



Customer Excellence Panel

Improvement Works Service Review

December 2011



Report by
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Customer Excellence Officer

Findings

Overall the panel were very impressed with the current performance of the Improvement Works service. They were happy with the current set of service standards and felt that they demonstrated what matters most to our customers.



Evidence from our customers including survey findings, mystery shopping outcomes along with complaints performance demonstrate a service performing highly. The Customer Journey diagram (see page 5) displays the survey findings and supports that the service is demonstrating good performance with overall satisfaction at 91%.

Although the panel were happy with the outcomes of the survey they felt that performance should continue to demonstrate an improvement. Staff wearing ID badges during any improvement works should be higher than 83%, the panel would like to see performance at 100%.

Open days were another concern for the panel, they considered the attendance to be low but acknowledged that satisfaction with being consulted and kept informed was high at 98% and 94% demonstrating that the attendance at open days is not having an adverse impact on how the customer feels about the service overall.

The panel were particularly impressed with the conduct of the contractors and subcontractors and were pleased that satisfaction was high at 93%.

The number of complaints for this service, considering the fact that on occasion works can cause significant disruption, is low at only 15% for the total number of complaints received by Helena Partnerships in Quarter 4 2010/11.

The panel are impressed with performance and therefore considered thereto be no requirement to continue monitoring the service through their suite of Customer Excellence Performance Indicators, they will however monitor the number of attendees at the open days.

Although feedback and evidence demonstrated that the service is performing highly the panel did make some additional suggestions to how the service can continue to demonstrate continuous improvement.

The panel were pleased that the service was demonstrating good value for money as when compared the service costs only £51 per property which ranks them in second place of thirty other similar organisations. Considering the high satisfaction the service is performing efficiently.



Introduction

The Customer Excellence Panel is one of a range of Helena's initiatives that aims to enable tenants to have a greater say in the decisions and have an influence in service delivery. The panel provides an enhanced scrutiny role across Helena which is an important function to ensure that our customers receive a high quality service which also provides good value for money.

The panel monitors Helena's performance mainly in relation to customer related elements of service delivery. They are not a consultation group and therefore do not advise on policy and procedure but as a scrutiny group who challenge and make recommendations to improve Helena's service's based on evidence from our wider tenant base. The panel also set targets for performance along with reviewing and setting service standards.

Listening to our customers at this level gives us another dimension to our process and ensures our services meet the needs of our customers.

The panel has been in place since 2009 and have since carried out a range of service reviews, the work of the panel has gained significant amount of recognition and were thrilled to be announced as one of ten scrutiny groups who were awarded as 'Co-regulatory Champions' by the TSA for their progress around scrutiny.

For more information about the panel along with details of how they carry out their reviews and how they prioritise their work please visit the panel's website at www.excellenceathelena.co.uk

News blog

In a recent publication by John Thornhill there was an emphasis on the impact government changes will have on the future of scrutiny. There will become a further need to ensure the approach is effective as it will become of greater importance to continue a 'co-regulatory' approach and to drive continuous service.

In addition there will be an expectation in England to produce an annual report for tenants which contains a self – assessment on performance of which tenant scrutiny will need to play a role. The report will become a key tool in allowing our tenants to hold us to account and also have an input in scrutiny.

(TPAS and Housemark November 2011)

Aims of the Improvement Works Review

Specifically for this service area the Customer Excellence Panel service review aimed to:

- Review and scrutinise performance and customer feedback (including complaints)
- Review current service standards
- Agree Customer Excellence Performance Indicators
- Recommend areas of improvement and identify time bound actions
- Consider if the service is providing good value for money and delivering an excellence service to tenants

Method

An overview of Improvement Works performance drawing of a range of performance information from Key Performance Indicators to Customer Inspectors findings. Breakout sessions were held throughout the presentation of the information to gather the panel's feedback on current performance, throughout the sessions the panel challenge, scrutinise and question performance.

All feedback is structured around the panel's set workbook which aims to ensure decisions are based on evidence from wider feedback. The workbook focuses around the following:

- What matters most to our tenants? (*Complaints, Customer Inspector Findings and Survey analysis*)
- Service Standards
- Performance Indicators
- Key issues for tenants
- Value for money
- Future update

Throughout the sessions the panel make recommendations for improvements to the service in line with improving customer satisfaction with the service. On completion of the workbook the panel agreed an action plan with the service manager, Steve Foster.

