

TSM Tenant Satisfaction Survey 2023-24 - Improvement Plan

KEY Housemark Mid Year Quartiles



Satisfaction Measure	Exec Sponsor	Result / Housemark Quartile Position	Target 2024/25	Key driver	KEY ISSUES	ACTIONS	LEADS	BY WHEN
<b>Overall Satisfaction</b>								
TP01: Proportion of respondents who report that they are satisfied with the <b>overall service</b> from their landlord.	Steve Feast	67%	73%		Overall satisfaction is influenced by the things that are most important to tenants. The survey results show that the top three key drivers that currently influence tenant satisfaction are; having a well maintained home, that tenants are treated fairly and with respect and satisfaction with repairs. The TSM survey results show that NPH performs well in reaction to treating tenants fairly and with respect with a score of 76% which it towards the upper scale of the 2nd performance quartile.  The focus for improvement actions is therefore on having a well maintained home and satisfaction with repairs.	1) An independent review of responsive repairs leading to a comprehensive improvement action plan to support improved performance in relation to customer satisfaction  2) Creation of a new Asset Management Strategy based on comprehensive stock condition survey and asset performance to ensure appropriate investment decisions are made.  3) Internal restructure to focus on customer and property and direct resources into areas where tenants satisfaction is not currently on target  4) New Corporate Plan and service transformation programme using data to drive business decisions  5) A review of mechanisms considering and challenging performance and Tenant Satisfaction measures to include customers and drive performance improvement  6) Specific service plans to yield improvements where performance is not on target  7) Develop and implement a new organisational culture focussed on delivery of customer outcomes	1) Winston Williams  2) Winston Williams  3) Steve Feast  4) Steve Feast  5) Nicky McKenzie  6) Linda Cherrington  7) Linda Cherrington	1) March 2025  2) September 2024  3) September 2024  4) January 2025  5) October 2024  6) October 2024  7) January 2025
<b>Keeping Properties in Good Repair</b>								
TP02: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the <b>overall repairs service</b> .	Winston Williams	67%	75%	3rd	Satisfaction with repairs is the third most important key driver for influencing tenant satisfaction.  The time taken to complete repairs is by far the main reason for dissatisfaction. Our current target for non-urgent repairs is 90 days. For all repairs, 79% were completed in target times in 2023/24. The Repairs Back to Basics Project is continuing to have a positive impact with performance improving to 86% of repairs within target times in March 2024. A 28 day target for non-urgent repairs will be brought in during the second half of 2024/25.	1) Migration to 28 day target for non-urgent repairs during the second half of 2024  2) Repairs Back to Basics Project is currently underway and includes a series of projects focussed on: a) data b) roles and responsibilities (quality control c) productivity e) customer care  3) Ark Consultancy Review feedback and recommendations will be used to shape the service and drive the desired improvements	1) Winston Williams  2) Winston Williams  3) Winston Williams	1) March 2025  2) March 2025  3) March 2025
TP03: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the <b>time taken to complete their most recent repair</b> .	Winston Williams	56%	71%		The quality of work, the service in general, outstanding repairs, right first time and appointments are all secondary areas for expressing dissatisfaction.  An independent company, Ark Consultancy have been engaged to undertake a full review of the repairs service, the report is due end May 2024. The feedback and recommendations will be used to shape the service and drive the desired improvements.			
