

## **INTRODUCTION**

This report provides the results of an independent customer satisfaction survey of residents affected by improvement works, undertaken as part of the Islington HRA PFI R1 Project, which were completed during the period January to March 2006. The survey was undertaken for United House Ltd (UH) from May 2005 to June 2006 by LM Research & Marketing Consultancy Ltd (LM).

## **SUMMARY**

This fifth survey achieved a response rate of 58%; prior surveys achieved 55% to 57%.

The survey was undertaken using a revised survey script which changed the order of questions to ensure a better correlation between the responses to overall satisfaction questions and the responses to individual topic questions.

36% of residents were satisfied and 34% dissatisfied, overall, with the improvements to their home, with a mean question score of 60%. This shows a large decline in the proportion satisfied and increase in the proportion dissatisfied, overall, by comparison with properties completed between September to December 2005. Any general trend in overall satisfaction has been masked by the change induced by the re-ordering of this question, bringing the overall satisfaction score closer in line with that for 'attention to detail', as intended.

46% of residents were satisfied and 32% dissatisfied, overall, with the service provided, with a mean question score of 65%. This shows a small decline in the proportion satisfied and an increase in the proportion dissatisfied, overall, by comparison with properties completed between September to December 2005. Any general trend in overall satisfaction has again been masked by the change induced by the re-ordering of questions, bringing the overall satisfaction score closer in line with that for 'protected, clean and tidy'.

Attention to detail remains the main driver of any dissatisfaction with the improvements, particularly amongst tenants whose properties were part of the backlog programme.

A lack of communication, both prior to and during the course of the work, remains one of the main drivers of resident dissatisfaction with the service received, and is one of the most important aspects of the project that requires improvement.

Dissatisfaction with the keeping of time commitments was dominated by the work taking longer than agreed. Comments indicate that this is also the most important aspect of the project overall that requires improvement.

It is believed that the main underlying influence on the decline in overall satisfaction with the improvements and with the service, particularly the detailed aspects of 'attention to detail' and 'time commitments kept', has been the post-works certification process. It is understood, from resident complaints, that the protracted nature of the process has introduced delays of up to three months from completion of work in their home until redecoration could start. Furthermore, residents have indicated that the certification process and the likely delay were not adequately explained to them.

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## **1 BACKGROUND**

The report for properties completed in September to December 2005 described the difficulty experienced in correlating and/or establishing a causal link between the performance trends exhibited for individual performance aspects, such as 'attention to detail' and 'protected, clean and tidy', and overall satisfaction with the 'improvements' and the 'service'. At a meeting between UH and LM, on 9<sup>th</sup> May 2006, LM recommended that survey questions be re-ordered to improve this correlation, with questions concerned with overall satisfaction being placed, in future, before questions concerned with individual performance aspects. It was realised that this may produce one-off step changes in reported performance. The survey specification was revised accordingly, and re-issued on 9<sup>th</sup> May 2006. No other changes were made to the main survey questions.

## 2 THIS SURVEY

### 2.1 Population

The population to be surveyed consisted of the 166 properties that were completed between 1<sup>st</sup> January and 31<sup>st</sup> March 2006.

70% of properties were first completions and 30% [previously 25%] had undergone rework as part of a backlog programme.

### 2.2 Sampling

The target sample rate remained at 100% rate, so that lessons could be learned with the maximum level of confidence. No inducements were offered.

### 2.3 Questionnaire

The revised questionnaire script was used for all surveys. A copy of the survey specification, Rev 5, is attached to this report.

### 2.4 Methodology

LM attempted to contact each resident, by telephone (mobile or landline). Calls were made every day, until a successful response was obtained - or the resident indicated that they did not want to participate.

### 2.5 Data Analysis

Resident responses were captured on a database and, upon completion of each batch of surveys, the database was returned to United House for analysis. Analysis was undertaken during June.

The database and analysis can be inspected at United House's premises in Swanley.

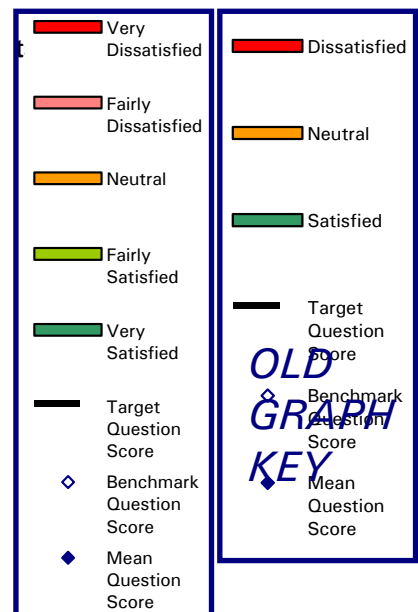
### 2.6 Score Breakdown in Graphs

The graphs in this report show the full breakdown of performance scores from '1' (very dissatisfied) to '5' (very satisfied) for each question, as captured by LM.

Performance for the previous survey period, from September to December 2005, previously broken down as '1 and 2' (dissatisfied) and '4 and 5' (satisfied) have been reanalysed and included for comparison purposes.

### 2.7 Prior Survey Performance Benchmark

Benchmark performance from the prior survey report has been included in performance descriptions in square parentheses, for example: [nn%]. Performance graphs provide the prior mean score benchmark, for all residents, in the form of an open diamond shape.

