### 3.5. [TP05] Satisfaction with the safety of the home

Residents were asked, “Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Warwick District Council provides a home that is safe?”.

Figures 14 and 15 show that **a total of 76.7% (1,174 respondents) were satisfied**, compared to a total of 11.9% (182 respondents) dissatisfied, and a further 11.5% (176 respondents) who were neither satisfied nor dissatisfied.

Figure 14: Satisfaction that the home is safe (n=1,531)

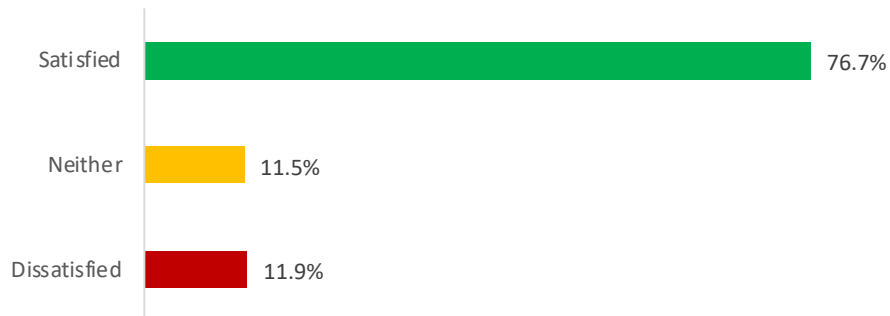
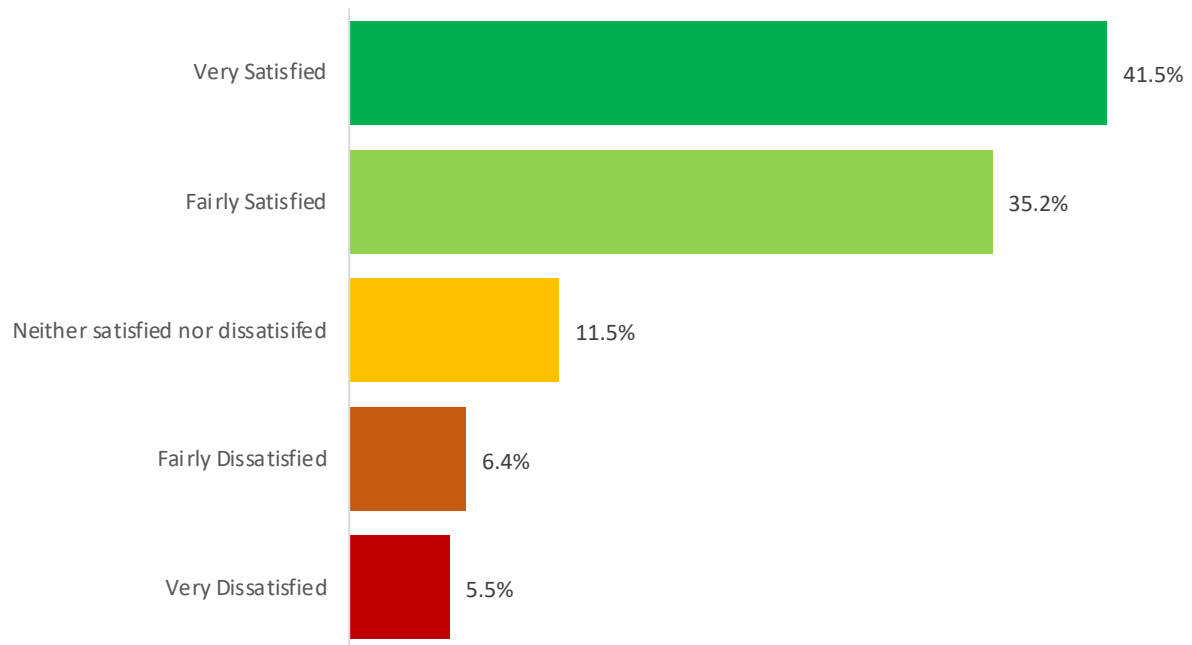


Figure 15: Individual response categories (n=1,531)



### 3.6. [TP06] Satisfaction with listening to tenant views and acting upon them

Residents were asked, “How satisfied or dissatisfied are you that Warwick District Council listens to your views and acts upon them?”.

Figures 16 and 17 show that **a total of 61.3% (908 respondents) were satisfied**, compared to 14.2% (210 respondents) dissatisfied, and a further 24.4% (362 respondents) who were neither satisfied nor dissatisfied.

Figure 16: Satisfaction with listening to tenant views and acting upon them (n=1,479)

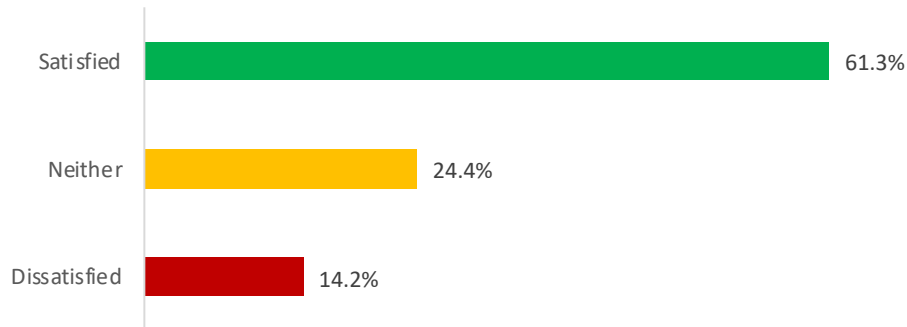
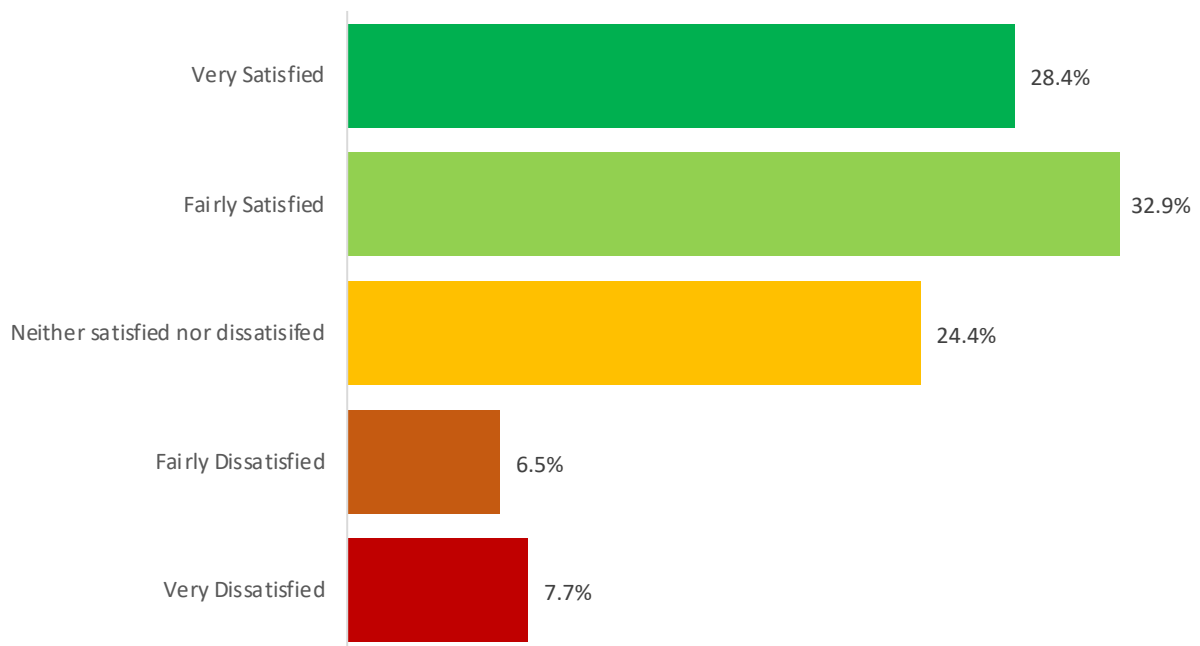


Figure 17: Individual response categories (n=1,479)





### 3.6.1. Comments relating to WDC listening to and acting on views

Note: Section 3.6.1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked to comment on their satisfaction with regard to the extent which WDC listens to and acts on views. 262 responses were received and analysed, and the main themes which emerged are summarised below.

The main issue raised by tenants was that they had **reported a problem, but that WDC had not yet fixed it**. There was a common feeling within these comments that WDC had no intention of addressing these problems for tenants, even though in some cases they had suggested that they would. Some comments talked about the Council listening to the tenants, but then not following this through with action; some felt that **WDC did not listen** to their problems or worries when they raised them. A number of respondents talked about contacting WDC on many separate occasions and via different modes of communication about the same problem, but with no action taken by WDC to address the problem. A few of the comments referred to surveys which had been done on their properties, but with no action having been taken to remedy any issues highlighted. A small number of comments were from disabled respondents, who stated that they had made WDC aware of issues which affected their lives as disabled tenants, but which had not been addressed.

Allied with this was a common thread of **having to chase repairs up and it takes a long time to get anything done**. Time taken to get problems sorted ranged from weeks to years, with some tenants saying they had waited up to 20 years and still problems had not been addressed. A number of respondents talked about having to email and phone different departments to eventually get something done; other respondents suggested that the only way to get an issue sorted was to contact WDC over and over again.

Some comments also raised particular **issues of communication**: these in the main referred to digital communication as not being as efficient or likely to get a prompt response as speaking to someone on the phone or face-to-face or more generally that they had received very little in the way of communication from either WDC or the contractors employed to complete repairs. However, there were even issues for those contacting WDC by phone as some comments stated that they found it hard to get through to someone on the phone or felt that they were being ‘passed from pillar to post’. A few responses made specific reference to struggling with communication due to being deaf or speaking a language other than English as their first language.

Some comments felt that **staff attitudes were poor** – when it felt like staff lacked empathy for tenants or seemed to be disinterested in the problems tenants wanted to draw attention to. A handful of responses talked about WDC being ‘unapproachable’, staff being rude, and it feels like ‘a fight’ to get someone to listen; this had led to an increase in anxiety/depression for some tenants.

Not all feeling was negative, however: 13% of responses highlighted what they felt was WDC providing a **good** service. In these comments, some respondents mentioned the prompt response by WDC to issues being raised, while others talked about ‘getting there in the end’ albeit slowly. Some referred to friendly, helpful and polite service from WDC staff on the phones, while other comments were more positive generally with thanks or calling the service good or excellent.

Figure 18: Main themes relating to WDC listening to and acting on views

Theme	Number	%
Reported a problem but it hasn't been fixed yet	67	26
Good service	34	13

Length of wait/having to chase up	34	13
WDC Don't listen to problems/worries	33	13
Communication problems	26	10
Specific problems which tenants have currently	24	9
Staff attitudes	18	7
Never been asked by WDC about views	13	5
Issues with contractors	5	2
Poor service	4	2
Would like to swap home but not allowed/system issues	4	2
No follow up	4	2
Miscellaneous (no comment/other comment)	15	6
<b>Base: (All Respondents)</b>	<b>(262)</b>	

### 3.7. [TP07] Satisfaction with keeping residents informed about things that matter to them

Residents were asked, “How satisfied or dissatisfied are you that Warwick District Council keeps you informed about things that matter to you?”.

Figures 19 and 20 show that **a total of 71.6% (1,087 respondents) were satisfied**, compared to a total of 9.1% (138 respondents) dissatisfied, and a further 19.4% (294 respondents) who were neither satisfied nor dissatisfied.