TP04: Proportion of respondents who report that they are satisfied that their <b>home is well maintained</b> .	Winston Williams	65%	72%	1st	A well maintained home is the top key driver influencing tenant satisfaction.  An externally delivered Stock Condition Survey of all properties is underway. At the time of reporting 4,200 properties have been surveyed. A full survey is due for completion by end December 2024. The surveys will review the property against the Decent Homes Standard. This will enable NPH to develop effective investment programmes and also enable NPH to recommend to WNC options about which assets it should: continue to invest in, regenerate, dispose and where new build opportunities exist.  A new Assets Resident Panel has commenced, monthly meetings are taking place with a structured approach as to what is being discussed in line with TSM findings and departmental priorities.  Damp and mould was also given as one of the top reasons for dissatisfaction. NPH have engaged independent consultants Pennington Choices to undertake a review of NPH's current process, the review will conclude during May 2024 and reported on early June 2024. The outcome and recommendations of the review will shape and improve the way NPH deals with damp and mould and ensure legal compliance.	1) Creation of a new Asset Management Strategy based on comprehensive stock condition survey and asset performance to ensure appropriate investment decisions are made  2) Assets Resident Panel commenced with service improvements identified through customer insights  3) Damp and mould:  a) Implement the recommendations and ensure the way NPH deals with Damp and mould is legally compliant b) Independent consultants Pennington Choices review of damp and mould will conclude during May 2024 with a final report due in June 2024	1) Winston Williams  2) Winston Williams  3) Winston Williams	1) September 2024  2) September 2024  3) December 2024
TP05: Proportion of respondents who report that they are satisfied that their <b>home is safe</b> .	Winston Williams	72%	80%	4th	A safe home is the fourth key driver influencing tenant satisfaction.  NPH have engaged independent consultants Pennington Choices to undertake 3 separate compliance reviews in order to understand where NPH is now and where it needs to be to achieve Quartile 1 performance. The 3 separate reviews are: a) Building Safety b) Damp and Mould c) Fire, Legionella, Asbestos, Gas, Lifts. A Compliance Review is being conducted by the third-party company Pennington's which will independently review compliance processes and assurance.	1) The Pennington Choices independent review outcomes and recommendations will be used to shape the service and drive improvements mapping the journey to achieve Quartile 1 performance.	1) Winston Williams	1) March 2025

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<b>Respectful and Helpful Engagement</b>								
TP06: Proportion of respondents who report that they are satisfied that their landlord <b>listens to tenant views and acts</b> upon them.	Nicky McKenzie	56%	62%		<p>Involvement activity needs to expand to ensure that the customer voice is embedded in our operations (e.g. in procurement of front-facing services, contract management and staff recruitment) but also that the discussion with involved customers is informed by data and insights. Scrutiny needs to have a closer connection to our Governance structure and a sharper focus on monitoring compliance against the Consumer Standards. We need to improve the communication of involvement outcomes to customers to evidence outcomes/customer influence and to build trust.</p> <p>An external review of our Involvement and Scrutiny functions has commenced to ensure a lean, best-in-class approach. Involvement will be embedded within key areas of NPH to ensure that it has an impact alongside ensuring that our communications and media are meaningful and reflect what matters to customers and their lives. Communications must include evidencing that we're listening/acting on tenant views, sharing the outcomes from involvement and demonstrating the support that NPH are providing.</p> <p>This will ensure that we can demonstrate that our tenants are part of the decision making process, whilst giving our board and WNC some assurances. We will draw into our complaints process 'lessons learnt' and use our website to demonstrate this.</p>	<ol style="list-style-type: none"> <li>1) A review of mechanisms considering and challenging performance and Tenant Satisfaction measures to include customers and drive performance improvement.</li> <li>2) Develop and implement a new organisational culture focussed on delivery of customer outcomes.</li> <li>3) Use the lessons learned from complaints to inform service planning to yield improvements where performance is not on target.</li> <li>4) Develop a Communications Strategy to demonstrate where customers views have been listened and acted upon to deliver service improvements and new service delivery.</li> </ol>	<ol style="list-style-type: none"> <li>1) Nicky McKenzie</li> <li>2) Linda Cherrington</li> <li>3) Nicky McKenzie</li> <li>4) Nicky McKenzie</li> </ol>	<ol style="list-style-type: none"> <li>1) October 2024</li> <li>2) December 2024</li> <li>3) December 2024</li> <li>4) January 2025</li> </ol>
