Residents’ annual report
How we performed in 2015/2016
Eddie Tebbutt discovered a whole new world of possibilities with some training from an L&Q digital champion.
Looking back, it is fair to say that my first year as Chairman of L&Q has been an exciting one. More people have had a roof put over their heads by L&Q this year than ever before. That’s quite an achievement – and it is something that makes me very proud.

In fact, we built 24% more homes this year than last year. This has meant over 2,500 individuals, couples or families could move into one of our new homes.

Providing more homes and better services for our customers are our top priorities and we put every penny of the money we make back into these things.

In the past year, this has included spending £277 million on building new homes for social rent and £45 million on improving existing homes. Importantly, we also help people who are in real need.

We like to think we’re giving customers a helping hand in today’s challenging environment. For example, this is what prompted us to take part in the Government’s Voluntary Right to Buy pilot this year. We knew it would help some of our customers get a head start in owning their homes.

Unfortunately, benefit changes are leaving many of our customers with less money in their pockets than before. We’re making sure they manage and, more importantly, we’re helping them back into work. This year, 438 of our residents got paid work or started employment training, with our help. That includes 23 apprentices that we took on, plus plenty more in the companies that work for us.

Government changes have affected us directly too. New laws mean housing associations have to cut social-housing rent by 1% a year for four years, starting in April 2016. So we have reviewed our spending plans. This is so we are sure we can live with a lower income from rents over this period. (Social housing is housing provided by local authorities and housing associations.)

We don’t yet know what effect Brexit will have. Many things will change over the coming months and years, but for L&Q, we will still be committed to the quality of our service and homes and our social purpose.

We remain ambitious too. That is why we are looking to merge with East Thames Housing Group by the end of 2016. East Thames has 15,000 homes in east London and Essex. We are confident that we could reach our goals alone, but we think we can do even more by joining with like-minded organisations.

By bringing our two organisations together, we will be able to build more new homes and provide better services. We will be able to put more money into local communities and increase our employment and training initiatives. We will also create a care and support organisation that will provide specialist services for some of our vulnerable customers. Plus we will be able to invest more in IT, so that residents will be able to access our services more quickly and more easily, night or day.

With East Thames on board, we will be able to do more than ever to tackle the housing crisis in London and the South East and to give our existing customers the best service we can.

The coming year promises to be even more exciting than this one.

Aubrey Adams
Chairman, L&Q Board

Message from the Chairman

Our 125-strong Caretaking team play a vital role in keeping our estates in tip-top condition.
So much has happened in the past year – and not all of it has been good. Certainly, for social-housing tenants, it has been another tough year. On the one hand, there have been benefit cuts, many of which have hit the very people that need the most help. And on the other, negative media stories have continued to portray some of us as cheats, scroungers and worse.

On the plus side, L&Q have worked hard to make a difference for us, their customers. Overall, resident satisfaction is up by 1%, to 79.4%, which puts L&Q among the top social landlords in London.

That isn’t to say L&Q are resting on their laurels. This report shows us what they have done over the past year – and if they have managed to do things as well as they hoped.

You may notice that this report is set out differently this year to previous years. It gives its achievements against the commitments L&Q have made to us to help you judge their performance.

In some areas, they have been very successful. 94% of us were given an appointment for when our repair would be done and 88% were happy with how L&Q dealt with our last repair. Let’s not underestimate these areas – they are outstanding results.

Since L&Q began carrying out maintenance on homes themselves, rather than through contractors, resident satisfaction has improved.

Resident inspectors have taken a close look at the service. In the areas where it has been introduced, the Direct Maintenance service outperforms that of contractors. So L&Q are looking to expand the service into all areas where they have homes. Watch out for an L&Q van in your area soon!

Of course, there are also areas where L&Q could – and must – do better.

When L&Q are not performing as well as they should, we will continue to hold them to account. In future, that work will be led by someone else. I am stepping down from my role as Chair of L&Q’s Resident Board. It has been my privilege to perform this role for six years now, but the time has come to pass on the reins.

This will be an exciting time for my successor. Residents have been helping to shape what the new-look L&Q might be like – the merger with East Thames offers lots of things for us residents. Among them are better services and more homes.

I may not be involved formally in L&Q’s work in the future, but as a resident, like you, I will be looking to see that we are treated as we should be.