Figure 19: Satisfaction with residents informed about things that matter to them (n=1,519)

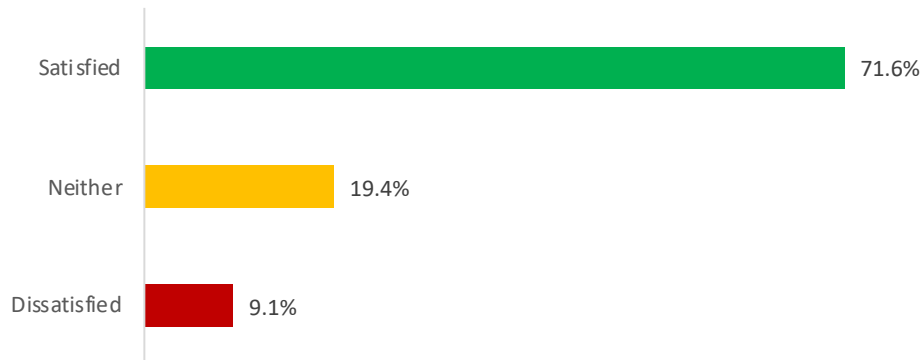
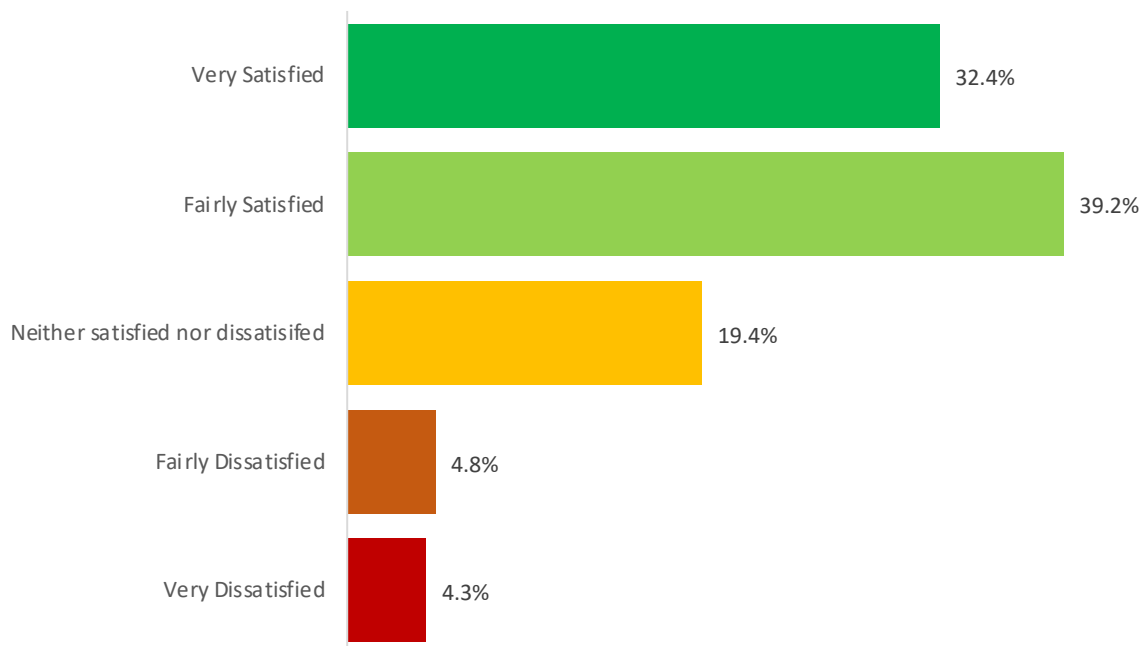


Figure 20: Individual response categories (n=1,519)



### 3.7.1. Comments relating to satisfaction with the way WDC keeps tenants informed about things that matter to them

**Note:** Section 3.7.1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council.

Respondents were asked for their comments relating to the way Warwick District Council keeps them informed. 121 relevant responses were received. The main themes which emerged are summarised below.

While a number of tenants felt that **communication from WDC was OK or good (19 comments)**, for a greater number there were ways in which it could be better (45 comments). There was a general feeling that **WDC does not communicate** with tenants at all or is limited. There were a few comments referring to the fact that WDC does not make any attempt **to engage** tenants in a dialogue about their homes or listen to them when they have concerns or ideas about their properties or the area around them.

Some tenants mentioned how previously information has been provided via a **newsletter**, which had been appreciated, but that this no longer happened or is limited to just one a year (9 comments). There was also a feeling that **communication** between WDC, contractors and tenants **relating to repairs** could be much better (7 comments): information sharing between parties regarding repairs sometimes **broke down**, causing delay.

Five comments related to people only hearing from WDC about **rent** and this was sometimes incorrect in some cases. **More information** would be appreciated about what is happening to their properties/their area being made available to them (5 comments).

*Figure 21: Main themes relating to WDC keeping tenants informed about things that matter to them*

Theme	Number	%
WDC don't communicate, including repairs	45	37
Communication is OK/good/happy	19	16
Newsletters were good	9	7
More information would be appreciated	5	4
Only communicate when money involved (e.g. rent)	5	4
WDC don't listen to tenants/don't engage	5	4
Specific problems reported but not fixed yet	5	4
Problems with service provided	3	3
Breakdown in communications	3	3
More feedback wanted	3	3
Difficult to contact	2	2
Wrong information provided	2	2
Noticeboards	2	2
Miscellaneous	20	17
<b>Base: (All Respondents)</b>	<b>(121)</b>	

### 3.8. [TP08] Agreement that the landlord treats residents fairly and with respect

Residents were asked, “To what extent do you agree or disagree with the following: “Warwick District Council treats me fairly and with respect?”.

Figures 22 and 23 show that **a total of 77.9% (1,179 respondents) agreed**, compared to a total of 5.3% (79 respondents) who disagreed, and a further 16.9% (255 respondents) who neither agreed nor disagreed.

Figure 22: Agreement that the landlord treats residents fairly and with respect (n=1,514)

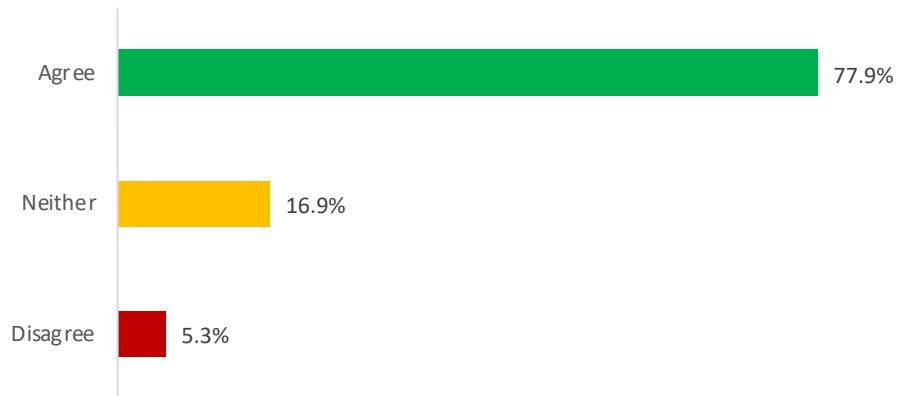
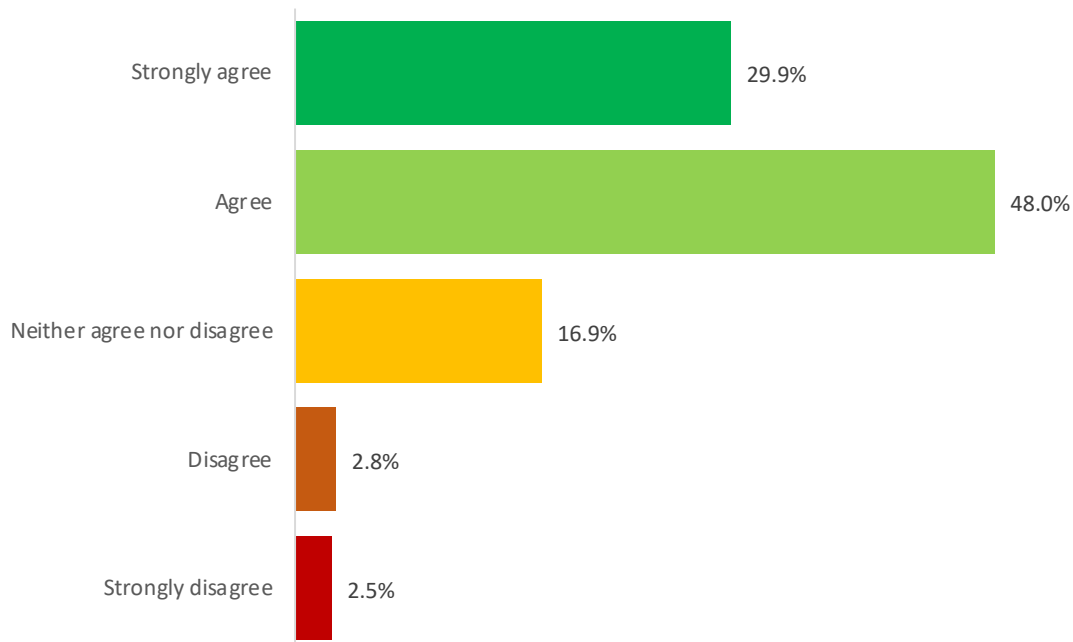


Figure 23: Individual response categories (n=1,514)



### 3.9. [TP09] Satisfaction with the landlord's approach to handling complaints

Residents were asked, “*Have you made a complaint to Warwick District Council in the last 12 months?*”. A total of 16.6% (245 respondents) stated ‘Yes’ compared to 83.4% (1,233 respondents) who stated ‘No’.

Those who stated ‘Yes’ were then asked, “How satisfied or dissatisfied are you with Warwick District Council’s approach to complaints handling?”.

Figures 24 and 25 show that **a total of 42.7% (107 respondents) were satisfied**, compared to a total of 43.1% (108 respondents) dissatisfied, and a further 14.2% (36 respondents) who were neither satisfied nor dissatisfied.

Figure 24: Satisfaction with the landlord's approach to handling complaints (n=251)

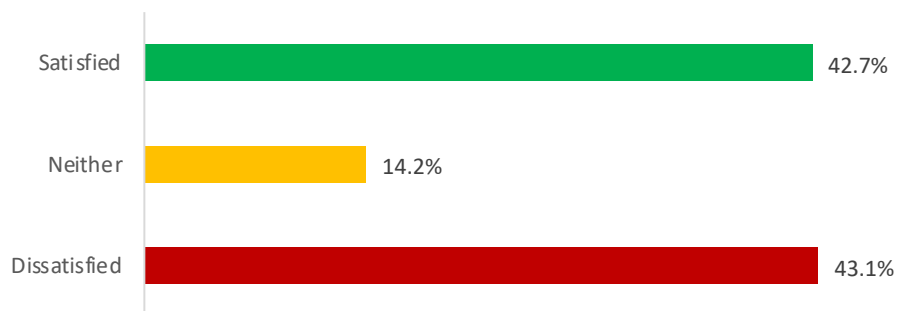
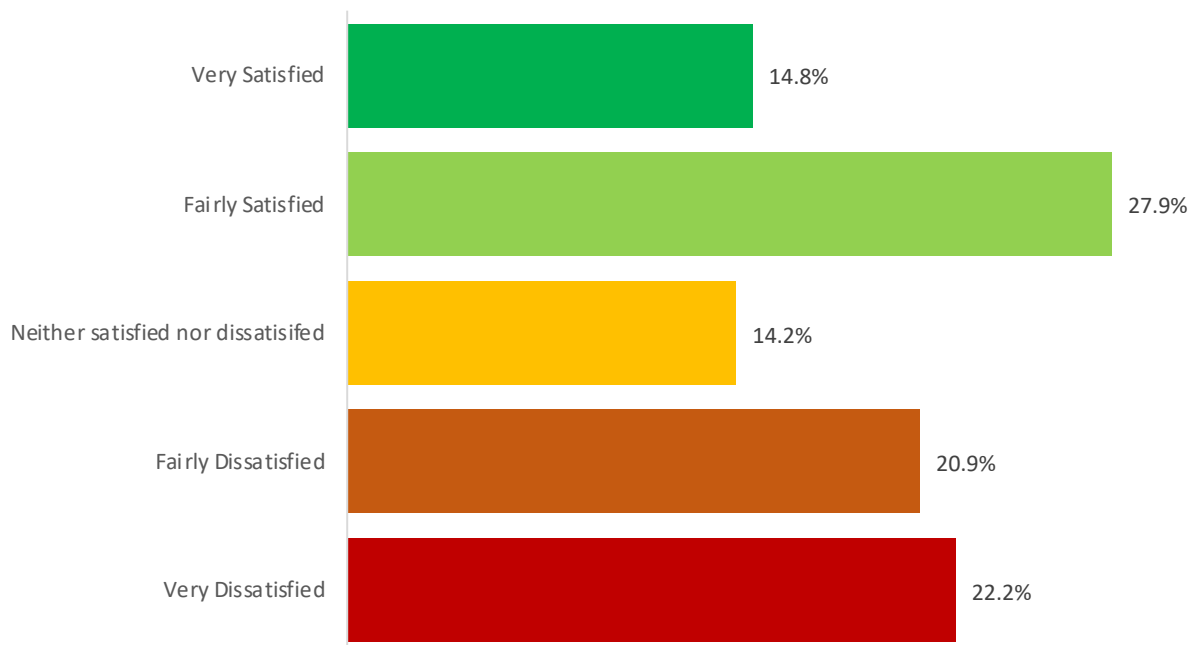


Figure 25: Individual response categories (n=251)



### 3.10. [TP10] Satisfaction that the landlord keeps communal areas clean and well maintained

Residents were asked, “Do you live in a building with communal areas, either inside or outside, that Warwick District Council is responsible for maintaining?”. A total of 42.5% (625 respondents) stated ‘Yes’ compared to 52.6% (773 respondents) who stated ‘No’.

Those who stated ‘Yes’ were then asked, “How satisfied or dissatisfied are you that Warwick District Council keeps these communal areas clean and well maintained?”.

Figures 26 and 27 show that **a total of 59.1% (361 respondents) were satisfied**, compared to a total of 26.5% (162 respondents) dissatisfied, and a further 14.3% (87 respondents) who were neither satisfied nor dissatisfied.