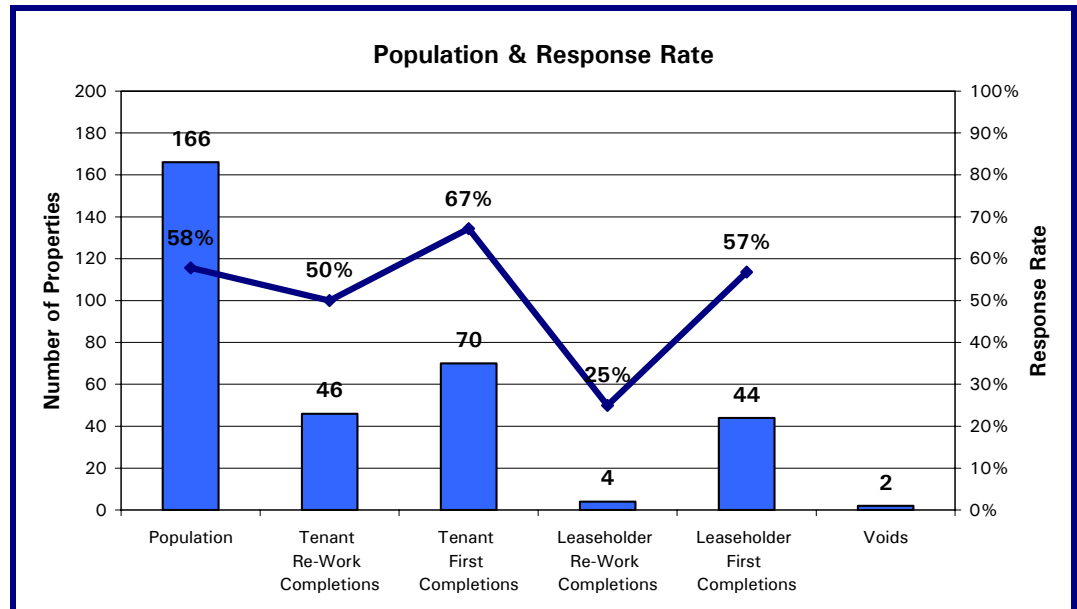


### 3 SURVEY AND PERFORMANCE RESULTS

#### 3.1 Overall Survey Response

The initial population to be surveyed consisted of 166 properties, as described in Section 2.1, 'Population' above.

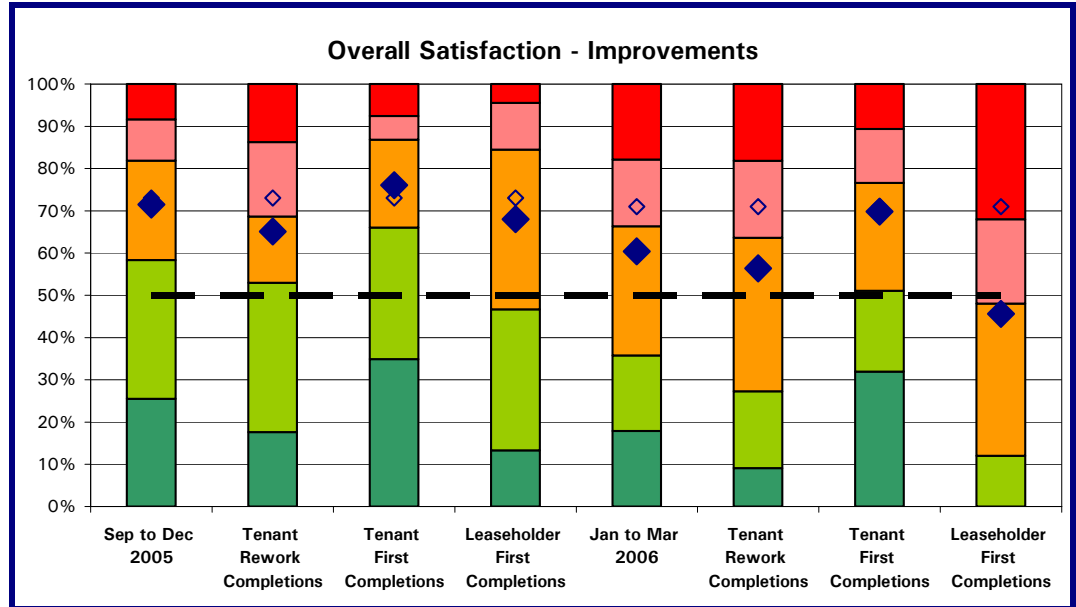
- 2 properties were voids.
- All other residents had valid contact information; thus, all properties could be surveyed.
- 70 residents could not be contacted or did not want to participate in the survey.
- 96 residents provided valid survey responses, equivalent to a general response rate of 58%.
- 72 residents of first completion properties and 24 residents of rework properties provided valid survey responses, equivalent to response rates of 62% and 48%, respectively.



**3.2 Overall Performance**

**3.2.1 Improvements**

36% [58%] of residents were 'fairly satisfied' or 'very satisfied' overall with the improvements to their home, against 34% [18%] who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 60% [71%].

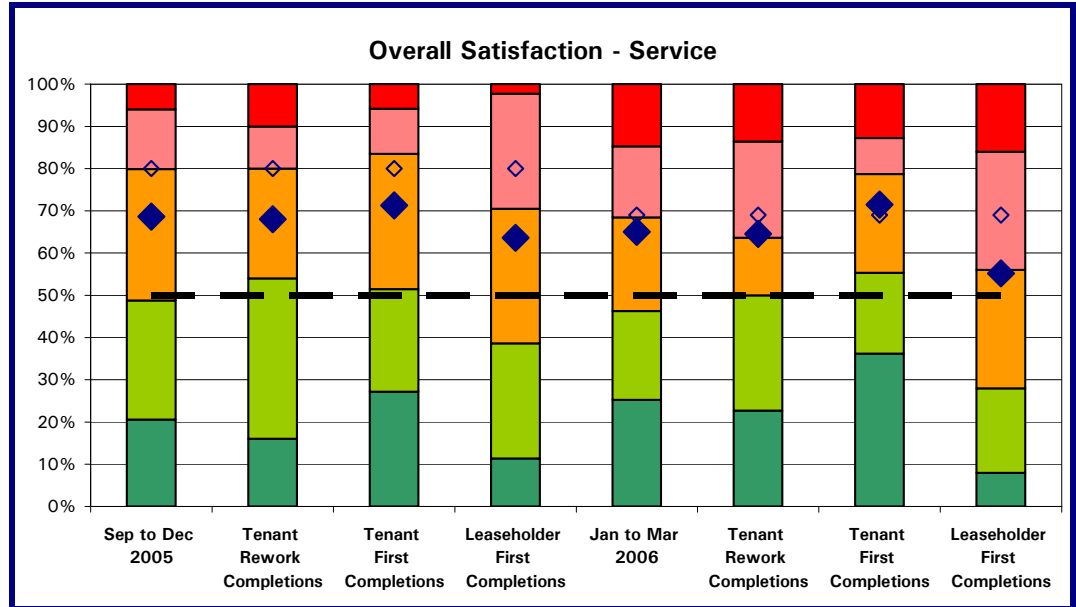


55% [66%] of first completion tenants were satisfied overall with the improvements to their home, with a mean question score of 70% [76%].