Frank Chersky
Chair of L&Q’s Resident Board
and Group Board member
Residents’ annual report
How we performed in 2015/2016

Highlights of the year

Our residents pay an average of 34% of what private renters pay for a two-bedroom home.

88% of residents were happy with how we dealt with their last repair.

We plan to build 5,000 new homes each year by 2020.

79% of residents were satisfied with our overall service.

1,345 new kitchens were fitted this year.

61% of our estates reached gold standard for cleanliness and safety.

76% of residents were satisfied with how we dealt with their enquiry.

98% of antisocial behaviour (ASB) cases were assessed within the target time.

94% of residents were given an appointment for when their repair would be done.

93% of complaints were dealt with within 10 days.

87% of service-charge enquiries were dealt with within our target time.

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In 1963 a south-London vicar asked a group of local businessmen to create a charitable housing association to help tackle homelessness in London. Their initial investment was £64.

From those humble beginnings we have grown to managing more than 73,000 homes in London and the South East. Our original goals have stayed the same. We still aim to provide homes for people who cannot afford to rent or buy on the open market.

We continue to build homes for rent and sale to meet the demand for housing and to deliver our mission of ‘creating places where people want to live’. We believe that everyone should have a safe, warm, quality and affordable home.

This report looks at our performance and activities from the previous year. It also looks towards a very exciting future in which we will transform, through a merger, into an organisation that grows to meet the increasing demand for housing.

**Increasing the supply of homes**

There is a shortage of affordable housing to rent and buy in Britain. This is especially true in London and the South East. We have continued to lead the way in filling this gap. In the last year we spent £510 million on building homes. Our Development Team completed and handed over 2,510 new properties. Of those, 623 homes were for market sale, 413 for sale below market value and 951 for sub-market rent, such as social rent or intermediate rent.

Of our developments, 40% will be affordable and 60% will be rented or sold through the open market. We use the money made from providing housing for the open market to provide affordable homes to those most in need. Every penny of this money is ploughed back into building more high-quality homes and providing better services for our customers and the wider community.

**Rolling out our Direct Maintenance service**

Direct Maintenance has been running since April 2014. The service has grown to over 130 skilled tradesmen and women who provide repairs services to around 30,000 of our homes. Our in-house maintenance team allows us to offer a better and more flexible service at a lower cost. It gives us more control over the day-to-day repairs service we provide.

Direct Maintenance outperforms our contractors in our customer surveys. We expect to continue expanding the service in the coming years, delivering more quality repairs to more customers.

**Merger of housing associations – L&Q and East Thames Housing Group**

This year, we entered into merger talks with the East Thames Housing Group. They have 15,000 homes based in east London and Essex. Through the expertise that East Thames brings, a large care and support organisation will be created. It will invest in new housing for vulnerable and older people, catering for London’s ageing population. As long as we and they agree, the merger is planned to take place in November 2016.

The initial discussions involved a three-way merger which also included the Hyde Group. However, practical issues could not be sorted out and it was decided that Hyde would not be part of the merger.

Residents can work with their neighbours using grants for estate improvements to help improve their communal spaces.
Preparation for Universal Credit

Universal Credit began rolling out across the UK in 2013. It means residents who receive working-age, means-tested benefits, including Housing Benefit, will start receiving this money into their own bank accounts. At the moment, their rent is paid to us by the local authority. For many residents, this will be the first time they will be responsible for paying their rent direct to us.

There are 28,000 L&Q residents currently receiving some or full Housing Benefit. Our residents will be transferred onto Universal Credit by 2022 and we have been working to help residents prepare for the change.

This help included:

- identifying early those who need to claim so that they can get advice on how and when to make rent payments;
- supporting vulnerable residents who may need help applying for managed payments;
- directing residents who need debt and budgeting advice to Pound Advice, our service delivered by Citizens Advice;
- helping residents who were ready for work to take advantage of the new work-related incentives which are available as part of Universal Credit (our Job Ready service is also available to our residents and can help them find work); and
- identifying residents who were ready to receive payments direct into their bank accounts before Universal Credit was introduced. Transferring them over to the new way of paying rent meant we could learn from the process.

As each borough transfers over to Universal Credit, we have let our residents know about it by putting posters on estate noticeboards and alerts on social media.

Rent reduction for four years from 2016 to 2019

The Welfare Reform and Work Act 2016 states that housing associations must reduce social-housing rents by 1% a year for four years. This starts with rents set in April 2016 and continues to rents set in 2019/2020.