Figure 26: Satisfaction that the landlord keeps communal areas clean and well maintained (n=610)

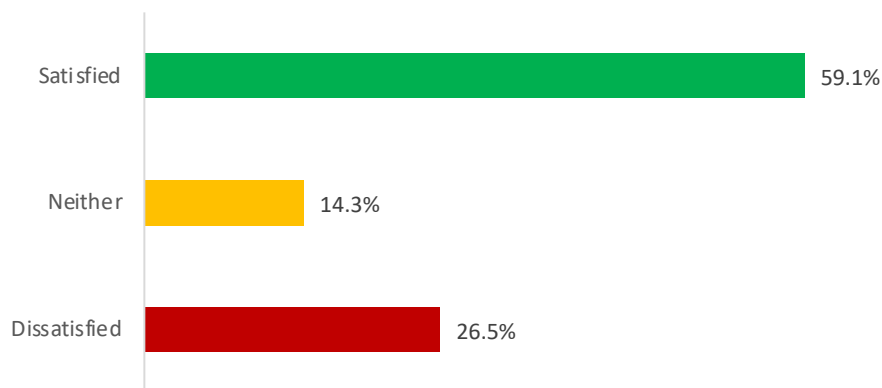
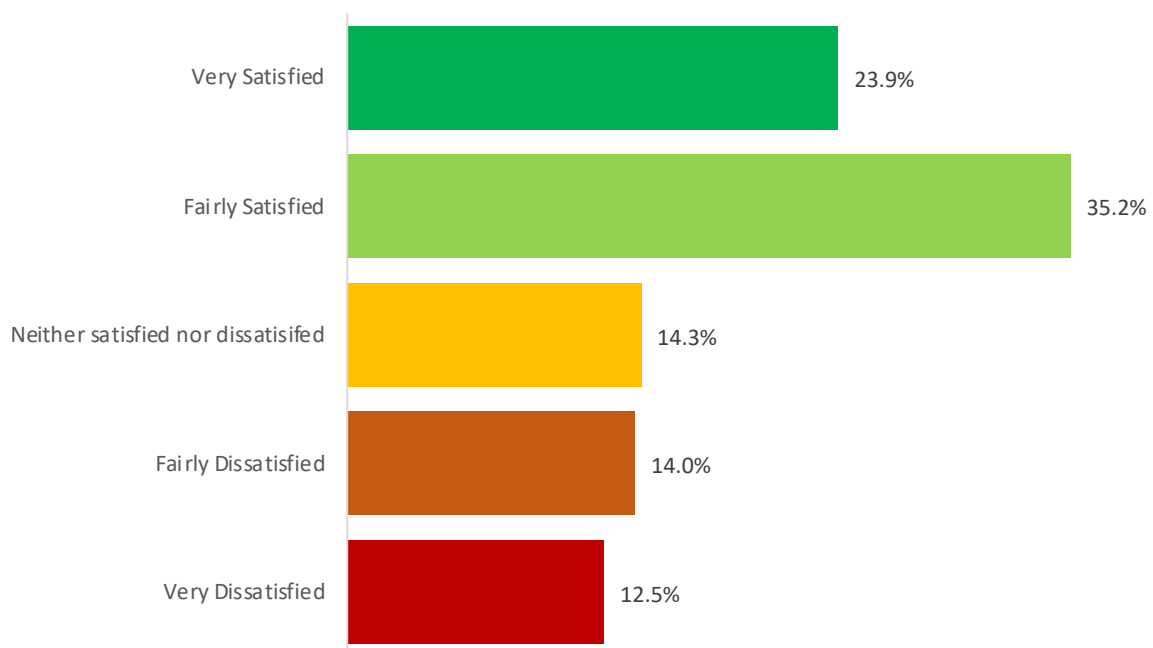


Figure 27: Individual response categories (n=610)



### 3.10.1. Comments relating to the communal areas

Note: Section 3.10.1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked for their comments relating to the communal areas. 255 responses were received. The main themes are analysed below.

Just under one in five comments related (60 comments) to the **cleaning or cleanliness of the communal areas**. Tenants mentioned the lack of cleaning in the communal areas in general. It was felt that when cleaned it was not done properly. Cleanliness of the hallways and stairways (17 of the 60) were mentioned in particular. There was concern that the cleaning of the areas had not been done for months.

A further 29 comments, or 11%, specifically mentioned that the **grass was not cut enough**. Poor standards were mentioned and cases that the grass was only cut three or four times in the year were highlighted. Specific mentions were made to issues and concerns with the general maintenance of the **garden areas (28 comments)**. Neglect was felt to be a factor and the fact the Council had not organised the upkeep of these areas.

25 comments and one in ten of those made, mentioned the fact that the **residents themselves** maintained the communal areas. This may entail cleaning the stairs and landing, tending to the garden and mopping floors. There were 23 specific comments from tenants saying they were **happy**. This included comments about the cleaning and the way the garden areas were tended. **Maintenance** of the communal areas was mentioned by 20 tenants or 8% of those made. Most comments revolved around the general level of maintenance that the areas have. This included areas requiring painting, the building itself needed a facelift and for general maintenance to be undertaken more frequently.

19 comments (8%) were specifically targeted at the **bushes and hedges** surrounding the communal areas and that they were overgrown and, in some instances, obstructing the pathways. 7% of tenants (17 comments) pointed out issues with the **stairs** that ranged from them being dirty or poorly maintained. There were concerns for 6% of those commenting (16 comments) on the **rubbish** in the communal areas. Some respondents said it was dumped by fellow tenants. 15 comments (6%) revolved around the **bins** and the main issues being their cleanliness and in some cases a health-hazard.

A further 6% of comments related to issues around **trees** and their maintenance. Trees were growing tall; examples were given that they might fall, and they are growing wild and out of control. 6% of responses made general comments about the **cleaners** themselves and the poor way they cleaned the areas concerned. **Weeds** was another mention by 12 respondents. They were felt to be unsightly and in a number of pathways were difficult to maintain.

**Anti-social behaviour** was brought up by 11 tenants. Examples given were alcohol left in the areas, the bin area used as a toilet, people using drugs and drinking, fly-tipping and broken glass left by people.

A further 11 mentioned the **grass cuttings being left** after mowing. Ten comments, or 4%, mentioned the **smell** in the area that was unpleasant. A further 4% made reference to the **pavements and paving** and issues surrounding their poor maintenance in particular.

Within the 44 **other** comments given for a variety of reasons, these included references to pests, the poor condition of the garages, the state of the roof and the poor state of the laundry room.

Figure 28: Main themes relating to the communal areas



<b>Theme</b> (3 comments or more)	<b>Number</b>	<b>%</b>
Cleaning/cleanliness issues	64	24
Grass not cut enough	29	11
Garden issues/maintenance	28	11
Residents maintain themselves	25	10
Happy	23	9
Maintenance	20	8
Bushes/hedges overgrown/too high	19	8
Rubbish in communal area	16	6
Issues with bins	15	6
Trees need maintaining/issues	14	6
Issues with cleaners themselves	14	6
Weeds	12	5
Anti-social behaviour	11	4
Grass cuttings left	11	4
Smell	10	4
Pavements/Paving issues	10	4
Washing line upkeep/drying area upkeep	9	4
Leaves on paths creates slippery conditions	9	4
Issues with doors	6	2
Issues with car parking	5	2
Lighting	5	2
Floor issues	3	1
Other	44	18
<b>Base: (Those living in building with communal area)</b>	<b>(255)</b>	

### 3.11. [TP11] Satisfaction that the landlord makes a positive contribution to neighbourhoods

Residents were asked, “How satisfied or dissatisfied are you that Warwick District Council makes a positive contribution to your neighbourhood?”.

Figures 29 and 30 show that **a total of 59.4% (858 respondents) were satisfied**, compared to a total of 10.4% (149 respondents) dissatisfied, and a further 30.3% (438 respondents) who were neither satisfied nor dissatisfied.

*Figure 29: Satisfaction that the landlord makes a positive contribution to neighbourhoods (n=1,445)*

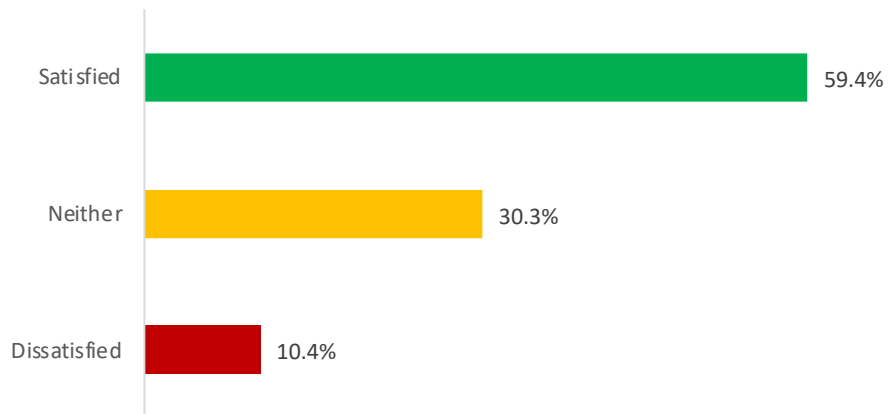
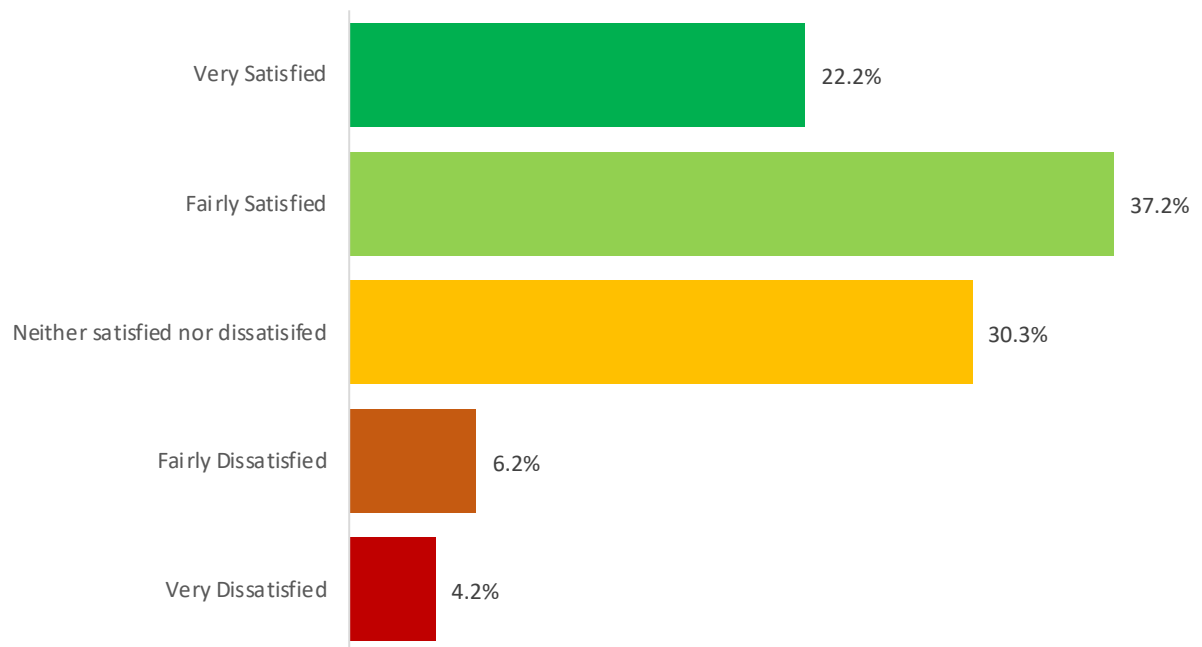


Figure 30: Individual response categories (n=1,445)



### 3.11.1. Additional Question: Perceptions of the Neighbourhood Improving, declining, or remaining the same

Respondents were asked about their perceptions of their neighbourhood as to whether it had improved, declined, or stayed the same over the last three years.

Figure 31 illustrates that a combined total of 23.9% (359 respondents) perceived that the neighbourhood had improved, compared to 20.6% (307 respondents) declined, and 55.5% (830 respondents) staying the same.

Figure 31: Perceptions of neighbourhood improvement or declined (n=1,496)

Perception	Percentage	Count
Greatly improved	9.2%	138
Slightly improved	14.7%	221
Stayed the same	55.5%	830
Slightly declined	14.7%	219
Greatly declined	5.9%	88

### 3.11.2. Comments relating to the way their neighbourhood has improved or declined

Note: Section 3.11.2 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked to comment on how their neighbourhood had improved or declined over the last three years. 471 responses were received and analysed.

The comments fell into five broad categories: those that felt their neighbourhood had improved, or who mentioned positive aspects of where they lived; those who felt it had stayed roughly the same; those who felt it had declined or who mentioned negative aspects of their neighbourhood; those who said that they had only lived in their homes for a short time and so could not comment on whether it had improved or declined, or did not want to comment for whatever reason; and miscellaneous comments which could not be categorised, or which related to another topic. The breakdown of these categories can be seen below.

Figure 32: Whether respondent felt the neighbourhood had improved, declined or stayed the same

Improved or Declined	Number	%
Positive/improved	101	21
Stayed the same	50	11
Negative/declined	293	62
Miscellaneous	13	3
Only lived in home a short time/no comment	36	8
<b>Base: (All Respondents)</b>	<b>(471)</b>	

#### Positive:

Many comments talked about a wide range of improvements which their neighbourhood had benefited from. These included singular improvements to properties or the local area, such as a new roof to a home or new equipment in the local park. This also included more general improvements to

anti-social behaviour or fly tipping. A number made reference to the area being cleaner or better maintained, either by WDC or by the homeowners/tenants themselves. A number of the more positive comments were general comments about being in a good or friendly neighbourhood, or liking where they lived because it was, for example, quiet. Some felt that the area had stayed the same, but that it was a good area, so no improvement needed.

### Negative:

Parking was the largest driver of negative feeling towards the area in which they lived for tenants and a reason for residents to think their neighbourhood was in decline. Particular issues related to households with multiple cars, parking on pavements causing problems for pedestrians, lorries and other vehicles not owned by tenants being parked on residential streets or in tenant parking spaces, and 'chaotic parking' creating dangerous road conditions.