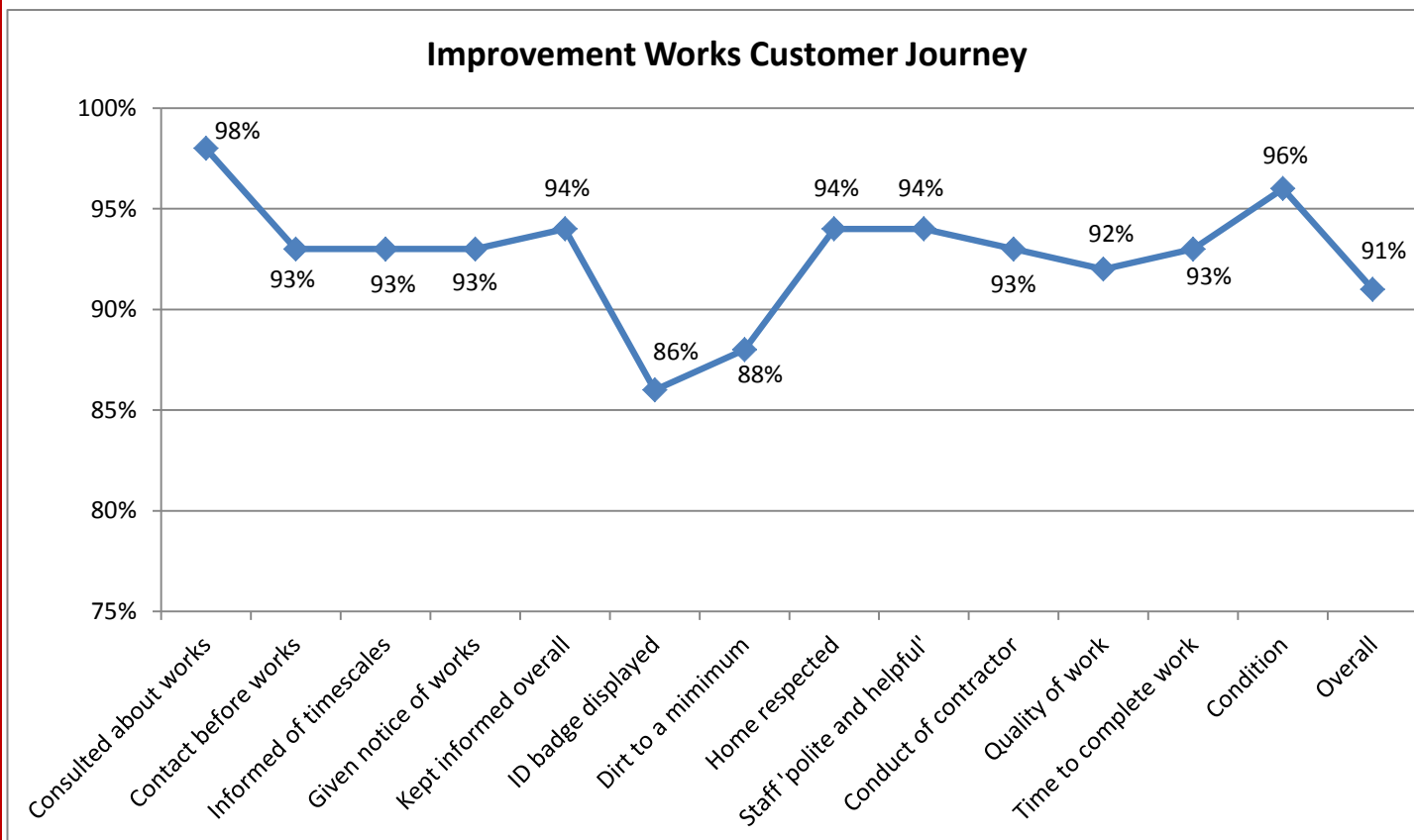
What matters most to tenants?

The first area the panel considered as part of their review was 'What matters most to tenants?', this section enables the panel to analyse all the feedback we gather from our tenants in regards to the Improvement Works service. Specifically the panel reviewed feedback from the quarterly satisfaction survey along with feedback from the Customer Inspectors and customer complaints.



Survey results

The Customer Journey from the satisfaction survey has been displayed below.



Taken from Quarter 4 satisfaction results

The panel were impressed with the customer's journey when improvement works are undertaken in their home. They were satisfied with the evidence and did not request any additional research.