22% [16%] of respondents provided comments. The greatest drivers of their dissatisfaction with the improvement works, were the attention to detail and quality of materials used, and that some of the works expected were not done.

**3.2.2 Service**

46% [49%] of residents were 'fairly satisfied' or 'very satisfied' overall with the service provided by United House's staff, against 32% [20%], who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 65% [69%].



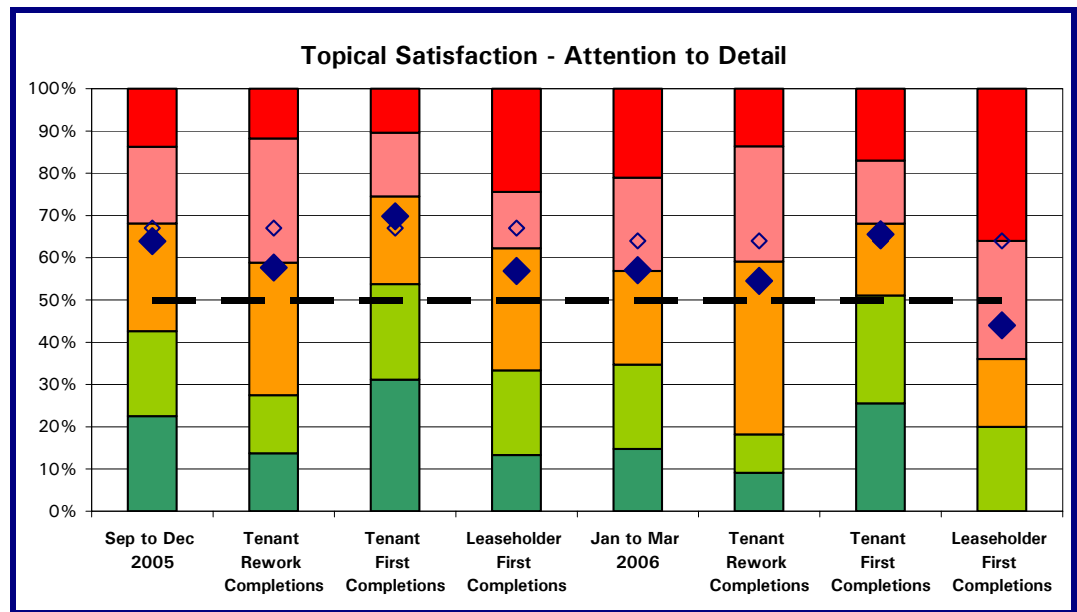
55% [53%] of first completion tenants were satisfied overall with the improvements to their home, with a mean question score of 71% [68%].

30% [17%] of respondents provided comments. The greatest driver of their dissatisfaction with the service provided, at 23%, was the information. Other factors included: better protection/cleanliness/tidiness, at 19%, and security and time commitments kept both at 16%.

### 3.3 Individual Aspect Performance

#### 3.3.1 Attention to Detail

In assessing the improvements to their home, 35% [43%] of residents assessed the attention to detail as 'fairly good' or 'very good', against 43% [32%] who assessed the attention to detail as 'fairly poor' or 'very poor'; giving a mean question score of 57% [64%].



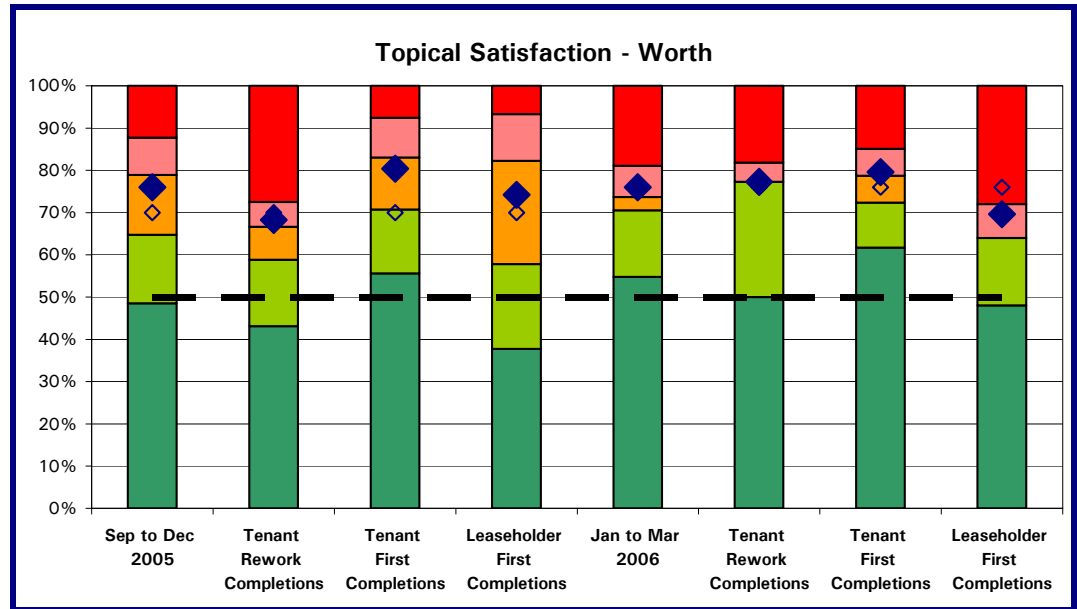
51% [54%] of first completion tenants were satisfied with the attention to detail, with a mean question score of 66% [70%].

31% [28%] of respondents provided comments. The majority of comments concerned the finishing of work, for example: poor painting or work not complete.

Comments given at the end of the survey concerning the 'standard of work', in Section 3.4, 'Improvement Priorities', below, indicate that, in residents' opinion, this remains an important aspect that must be improved.