Issues relating to the behaviour of people in the area were also a common focus of negative feeling. Anti-social behaviour such as loud music, children playing in the streets or on pavements, cars being vandalised, and graffiti was highlighted in 20% of all comments. Also, common – appearing in 14% of comments – were mentions of drink and drugs, the vast majority referring to drugs. Many talked about drug taking and dealing being done in the wide open in their neighbourhood; a number felt that it had increased over time. Problems of dog fouling were highlighted in 7% of comments, with many of these saying that it is 'everywhere'. Speeding in the area was mentioned in 4% of comments. Students were associated with making lots of noise and rubbish for 2% of respondents.

Other issues centred around the general upkeep and maintenance of the neighbourhood and properties within in, either by the tenants themselves, or by WDC. Of these, the largest driver of unhappiness within a neighbourhood was the upkeep of trees, hedges, verges and grassed areas. Most of these comments felt that these were not taken care of properly (by WDC), and that this made the area look 'shabby'. 15% of comments also raised litter and rubbish on the streets as a problem for their area. 12% of comments talked about the poor maintenance of properties – either their own or those lived in by others – including the upkeep of frontages, and internal and external communal spaces. A number of these suggested that there had been a deterioration in the maintenance of these areas over time; some felt that there was a tendency these days for tenants not to make the effort to keep spaces clean and tidy. Fly tipping was mentioned in 2% of comments, with items including mattresses, broken furniture and TVs being left in alleyways, on paths outside homes or next to bus stops. Weeding, mentioned in 4% of comments, was particularly seen as something which has declined over time. Also mentioned in 4% of comments was the problem of people not looking after their own front gardens well enough, with many comments talking about gardens looking 'messy', or even containing rubbish or old furniture.

*Figure 33: Reasons for thinking the neighbourhood has declined/negative aspects*

Theme	Number	%
Parking	60	20
ASB/problem behaviour of neighbours	59	20
Trees/verges/grass	50	17
Litter/rubbish	45	15
Drugs/drink	40	14
Maintenance of properties/communal areas	35	12
Dog fouling	21	7
Roads/pavements	18	6
Weeding	11	4
Gardens	11	4
Speeding	11	4

Fly tipping	6	2
Students	6	2
Miscellaneous	18	6
<b>Base: (All negative comments)</b>	<b>(293)</b>	

### 3.11.3. Problems in the neighbourhood

When considering problems in the neighbourhood, respondents provided feedback as seen in Figure 34. This suggests that car parking ranks highest for ‘major problems’, followed by littering/fly-tipping, dog fouling, and finally vandalism.

Figure 34: Problems in the neighbourhood

	Major Problem	Minor Problem	Not a Problem	Base Count
<b>Car parking</b>	33.6% (480)	26.6% (380)	39.9% (570)	1,430
<b>Vandalism</b>	5.3% (65)	19.7% (242)	75.0% (920)	1,226
<b>Littering / Fly-tipping</b>	18.2% (240)	30.1% (398)	51.7% (684)	1,323
<b>Dog Fouling</b>	16.4% (217)	31.1% (413)	52.5% (697)	1,327

### 3.12. [TP12] Satisfaction with the landlord's approach to handling anti-social behaviour

Residents were asked, "How satisfied or dissatisfied are you with Warwick District Council's approach to handling anti-social behaviour?".

Figures 35 and 36 show that **a total of 55.5% (708 respondents) were satisfied**, compared to a total of 14.4% (183 respondents) dissatisfied, and a further 30.1% (384 respondents) who were neither satisfied nor dissatisfied.

Figure 35: Satisfaction with the landlord's approach to handling anti-social behaviour (n=1,276).

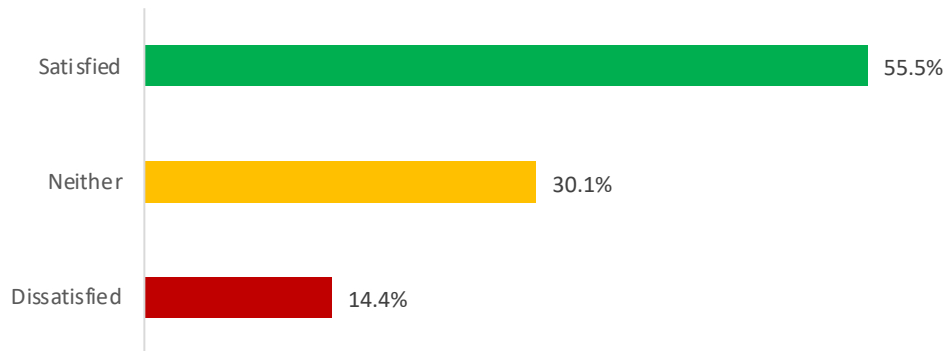
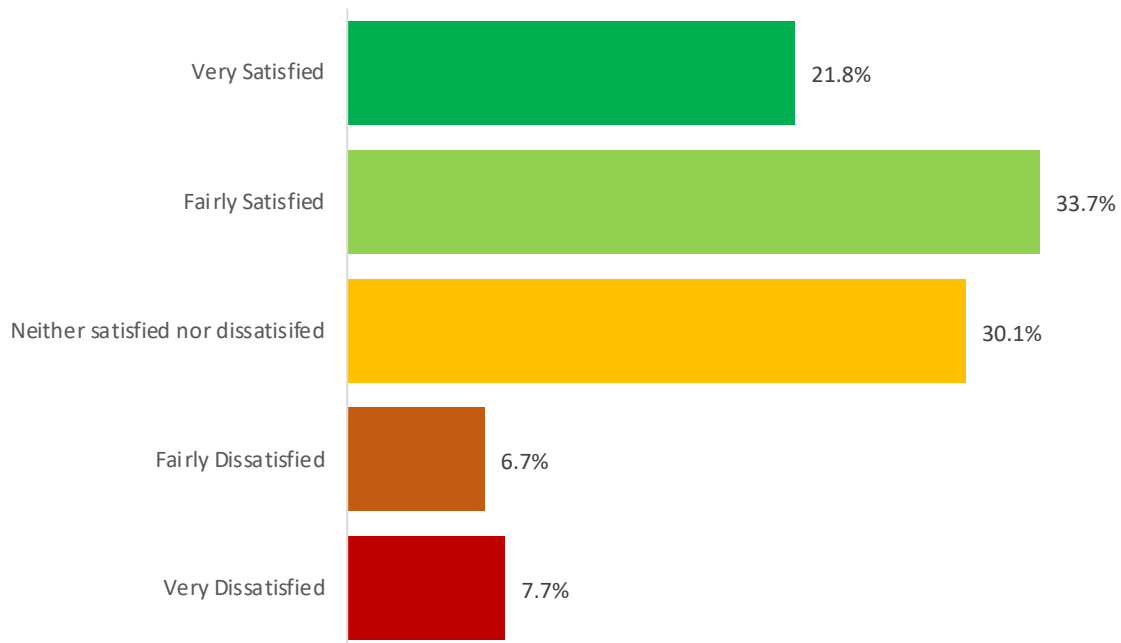


Figure 36: Individual response categories (n=1,276)



## 4. Further Analysis

### 4.1. Key driver analysis – ‘What is driving overall satisfaction?’

Customer satisfaction can provide great insight into residents’ perspectives and their experiences with services. Key driver analysis takes this insight a step further by exploring the relationships between different aspects of service to better understand what most influences overall customer satisfaction.

When exploring the question of ‘what influences overall satisfaction?’ this can be achieved by undertaking a correlation analysis (known as a Pearson’s  $r$ ) of the relationship between overall satisfaction and each of the other core variables in the survey. Correlation will determine a value between +1 and -1, whereby the closer to +1 or -1 the value is, the larger the actual relationship or effect is (positively or negatively).

In statistics it is generally accepted that the following scale can be used to estimate the effect size:

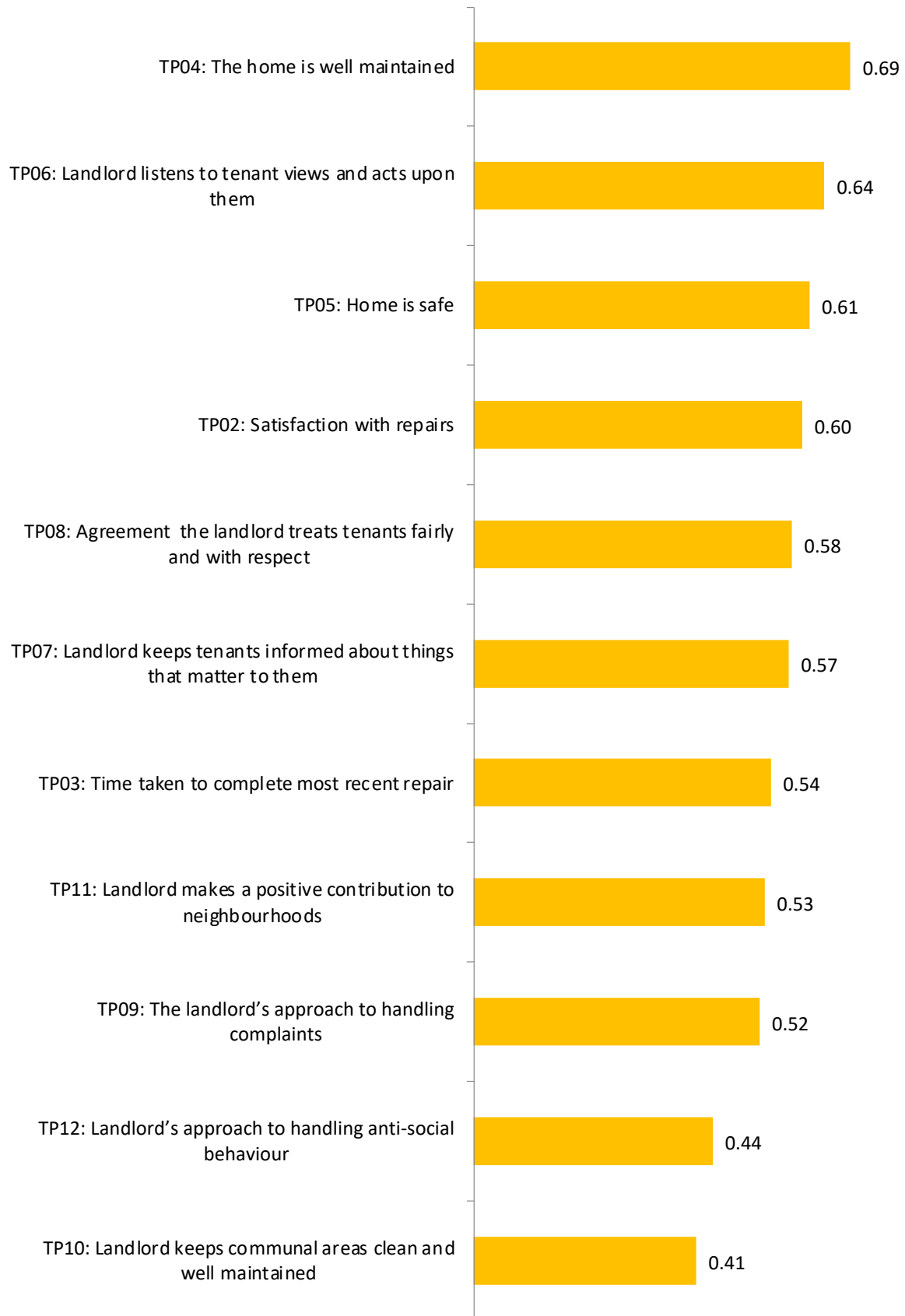
If  $r = +/- .5$  it has a large effect  
 If  $r = +/- .3$  it has a medium effect  
 If  $r = +/- .1$  it has a small effect

When looking at the key driver results for Warwick District Council (Figure 37, seen over the page), it is firstly worth noting that all the items demonstrate a positive influence on overall satisfaction.

Secondly, when considering the three highest ranking TSM items (i.e. those services or elements of service which reflect the greatest influence on overall satisfaction), this identifies **TP04: Satisfaction that the home is well maintained**; **TP06: Satisfaction that the landlord listens to tenant views and acts upon them**; and **TP05: Satisfaction that the home is safe**. Investing time and energy in these areas of service will help drive overall satisfaction for the majority of residents.

Thirdly and finally, whilst complaint handling (TP09) achieved a relatively low satisfaction score, Figure 37 suggests that complaints handling is relatively speaking *not* a strong driver of overall satisfaction compared to other factors. Despite this, Warwick District Council should still consider complaints as an essential element of any service offer due to the importance of quickly resolving service failures for residents whilst presenting opportunities to integrate longer term learning for the organisation.

Figure 37: Key driver analysis





## 4.2. Benchmarking against English Local Authorities

Benchmarking provides additional insight and context for how service performance compares to similar organisations. For the purpose of this report, Warwick District Council scores have been benchmarked against the most recent TSM survey data available (Figure 38 and Figure 39). Figure 38 suggests a 6.3% positive difference in Overall Satisfaction (TP01) between Warwick District Council and the English LA score.