Consultation

Firstly the panel were pleased that consultation is taking place with customers before any works are undertaken in their home with a high performance of 98% satisfaction. Again the panel were pleased with the way our customer's are consulted but more specifically with the contact just before any works are undertaken – satisfaction with this was high at 93%. Being kept informed with timescales was another high satisfaction level of 93%, this performance once again impressed the panel however they were keen that this performance demonstrates satisfaction of 100%. The panel are happy that customers are being given

notice before works begins with 93% being satisfied again the panel would like to see this performance at 100%.

Overall survey respondents were 94% satisfied that they were kept informed with the process and the improvement works being undertaken, the panel were happy with this performance. To further increase the panel suggested that every effort is made to ensure a Helena member of staff can be contacted throughout the duration of the work regardless of whether the work is being carried out by a contractor or a subcontractor.

Open Days

The panel were happy with the current activities taking place in relation to consultation however were concerned that the number of attendees at the 'Open Day' event were particularly low. 3.4% of customers who had been invited to attend such a session actually attended. As a result of this the panel were keen to find out more and requested the Customer Inspectors skills in finding out more about the session. The invites sent and the information obtained during the session, this would enable them to identify any improvements that in turn would increase the number of attendees and encourage customers to attend the event.

The Customer Inspectors visited a number of scheduled open days 'unannounced' to find out about how the open days were run, they also reviewed the invite letter. Key findings have been detailed below.

- 83% satisfied that the required information could be found on the invite letter
- 100% understood what was involved as a result of the invite letter
- 100% thought the letter had a clear purpose
- 100% agreed the invite letter was easy to understand
- 83% happy with the letter overall
- 83% found the open day welcoming
- 100% found the venue easy to access
- 66% found the venues to be good
- 83% found the venue location to be good
- 83% of staff had a good level of knowledge
- 100% of staff were polite and helpful
- Only 50% of staff were displaying their ID badge
- 83% found the information booklet distributed to clearly display key contacts
- 100% agreed the timetable was easy to understand but only 50% said it was clearly displayed
- 100% would be happy to attend a future open day
- 83% found the displays good
- 100% agreed there was enough information
- 83% found the open day overall to be good

Although the Inspectors were generally happy with the Open Day's overall they did make a number of suggestions for improvements that can be made to ensure they are more customer focused. In addition they highlighted a number of improvements to make to the invite letter.

The recommendations included the following:

- Improve the invite letter in line with full recommendations (*See full report/Workbook in Appendix*)
- Select venues carefully and ensure they are suitable and well sign posted
- All staff should be wearing their ID badge
- Clearly display the works timetable
- Ensure plenty of seating is available
- Staff should continue to demonstrate a high level of knowledge
- Staff should choose an appropriate time for a cigarette break

The panel were keen that changes are made to the invite letter and the way invites are sent to encourage customers to attend the open day.

The full report which includes the full analysis, findings and recommendations can be accessed at www.excellenceathelena.co.uk.

As a side point the panel were impressed that customers who do express interest in attending the open day will be arranged transport to attend and in the event they are unable to make the open day a visit can be arranged to the customer's home.

As the panel acknowledges not all customers wish to attend an open day Helena must be making sure information can be obtained from other source for example through HHTV (Digital TV) and Helena websites.

ID Badges

Displayed ID badges on arrival to a property is something that is particularly important to the panel, although performance was considered relatively high at 86% (10% 'can't remember') they would like to see performance at 100% and have therefore set this as a target and also an action. The panel consider this an important issue to tenants to ensure they feel safe and are comfortable the operative has been sent on behalf of Helena.

The operative

The panel had no concern with the conduct of the operative when in the customers home, satisfaction was high in terms of 'dirt being kept to a minimum' (88%), home being treated with respect (94%) and being 'polite and helpful' (94%). They highlighted that performance is particularly impressive as the nature of the service can be to generate large amounts of dirt and can cause disruption.

Overall conduct of the contractor was high at 93%, this particularly impressed the panel as they felt this was an area that is important to our customers and maintaining a high level of service. They identified that the level of ‘very satisfied’ customers was high at 75% in Quarter 3 (10/11) increasing to 81% in Quarter 4 (10/11). The panel had no concerns in this area.

With all these elements the panel felt that they should demonstrate an upward trend, they therefore confirmed this as a recommendation.