### 3.3.2 Worth

Taking into account the disruption, 76% [65%] of residents considered that the improvements were 'probably' or definitely worthwhile, whereas 26% [21%] considered that they were 'probably' or definitely not worthwhile; giving a mean question score of 76% [76%].

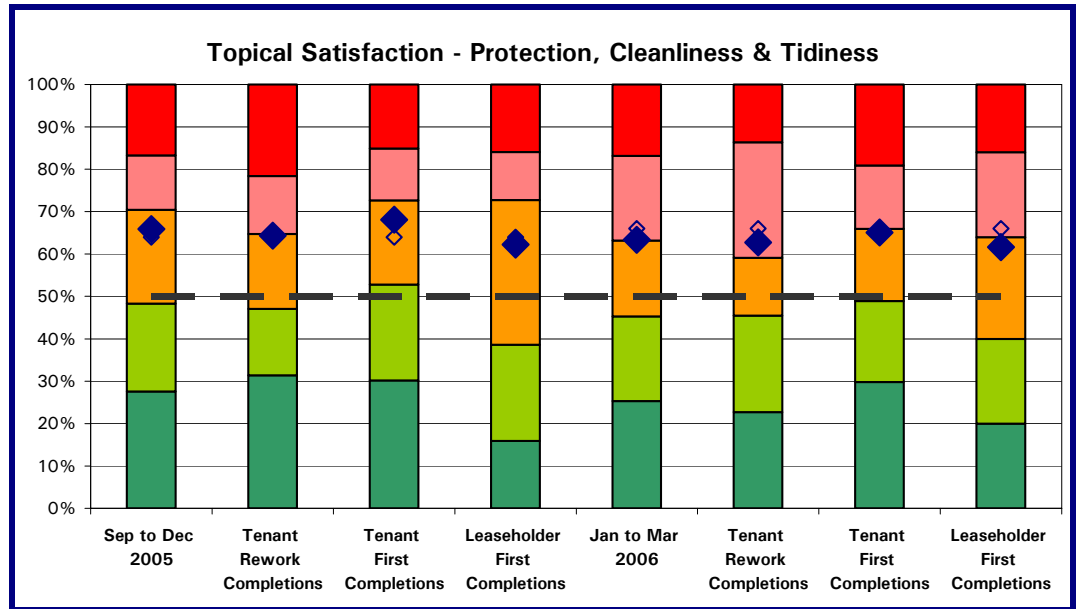


72% [71%] of first completion tenants considered that the improvements were worthwhile, with a mean question score of 80% [80%].

40% [16%] of respondents provided comments. The greatest drivers of their dissatisfaction with the value of the improvement works, at 25%, was the standard of work or that it was not thought to be complete, and at 12%, that the works were not thought to be necessary.

**3.3.3 Protection, Cleanliness & Tidyness**

In assessing the care taken to ensure that resident’s belongings were protected, and the work carried out in a clean and tidy manner, 45% [48%] of residents were ‘fairly satisfied’ or ‘very satisfied’, against 37% [30%] who were ‘fairly dissatisfied’ or ‘very dissatisfied’; giving a mean question score of 63% [66%].

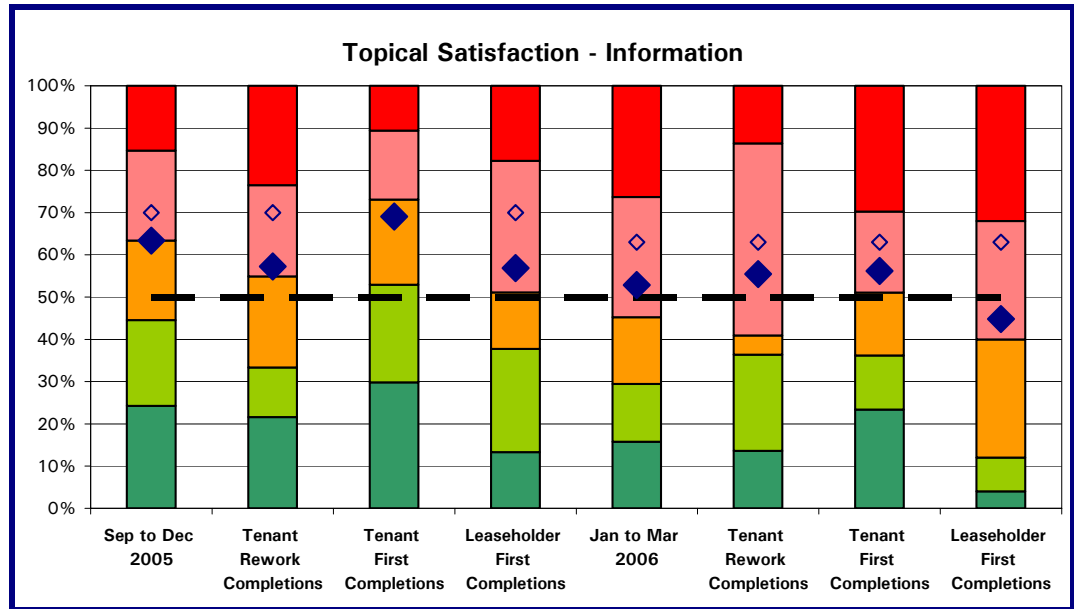


49% [53%] of first completion tenants considered that their belongings were protected, and the work carried out in a clean and tidy manner, with a mean question score of 65% [68%].

19% [27%] of respondents provided comments. The greatest driver of their dissatisfaction with protection, cleanliness and tidyness, at 40%, was the overall lack of these, generally. However, 36% said that more attention needed to be paid before work commenced (ie, clearing workspace, ensuring that floors and remaining possessions were protected, etc).

3.3.4 Information

In assessing the way in which they were kept informed prior to and during the improvements, 29% [45%] of residents were 'fairly satisfied' or 'very satisfied', against 54% [37%] who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 53% [63%].



