

CUSTOMER SATISFACTION PERFORMANCE

Overall Project 2004 to 2008

Islington HRA PFI R1 Project

INTRODUCTION

This paper provides a graphical overview of the overall customer satisfaction performance of the Islington HRA PFI R1 Project based upon customer satisfaction surveys undertaken of the residents of properties completed from 2004 to the finish of the project in 2008.

The paper also lists some of the initiatives that were undertaken with the objective of improving residents' overall satisfaction with the product and service provided.

SUMMARY

The cumulative mean proportions of residents who were satisfied with the product or service provided were:

	<i>Tenants</i>	<i>Leaseholders</i>
Overall proportion of all residents (tenants or leaseholders) satisfied with improvements to their homes.	82%	73%
Overall proportion of all residents (tenants or leaseholders) satisfied with the service provided by United House.	77%	70%

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1 BACKGROUND

Customer satisfaction surveys were undertaken to measure the satisfaction of residents with the standards of the product (ie. the improvement works) and service provided by the works team.

Surveys of the residents of properties completed from the start of the project in 2004 until December 2006, were undertaken using a survey devised by Partners for Improvement in Islington. The script and scoring scales were based upon the Housing Forum (HF) National Customer Satisfaction Survey, devised by MORI, and upon the Constructing Excellence (CE) Housing Key Performance Indicators (KPIs).

During 2006, the analysis and reporting of satisfaction scores was migrated toward a scheme used by Homes for Islington (HfI) for its Decent Homes programme. With this migration, the emphasis in the reporting of performance changed from reporting 'mean customer satisfaction score' (typically used by Housing Associations, Arms Length Management Organisations (ALMOs) and building/construction, generally) to reporting the 'proportion satisfied' (typically used by Local Authorities).

The surveys were conducted by an independent consultant and the results reported, typically quarterly, by the United House Business Support team.

From January 2007, the complete survey script and analysis/reporting methodology were revised and re-based upon that used by HfI for its Decent Homes programme. The reporting format was based upon the HfI Major Works Monitoring format, devised by Kwest Research.

In early-2008, in view of the reducing production rate and reduced number of properties to be completed, it was agreed that satisfaction surveys of the residents whose properties were completed after December 2007 would be carried out using a survey based upon that used on the Islington HRA PFI Round 2 project.

Note 1: Although the latter survey consists of three standardised questions, two of which are based upon the CE KPIs, leaseholders were not asked the CE headline 'service' question.

Note 2: All work/service requiring survey was completed in June 2008 ahead of formal completion in September 2008.

2 DATA ANALYSIS

2.1 Industry Headline KPIs

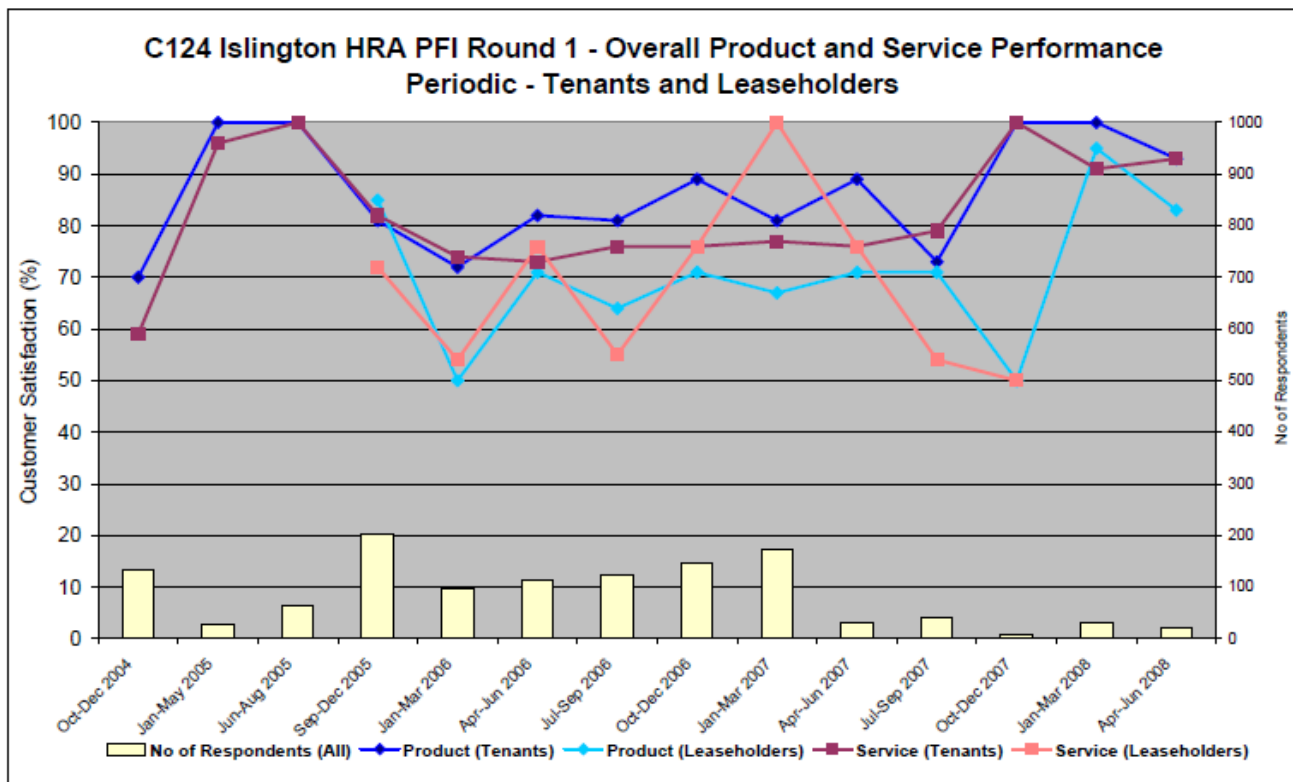
Due to the numerous changes made in the survey script and analysis/reporting methodology it has not been practicable to provide a meaningful analysis of all individual topic/question strands that run through the customer satisfaction surveys from 2004 to 2008. However, due to the retention of two key performance indicator questions embedded in all surveys, analogous to the industry headline KPIs, it has generally been possible to trace residents' overall satisfaction with the 'product' and residents' overall satisfaction with the 'service' provided (except for 'service' and leaseholders, in 2008, as described in Note 1, above).

