

Tenant satisfaction measures results action plan

Tenant Satisfaction Measure	Q2 results	Q3 results	Q4 results	Proposed action	Who	When	Q2 September 2022 – progress update	Q3 January 2023 - progress update	RAG status
Complaint Handling	51%	23%	23%	<b>Action 1</b> - Report on complaints sent to tenants about themes, lessons and preventative actions taken – to be sent out using the My Home email bulletin. A yearly overview to also be included within the Tenant Annual Report.	Transformation Team	31 August 2022 and then at least bi-annually	Our Annual Report will include an update on numbers and performance for 2021/22 – although currently there is no narrative on actions taken. Complaints Taskforce to review how we capture and report themes, lessons and preventative actions taken for future reports.	Annual Report due to be issued to tenants in Q4.  New webpage established to publicise the taskforce. An opportunity to use this page in future for publicity. This features as part of our wider performance section – so tenants can hold us to account.	Yellow
				<b>Action 2</b> - New Complaint Policy and process about to go live which should improve the customer journey.	Customer Services	1 April 2022	Our new Policy went live on 1 April. We communicated with 4,087 tenants about it through our My Home Bulletin; 2,231 tenants read the email (54.8%) with 118 clicks taken to read the new policy in full.  We continue to promote compliments, comments and complaints through every My Home Bulletin. Through the last three months campaigns, 78 tenants have clicked on this button.  We have carried out a self-assessment against the Ombudsman’s Complaint Handling Code. This will be published on our website before 1 October. We will promote the self-assessment through our My Home Bulletin so tenants can see it.	We continue to promote compliments, comments and complaints through every My Home Bulletin. Through the last four campaigns, 90 tenants have clicked on this button.  Customer Services are going to carryout a Business Process Re-engineering exercise around complaints from February to April.  In April 2023 our new complaints form will go live on the new website/digital platform which will allow us to report more around the themes of complaints as well as where we are receiving complaints from which should enable a more proactive response.  Assessment against Ombudsman’s code published in October 2022	Green
				<b>Action 3</b> - Satisfaction survey on all complaint transactions to be carried out and learning shared with staff to further improve the service.	Customer Services	Ongoing	A transactional survey has begun by the Customer Operations Team; however, response rates are currently low.  The team are looking at how-to drive-up responses – including working with the Customer Service Institute.	Looking to gain organisational membership of the Customer Services Institute to assist us in customer service training and standards.  Complaint handling training being scheduled for end of February 2023 for complaint handlers	Yellow

								Housing Transformation manager to carry out regular audits of final responses and provide feedback to complaint responders to drive up satisfaction.	
				<b>Action 4</b> - Continued development of the Complaints Task Force – a group of officers and tenants that meet to improve the services for tenants through learning from complaints.	Transformation Team	Ongoing	<p>New Terms of Reference have been written for the Taskforce and the group is being relaunched on 29 September.</p> <p>The group will focus on reviewing themes, lessons, and preventive actions – and publishing findings (see point 1 above).</p>	<p>Training has been arranged for February 2023 on complaint responses and complaint handling.</p> <p>Housing Transformation Manager will be conducting monthly audits each month (looking at 10 survey responses) to provide feedback on responses to help with learning and improvement.</p> <p>Weekly meeting established between Director of Housing, Housing Transformation Manager to review overdue complaints and look at themes/lessons and focussing on communication.</p>	
Listens to views and acts upon them	53%	52%	44%	<b>Action 1</b> - Adopt the new Tenant Engagement Strategy. This strategy will set out all the ways that tenants can engage with us and our commitments to listening and acting upon views.	Transformation Team	1 September 2022	Our Tenant Engagement Strategy will be going to Cabinet for approval on 7 November 2022. Work is ongoing with other Council Departments to ensure corporate links are strengthened.	<p>Tenant Engagement Strategy and associated action plan has been approved.</p> <p>Work continues to deliver against the action plan.</p>	
				<b>Action 2</b> - Report results and proposed actions back to tenants relating to this satisfaction survey.	Transformation Team	31 July 2022 and then at least bi-annually	<p>We have sent information out to our tenants through our My Home Bulletin. 4,530 tenants received the Bulletin, with 2,418 (54%) reading this edition. 77 tenants went on to read the full results and action plan; with 51 logging in to their Portal Account to update contact details (so they can take part in future surveys)</p> <p>Our website has been updated with full results and our action plan. We have committed to publishing our progress each quarter against this action plan. Tenants can also view the full report from Acuity with the full analysis. We have</p>	<p>We have created a new performance section on our website so we are transparent on our results for both perception and transactional surveys.</p> <p>Updates on these webpages are currently in progress and we are working with our comms team to look at a more visual way to showcase our results.</p>	