- For social-rent properties, the reduction applies to rent, not service charges.
- For affordable-rent properties, the reduction applies to the total amount, which includes service charges.
- Sheltered and supported housing are not covered by the rent reduction for one year. Housing associations will be able to raise rents by the rise in the Consumer Price Index (CPI) plus 1% for these properties. We are waiting for the Government to tell us whether this exemption for sheltered and supported housing will continue. The rent reduction does not apply to specialised supported housing, market rent (private rent), intermediate rent, and shared ownership.

We have made the rent changes due and told our residents about these. We have also reviewed our spending plans to make sure that we can live with the lower rental income over this period.

Right to Buy scheme

In October 2015, housing associations agreed to work with the Government to extend tenants’ right to buy their homes. This will mean that many more of our tenants will be eligible to buy their homes with the discounts (up to £103,900) available under the scheme.

We are one of five housing associations (and the only one in London) to be involved in a pilot Voluntary Right to Buy scheme, involving up to 150 sales. It was introduced in eight local-authority areas – Croydon, Enfield, Greenwich, Haringey, Lambeth, Lewisham, Newham, and Southwark. To be eligible, our residents must have been public-sector tenants (with either a housing association or a council) for a total of at least 10 years and lived in a home that is eligible for sale.

Housing associations will use the results of the pilot scheme to decide how a national scheme should work. This will be open to all our residents if they meet the agreed eligibility criteria, which have yet to be decided. We expect the full scheme to go live during 2017.
## How we performed in 2015/2016

### Customer Service Charter

For this year we measured our performance against our new Customer Service Charter. In this section of the report we explain the commitments in the charter, the standards and how we measure performance. We also set out the work we have done to help us deliver our Customer Service Charter commitments.

### Charter commitment 1 – provide a good-quality home

<table>
<thead>
<tr>
<th>Standard</th>
<th>Measures</th>
<th>How we performed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before you move in, we will check that your home, facilities and services meet your needs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For new homes, we aim to reduce as far as possible the number of repairs that we have to carry out because issues were not dealt with before tenants moved in.</td>
<td>Number of faults per home after tenant moves in, averaged over 100 homes: 4.1 repairs per home per year (a reduction from 4.56 in 2015)</td>
<td></td>
</tr>
<tr>
<td>We will measure this by asking residents about the quality of the home they have moved into. This applies to both homes which have been newly built and for homes we have re-let.</td>
<td>Satisfaction with the quality of new home: 88.5% (target 80%)</td>
<td></td>
</tr>
</tbody>
</table>

We want our residents to have the choice to live in a safe, warm and quality home. These standards monitor the quality of our homes before you move in.

### Barking Riverside

We have teamed up with the Greater London Authority (GLA) to fast-track the building of one of the largest and most ambitious regeneration schemes in Europe. The Barking Riverside site will deliver 10,800 new homes for Londoners, of which around a third will be affordable. It will also include 65,000 square metres of commercial, retail and community facilities, one secondary and up to four primary schools, public squares and walkways. There will also be a major new highway in place.

The 179-hectare former Barking power station site had not been used for more than 35 years. Our development will create a new town the size of Windsor. As part of the project we are investing £70 million into a £263 million fund to extend the London Overground Gospel Oak line from Barking to a new station at Barking Riverside. This will put Barking Riverside within 25 minutes of central London.

Work begins in 2017 and is set to be completed by 2021. Barking Riverside will make an enormous contribution towards increasing housing supply in the capital and in delivering our promise to build 100,000 new homes in the next 10 years.