Figure 38: Benchmarking against English Local Authorities

Measure	Weighted TSM scores 2023/24	Housemark English LA's	Difference
<b>TP01:</b> Proportion of respondents who report that they are satisfied with the overall service from Warwick District Council	<b>75.8%</b>	<b>69.5%</b>	<b>+6.3%</b>
<b>TP02:</b> Proportion of respondents who report that they are satisfied with the overall repairs service from Warwick District Council over the last 12 months	<b>75.3%</b>	<b>71.3%</b>	<b>+4.0%</b>
<b>TP03:</b> Proportion of respondents who report that they are satisfied with the time taken to complete their most recent repair after they reported it	<b>71.1%</b>	<b>66.2%</b>	<b>+4.9%</b>
<b>TP04:</b> Proportion of respondents who report that they are satisfied that Warwick District Council provides a home that is well maintained	<b>73.7%</b>	<b>66.9%</b>	<b>+6.8%</b>
<b>TP05:</b> Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied that Warwick District Council provides a home that is safe	<b>76.6%</b>	<b>74.0%</b>	<b>+2.6%</b>
<b>TP06:</b> Proportion of respondents who report that they are satisfied with Warwick District Council listening to their views and acting upon them	<b>61.4%</b>	<b>55.0%</b>	<b>+6.4%</b>
<b>TP07:</b> Proportion of respondents who report that they are satisfied with Warwick District Council keeping them informed about things that matter to them	<b>71.6%</b>	<b>65.7%</b>	<b>+5.9%</b>
<b>TP08:</b> Proportion of respondents who report that they agree with the statement: "Warwick District Council treats me fairly and with respect"	<b>77.9%</b>	<b>73.6%</b>	<b>+4.3%</b>
<b>TP09:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to complaints handling	<b>42.7%</b>	<b>28.7%</b>	<b>+14.0%</b>
<b>TP10:</b> Proportion of respondents who report that they are satisfied Warwick District Council keeps communal areas clean and well maintained	<b>59.1%</b>	<b>63.3%</b>	<b>-4.2%</b>
<b>TP11:</b> Proportion of respondents who report that they are satisfied Warwick District Council make a positive contribution to their neighbourhood	<b>59.4%</b>	<b>57.3%</b>	<b>+2.1%</b>
<b>TP12:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to handling anti-social behaviour	<b>55.5%</b>	<b>52.0%</b>	<b>+3.5%</b>

## 4.3. Benchmarking against Housemark year-end scores (2023-24)

Figure 39 illustrates a benchmarking comparison against Housemark's year-end TSM scores for 2023/24. This suggests that nine of WDC's TSM scores rank above the median, whilst three rank below. This also identifies that Overall Satisfaction (TP01) shows a 6.4% positive difference for WDC compared to the Housemark year-end median.

Figure 39: Benchmarking against Housemark year-end 2023/24 median scores

Measure	Weighted TSM scores 2023/24	Housemark TSM Median 2023/24	Difference
<b>TP01:</b> Proportion of respondents who report that they are satisfied with the overall service from Warwick District Council	<b>75.8%</b>	<b>69.4%</b>	<b>+6.4%</b>
<b>TP02:</b> Proportion of respondents who report that they are satisfied with the overall repairs service from Warwick District Council over the last 12 months	<b>75.3%</b>	<b>70.4%</b>	<b>+4.9%</b>
<b>TP03:</b> Proportion of respondents who report that they are satisfied with the time taken to complete their most recent repair after they reported it	<b>71.1%</b>	<b>66.4%</b>	<b>+4.7%</b>
<b>TP04:</b> Proportion of respondents who report that they are satisfied that Warwick District Council provides a home that is well maintained	<b>73.7%</b>	<b>69.4%</b>	<b>+4.3%</b>
<b>TP05:</b> Proportion of respondents who, when thinking about the condition of their property or the building they live in, report that they are satisfied that Warwick District Council provides a home that is safe	<b>76.6%</b>	<b>76.1%</b>	<b>+0.5%</b>
<b>TP06:</b> Proportion of respondents who report that they are satisfied with Warwick District Council listening to their views and acting upon them	<b>61.4%</b>	<b>58.9%</b>	<b>+2.5%</b>
<b>TP07:</b> Proportion of respondents who report that they are satisfied with Warwick District Council keeping them informed about things that matter to them	<b>71.6%</b>	<b>69.5%</b>	<b>+2.1%</b>
<b>TP08:</b> Proportion of respondents who report that they agree with the statement: "Warwick District Council treats me fairly and with respect"	<b>77.9%</b>	<b>76.3%</b>	<b>+1.6%</b>
<b>TP09:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to complaints handling	<b>42.7%</b>	<b>33.8%</b>	<b>+8.9%</b>
<b>TP10:</b> Proportion of respondents who report that they are satisfied Warwick District Council keeps communal areas clean and well maintained	<b>59.1%</b>	<b>65.5%</b>	<b>-6.4%</b>
<b>TP11:</b> Proportion of respondents who report that they are satisfied Warwick District Council make a positive contribution to their neighbourhood	<b>59.4%</b>	<b>62.5%</b>	<b>-3.1%</b>
<b>TP12:</b> Proportion of respondents who report that they are satisfied with Warwick District Council's approach to handling anti-social behaviour	<b>55.5%</b>	<b>57.0%</b>	<b>-1.5%</b>

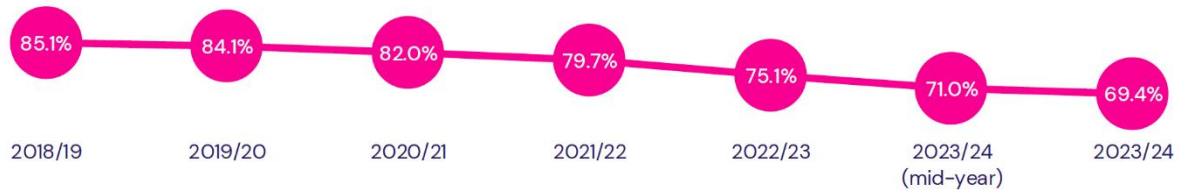
#### 4.4. Benchmarking against historical satisfaction trends

Overall satisfaction has been tracking downward over the last five years (Figure 40). Although there are a number of factors that may have influenced this downward trend (Covid, economic downturn,

cost of living and energy crisis, etc...), fundamentally landlords are not consistently meeting the needs of tenants.

When benchmarking WDC's overall satisfaction score of **75.8%** (as seen in the previous section), the positive difference of 6.4% can be observed within a wider historical context.

Figure 40: Housemark median satisfaction 2018/19 to year-end 2023/24



## 5. Conclusions and Recommendations

This report has presented weighted TSM findings for 2023/24 based upon the views of 1,573 tenants (or a weighted count of 1,542). The report meets the requirements as set out by the Regulator of Social Housing and the Market Research Society Code of Conduct.

Particular aspects to note are as follows:

- **Overall satisfaction (TP01):** This measure is often used as the main headline measure of service performance. In this survey, WDC achieved a score of **75.8%**.
- **Highest scoring TSMs:** The top-scoring Tenant Satisfaction Measures were identified as:
  - IV. **TP08: 77.9%** - Proportion of respondents who report that they are satisfied with WDC treating tenants fairly and with respect.
  - V. **TP05: 76.6%** - Proportion of respondents who report that WDC provides a home that is safe.
  - VI. **TP02: 75.3%** - Proportion of respondents who report that they are satisfied with the repairs service they received in the last 12 months.
- **Lowest scoring TSMs / high dissatisfaction: TP09: 42.7%** - Proportion of respondents satisfied with the way WDC handles complaints. It is worth noting that a greater proportion of tenants (43.1%) were *dissatisfied* than *satisfied*.
- **Benchmarking:** When benchmarking overall satisfaction (TP01), this suggests WDC shows a 6.3% positive difference when compared to the English LA score; and a 6.4% positive difference when compared to the Housemark year-end median TSM figures.
- **Identifying what drives overall satisfaction:** Based on the results, the top three service areas driving satisfaction in WDC are having a home that is well maintained (TP04); listening to tenant views and acting upon them (TP06); and satisfaction that the home is safe (TP05). Investing time and energy in these areas of service will help drive overall satisfaction for the majority of residents.

**Conclusions:** Based on findings for Warwick District Council's TSM survey, this report suggests that whilst scores are generally high and there are elements which will be encouraging (e.g. treating tenants fairly and with respect, and providing a home that is safe), there is still room for improvement. Focussing upon the key drivers of satisfaction will help increase overall satisfaction for the majority of tenants over time, whilst consideration should also be given to areas of low satisfaction (specifically complaint handling).

**Recommendations:** Consideration could be given to the following recommendations:

- **Recommendation 1:** Clearly communicate the TSM findings to both staff and tenants. Publish the TSM scores alongside a summary of future actions (e.g. on a single webpage).
- **Recommendation 2:** WDC should develop a clear action plan based on the TSM findings, and the impact of actions taken should be assessed over time. This should centre upon the top key drivers of overall satisfaction, as these will help increase satisfaction perceptions for the majority of tenants over time, whilst consideration should also be given to areas of low satisfaction / high dissatisfaction (specifically, complaints handling).
- **Recommendation 3:** As part of the creation of an action plan, involve tenants in a small number of focus groups to better understand the *context* of their feedback and develop suggestions in a co-created manner. A similar approach could also be considered by involving staff and close stakeholders (e.g. repairs contractors) in this process.



## Appendix 1: Comments in respect of advice and support: Managing finances, paying rent and service charges

Note: Appendix 1 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

Respondents were asked for their comments relating to how the Council could assist with these services. 130 relevant responses were received.

18 responses or 14% answering were **happy** with what Warwick District Council provided in terms of advice and support on financial matters. A further 7 comments felt WDC was **helpful or informative** and the process was well explained. 15 comments revolved around **communication**, this ranged from delays on receiving back letters on benefits claims and a lack of communication on why benefit amounts had changed.

13 tenants felt they **did not require advice**, or they had **not used** the service. 10 comments were more general in nature where it was felt **council tax, or the rent was too high**.

9 comments were where tenants are **worried about the future** and not having enough money. The rise in electric and gas bills was a concern. 8 comments surrounding specific **property issues** were not related to the question. The same number felt staff were **not helpful or supportive**, an example given was that staff would not make a visit to the property or own up to mistakes on their part.

5 tenants felt there was a **lack of information**. 5 respondents wanted more **information**, and the same number found the **computer/website etc** difficult to use or understand.

There were 20 other comments which included general comments on government policy itself.

These are illustrated in Figure 41 seen over the page.

Figure 41: Themes relating to the financial advice and support received from Warwick District Council

Theme (2 comments or more)	Number	%
Happy/good/satisfied/supportive/thanks to WDC	18	14
Communication issues	15	12
No advice needed/not used/no advice given	13	10
Worried about future/not got enough money	9	7
Not helpful/not supportive/not understanding/not interested	8	6
Property issues	8	6
Helpful/expained process/informative	7	5
More/lack of information	5	4
Computers/website/IT	5	4
Council tax too high	5	4
Rent too high	5	4
Need advice/help	4	3
Wrong advice/information	3	2
Garden waste charge	3	2
Do not receive benefits	3	2
Attitude of staff – negative comments	2	2
Not aware	2	2
Other	20	15
<b>Base: (All Respondents)</b>	<b>(130)</b>	

## Appendix 2: Information Provision – Access to the internet at home

Note: Appendix 2 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

The percentage of people with access to the internet at fell by three percentage points on the previous year, with 65% saying that they did have home access in this survey. There is still a significant proportion who do not – 35%.

Further analysis demonstrates that: -

- The younger the resident the more likely they are to have access to the internet at home: 90% of those aged up to 34, and 93% in the 35 to 44 age bracket, versus 38% of those aged 75 and over and 69% in the 65 to 74 age group, confirmed they had access to the internet at home.
- Those residents whose day-to-day activities are limited a lot (40%), versus 28% whose day-to-day activities are not limited, confirmed they did not have access.

Figure 42: Do you have access to the internet at home?

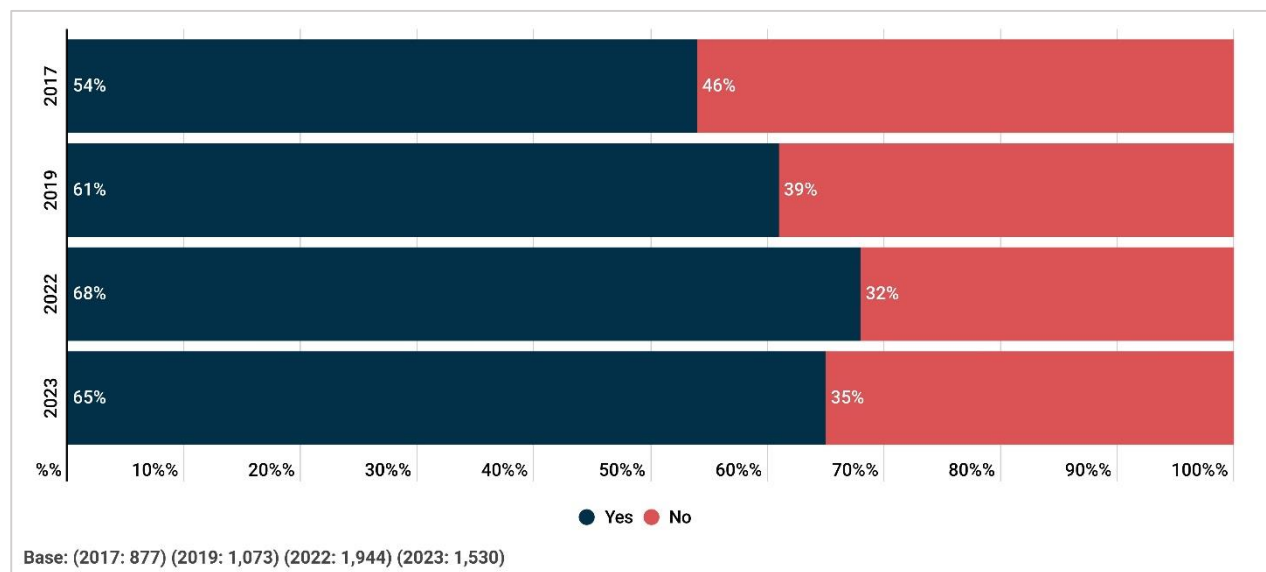


Figure 43: Whether have access to the internet – Year on Year

Response	2017 %	2019 %	2022 %	2023 %
Yes	54	61	68	65
No	46	39	32	35
BASE: (All Respondents)	(877)	(1,073)	(1,944)	(1,530)

41% of tenants access the internet both via a smartphone and a computer.