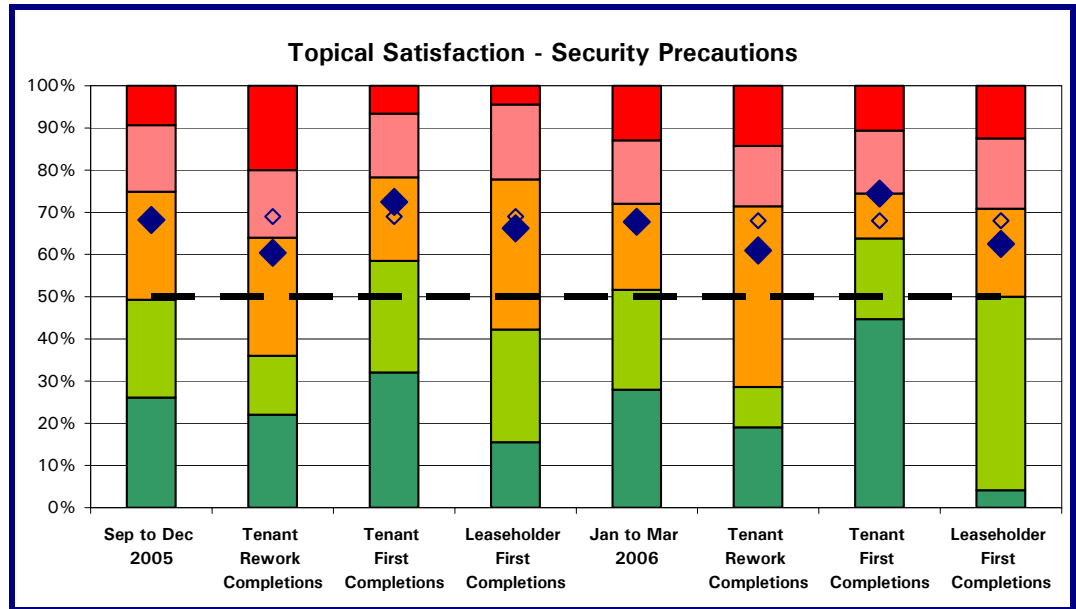
36% [53%] of first completion tenants were satisfied that they were kept informed prior to and during the improvements, with a mean question score of 56% [69%].

23% [32%] of respondents provided comments. Their dissatisfaction was driven almost equally, at 36%, by communication before works started and, at 37%, communication during the work.

This continues to be one of the two lowest scoring aspects (the other being complaint handling). Inspection of individual comments continues to show a wide diversity of dissatisfaction, not with formal 'information' provided, but with the lack of or quality of communication between residents, management staff and operatives. Comments given at the end of the survey concerning 'communications', in Section 3.4, 'Improvement Priorities', below, indicate that, in residents' opinion, this is the second most important aspect to be improved.

**3.3.5 Security Precautions**

In assessing the security precautions taken (for example, that workers showed their identification, doors were kept latched, keys were kept securely, etc), 52% [49%] of residents were 'fairly satisfied' or 'very satisfied', against 28% [25%] who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 68% [68%].



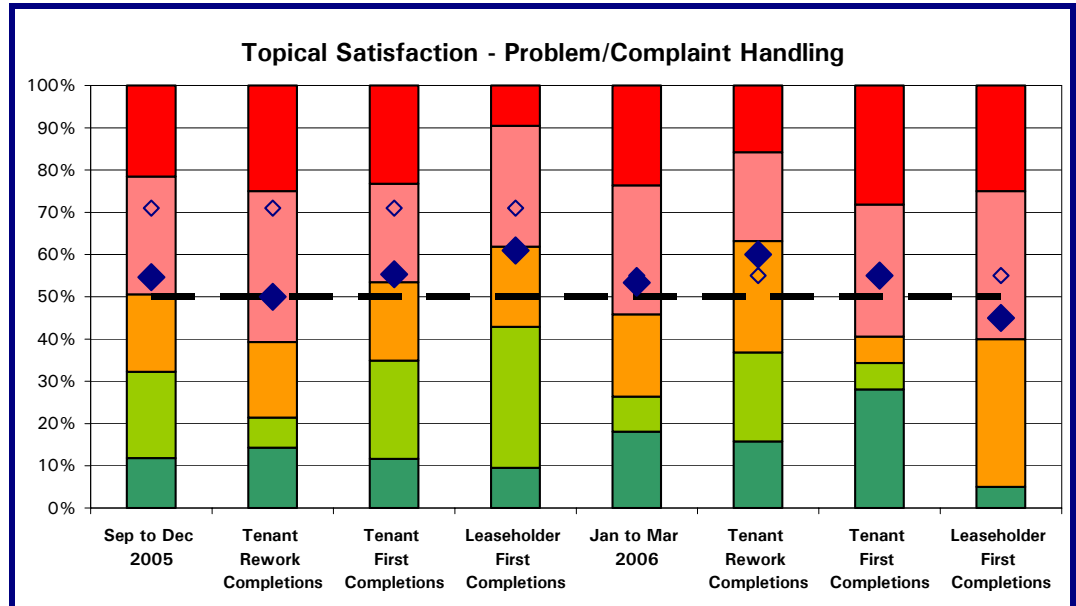
64% [58%] of first completion tenants considered that their belongings were protected, and the work carried out in a clean and tidy manner, with a mean question score of 74% [72%].

15% [22%] of respondents provided comments. The greatest driver of their dissatisfaction with security, at 58%, was that doors and windows were left open or unlocked. Other factors included: keys not kept securely, at 17%.