### Charter commitment 2 – deliver reliable services to maintain your home and the area where you live

<table>
<thead>
<tr>
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<th>How we performed</th>
</tr>
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<tbody>
<tr>
<td>We will maintain your home and keep it in good condition.</td>
<td>This is measured by understanding how our residents feel about their homes and how well we are doing with programmed improvement work to homes.</td>
<td>Progress against a planned maintenance schedule, measured by number of components (see the table below) planned and the number completed: 100% (target 100%) External painting programme 44% (target 100%) (See ‘Programmed work’ on page 16)</td>
</tr>
<tr>
<td>We will agree appointments for repairs at times that suit you.</td>
<td>We identify how many of the repairs that are reported to us receive an appointment and whether these appointments are kept.</td>
<td>Percentage of appointments made for responsive repairs (from survey): 93.5% (target 95%) Percentage of appointments kept for responsive repairs (from survey): 94.6% (target 93%)</td>
</tr>
<tr>
<td>When carrying out work we will get jobs done right first time.</td>
<td>We identify how many of our repairs pass the post-inspection quality checks and whether work is completed at the first attempt.</td>
<td>Percentage of repairs which were not completed first time: 6.5% (target no more than 10%)</td>
</tr>
<tr>
<td>We will make sure that the shared and local area is clean and well maintained and managed.</td>
<td>This measure looks at the quality of our estates and the local area and how we manage and respond to reports of antisocial behaviour.</td>
<td>Percentage of estates reaching gold standard: 61% (target 65%) Antisocial behaviour (ASB) assessment completed within target time: 98.2% (target 95%)</td>
</tr>
</tbody>
</table>

These standards tell residents about the quality of our homes and the local area and how well we manage our repairs and services in your neighbourhood.
How we performed in 2015/2016

Programmed work
The repairs delivered are shown in the table below. There were significant levels of cases where we were not given access and where residents refused to allow us to carry out the work. An updated 10-year plan was approved in March 2016 which included funding for £800 million of major work over the next 10 years.

The cyclical-work (painting the outside of homes) percentage was due to the unexpected level of remedial work which needed carrying out when contractors started on site. (Remedial work is work that needs carrying out to make the surface of the property fit to start painting.)

<table>
<thead>
<tr>
<th>Component</th>
<th>Total predicted</th>
<th>Completed</th>
<th>Number removed from work schedule (No access, refusals, work not needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathrooms</td>
<td>1,366</td>
<td>807</td>
<td>559</td>
</tr>
<tr>
<td>Boilers</td>
<td>1,241</td>
<td>690</td>
<td>551</td>
</tr>
<tr>
<td>Electrical fuse boards</td>
<td>421</td>
<td>1,205</td>
<td>159</td>
</tr>
<tr>
<td>Electric tests</td>
<td>2,629</td>
<td>2,081</td>
<td>548</td>
</tr>
<tr>
<td>Kitchen fire doors</td>
<td>2,173</td>
<td>1,256</td>
<td>917</td>
</tr>
<tr>
<td>Full central heating</td>
<td>914</td>
<td>169</td>
<td>745</td>
</tr>
<tr>
<td>Full rewire</td>
<td>517</td>
<td>14</td>
<td>503</td>
</tr>
<tr>
<td>Kitchens</td>
<td>2,173</td>
<td>1,345</td>
<td>828</td>
</tr>
<tr>
<td>Wet rooms</td>
<td>20</td>
<td>92</td>
<td>20</td>
</tr>
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</table>

Direct Maintenance’s performance
The performance of Direct Maintenance is better (or equal to) our repairs contractors as shown in the table below. We expect performance to improve further as procedures and systems are strengthened for this new service. This includes introducing a dynamic resource scheduling (DRS) system. The system will manage our repair appointments with residents and improve the number of appointments being kept.

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>Direct Maintenance</th>
<th>All contractors but not Direct Maintenance</th>
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<tbody>
<tr>
<td>Appointments kept</td>
<td>94%</td>
<td>91%</td>
</tr>
<tr>
<td>Attitude of workers (% good)</td>
<td>96%</td>
<td>96%</td>
</tr>
<tr>
<td>Quality of work (% good)</td>
<td>92%</td>
<td>89%</td>
</tr>
<tr>
<td>Satisfaction with this repair</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Satisfaction with repairs and maintenance service</td>
<td>80%</td>
<td>80%</td>
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</table>

L&Q Foundation
Last year the L&Q Foundation invested £6.2 million into our neighbourhoods and helping our residents. This figure includes specialist staff, apprentices and £3 million spent on projects. The money was invested across our four priorities.

- Increasing employment and skills among our residents.
- Providing positive futures for young people through new opportunities.
- Increasing financial inclusion among our residents.
- Strengthening communities through community activity and involvement.

The overall number of people benefitting from the work of the L&Q Foundation last year increased to over 16,000. This included:
- our employment support work which helped 438 people get into work, a 47% increase on the previous year;
- our financial inclusion work which helped tenants get £8.1 million of extra income;
- completing 2,074 assessments on residents who needed support (40% of these were referrals to our Pound Advice service for debt or money advice); and
- helping 548 tenants in crisis keep their tenancies on track through our Tenancy Sustainment team.