2.2 Scoring/Graphical Scales

Although a variety of scoring scales have been used for individual questions during the 2004 to 2008 survey period, it has been possible to manually retrace scores given in reports and to re-base them using the Hfl/Kwest Research scoring scale, ie. 'very satisfied', 'satisfied', 'fairly satisfied', 'fairly dissatisfied' and 'very dissatisfied'. Thus, the graphical overview reports the proportion of residents indicating that they are 'satisfied' with the product and the service provided.

2.3 Cumulative Reporting

There is a large variation in scoring between individual survey periods, as illustrated by the graph below, which shows the proportion of satisfied residents in individual survey periods, typically quarterly.



This wide variation between survey periods is due to several factors, including:

- The variety of scoring scales used in the surveys
- The variations in prior reporting of tenants and/or leaseholders within/without the early rework programme
- The large variation in the number of survey respondents, whether tenants or leaseholders, in any one survey period.

It has not been practicable to calculate and display the large variation in confidence intervals for each period, eg. for as few as three tenants or five leaseholders in a particular survey period. Thus, it was decided to re-analyse and graph the survey scores from the start of the project on a cumulative rather than periodic, typically quarterly, basis. These results are shown in Appendix 1, 'Performance Graphs'.

3 RESULTS

3.1 Overall Performance

The cumulative mean proportions of residents, satisfied with the product or the service provided, whose properties were completed up to the end of the work, in June 2008, were:

	<i>Tenants</i>	<i>Leaseholders</i>
Overall proportion of all residents (tenants or leaseholders) satisfied with improvements to their homes	82%	73%
Overall proportion of all residents (tenants or leaseholders) satisfied with the service provided by United House	77%	70%

3.2 Improvement Initiatives

The overall performance will have been influenced by the initiatives that were undertaken by the works team, which included:

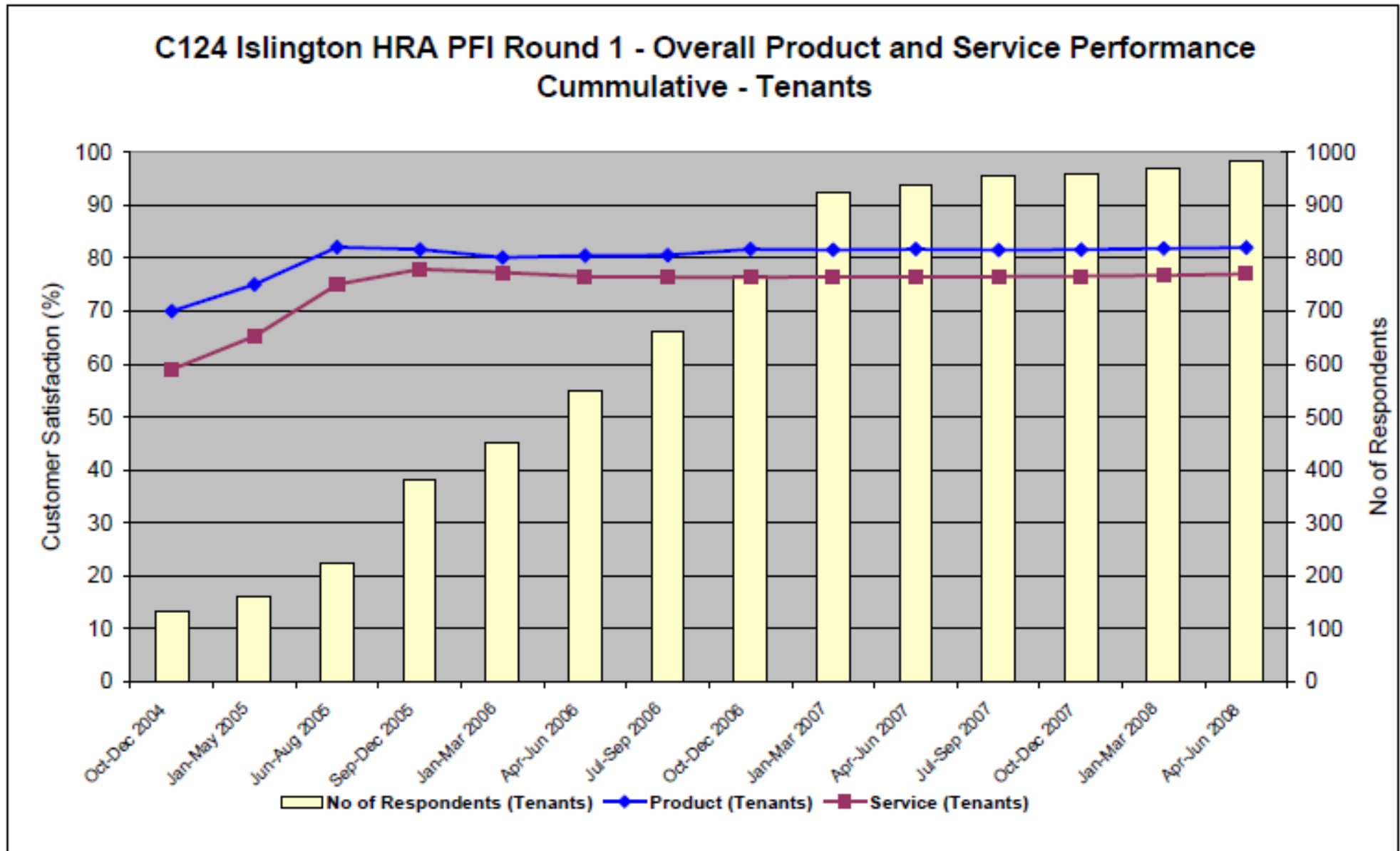
- Improvements to the nature and scale of customer information and consultation
- Improvements to the delivery and monitoring of customer care, particularly an increase in the number of Resident Liaison Officers and the incentivisation of performance indicators
- Payment of compensation to tenants for inconvenience or use of facilities
- Fundamental review of the management of all works activity and resulting organisation changes
- Improvements to the planning and monitoring of the progress of work, particularly a major investment in IT for planning and performance measurement/reporting
- Improvements to the monitoring of the quality of work, particularly final/handover inspections
- Introduction of the independent customer satisfaction survey.

A detailed list of initiatives is given in Appendix 2, 'Performance Improvement Initiatives'.