TP07: Proportion of respondents who report that they are satisfied that their landlord <b>keeps them informed</b> about things that matter to them.	Nicky McKenzie	70%	75%	5th	<p>Good communication with tenants is key to managing expectation and easing the impact of delays which can sometimes be unavoidable. This is not just about quality of communication but also frequency. Keeping tenants informed of progress and any delays may have a positive impact on satisfaction and easing dissatisfaction when it arises.</p> <p>Customer journey mapping of core services will assist with identifying key touchpoints in service delivery and communication points and understanding how effective those are at keeping tenants informed along the whole service pathway.</p> <p>A review of contact centre interactions has commenced looking at avoidable and repeat contacts.</p>	<ol style="list-style-type: none"> <li>1) Embed a customer focused culture that uses customer profile data to understand customer needs, including their preferred methods of contact.</li> <li>2) Review the Customer Service Strategy and Service Standards to include keeping customers informed.</li> <li>3) Embed service areas taking a proactive communication approach to keeping customers informed when we attend and advise of any required changes to appointments.</li> <li>4) Complete a First Point of Contact Review to include looking at avoidable and repeat contacts to improve the customer journey.</li> </ol>	<ol style="list-style-type: none"> <li>1) Nicky McKenzie</li> <li>2) Nicky McKenzie</li> <li>3) Nicky McKenzie</li> <li>4) Nicky McKenzie</li> </ol>	<ol style="list-style-type: none"> <li>1) March 2025</li> <li>2) December 2024</li> <li>3) March 2025</li> <li>4) October 2024</li> </ol>
TP08: Proportion of respondents who report that they agree their landlord treats them <b>fairly and with respect</b> .	Nicky McKenzie	76%	80%	2nd	<p>The key driver analysis placed being treated fairly and respectfully as the second most important influence on tenant satisfaction.</p> <p>The TSM measure showed overall satisfaction with being treated fairly and with respect at 76%.</p> <p>The TSM for listens and acts was 56%.</p> <p>From the feedback comments received there is a relationship between feeling listened to and being treated fairly and respectfully.</p> <p>Showing care, empathy and support alongside listening carefully and taking an interest are key to tenants feeling respected and fairly treated through all contact channels and information sharing.</p> <p>This is also against the backdrop of knowing that 82% of tenants remain concerned about the cost of living, and 47% are very concerned.</p> <p>Therefore, understanding individuals' circumstances and taking time to listen is an important factor. As above, customer journey mapping of core services will assist with identifying key touchpoints in service delivery and communication points and understanding how effective those are regarding tenants feeling heard and listened too.</p>	<ol style="list-style-type: none"> <li>1) Develop and implement a new organisational culture focussed on delivery of customer outcomes.</li> <li>2) A review of mechanisms considering and challenging performance and Tenant Satisfaction measures to include customers and drive performance improvement.</li> <li>3) Review the Customer Service Strategy and Service Standards</li> </ol>	<ol style="list-style-type: none"> <li>1) Nicky McKenzie</li> <li>2) Nicky McKenzie</li> <li>3) Nicky McKenzie</li> </ol>	<ol style="list-style-type: none"> <li>1) January 2025</li> <li>2) October 2024</li> <li>3) December 2024</li> </ol>
TP09: Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to <b>complaints handling</b> .	Nicky McKenzie	36%	43%		<p>The current TSM result is 36%. This low satisfaction result is replicated across the sector with organisations finding that the number of reported cases against internal records do not match the number of survey responses. It is also very difficult to tell whether the complaints made are genuine or are service requests yet to be fully actioned, a problem faced by many since the introduction of this question in the TSMs.</p> <p>The key reason for dissatisfaction is that a complaint has not been resolved. Follow up calls where tenants have given permission for follow up contact to discuss any issues raised will be carried to gain further insight into this aspect.</p> <p>For 2024/25 a transactional survey will be implemented to compliment perception survey results with transactional for customer experience and understanding reasons for dissatisfaction.</p> <p>NPH Complaints and Feedback Policy has reviewed and revised against the updated Housing Ombudsman Code and a self-assessment completed. The tenant member of NPH's Board has been appointed as the Board Members Complaints Champion who will receive regular briefings and performance updates on progress towards the targets set for 20224/25.</p>	<ol style="list-style-type: none"> <li>1) Review the Customer Service Strategy and Service Standards.</li> <li>2) Complete a First Point of Contact Review to ensure service requests are resolved and that response timescales are consistent against expected standards for customer contacts.</li> <li>3) Review of Service delivery model for handling complaints and implementing a single point of contact for complaints to improve customer experience and timeliness.</li> <li>4) Complete the review of the NPHs approach to tenant involvement in governance, engagement activity and scrutiny to improve customer involvement in service design, scrutiny and feedback.</li> </ol>	<ol style="list-style-type: none"> <li>1) Nicky McKenzie</li> <li>2) Nicky McKenzie</li> <li>3) Nicky McKenzie</li> <li>4) Nicky McKenzie</li> </ol>	<ol style="list-style-type: none"> <li>1) December 2024</li> <li>2) October 2024</li> <li>3) October 2024</li> <li>4) November 2024</li> </ol>