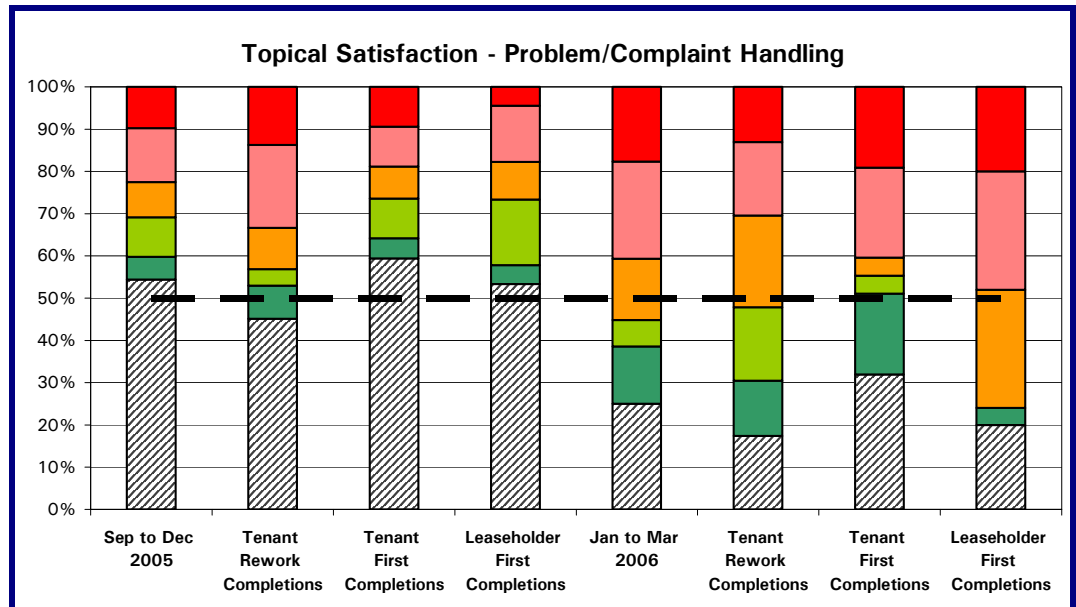
**Customer Satisfaction Survey**  
 January to March 2006  
 C124, Islington HRA PFI R1 Project

**3.3.6 Problem/Complaint Handling**

When asked whether they had had a problem or complaint, 25% [54%] of residents indicated that they had not had a problem or complaint. In assessing the way in which any problems or complaints were handled 26% [32%] were 'fairly satisfied' or 'very satisfied', against 55% [49%] who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 53% [55%].



However, if the proportion of residents who did *not* have a problem or complaint is taken into account, different proportions result.



Here, 45% [69%] of residents either did not have a problem or complaint or were 'fairly satisfied' or 'very satisfied' with the way that it was handled; against 42% [23%] who did have a problem or complaint and were 'fairly dissatisfied' or 'very dissatisfied' with the way that it was handled.

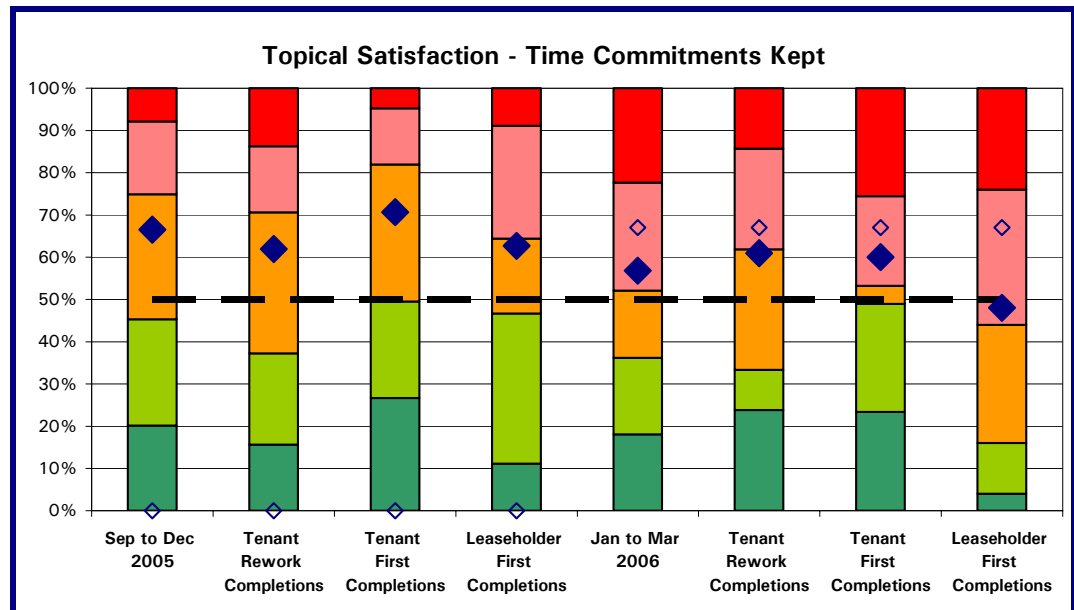
**Confidential**

**Customer Satisfaction Survey**  
*January to March 2006*  
*C124, Islington HRA PFI R1 Project*

15% [18%] of respondents, who had a problem or complaint, provided comments. The greatest driver of their dissatisfaction with the way that their problems or complaints were handled, at 63%, was the action taken to resolve them, rather than, at 30%, the time taken to resolve them.

**3.3.7 Time Commitments Kept**

In assessing that time commitments made (for example, that the work started and finished on time that appointments were kept, that follow-on decorative work and inspections were completed promptly, etc), 36% [45%] of residents were 'fairly satisfied' or 'very satisfied' that time commitments were kept, against 48% [25%] who were 'fairly dissatisfied' or 'very dissatisfied'; giving a mean question score of 57% [67%].