							also carried out promotion of the survey and action plan internally with our staff and members.		
				<b>Action 3</b> - Customer Relationship Module System to be implemented. This system will ensure we can track every element of customer contact received.	Transformation Team	1 April 2023	On track for 2023 launch.	Currently on hold and delayed due to Housing Management system migration. System has been set up and is ready to be made live after training has been rolled out.	
				<b>Action 4</b> - Business Process Re-engineering on the Repair Customer Journey	Customer Services	Ongoing	A briefing went to our Housing Management Team in July around the work that has been carried out so far. Final outcomes of the review will be shared by the Customer Operations Team with recommendations in March. This will feed into the wider diagnostic/repairs' transformation piece currently taking place (see action 4 in overall repairs section below)	25 tenants have been invited to take part in a 1:1 interview with a Customer Insight and Intelligence Officer to identify what works well when reporting a repair, and what could be improved. Learning will feed into journey maps – and hopefully the internal Building Services diagnostic project. Tenants have been identified from completing either the Repairs Transactional Survey or the Q3 Tenant Satisfaction Perception Survey.	
				<b>Action 5</b> - Publicise Tenant Engagement Strategy and strategy survey results. Contact those who expressed an interest in becoming more involved.	Transformation Team	1 September 2022	As part of our communications plan for the launch of the Strategy, we will publish the results of the survey. Our Tenant Engagement Strategy will be going to Cabinet for approval on 7 November 2022. As a result of the survey, we now have pools of tenants that expressed an interest and will be contacted as and when opportunities arise.	<p>The Tenant Engagement Strategy was publicised to tenants through the My Home Bulletin in December 2022. 4,532 tenants received the Bulletin with 2,218 (49.2%) reading it.</p> <p>Communication plan continuing including publicising the strategy and its delivery plan in the annual rent letters.</p> <p>All involvement and consultation activities being recorded ready to present back to tenants as part of next years annual report.</p> <p>Tenants who expressed interest have been contacted for three separate surveys; Downsizing, Tenancy Policy and Performance Dashboard. In all 291 tenants took part.</p>	

Overall Repairs & Maintenance (Themes: communications, time taken to repair, appointments, planned maintenance updates, increased costs to heat properties, damp & mould)	55%	66%	58%	<b>Action 1</b> - More frequent communications with tenants about repairs challenges utilising My Home Bulletin – using HouseMark PULSE data to deliver messages about our challenges and performance	Transformation Team	September 2022 and then at least quarterly	Work started with communications/designer to establish a tenant friendly infographic that can be included in the Bulletin to communicate to tenants the numbers of repairs we are completing – and how many to timescale (as per Housemark PULSE data).  Meeting held with Team Leaders to establish the use that the My Home Bulletin has in communicating any issues – such as shortage of staff, or a high number of calls relating to weather etc.	My Home Bulletin has been used to communicate new contractors working with our Building Services Team to help deliver repairs and compliancy.  Communications have gone out to all tenants around self referral to regulator and subsequent regulatory judgement with an explanation around the building services transformation piece of work.	
				<b>Action 2</b> - Business Process Re-engineering on the Repair Customer Journey	Customer Services	Ongoing	See Action 4 under listen to views and acts upon them.	See action 4 under listen to views and acts upon them.	
				<b>Action 3</b> - Damp and mould process work – improvements to the way damp and mould can be reported by tenants.	Transformation Team	Ongoing	No update.	New Damp and Mould blue light team has been established within Building Services.  New inbox established for reporting damp and mould issues. Surveyors are conducting appointments with tenants to assess level of works needed and then programming these in.  Any mention of damp and mould now raises a red flag in our satisfaction survey responses and it is sent direct to the team for attention. These are tracked for action by our Transformation Team.  D&M process to be reviewed and ensure use of Remote Assist to help in diagnosing categories of D&M cases and prioritising works.	
				<b>Action 4</b> - Utilise and promote the Remote Assist tool to enable faster diagnostics and more convenience for customers. This tool enables us to carry out video calls.	Transformation Team /All Staff	Ongoing	Work continues internally to encourage staff to use Remote Assist – where applicable and possible.  We issued a My Home Bulletin in June to promote the new service to tenants.	Monthly reminders are issued within our internal newsletter for staff to use the tool.  Our new Damp and Mould team have recently been trained on Remote Assist.	