Further analysis demonstrates that:

- Those aged up to 34 were more likely to access a smartphone for the internet (54%). Older residents were more likely just to have a computer.



- Those residents whose day-to-day activities are limited a lot (46%) were more likely to use a smartphone. Those with no limitations were more likely to use both (45%).
- Residents not on benefits were more likely to have access via both means (48%) against 33%.

Figure 44: How residents access the internet

Type	2023 %
A computer	17
A smartphone	42
Both	41
<b>BASE: (Those accessing internet)</b>	<b>(993)</b>

***Methods of being kept informed and getting in touch with WDC residents are happy to use.***

Methods of being kept informed have changed over the past few years. While telephone and writing still remain the most popular methods, email has become far more popular, with 44% saying they were happy to use this.

Visiting the office (30% in 2017, 17% in 2023) has fallen in popularity, perhaps due to the impact of the office opening times. Newsletters have also fallen in popularity from 43% in 2017 to 26% in 2023.

Looking at results in more detail it can be seen that: -

- 73% of residents aged 75 and over, versus 52% of those aged 35 to 44, are happy to use the *telephone* as a method of being kept informed and getting in touch with the Council.
- Those aged 45 to 54 were more likely to be kept informed and getting in touch with the Council *in writing*.
- Around three-quarters of those aged up to 44, in contrast to 21% aged 75 and over, stated *email*.
- 52% of those aged 35 to 54, in contrast to 15% of those aged 75 and over, stated *text/SMS*.
- 25% of those aged 55 to 64 preferred *newsletters* in contrast to 17% of those under 35.
- Those aged 65 to 74 were more likely to prefer a *visit to their home* by staff.
- Female respondents were more likely to prefer being kept informed *by email, text/SMS, in writing and via a newsletter*.
- Male respondents were more likely to prefer being kept informed by a *visit to the office and telephone*.
- 48% of those not on housing benefit, versus 42% on housing benefit said they were happy to use *email* as a method of being kept informed and getting in touch with the Council.
- 29% of those not on housing benefit, versus 23% on housing benefit said they were happy to receive a *newsletter*.
- 69% of those households with persons with health problems favoured the *telephone* versus 64% of those who were not limited in their household.

- 55% of households where someone was limited a little due to health problems were more likely to contact WDC *in writing*.
- 51% of those who were not limited in respect of health, versus 40% of those who were limited a lot or a little, favoured *email*.
- The greater the limitation the more likely they were to state *visit to their home by staff*, 30% compared to 16% of those with no limitation.
- A *newsletter* was preferred by 31% where someone was limited a little due to health problems in a household.

Figure 45: Which of the following methods of being kept informed and getting in touch with Warwick District Council are you happy to use?

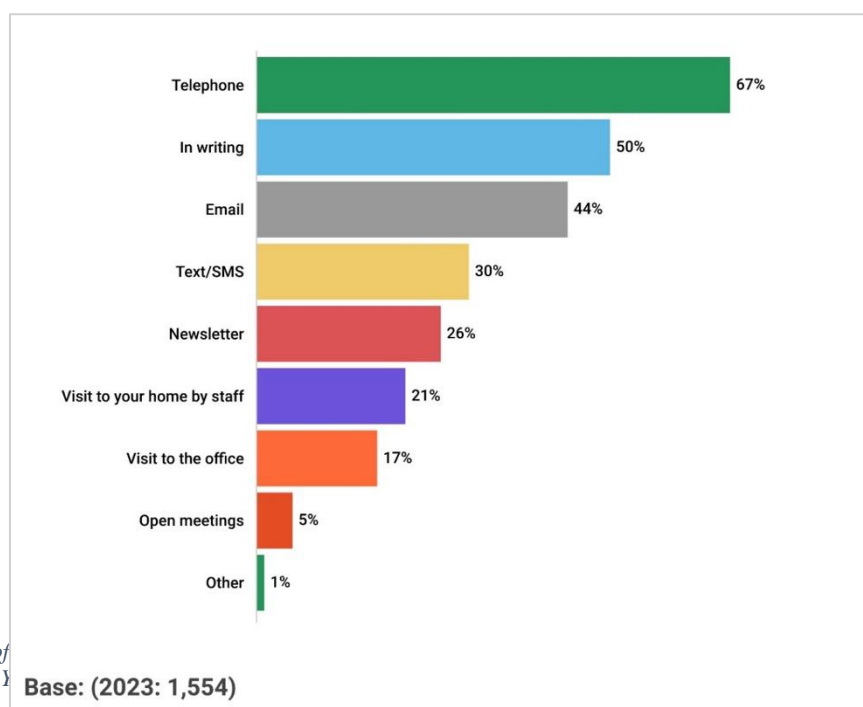


Figure 46: Which of the following methods of being kept informed and getting in touch with Warwick District Council are you happy to use – Y

Council are

Method	2017 %	2019 %	2022 %	2023 %
Telephone	60	59	62	67
In writing	61	62	58	50
Email	29	38	46	44
Text/SMS	19	26	30	30
Newsletter	43	37	32	26
Visit to your home by staff	26	24	23	21
Visit to the office	30	27	16	17
Open meetings	11	7	5	5
Other	1	0	1	1
<b>BASE: (All Respondents)</b>	<b>(891)</b>	<b>(1,079)</b>	<b>(1,950)</b>	<b>(1,554)</b>

There were 13 'other' responses.

## Appendix 3: Information About the Household

Note: Appendix 3 directly sources analysis from the earlier written report by Stratford-on-Avon District Council. **The results in this section are unweighted.**

9% of households contain three or more adults aged 18 or over.

*Figure 47 How many adults aged 18 or over live in your household?*

<b>869 (59%)</b>	<b>1</b>
470 (32%)	2
104 (7%)	3
19 (1%)	4
8 (1%)	More than four

18% of households contain one or more children.

*Figure 48 How many children aged 17 or under live in your household?*

<b>1232 (86%)</b>	<b>0</b>
94 (7%)	1
80 (6%)	2
23 (2%)	3
9 (1%)	4
2 (0%)	More than four

57% of those completing the survey were aged 65 or over.

*Figure 49 What was your age on your last birthday?*

<b>9 (1%)</b>	<b>Up to 24</b>
55 (4%)	25-34
104 (7%)	35-44
144 (10%)	45-54
305 (21%)	55-64
407 (28%)	65-74
426 (29%)	75 and over

39% of respondents were male and 57% female.

*Figure 50 How do you describe your gender?*

<b>558 (39%)</b>	<b>Male (including trans male)</b>
812 (57%)	Female (including trans female)
4 (0%)	Prefer to self-declare
0 (0%)	Non-binary/agender/gender-fluid
51 (4%)	Prefer not to say

If prefer to self-declare, write in box below - 12 responses

Overview & Scrutiny Committee  
24 September 2024

Title: Work Programme, Forward Plan & Comments from Cabinet  
Lead Officer: Graham Leach, Head of Governance and Monitoring Officer  
Portfolio Holder: Not applicable  
Public report  
Wards of the District directly affected: Not applicable

---

## Summary

This report informs Members of Overview & Scrutiny Committee of the Committee's work programme for 2024-2025 (Appendix 1) and seeks confirmation of approach of a number of areas in respect of that work plan.

## Recommendations

- (1) That Members consider the work programme (Appendix 1), the themes the Committee intends to scrutinise this year and agree changes to its Work Programme appropriately.
  - (2) That the Committee:
    - identifies any Cabinet items on the [Forward Plan](#) on which it wishes to have an input before the Cabinet makes its decision; and
    - nominates a Member to investigate that future decision and report back to the Committee.
- 

## 1 Background/Information & Reasons for the Recommendation

- 1.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 1.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Cabinet decisions and to feed into policy development.
- 1.3 The pre-decision scrutiny of Cabinet decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Cabinet decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 1.4 The Council's Forward Plan is published 28 days before each Cabinet meeting and sets out the key decisions that are expected to be taken by the Cabinet in the next twelve months.

- 1.5 A key decision means a decision made in the exercise of an executive function by any person (including officers) or body which meets one or more of the following conditions:

- (1) The decision is likely to result in the Council incurring expenditure or the making of savings in excess of £150,000. Excluded from this are all loans to banks or other financial institutions made in accordance with the Treasury Management Strategy.

Officers' delegated powers to make the cabinet decisions are subject to the key decision/call-in regime where it is likely that the Council would incur expenditure or make savings above the threshold of £150,000.

In relation to letting contracts the key decision is the proposal to let a contract for a particular type of work. The subsequent decision to award the contract to a specific contractor will not be a key decision provided the value of the contract does not vary above the estimated amount by more than 10% for contracts with a value of up to £500,000 or 5% for contracts of over £500,000.

- (2) The decision is likely to be significant in terms of its effects on communities living or working in any two or more Wards.

In considering whether a decision is likely to be significant, a decision-maker will need to consider the strategic nature of the decision and whether the outcome will have an impact, for better or worse on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected.

- 1.6 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Cabinet decisions to be taken if members so wish.
- 1.7 The Forward Plan also identifies non-key decisions to be taken by Cabinet in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 1.8 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.
- 1.9 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 1.10 At each meeting, the Committee will consider its work programme and make amendments where necessary, and also make comments on specific Cabinet items, where notice has been given by 9am on the morning after Group meetings. The Committee will also receive a report detailing the response from the Cabinet, on the comments the Committee made on the Cabinet agenda in the previous cycle.

## Agenda Item 5

- 1.11 The Committee will consider issues that have due significance with reference to the following criteria:
- The number of residents impacted and the significance of that impact.
  - The amount of spend involved.
  - It concerns a strategic priority of the Council or key project.
- 1.12 On the day of publication of the Cabinet agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 9.00am on the day of the Overview and Scrutiny Committee meeting to advise which Cabinet items they would like the Committee to consider.

Criteria for Items on the work plan	Scheduled Meeting dates
<b>1.</b> High Risk <b>2.</b> High Value <b>3.</b> Major Project <b>4.</b> Decreasing Performance <b>5.</b> Statutory/Constitution requirement	24/9/2024 (NC) 15/10/2024 13/11/24 (NC) 3/12/2024 21/1/2025 (NC) 4/2/2025 18/2/2025 (NC) 18/3/2025 *NC = No Cabinet meeting

Agenda Item 5  
Appendix 1 – Overview & Scrutiny Committee Work Programme

<b>Title</b>	<b>Lead Officer / Councillor</b>	<b>Meeting Date</b>	<b>Where did item originate from</b>	<b>Notes</b>	<b>Continue?</b>
General housing repairs & voids Contract ref WDC0007 – confidential session, Reason 3	Darren Knight; Andy Paul and Simon Hodges; and Councillor Adkins	24/9/2024	O&S Feb 2024	List of points that should be covered in the report are in the minutes of 6 Feb meeting.	
Homelessness - Committee to discuss and formulate a brief for a report to be considered (date for the meeting when the report will be considered TBC).	Cllr Adkins; Lisa Barker and Kevin Tebbett	24/9/2024	O&S 5 March 2024		
Report on Housing finances and tenant satisfaction survey	Lisa Barker / Cllr Adkins	24/09/2024	O&S 3 September 2024		
Six-month post opening update on the "Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services, including, financial cost of each aspect, savings, communication and residents feedback	Darren Knight David Elkington Tracy Dolphin Councillor J Harrison	15/10/2024			3
Quarterly Budget Updates	Steven Leathley Councillor Chilvers	15/10/2024 (Cab report)			1 & 2
Corporate Strategy - the Corporate Strategy should be reviewed on a yearly basis, in the same way that the annual governance statement comes through scrutiny to make sure the Council is properly	Chris Elliott Councillor Davison	13/11/2024 (NC)	O&S 3 October 2023		3



Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
<p>governed. More specifically, the Committee would like to see an annual strategy progress update, looking at the big picture and how the Council is working towards its goals and values</p> <p><i>"In response to the request from the Overview &amp; Scrutiny Committee to provide clarity on the review process on the "who, what, when and how", this would be set out in the first annual report to Overview &amp; Scrutiny Committee in November 2024".</i></p>					
<p>Council's Performance Data – to help shape the data in a positive and constructive way</p>	<p>Graham Leach Councillor Davison</p>	<p>13/11/2024</p>		<p>Subject to review with Chair &amp; Vice Chair of Committee, in early July, of SAP performance and new Policy, Performance &amp; Complaints Manager in post.</p>	<p>3 &amp; 4</p>
<p>Milverton Homes (MH) – the Committee has requested a specific meeting be set up around the time that the Milverton</p>	<p>Andrew Rollins</p>	<p>13/11/2024</p>	<p>O&amp;S 9 April 2024</p>	<p>A non-Cabinet meeting to coincide around</p>	

Agenda Item 5

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
Homes's AGM is held. There was a suggestion that non-executive directors from MH could be invited to attend. Also see the Summary of Comments from O&S meeting 9 April 2024 (confidential version).				the time of the Milverton Homes AGM specifically to discuss MH.	
Tachbrook Country Park	Ruth Hytch / Cllr Roberts	13/11/2024	O&S 30 July and 4 September 2024	Areas covered by the report to be: purpose of the project; timeline for delivery; skills being in place to deliver; budget (how the project was delivered against its original budget and against anticipated running costs); governance of the project; project risks/ issues; and communications.	