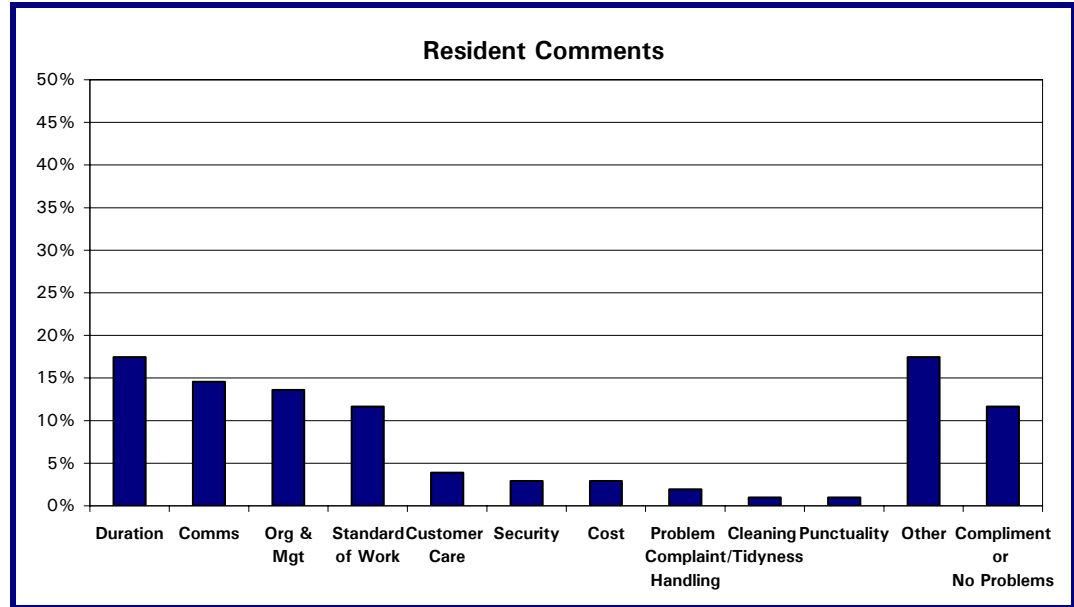
49% [50%] of first completion tenants were satisfied that that time commitments were kept, with a mean question score of 60% [71%].

16% [21%] of respondents provided comments. The greatest drivers of their dissatisfaction with the keeping of time commitments, at 27%, was that the work took longer than agreed and, at 25%, that appointments were not kept.

Note, although different from the question asked concerning commitments kept, comments given at the end of the survey concerning the overall 'duration' of the work, in Section 3.4, 'Improvement Priorities', below, indicate that the overall time taken for the improvements has now become the most important aspect for improvement.

**3.4 Improvement Priorities**

At the end of the survey, every resident was asked for “the two most important things ... to improve?” 43% [93%] of residents provided comments. 103 comments were received.



The highest priority issues for improvement were:

- Overall time taken for the improvements, at 15% [10%]. In the previous survey this issue ranked as fourth most important for improvement. This is different from the dissatisfaction with starting and finishing on time and keeping appointments which was described in more detail in Section 3.3.7, ‘Time Commitments Kept’, above.
- Communications between people, rather than just hard information provided, at 15% [29%], which was described in more detail in Section 3.3.4, ‘Information’, above.
- Organisation and management, at 14%. This was a new topic which, in most cases, concerned the supervision of or coordination between sub-contractors. This topic was exacerbated by dissatisfaction with the overall duration of the work.
- Standard of work, at 12% [19%], which was described in more detail in Section 3.3.1, ‘Attention to Detail’, above.

Although residents did not specifically identify ‘respect’ for peoples’ homes and property (as in the previous survey) and ‘cleaning and tidyness’ as high priority topics for improvement, their general comments about ‘customer care’ reinforce the dissatisfaction which was described in Section 3.3.3, ‘Protection, Cleanliness & Tidyness’, above, such that this aspect must continue to be the subject of improvement action.

12% [12%] of comments received specifically indicated that there were no particular items that required improvement or provide a compliment, for example: “nice guys, friendly, prompt etc - work was to a very high standard”, “it was great, I can’t think of anything to improve”, “it was all fine”, etc.

**4 HFI OVERALL PERFORMANCE BREAKDOWN**

**Quarter Period**

Overall % satisfaction rating for all residents (tenants and leaseholders) with improvements to their homes	36%
Overall % satisfaction rating for all residents (tenants and leaseholders) satisfied with service provided by United House	46%

**Prior 12 months**

Overall % satisfaction rating for all residents (tenants and leaseholders) with improvements to their homes	52%
Overall % satisfaction rating for all residents (tenants and leaseholders) satisfied with service provided by United House	59%

**Quarter Period**

	Tenants Satisfied with Improvements	Leaseholders Satisfied with Improvements	Tenants Satisfied with Service	Leaseholders Satisfied with Service
Tenants in backlog properties	27%		50%	
Leaseholders in backlog properties		100%		0%
Tenants not in backlog properties	51%		50%	
Leaseholders not in backlog properties		12%		28%

**5 ATTACHMENTS**

C124PI012, Customer Satisfaction Questionnaire, Interview Script, Islington PFI, Rev 5.

Paul R Greenwood  
Best Practice Director  
United House Limited

Rev 1, 28<sup>th</sup> July 2006

# CUSTOMER SATISFACTION QUESTIONNAIRE

## Interview Script

### INTRODUCTION

We understand that the improvements to your home will cause inconvenience and are always looking for ways to minimise this. We would be grateful if you would agree to spend about five minutes answering ten questions about the improvements and our service.

### PART 1 ABOUT THE IMPROVEMENTS TO YOUR HOME

#### Question 1

Overall, how satisfied or dissatisfied are you with the improvements to your home?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

#### Score 1 or 2, follow-up question

What, in particular, were you dissatisfied with?

- .....

#### Question 2

How good or poor would you rate our attention to detail?

- 5 very good
- 4 fairly good
- 3 neither good / nor poor
- 2 fairly poor
- 1 very poor.

#### Score 1 or 2, follow-up question

What, in particular, were you dissatisfied with?

- .....

#### Question 3

Taking into account the disruption, were the improvements worthwhile?

- 5 yes
- 4 probably yes
- 3 neither yes / nor no
- 2 probably not
- 1 no.

#### Score 1 or 2, follow-up question

What, in particular, were you dissatisfied with?

- .....

**Customer Satisfaction Questionnaire**  
*Interview Script*

**PART 2 ABOUT OUR SERVICE**

**Question 1**

Overall, how satisfied or dissatisfied are you with the service provided by our staff?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Score 1 or 2, follow-up question**

What, in particular, were you dissatisfied with?

- .....

**Question 2**

How satisfied or dissatisfied are you that everything reasonable was done to ensure that your belongings were protected and the work was carried out in a clean and tidy manner?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Score 1 or 2, follow-up question**

What, in particular, were you dissatisfied with?