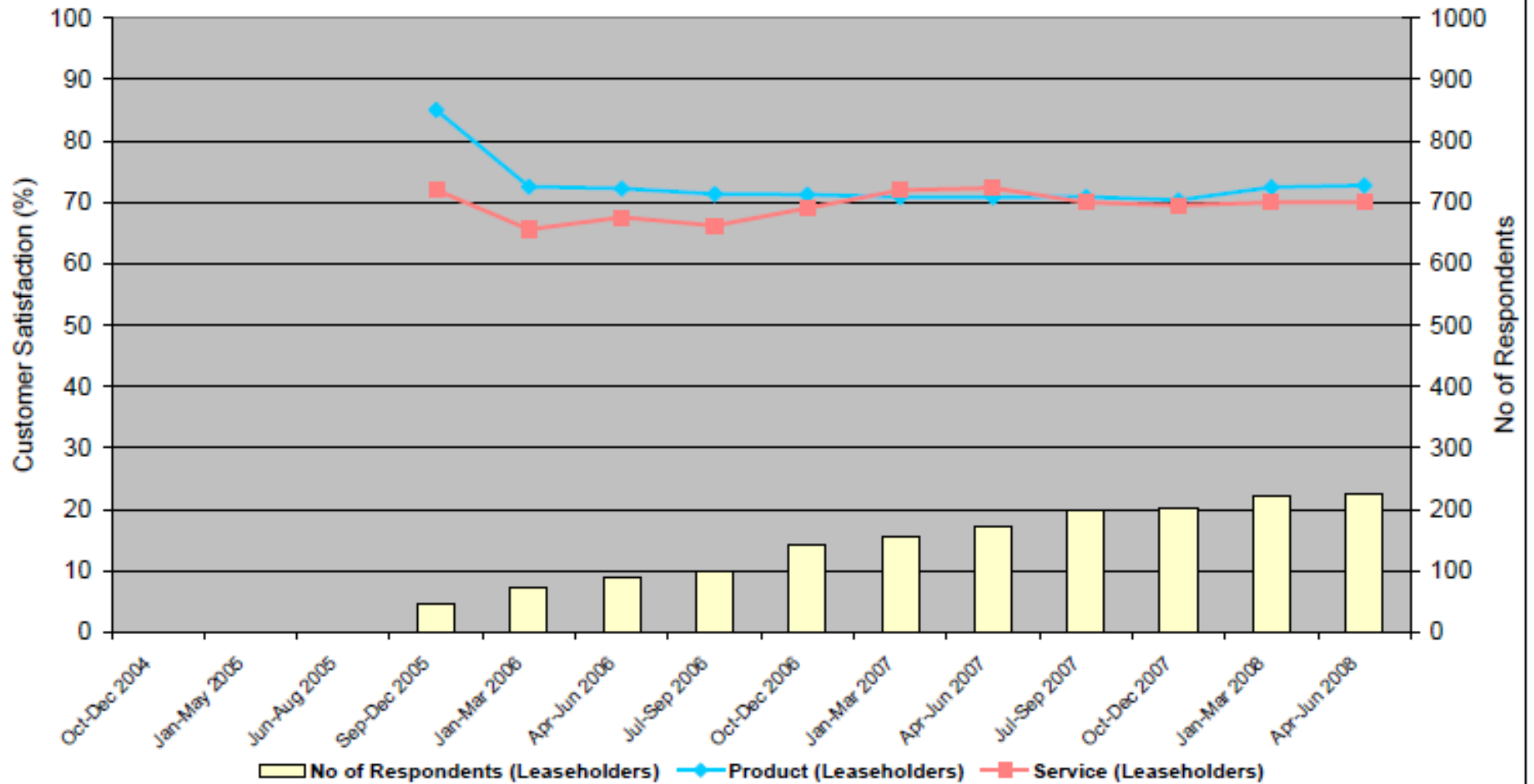
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Rev 2, 27th November 2008.