Appendix 1 – Overview & Scrutiny Committee Work Programme

<b>Title</b>	<b>Lead Officer / Councillor</b>	<b>Meeting Date</b>	<b>Where did item originate from</b>	<b>Notes</b>	<b>Continue?</b>
Data tracking (including carbon emissions) – part of the Climate Change and Biodiversity reporting	Dave Barber / Councillor Williams	13/11/2024, deferred from 24/09/2024	O&S 30 July 2024	To include a risk assessment.	
Future High Streets Fund update – if everything is on track, the Committee will accept a short report to this effect following liaison with the O&S Chair.	Martin O'Neill Councillor Billiald	Short update to be provided via email before the meeting	O&S February 2023	Every 3 months until further notice	1, 2, and 3
Park Exercise Permit Report on how the scheme has performed along with some data, including date on how much of officers' time is being spent with the implementation and governance of the scheme	Ann Hill / Councillor Sinnott	3/12/2024	Cabinet 10 April 2024 and O&S 9 April 2024		
Peer review – a report to update the Committee on which recommendations are being adopted by the Council and which are not, as well as an update on the progress of those recommendations which are being implemented	Darren Knight / Councillor Davison	By December	30 July and 3 September O&S meetings		
Climate change and biodiversity engagement and communication activity - part of the Climate Change and Biodiversity reporting	Dave Barber; Councillor Williams	21/01/2025	30 July 2024 O&S	"residents engagement and communication" theme. To include a risk assessment.	

## Appendix 1 – Overview &amp; Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
Quarterly Budget Updates	Steven Leathley Councillor Chilvers	4/2/2025 (Cab Report)			1 & 2
O&S End of Term report.	Committee Services Officer.	18/3/2025	Standing Annual Item, Constitution requirement	Annual report - last scheduled O&S meeting in the municipal year.	5
Summary of the role, responsibilities and performance of the SWCSP.  Invite Councillor Falp (non-Exec rep) and the PH Safer Communities to O&S (This report was originally scheduled 2023/24 so the reps for that year were Councillors Sinnott and Falp)  See minute 76, 6 February 2024 for details requested in the report.	Liz Young / Marianne Rolfe.	18/03/2025	This is a Statutory requirement	Annual report next due March 2026	5
Change Programme – Case for Change	Darren Knight; Councillor Davison	18/03/25	O&S 5 March 24 and 3 Sept 2024	A six-monthly update to ensure that the savings are coming through and the Committee can see their impact in the budget.	

Agenda Item 5  
Appendix 1 – Overview & Scrutiny Committee Work Programme

<b>Title</b>	<b>Lead Officer / Councillor</b>	<b>Meeting Date</b>	<b>Where did item originate from</b>	<b>Notes</b>	<b>Continue?</b>
Biodiversity Action Programme - part of the Climate Change and Biodiversity reporting	Dave Barber; Councillor Williams	April 2025	30 July 2024 meeting	To include a risk assessment.	
Report on Adaptation – part of the Climate Change and Biodiversity reporting	Dave Barber; Councillor Williams	April 2025	30 July 2024 meeting	To include a risk assessment.	
Elect a Chair and Vice Chair		May 2025	Standing Annual Item	On-going at the first meeting of each Municipal Year	5
To appoint members to the Budget Review Group (add the Group's remit which is saved to the annex in the Constitution)		May 2025	Standing Annual Item.		5
Appoint Children's and Adults' Safeguarding Champion		May 2025	Standing Annual		5

**Scheduled Briefing Notes to All Councillors requested by the Committee**

<b>Title</b>	<b>Lead Officer</b>	<b>Update Due by (end of Month)</b>
Children's and Adults' Safeguarding Champions: End of Term Report.	Marianne Rolfe/Jane Rostron	April every year
Members' Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Graham Leach (report collated by the Scrutiny Officer)	April every year
Review on the Identification and Remediation of Damp and Mould in Council Homes to include: <ul style="list-style-type: none"> <li>What was happening with the policy;</li> <li>Was it being put into action; and</li> <li>The impact it has made</li> </ul>	Lisa Barker, Interim Assets Manager and Darren Knight Councillor Adkins	February 2025
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing - Briefing for all Councillors of how this process is working.	Paul Hughes Councillor Adkins	November 2024
Update - plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities. - Update to all Councillors from Officers on the work that has taken place following the meeting at Committee.	Zoë Court Councillor Roberts	January 2025
Update - plans to improve accessibility to, and the play areas for people living with disabilities. - Update to all Councillors from Officers on the work that has taken place following the meeting at Committee	Dave Anderson Councillor Roberts	January 2025
Review additional Licensing Scheme to include: <ul style="list-style-type: none"> <li>How effective it had been.</li> </ul>	Paul Hughes Councillor Adkins	January 2025

## Appendix 1 – Overview &amp; Scrutiny Committee Work Programme

Title	Lead Officer	Update Due by (end of Month)
<ul style="list-style-type: none"> <li>• How many licenses had been issued.</li> <li>• Was there enough resources in place</li> </ul>		
<p><b>Resident Engagement Strategy</b> (report to Cabinet August 2023). The Committee is keen to understand a) how is it going? And b) what are we learning? (include some examples of changes that have been made as a result of the consultation.) - Change to Councillor Briefing session in first instance covering these areas. Also raised by Asset Compliance Committee as an area that needs to be understood</p> <p>The question that sits behind this is as-to whether this is a good use of the Council's resources. There are benefits to us as a Council from getting resident feedback and what we'd like to get is visibility of those. This is 'value for money' in its broadest sense (No need to come with figures and a ROI.)</p> <p>Housing is one of the biggest ways that we impact residents' lives and getting a bit more visibility amongst members of some of the good things we do but also some of the challenges residents face will be valuable"</p>	Sally Kelsall/ Councillor Adkins	February 2025
Revised Arrangements for Destination Management Organisations including LVEP	Martin O'Neil	December 2024

Title: Impact of Homelessness within Warwick District  
Lead Officer: Kevin Tebbett Housing Needs Manager  
Portfolio Holder: Councillor Helen Adkins  
Wards of the District directly affected: All\*

## Summary

To provide an overview of the extent and impact of homelessness within Warwick District.

## Recommendation(s)

- (1)** That Members consider the content of the report and put forward any comments.
- 

### **1 Background /information & Reasons for the Recommendation**

- 1.1 Members have requested information on the nature of homelessness in the Warwick district including:
  - 1.1.1 The Council's homeless statutory duties.
  - 1.1.2 The Council's Homelessness and Rough Sleeping Strategy.
  - 1.1.3 Distinguishing between homelessness and rough sleeping.
  - 1.1.4 The causes of homelessness, the responses provided, and agencies involved.
  - 1.1.5 The impact of Temporary Accommodation.
  - 1.1.6 Key challenges facing the service.
  - 1.1.7 The cost involved in providing a homelessness and advice service.
- 1.2 **Homeless Statutory duties**
  - 1.2.1 Part 7 of the Housing Act 1996 sets out the powers and duties of housing authorities where people apply to them for accommodation or assistance in obtaining accommodation in cases of homelessness or threatened homelessness.
  - 1.2.2 The Homelessness Act 2002 places a requirement on housing authorities in England to formulate and publish a homelessness strategy based on the results of a review of homelessness in their district.
  - 1.2.3 The Homeless Reduction Act 2017 was introduced on 3<sup>rd</sup> April 2018 which introduced new duties on local authorities in England, which included: -
    - A requirement on local authorities to conduct assessments and develop personalised housing plans (PHPs) with all eligible applicants.
    - An extended prevention duty requiring local authorities to take reasonable steps to prevent homelessness for applicants threatened with homelessness



within 56 days regardless of intentionality, priority need and local connection.

- A relief duty requiring local authorities to take reasonable steps to help homeless applicants secure suitable accommodation over a period of 56 days regardless of intentionality and priority need.

- A requirement for local authorities to provide homelessness information and advice to anyone in their area (including those not owed a prevention or relief duty).

- A requirement for local authorities to report more detailed case-level data, using a new HCLIC (Homelessness Case Level Information Classification) system.

- The Act also introduced a new duty to refer, from October 2018, requiring public authorities to refer people at risk of homelessness to their local authority.

1.2.4 Furthermore, Local authorities are required to have regard to the Homelessness Code of Guidance. In accordance with the 1996 Act, local authorities are required to have regard to this statutory guidance in exercising their functions relating to homelessness and prevention of homelessness, including their functions under Part 7 of the 1996 Act and under the Homelessness Act 2002.

1.2.5 The Code provides guidance on how housing authorities should exercise their functions relating to homelessness and threatened homelessness and apply the statutory duties in practice.

### 1.3 **Warwick District Council's Homelessness and Rough Sleeping Strategy**

1.3.1 Warwick District Council's Homelessness and Rough Sleeping Strategy 2021/2026 sets out the context of homelessness, resources and action plan within the district.

1.3.2 The strategy has four objectives which defines the work on homelessness: -

- **Objective one – Universal prevention**

To provide a wide range of low-level, early intervention services to support people at any time, not just when homelessness is a possibility.

- **Objective 2 – Directed prevention**

To assist those who are threatened with homelessness to remain in their existing home if at all possible or, where this is not possible, to help them avoid homelessness by all other practical means.

- **Objective three – Crisis resolution**

To support those who become homeless, by providing suitable temporary housing and a broad palette of assistance to secure long term, suitable accommodation.

- **Objective four – Rough Sleeping**

To continue to innovate and expand the range of services available to maintain downward pressure on the number of people sleeping rough in the district.

1.3.3 This is complemented by a Warwickshire County wide strategy to tackle homelessness and is supported through the establishment of strategic homelessness groups comprising of officers from both statutory and voluntary and community organisations. This recognises that housing alone is not the answer. Homelessness cuts across numerous services such as mental health,

substance misuse, domestic abuse, and offending behaviour. As a result, several strategic homeless groups have been identified to develop responses to such issues as domestic abuse, young people and health etc.

1.3.4 The Housing Needs Service includes the Housing Advice and Allocations Teams as well as the Private Sector Housing Team. The Housing Advice and Allocations service consists of four key areas: -

- Housing Advice & homelessness - the provision of housing advice, undertaking prevention and relief casework and the investigation and making decisions under the homelessness legislation.
- Allocations – the registration of housing applications on Home Choice, maintaining existing applications as well as making offers of accommodation, accompany views and sign ups within the framework of the Allocation Policy.
- Temporary accommodation team – the procurement and management of TA units within WDC stock, placements in emergency accommodation such as B&Bs as well as the provision of support and advice to applicants within TA.
- Rough Sleepers – dedicated officer to work with agencies to provide support and assistance to secure settled accommodation through the co-ordination of services, and oversee the approach to the Severe Weather Emergency Protocol (SWEP).