							4,093 tenants received the email with 1,828 reading it.  Plans in place to continue to promote during Customer Services Week including a promotional piece internally around how to use it.	77 members of staff are currently trained in using Remote Assist.	
				<b>Action 5 - Building Services Transformation</b>	Building Services	Ongoing		Diagnostic completed for compliance element of building services. Action plan now being worked through to ensure we can evidence compliance. Next stage is to complete diagnostic for DLO side and IT requirements.	
Treated fairly and with respect	77%	71%	63%	<b>Action 1 - Create a Tenant Stigma awareness campaign to help combat the stigma associated with tenants.</b>	Transformation Team	December 2022	Meeting held with HR to discuss an approach and our Tenant Engagement Co-Ordinator is doing research around what other Landlords have done in this area.  Looking at developing a range of positive tenant stories for our internal newsletter, 'In Touch, In Tune' to help combat any internal stigma and promote some positive news stories about our customers.	Suffolk-wide campaign being developed with partner organisations for a bigger impact. This will be discussed at the TEO meeting in March and a timeframe agreed.  Tenant engagement target for everyone in housing – could include identifying tenants who would be willing to tell their story of being a tenant of BSDC.  Cllrs emailed for their input in terms of good candidates for involved tenants.	
				<b>Action 2 - Continued complaint reviews for themes around respect.</b>	Complaints Task Force	Ongoing	The relaunched Complaints Taskforce will carryout this function.  We are also launching three transactional surveys in the next quarter on repairs, lettings and closed anti-social behaviour cases. These surveys will also help us to identify any themes around respect and the way our staff deal with tenants.	Transactional surveys are now live for repairs, new lettings and ASB handling. Improvement Plans for these three areas are developed quarterly to keep track of any themes and to develop appropriate actions.	
				<b>Action 3 - Training review of all housing staff to determine levels of professional standards</b>	Transformation Team	April 2023	To be developed in due course with HMT in conjunction with HR.	Working with the Suffolk Housing Board to determine an assessment tool of professionalism in housing across all Suffolk stock holding authorities. Pilot assessment to be conducted in April 2023 with skills gaps being identified and looking at training	

								requirements for housing staff.	
				<b>Action 4</b> - Utilise our Tenant Participation Advisory Service (TPAS) Membership to publicise our commitment to tenant engagement.	Transformation Team	Ongoing	<p>We have set out a clear commitment within our draft Tenant Engagement Strategy.</p> <p>Once the strategy is approved by Cabinet, we will carryout an internal communications drive to raise awareness of the Strategy and encourage staff to sign up to TPAS for their own development.</p>	We are planning to utilise TPAS to help us to strengthen the current tenant governance and scrutiny arrangements to ensure that our tenants have a role to play in holding us to account at the highest level of engagement possible, working with our elected members. This will be in June 2023 depending on availability of TPAS.	
Well maintained and safe home	79%	66% well maintained / 75% safe home	58% well maintained / 65% safe home	<b>Action 1</b> - Void and Letting Review to improve the process for new tenants to Babergh and Mid Suffolk.	Tenant Services	September 2022	Review underway and outcomes will be shared once review complete.	Void Review ongoing focus on Lettable standard, better communications with customer and reducing void times. New voids dashboard created showing us where the issues are. Transactional survey for new lettings is also providing insight into issues and possible improvements. New manager on boarded to look at streamlining voids process with a view to improve void times and void quality and choice for tenants.	
				<b>Action 2</b> - Smoke & CO2 Detector Installation plan to be developed and launched	Building Services	October 2022		Install Programme should be finished at the end of February 2023 through contract agreement to complete.	
				<b>Action 3</b> - Stock Condition Survey Programme	Building Services	April 2023		Stock condition data is being collated and updated to ensure that our systems hold the most accurate and up to date information relating to our property conditions. This data will then allow us to business plan our finances around what is needed to ensure homes remain decent.	
				<b>Action 4</b> - Continue the promotion of Tenants Contents Insurance and why it is important to own.	Transformation Team	July 2022	We now include a banner in every My Home Bulletin and within our new tenant welcome email promoting the importance of contents insurance.	Promotion of the scheme continues monthly in our My Home Bulletin. 66 tenants have clicked (from the last four campaigns) on the advertising banner to find	