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**Responsible Neighbourhood Management**

TP10: Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps <b>communal areas clean and well maintained.</b>	Nicky McKenzie	67%	68%		<p>The contracts for communal area Grounds Maintenance and Cleaning are up for review this year, which will provide the opportunity you review the service model and infrastructure. Closer working with the Asset Management Team to look at areas where the fabric of the buildings is impacting on satisfaction needs to be implemented.</p> <p>Neighbourhood inspections are being piloted which will involve residents and a review of communal areas and land is underway with WNC.</p>	<p>1) Grounds and Cleaning Services contract review with tenants being involved in the process and future contract management.</p> <p>2) Neighbourhood Inspection pilots and programme for 2024/25 involving residents in estate inspections to identify and resolve issues.</p> <p>3) People Forum Task and Finish Group reviewing HRA/GF land issues ( including fly tipping and grounds maintenance).</p>	<p>1) Nicky McKenzie</p> <p>2) Nicky McKenzie</p> <p>3) Nicky McKenzie</p>	<p>1) December 2024</p> <p>2) 31 March 2025</p> <p>3) December 2024</p>
TP11: Proportion of respondents who report that they are satisfied that their landlord makes a positive <b>contribution to the neighbourhood.</b>	Nicky McKenzie	59%	65%	6th	<p>The new regulatory standards for Neighbourhoods and Communities have placed greater emphasis on joint working and a recent Neighbourhood Policy has been developed by NPH in response. In addition, NPH and WNC have agreed to work more closely together to improve neighbourhoods and estates through greater collaborative working, initially in tackling fly-tipping on estates.</p> <p>NPH work with WNC includes working with the Local Area Partnership (LAPS) area leads which covers ASB, crime prevention, and Health and Wellbeing Forums and joint working at the NPH/WNC Place Forum, which has commenced a Task and Finish Group reviewing HRA/GF land issues ( including fly tipping and grounds maintenance).</p> <p>NPH's Happy to Help CIC also actively contribute in neighbourhoods through community and gardening projects, the installation of knife bins, defib units and bleed kits.</p> <p>NPH's Resident Involvement have initiated a number of community activities including over 20 community litter-picks in 2023/24 and attendance at local residents meetings when requested by the community.</p>	<p>1) Continued partnership working with WNC Local Area Partnership (LAPS) leads to look at opportunities for joint neighbourhood working, including support from NPH's Happy to Help CIC.</p> <p>2) Proactive communication on the role that NPH will play and the support already being provided in partnership with others on neighbourhood working.</p> <p>3) People Forum Task and Finish Group reviewing HRA/GF land issues ( including fly tipping and grounds maintenance)</p>	<p>1) Nicky McKenzie</p> <p>2) Nicky McKenzie</p> <p>3) Nicky McKenzie</p>	<p>1) sept 2024</p> <p>2) December 2024</p> <p>3) September 2024</p>
TP12: Proportion of respondents who report that they are satisfied with their landlord's approach to handling <b>Anti-Social behaviour.</b>	Nicky McKenzie	54%	60%		<p>The ASB Team follow up with transactional surveys for all closed cases. For 2023-24 82% of tenants were satisfied with the case outcome, and 86% satisfied with the case handling. The service also received accreditation from Resolve in 2023-24 achieving a 93% compliance rate and were the first housing provider to achieve the Resolve Standard. To understand the reasons for difference between perception and transactional, for 2024-25 an additional question has been added to the Tenant Survey for those that express dissatisfaction with the service to say why, with the first results due in Q1 and will provide further customer insight. Customer journey mapping will also be completed for the service and will involve tenants users of the service. Resident Scrutiny will be invited to review the service.</p> <p>ASB reports from January 2020 to July 2023 have been analysed to provide customer insight and user profiling for the service looking at reported issues and trends, who (age/gender/ethnicity etc) is reporting issues and accessing the service and where/types of tenures reporting issues. We are currently trialling the Noise App which will avoid waiting times for the installation of noise monitoring equipment.</p>	<p>1) Complete customer insight activity already underway to feed into service improvements, including:</p> <p>a) The analysis of the ASB service user profile</p> <p>b) The introduction of an independent ASB Transactional Survey from April 2024</p> <p>c) Customer journey mapping of the ASB service</p> <p>d) Resident Scrutiny review of the ASB service</p> <p>2) Implement service delivery improvements including the introduction of a Noise App pilot for easier reporting of noise incidents and the actions from the independent third party review by Resolve.</p>	<p>1) Nicky McKenzie</p> <p>2) Nicky McKenzie</p>	<p>1) December 2024</p> <p>2) September 2024</p>