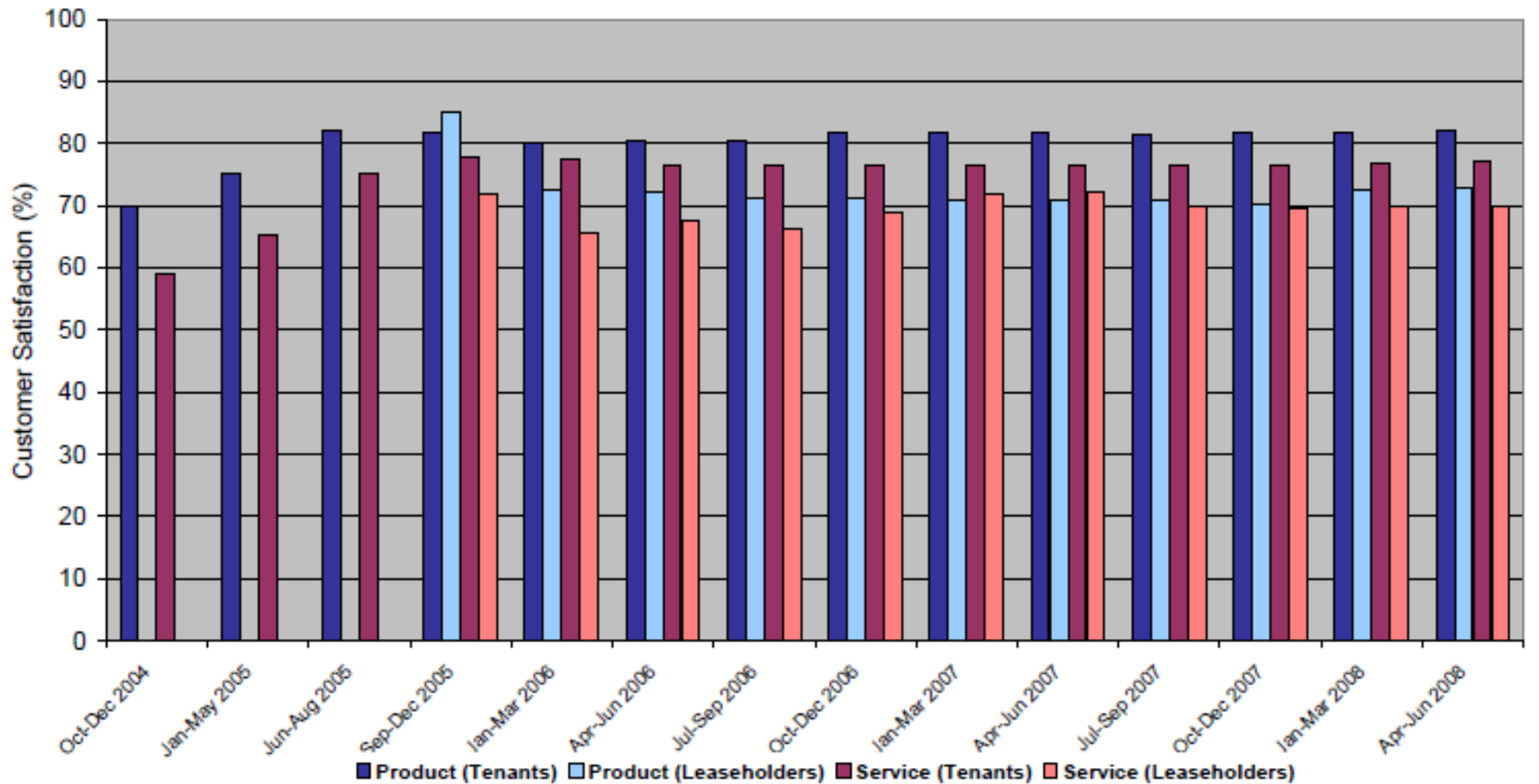
A1 PERFORMANCE GRAPHS



C124 Islington HRA PFI Round 1 - Overall Product and Service Performance Cummulative - Leaseholders



C124 Islington HRA PFI Round 1 - Overall Product and Service Performance Cummulative - Tenants and Leaseholders



A2 PERFORMANCE IMPROVEMENT INITIATIVES

- Improvements to customer information and consultation, including:
 - Regular programme of consultation evenings
 - Better works programme timetable information, generally
 - The amount and nature of information given to individual residents including: tenants and leaseholders DVDs, explanatory booklet about works, individual dwelling door packs (that provide a repository for pre- and in-process information exchange).
- Improvements to the delivery and monitoring of customer care, including:
 - Additional customer care training for staff, generally
 - Monitoring of the Code of Conduct
 - Deployment of additional Resident Liaison Officers to work with tenants and leaseholders
 - Provision of resident respite facilities
 - Provision of a specially adapted decant flat
 - Introduction contractual payments linked to customer care, based upon performance indicators (including: security of dwelling, protection of belongings, leaving utilities working at end of day, provision of information, contact with RLO, tenant sign off and overall satisfaction).
- Payment of compensation:
 - To tenants, where works overrun
 - To tenants, for the use of their electricity.
- Fundamental review of the management of all works activity, including changes to:
 - Senior personnel (several changes)
 - Organisation structure
 - Organisation culture
 - Sub-contractors employed (two of the five principal sub-contractors replaced).
- Improvements to the planning and monitoring of the progress of work, including:
 - Revised pre-works planning at zone and individual dwelling level
 - Introduction of the FLAG process management system/database to monitor and record the progress of works in each property/dwelling
 - Reasonable works period of eight weeks agreed to reduce duration of works in tenants homes
 - Introduction of works performance indicators.
- Improvements to the monitoring of the quality of work, including:
 - An increase in the rigor of inspections of finished works
 - 100% checks of completed works by independent surveyors.
- Introduction of an independent customer satisfaction survey in order to monitor satisfaction with the works and with the service provided.