We measured the value of the social effect on our residents of these activities. We can value the financial and well-being gains at £27.7 million, up from £14 million last year.
How we performed in 2015/2016

Charter commitment 3 – make any charges accurate and clear

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| We will explain how we work out rents and charges and we will deal with queries swiftly. | We measure our customers’ experiences of how we respond to rent enquiries and the quality of information on service charges. | Reduction in the number of questions about service charges per 1,000 homes (number of service charge enquiries per 1,000 eligible homes):  
6.6% (target 10%)  
Percentage of enquiries dealt with within the Service Level Agreement:  
86.9% (target 95%) |

These standards help residents to be confident that the charges we collect, including rent and service charges, are used appropriately, and that we provide value for money and efficiency at all times.

Value for money

We see delivering value as building more good-quality affordable homes, offering the best possible customer service (including services to maintain our existing homes) and encouraging efficiency across the business.

Our successes are shown below.

- We have provided 2,510 new homes, which is a 24% increase on the previous year. This will be the largest number of new homes built by any housing association and takes us halfway towards meeting our five-year goal.
- We have improved our resident satisfaction by 1% to 79.4%, which puts us among the top social landlords in London.
- We have seen further expansion of our in-house building service, Quadrant Construction, saving us £13 million in VAT in the year.
- We have continued to roll out our in-house Direct Maintenance service to residents. This has saved us £2 million in VAT. It has helped us to reduce our maintenance costs by £152 per home while at the same time delivering significant service improvements in satisfaction with our repairs service.
- We have reduced our rent arrears to 3.3% on our social rented homes (our lowest ever level), which reduces the damaging effect of arrears on our residents.

EnergySave

We set up our award-winning EnergySave programme to help residents make savings in their homes and provide them with energy-efficiency equipment.

Residents taking part in EnergySave receive a home visit, advice on energy usage and switching providers, energy-saving devices and ongoing support and encouragement.

Across an unprecedented 22,000 homes, EnergySave has consistently delivered significant reductions (usually £208 a year) to residents’ energy bills and reduced their associated effect on the environment. We particularly targeted residents who were in financial need and gave them advice on saving energy and costs.

The programme is being constantly improved using feedback from residents gathered in their homes and through ongoing surveys. We are pleased to say that we have extended the programme to 2018, funded by the L&Q Foundation. This means we can give advice and support to a further 7,000 to 8,000 residents.

Charter commitment 4 – offer information and services that are easy to access

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| It will be easy to contact us, including by phone and online. | We monitor this standard by looking at how our call centres perform. Also how easy it is for residents to contact us and for their enquiries to be dealt with. | Rate of people who hang up before we answer (L&Q Direct and Homeowner teams):  
6.8% (target 5%) |
| We will provide information that is clear, accurate and easily accessible. | We assess how clear the information is that we give our residents, and whether they are satisfied with the quality of our communications and published information. | Did residents find that the information they received in relation to their enquiry was clear and easy to read?  
94.9% (target 90%) |

These standards make sure that residents are aware of, and can access, the range of services we offer.
Customer Service Centre

2015/2016 was a challenging year for the Customer Service Centre due mainly to outside factors like bad weather. In some months this led to an increase of over 5,000 more calls than in previous years.

Performance has improved following a review of the resources and structure within the Customer Service Centre. This improvement has received recognition from outside the organisation as we won Contact Centre of the Year and Improvement Strategy of the Year as well as other awards at the Contact Centre Forum awards in May 2016.

The graph below shows a full year’s performance for people who call but then hang up before we get to speak to them. The figures have consistently stayed in single figures throughout the year and ended on 6.8%. These figures are compared with the figures from the previous four years. They show the progress made in this area.