								The Housing Officer who completes new tenant visits also promotes and offers call back system to help drive take up.  Will also look to run a further internal campaign so other front line staff can promote.	out further information and request a call back.	
Tenant data	40% DOB Missing	(Dec 22) 8,412 tenants, there is: 444 tenants with no date of birth recorded	(Feb 23) 8,412 tenants, there is: 449 tenants with no date of birth recorded	<b>Action 1</b> - Explore the use of a Summer Intern to drive up data collection of tenants	Transformation Team	Summer 2022	The new Business Improvement Officer is looking at gaps in data and working with service areas to improve.	The Business Improvement Officer continues to track our data gaps and areas for improvement.  We now feature a monthly article in our internal newsletter so staff are aware of any gaps and how they can assist in filling these.  Data inaccuracies from our tenant surveys is also sent to us to remove from our system.  Opportunities identified to ensure data at source is beneficial i.e. HomeChoice data collection for new tenants has been improved. Current 'touch points' through the tenant journey and admin templates being explored.		
		6,823 tenants with no language recorded	6,802 tenants with no language recorded							
		5,808 tenants with no ethnicity recorded	5,814 tenants with no ethnicity recorded							
		8,181 tenants with no vulnerability information recorded (including the option none)	7,867 tenants with no vulnerability information recorded (including the option none)	<b>Action 2</b> - Send round instructions on how to update tenant data in Open Housing	Transformation Team	May 2022	Complete.	Training around the migrated housing management system will focus on the hub and updating of tenant data through interactions. Customer services now have access to the hub to enable them to update this information.		
		958 tenants with no primary contact telephone number	993 tenants with no primary contact telephone number	<b>Action 3</b> - Attended Customer Service Team meeting about updating tenant data	Transformation Team	May 2022	Customer Services included in the instructions. A training offer will be made to the Team Leader for those that need it.	Attendance at Customer Service meetings continues – to discuss the survey, results and next steps. Including the importance of collecting data.  Also collecting missing data when making contact with individuals during the tenant survey call backs.		

		4,115 tenants with no email address recorded (including the option none)	email address recorded (including the option none)	<b>Action 4</b> - Investigate options on Tenant Census – such as using interns to do an annual census or use a company	Transformation Team	September 2022	Speaking with our survey provider, Acuity, to investigate what they can provide in way of tenant census exercise	We have identified budget for this project – will launch when move to new Housing system is complete.	
				<b>Action 5</b> - Monthly Open Housing Training sessions for all and new starters to ensure awareness of where and how to update tenant details	System Support	July 2022 and then monthly		Due to the delay of the One Housing Migration these sessions have been put on hold but will be launched along with the new system and when CRM module is introduced.	

### Follow-up actions from survey

Through the survey, 216 follow on actions were received from the 622 tenants that responded. The following table sets out how many of those comments have been actioned.

Theme/Department	Team responsible	Number received	Number where tenant contact is completed in time (5 weeks)	RAG
Tenancy issues including anti-social behaviour	Tenancy Management – Roan Morling	9	9	
Repairs including planned maintenance	Building Services- Heidi Butcher	80	0	
Neighbourhood and community issues	Neighbourhoods Team – Rosi Howlett	5	5	
Rent and payments	HRA Team – Polly Bearman	1	1	
Sheltered accommodation and scheme manager	Sheltered Team – Donna Williams	1	1	
Damp and mould reports	Building Services – John Forder	15	15	
Customer Services and complaints	Customer Services – Samantha Lake	6	6	
Tenant engagement	Housing Transformation – David White	24	24	



## Targets for Improvement – What will success look like?

Tenant Satisfaction Measure	Q2 Performance	Q3 Performance	Q4 Performance	Overall Target	Target +/-	Q2 September 2022	Q3 December 2022	Q4 March 2023
						Total No of Actions Completed	Total No of Actions Completed	Total No of Actions Completed
Complaint Handling (4 actions)	51%	23%		65%	+14%	2	4	
							- 28%	+/- %
Listens Views & Acts Upon Them (5 Actions)	53%	52%		70%	+17%	2	2	
							- 1%	+/- %
Overall Repairs & Maintenance (5 Actions)	55%	66%		70%	+15%	0	0	
							+11 %	+/- %
Treated Fairly & With Respect (4 Actions)	77%	71%		85%	+8%	0	0	
							- 6%	+/- %
Well maintained & Safe Home (4 Actions)	79%	66%/75% Question now split		85%	+6%	1	1	
							- 4%	+/- %
Tenant Data (5 Actions)	40% Missing DOB data	5.3% Missing DOB data		0% missing DOB	-40%	1	1	
							34.7%	+/- %
<b>Overall Satisfaction</b>	<b>70%</b>	<b>66%</b>		<b>85%</b>	<b>+15%</b>			
							-4 %	+/- %