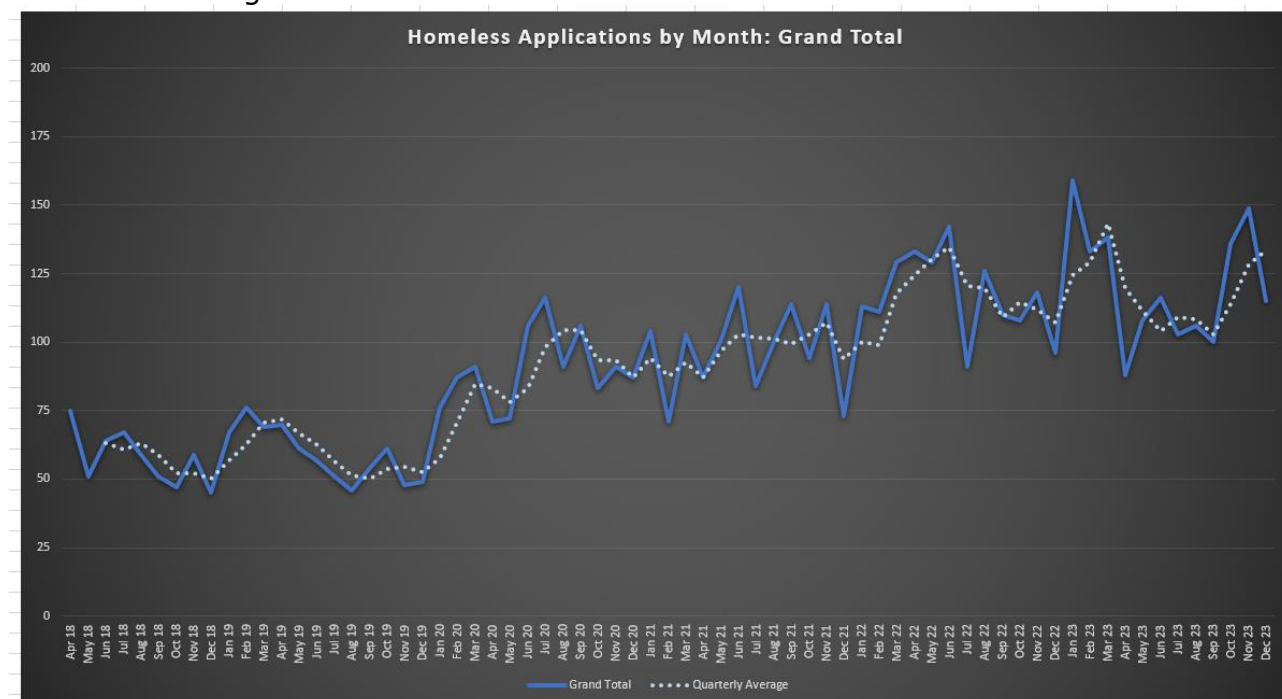
#### 1.4 **Distinguishing between Homelessness and Rough Sleeping**

- 1.4.1 Housing authorities must consider all applications for housing assistance, and if they have reason to believe that an applicant may be homeless or threatened with homelessness.
- 1.4.2 An applicant is to be considered homeless if they do not have accommodation that they have a legal right to occupy, which is accessible and physically available to them (and their household) and which it would be reasonable for them to continue to live in.
- 1.4.3 Broadly speaking, a person is threatened with homelessness if they are likely to become homeless within 56 days.
- 1.4.4 There are also those who experience hidden homelessness and are hidden from statistics and services as they are dealing with their situation informally. This means staying with family and friends, sofa surfing, living in unsuitable housing such as squats or in 'beds in shed' situations. Furthermore, those who are homeless may be accommodated in a number of different types of temporary accommodation such as night shelters, hostels, B&Bs and refuges.
- 1.4.5 Rough Sleepers can be defined as - People sleeping, about to bed down (sitting on / in or standing next to the bedding) or bedded down in the open air (such as the streets, in tents, doorways, parks, bus shelter or encampment). People in buildings or other spaces not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats stations or "bashes").

#### 1.5 **Extent of Homelessness within Warwick District**

- 1.5.1 There has been a stark increase in homelessness since 2018. This has been due to a variety of reasons; the lack of affordable accommodation, the increase in the cost of living, rising interest rates, increasing difficulty in accessing the private rented sector coupled with the dramatic increasing rents and relatively

low local housing allowance rates.



1.5.2 Turning to the detail relating to recent experience for the previous 3 years.

<b>No of homeless applications received</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	1240	1482	1441

1.5.3 The number of applications has increased by 201 between 2021/22 & 2023/24, an increase of 16%. Not only have the number of cases increased but also the complexity of the cases as many applicants approaching with multiple complex needs such as drug & alcohol abuse, mental health issues and domestic abuse.

1.5.4 The top four reasons for approach are detailed in the table below: -

<b>Reason for Approach</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Families / Friends no longer willing to accommodate	209	267	349
Loss of private rented tenancy	195	219	212
Domestic abuse	168	202	178
Relation breakdown	140	142	130

1.5.5 All reasons for approach have increased apart from relationship breakdowns. However, the main reason for approach is families or friends no longer willing to accommodate, which has risen by 65% over the three-year period. Many are single person households which exacerbates the need for 1 bed

accommodation.

1.5.6 In response to this increasing rise in homelessness the following actions have been taken: -

- A review of the housing advice and allocations service is currently being undertaken by a specialist housing consultant.
- The introduction of a dedicated Domestic Abuse post.
- The provision of a homeless prevention budget to fund deposits to access accommodation in the private rented sector.
- The provision of advice on income maximisation as well as debt advice – the more complex cases are referred to Citizens Advice.
- The successful use of the allocations policy to rehouse homeless applicants into affordable housing.

1.5.7 As a result, performance outcomes have been positive. For quarter 3 2023/24 (latest HCLIC stats) – the outcome for prevention duties ended positively was 64.1% against a national average of 52.2%. The outcome for relief duties ended positively was 58.4 % against a national average of 33.2%.

The table below shows performance outcomes for the key indicators.

	England	West Midlands Region	Warwick
Prevention duty ended positively	52.2%	53.4%	64.1%
Prevention duty ended through retaining current accommodation	34.7%	28%	12.2%
Relief duty ended positively	33.2%	37.5%	58.4%
Average no of households in TA per 1000 households	2.43 (154)	2.96 (183)	0.65 (41)

1.5.8 Whilst prevention and relief outcomes are excellent for Warwick, keeping households in their own home is low at 12%. This indicates that the proactive casework to keep clients in their own home is not as effective as it should be and is reflective of the current high turnover of staff.

1.5.9 The Warwick's temporary accommodation figure is significantly lower than the figure estimated on the West Midlands region and all England (excluding London) average TA rate per thousand households. Warwick should be recording between 154 and 183 households compared to the actual number of 41. However, despite this relatively low figure there is still a significant cost to the provision of TA which is highlighted later in the report.

1.5.10 All local authorities are required to undertake an annual count during November. Warwick DC staff along with P3 staff visit all known locations of rough sleepers to establish the numbers. Once a date is agreed the count commences at 5.00am and provides a snapshot of the level rough sleeping in the area.

1.5.11 During 2023 there were 3898 people were sleeping rough in England as recorded on the national count. This represents an increase of 27% on the previous year. Causes of rough sleeping `can include mental health issues, relation breakdowns, alcohol or drug addiction as well as release from prison. In

many cases rough sleepers have very complex needs, which can be a combination of the causes highlighted and can lead to difficulties in maintaining accommodation. The table below shows the extent of rough sleepers identified during previous years within the Warwick District.

2016	2017	2018	2019	2020	2021	2022	2023
18	21	12	21	4	6	11	7

- 1.5.12 Within the Warwick district there are supported housing units provided by St Basils, Coventry Cyrenians and P3, which provide support to some of the more vulnerable clients to assist them to move to independent living. In addition, there is a strong voluntary sector operating within the district, which includes the night shelter which operates from Radford Road Church on Friday and Saturday nights as well as Helping Hands who provide a range of support services from their location in Leamington Spa.
- 1.5.13 A multi-agency forum meeting is held on a weekly basis to review all known rough sleepers within the district to agree /update a support plan to assist with health issues, substance abuse as well seek to rehouse into secure and sustainable accommodation when they wish to engage. To assist with this approach the Housing First project has recently been established which sources accommodation for rough sleepers and provides wrap round support via P3 support workers.
- 1.5.14 The Council also operates a Severe Weather Emergency Protocol (SWEP) providing overnight accommodation for those sleeping rough when the temperature is predicted to fall to zero or below during the night.
- 1.5.15 A Successful Rough Sleeper Initiative (RSI) 5 bid provides funding for the outreach service provided by P3, the provision of a dedicated Rough Sleeper co-ordinator as well as an outreach nursing service. This is a 3-year funding stream which ends this financial year 2024/25. An announcement on further funding by DLUHC is expected later this year.
- 1.5.16 The street outreach workers as well as Physical nursing service make safeguarding referrals whilst on the streets where required and these are then monitored and discussed at the weekly multi agency rough sleeper meetings.

## 1.6 Impact of Temporary Accommodation

The increase in use and cost of temporary accommodation is having a significant impact on Local authority budgets nationally. Warwick DC are feeling the same financial pressures, during 2021 / 2022 the spend on Housing Benefit above subsidy levels was £194,000, this increased to £499,000 during 2022/23. During the previous financial year 2023/24 the amount reduced to £476,000.

- 1.6.1 On average the cost of B&B accommodation is £60 per night - £420 per week. The Council can claim under the subsidy rules a maximum of £117. 69 per week which is the Local Housing Allowance rate as at January 2011, leaving a shortfall of approximately £300 per week per placement.
- 1.6.2 The table below shows a breakdown of the numbers in temporary accommodation by type of accommodation and household size as at the end of each financial year.

<b>No of households in TA as at financial year end</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	79	73	52

1.6.3 The above table shows a snapshot at year end and shows a continued reduction. However, households who are placed in temporary accommodation are staying for longer periods in B&B accommodation.

1.6.4 The table below shows the breakdown of temporary accommodation as of 2<sup>nd</sup> April 2024

<b>Household Composition</b>	<b>WDC own stock</b>	<b>B&amp;B /hotels</b>	<b>Apartments</b>	<b>Total</b>
Single person	8	26	2	36
Couples	0	0	0	0
Families	13	3	0	16
Total	21	29	2	52

1.6.5 Approximately 70% of Households within TA are single person households and due to the lack of one bed accommodation within the district, means that they remain in expensive nightly paid accommodation much longer. Furthermore 56% of all households in temporary accommodation are in B&B accommodation.

1.6.6 In response to the above increasing costs, several initiatives are being considered which include: -

- Proposals for the internal reconfiguration of William Wallsgrove House to provide 9 self-contained units and 1 bedsit for single people / couples.
- A review of temporary accommodation policies and procedures will be undertaken considering the outcome of the review of the service.
- The introduction of a Private Sector Leasing scheme to increase access to the Private Rented Sector.
- Establishing a housing company to provide temporary accommodation on behalf of the Council.

## **1.7 Challenges facing the service**

1.7.1 In addition to the increasing cost of providing temporary accommodation as highlighted above, there are several other key challenges facing the service.

1.7.2 Staffing resources

The recruitment and retention of Housing Options Officers is a challenge for almost every council but has been particularly acute within Warwick. It has had the large impact on service delivery. There has been a large reliance on agency

staff covering the role of Housing Options Officers and this has led to a high turnover of staff. The current redesign has recognised this and will part of the recommendations to recruit to a larger structure once agreed.

### 1.7.3 Availability of one bedroom accommodation

The cost of TA is predominately due to the number and length of time placements have spent in hotel and B&B accommodation due to the lack of suitable move on accommodation. The following tables illustrate the limited availability of 1 bedroom accommodation within the Council stock. Last year only 48 one-bedroom undesignated properties became available for letting, whilst there are more than 800 applicants who are eligible for undesignated accommodation registered on Home Choice with one bed need.

	Council 1 bed stock	1 bed properties advertised during 2023/24
Undesignated	566	48
Designated excluding sheltered housing	809	75
Total	1375	123

Housing Register priority	Applicants eligible for undesignated stock	Applicants eligible for age designated
Band 1	11	3
Band 2	109	57
Band 3	436	58
Band 4	251	221
Total	807	339

### 1.7.4 Increase in Migration and Resettlement

Following the withdrawal from Afghanistan the British Government gave an undertaking to support those Afghans who assisted British Forces during the war in Afghanistan as well as provide support to Ukrainians looking to resettle in the country whilst the war continues in Ukraine.

The Government has been seeking to reduce the cost of housing asylum seekers and have been focused on closing the use of hotels as accommodation and moving asylum seekers into the private sector.

Warwick District Council has been successful in purchasing additional properties through the Local Authority Housing Fund (LAHF) in both rounds 1 and 2. This has provided accommodation to both Afghans and Ukrainians.

In Warwickshire, there are a total of 677 asylum seekers throughout the initial contingency and dispersal accommodation estate. This comprised of 107 service users in initial and dispersal accommodation, and 570 service users in contingency accommodation (hotels).

There are currently 52 people at the Episode Hotel (number fluctuating). All the children are in schools. People are settled and there is a good network of volunteer support.

#### 1.7.5 The Availability of affordable accommodation within the Private Rented Sector (PRS)

The cost of rents within the PRS has increased dramatically due to the interest rate rises, the lack of available properties, and landlords leaving the market. This has effectively excluded many households on low incomes to secure a property in the PRS. The population within Warwick district has increased to 148,500 (2021) which represents an increase of 7.9% since 2011. The average monthly private rent is currently £1,136 an increase of 8.6% from May 2023. The table below shows the significant increase in private rents during the previous two years.

The significant cost of rents within the area is a considerable barrier to those on low incomes as these rents significantly exceed the Local Housing Allowances available.



However, Warwick DC has a well-established landlord steering group consisting of landlords, letting agents and officers. A Private Landlords Forum is held twice a year and attracts an average of 70 – 80 landlords.

A Landlord Offer is currently being developed to encourage landlords to come forward with properties and to increase access to affordable accommodation. This will include: -

- rent deposit scheme,
- rent in advance,
- assistance with establishing the tenancy,
- ongoing support to ensure the tenancy remains sustainable,
- a single point of contact for landlords as well as
- highlighting potential savings by sourcing tenants free of charge.



## **1.8 The cost of providing a Housing Advice and homelessness service**

- 1.8.1 In addition to the temporary accommodation subsidy costs to the Council highlighted above, the overall budgeted costs for the homeless and advice service for 2024/25 is £1,751,500. This figure includes salaries, agency costs, general expenditure, prevention activities, temporary accommodation and supported housing costs.

During 2024/25 Warwick District Council have been allocated the following grants: -

Homeless Prevention Grant £623,201

Rough Sleeper Grant £351,652

New Burdens Domestic Abuse Safe Accommodation Grant £37,089

Asylum Dispersal Grant £97,250