Charter commitment 5 – we have professional staff who listen and respond helpfully

<table>
<thead>
<tr>
<th>Standard</th>
<th>Measures</th>
<th>How we performed</th>
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<tbody>
<tr>
<td>We will provide a prompt answer, or explain the process for dealing with your enquiry and keep you informed of progress.</td>
<td>We want to make sure that enquiries are dealt with at the first point of contact and that the right member of staff handles the enquiry and you know what we are doing in response.</td>
<td>Were you told who your enquiry had been passed to? 61.2% (target 90%)</td>
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<td>We will check that your enquiry has been dealt with and that you are satisfied.</td>
<td>We will measure residents’ satisfaction with how enquiries are handled.</td>
<td>Were you told when you could expect a response to your enquiry? 49% (target 90%)</td>
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<td>We will provide a range of ways for you to suggest improvements to our services.</td>
<td>We will report on how we involve residents and report on our performance in dealing with complaints.</td>
<td>Percentage of enquiries dealt with within the Service Level Agreement: 82.6% (target 95%)</td>
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The above performance statistics are lower than our targets. The following sections explain how we will improve.

Surveying residents

We have surveys about rent, enquiries, antisocial behaviour, repairs and lettings. The current approach is to carry out surveys up to four weeks after dealing with a resident. We realise that it could be difficult for you to remember your experience in detail so far after the date. So we are planning to start carrying out a number of our existing surveys at the relevant time.

This means we will send a short two-minute interactive voice recording, text or online survey to a resident straight after they have contact with us. It will give us immediate feedback and means that if someone has had a particularly negative or positive experience, we will know about it straightaway. We believe it will lead to improved survey results both in terms of residents reporting good customer-service experiences, and us being act quickly to improve weaknesses in our service.

Customer relationship management (CRM)

As part of our Making Customers Count programme, we have introduced a CRM system for managing enquiries from residents. We introduced the system in stages throughout 2015 and early 2016. On the CRM system, we log all enquiries including any follow-up calls from residents. If it cannot be sorted out immediately, we give the enquiry to a specific member of staff for them to respond. The CRM system is there to help us give a reliable and timely response to enquiries. From now on, we expect to see improved resident satisfaction with the way we handle enquiries.
Changing the role of the neighbourhood services officer

During 2015/2016 we piloted a new approach to managing our properties and estates in south-east London to improve customer service. Our customers have told us that it has been a success. As a result, we want to deliver this new way of working across all our properties. We are splitting the role of the neighbourhood services officer into the following two roles.

- Property managers – who will focus on issues relating to estates and shared facilities. This includes estate inspections, checking the quality of work by grounds-maintenance contractors, and making sure that services represent value for money in terms of service charges.
- Case managers – who will focus on all tenancy and lease-management issues raised by residents. This includes tenancy reviews where needed, handling cases of antisocial behaviour and dealing with changing circumstances such as death and succession (taking over the tenancy when someone has died).

This split of responsibilities will allow us to deliver a more professional and responsive service to our customers by helping staff to specialise in their areas of responsibility. This includes working with contractors and other specialist teams within L&Q to deliver the services needed by different residents, including vulnerable residents. The new approach is planned to go live to all residents in September 2016.

Resident involvement

Over the last year we have involved our residents in the following ways.

- Through our Resident Involvement Strategy, we have encouraged over 300 residents to volunteer as ‘neighbourhood champions’ to inspect their local areas. They make sure that high standards are maintained and propose improvements where needed.
- We have simplified procedures to give our neighbourhood champions quicker and easier access to funding for neighbourhood improvements.
- We have reviewed the instructions for all our resident groups to make sure there are consistent approaches across the different groups. We have made sure that new residents are able to get involved by making the rules for succession clearer.
- Our resident inspectors carried out two reviews during the year. They inspected the Direct Maintenance service and identified that the level of service needed to be improved. New checks were introduced for the quality and completion of repairs and there has been a marked improvement in performance. Also, the number of overdue repairs has reduced by 80%.

The resident inspectors also checked the approach to handling antisocial behaviour (ASB). They made a number of recommendations, including clarifying what does not qualify as antisocial behaviour. They recommended that a risk assessment is carried out on genuine ASB cases so they could be handled appropriately.

- Other changes have been introduced as a result of earlier resident inspections. These include making sure estates are graded correctly and that staff are properly trained to fully understand the ‘gold’ standard.

Members of our Resident Board are in discussions with resident representatives from East Thames Housing Group. Together they will agree what resident involvement activity should support the proposed merged organisation. We will tell you about these activities once the merger discussions are finished during 2016.
Residents’ annual report
How we performed in 2015/2016

In this report we set out how we have met the requirements of our customer service charter with you between April 2015 and March 2016. Our resident board have reviewed and agreed the information in this report.