- Belongings not protected (eg, use of dust-sheets and storage boxes)
- Cleanliness and tidiness (eg, at the end of each day and upon completion)
- Other: .....

**Question 3**

How satisfied or dissatisfied are you with the way in which we kept you informed about what was happening in your home?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Score 1 or 2, follow-up question**

At what stage, in particular, do we need to make improvements? (allow selection of any/all issues)

- Before work begins
- During the work, or
- After the work the work has been completed
- Other: .....

**Customer Satisfaction Questionnaire**  
*Interview Script*

**Question 4**

How satisfied or dissatisfied are you with the security precautions that were taken (for example, that workers showed their identification, your door was kept latched, any keys were kept securely, etc)?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Score 1 or 2, follow-up question**

What, in particular, were you dissatisfied with? (allow selection of any/all issues)

- Identification not shown (note: ID is not always worn – but must be shown)
- Doors and windows left open or unlocked
- Keys not kept securely
- Other: .....

**Question 5**

Did you have a problem or complaint at any point?

- ✓ No problem or complaint

If you had a problem or a complaint, how satisfied or dissatisfied are you with the way that we handled it?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Score 1 or 2, follow-up question**

What, in particular, were you dissatisfied with? (allow selection of any/all issues)

- Action taken to resolve problem
- Time taken to resolve problem
- Other: .....

**Question 6**

How satisfied or dissatisfied are you that we kept to our time commitments (for example, that the work started and finished on time, that appointments were kept, that follow-on decorative work and inspections were completed promptly, etc)?

- 5 very satisfied
- 4 fairly satisfied
- 3 neither satisfied / nor dissatisfied
- 2 fairly dissatisfied
- 1 very dissatisfied.

**Customer Satisfaction Questionnaire**  
*Interview Script*

**Score 1 or 2, follow-up question**

What, in particular, were you dissatisfied with? (allow selection of any/all issues)

- Did not start on time
- Did not finish on time
- Took longer than agreed
- Appointments were not kept
- Delay in completing decorative work and final inspections
- Other: .....

**PART 3 ABOUT MAKING THINGS BETTER FOR OTHER RESIDENTS**

**Question 1**

Overall, what are your two main concerns or compliments about the improvements or the service provided?

.....  
.....

**Question 2 (Optional)**

What do you think of ... [exploratory question on a topical issue to be defined when required, for example on the helpfulness of the residents pre-work DVD]?

.....  
.....

Thank you for your help.

**INTERVIEW NOTES**

**1 Low-Score Follow-Up Question**

Where the resident scores the question as "1" or "2" an open question is to be asked, for example, "what, in particular, were you dissatisfied with?" to elicit ideas for improvement. For some questions, detailed dissatisfaction drivers have been identified, for other questions, a comment is required in order to help identify appropriate dissatisfaction drivers for following surveys.

**2 Interim Availability**

This only applies to tenanted dwellings where, because of the existence of a leaseholder in the property and the associated leaseholder consultation requirements, a decision has been taken to only carry out works that do not require agreement with the Leaseholder. This therefore means that all the works to the internal elements of the dwelling will be carried out to a standard to meet the internal aspects of the availability standard. To achieve this, the following major works activity will take place:

- New central heating system
- New kitchen including tiling and flooring
- New bathroom including tiling and flooring
- Full rewire.

In addition to the major works, identified above, other activity could include:

## Customer Satisfaction Questionnaire Interview Script

- Refurbishment/replacement of doors and windows
- Damp eradication
- Asbestos removal or encapsulation
- Plastering
- Flooring works
- Loft insulation
- Decoration - though the resident can choose to take decorations allowances.

### 3 Full Availability

This applies to all dwellings and involves all works (internal and external) that need to be completed to meet the full availability standard.

Thus, in addition to the works listed above, the following will also be carried out:

- Eradication of structural problems, if necessary
- All works to the external envelope - roof, walls, foundations
- All communal area works both internal and external including redecoration
- Decoration to the external elevations of the property.

### 4 Standard Response To Resident Problem

"I have taken brief details of your problem, which I will pass on to the contractor. However, if you would like to talk to the contractor directly, please contact them on 01322 612394. One of their Resident Liaison Officer will then contact you to make arrangements to resolve the problem."

## REVISIONS

Changes since the last issue are identified by a line in the right margin.

Example

<b>Rev</b>	<b>Date of Issue</b>	<b>Purpose of Issue and Changes</b>
1	10th December 2004	First draft, for research consultancy tender.
2	11th January 2005	Second draft, produced for comment by LM Research & Marketing Consultancy.  Incorporating changes based upon comments in emails from D Hay & SA French, 24th & 23rd December 2004, respectively.
3	17th January 2005	Third revision, produced for use by LM Research & Marketing Consultancy.  Incorporating definitions of Full and Interim Availability based upon email from D Hay, 17 January 2005.
4	5 <sup>th</sup> December 2005	Fourth revision, for use by LM Research & Marketing Consultancy.  Changes include: <ul style="list-style-type: none"> <li>• Addition of detailed low-score follow-up questions, incorporating topics from Consul Report 2, ref 556/04/PFI</li> <li>• Additional question concerning duration and attendance/timekeeping.</li> </ul> Changes based upon discussions with I Willis, of Homes for Islington, on 3 <sup>rd</sup> November 2005.

**Customer Satisfaction Questionnaire**  
*Interview Script*

5      9<sup>th</sup> May 2006

Fifth revision, produced for use by LM Research & Marketing Consultancy.

Changes to the order of questions to reduce the length of the questionnaire and to improve the identification of linkages between individual performance questions and the overall performance questions. Changes include:

- Section 1, Question 3, becomes Section 1, Question 1
- Section 2, Question 6, becomes Section 2, Question 2
- Detailed 'score 1 or 2 follow-up questions', after the above overall performance questions, reduced to a single open question
- All questions renumbered in sequence
- Detailed 'score 1 or 2 follow-up questions', database modified to allow capture of more than one cause of dissatisfaction
- Section 3, Question 1, reduced to a more open question.

Changes based upon recommendations of LM Research & Marketing Consultancy, email from LM, on 9<sup>th</sup> May 2006.