The works

Performance with actual works carried out impressed the panel with high levels of satisfaction. The quality of the work was high at 92% along with satisfaction with the time taken to carry out the work at 93% and again with the condition the customer’s home was left in at 96%.

The panel acknowledged that the nature of some works for example ‘rewiring’ can be very disruptive and can create large amounts of dirt, considering this the panel felt it was a credit to the team that satisfaction was still very high.


Overall

Satisfaction overall with the service was at 91%, the panel highlighted that since Quarter 3 (10/11) satisfaction had actually demonstrated a slight decline from 94%. However even considering this the panel were pleased with performance, in particular the panel were happy that the percentage of customer who were dissatisfied with the service was very low at only 2%.

However even with such high satisfaction the panel still suggested areas for improvement in the way of contacting the customers who express dissatisfaction to find out exactly what made them dissatisfied and rectify the problem for any future customers of the service.

Complaints

The panel were presented with data around customer complaints specifically in relation to the service. At only 15% of Helena’s overall number of complaints was very low and therefore showed no reason for concern. The panel did however highlight the need to respond to a customer’s complaint within the agreed timescale. The table below displays the percentage of complaints responded to within target for whole of ‘Assets’.

Q4 (10/11)		Q1 (11/12)		Q2 (11/12)		Target
No.	%	No.	%	No.	%	
7	100	4	100	7	100	

What are the key issues to tenants?

From the evidence presented to the panel they identified a number of key issues to customers specifically around Improvement Works, these are as follows:

- Access and location of Open Days
- Invites to Open Days
- ID badges
- Being 'polite and helpful'
- Being consulted and kept informed of progress of works/communication
- Quality of the works
- Treating the customer's home with respect and keeping dirt to a minimum
- Respond to complaints within the target time of five days

Service standards

On consideration of the presented evidence the panel reviewed the service's set of standards, which are ultimately what we promise our customers we will do. The panel were happy that the current set of service standards reflected the presented evidence and thus reflected what matters most to our customers and meet their needs.



The panel discussed that performance is currently high and that the service are delivering what is promised, the panel were keen to highlight that Helena are not always able to please all customers all of the time and therefore shouldn't expect performance to be 100% for all elements of the service.

They specifically acknowledged that the length of time given to a customer to prepare for the works is good at three months, this is clearly reflected in the survey where 98% of customers were satisfied that they were consulted before any works began.

As standards reflected what matters most to tenants the panel were more concerned with the ability to meet them and fulfil what has been promised and deliver a service of a high standard.

The panel are particularly keen that any contractors or subcontractors are meeting the same standards Helena operatives are expected to meet, failure to meet the service standards can have a negative impact on Helena's reputation.

One new standard was suggested by the panel this was in relation to any damage caused during improvement works, the panel suggested that to avoid any ambiguity photographs are taken, this would prevent any false claim and would act as evidence. On reflection the panel considered that this does not need to become a set service standard but should be left to the discretion of the officer who is equipped with a camera and makes use of this when appropriate. In addition it was highlighted by the service manager that very few claims are made and therefore not a real area of concern for Helena.

Performance Indicators



The panel recognised the importance of measuring quantitative information to evidence compliance with set service standard and performance indicators. They have their own suite of measures which they can use to identify Customer Excellence, these measures are analysed on a quarterly basis.

Included in the performance measures are not only measures to assess regulatory requirements and financial viability but also satisfaction measures to ensure we are meet the needs of our customers and ensure satisfaction with our services are high.

The panel considered what performance measures they would like to monitor from the 'Improvement Works' service area.

In terms of this service the panel considered the following indicators:

- Satisfaction with the Improvement Service
- Satisfaction with being kept informed
- Satisfaction with conduct of the contractor
- Attendance at Open Days
- Total cost per property

The panel were pleased with all the indicators generated from the satisfaction survey and therefore considered there to be no concern with how the service is performing and in turn no reason for them to monitor this quarterly. The panel can ascertain performance during an update of the service in 12 months' time.

The panel are concerned with the attendance at open days, the percentage is very low at 3.4% and would therefore like to monitor this on a quarterly basis, or as collection of data allows.

The panel are pleased that the service is performing well in terms of value for money at a cost of £51 (09/10) the service is ranked second of thirty similar organisations. The panel acknowledged that to be within the top quartile Helena's cost needs to be lower than £101, the actual cost is substantially lower than this which impressed the panel. As performance is so good the panel do consider is necessary to monitor this as part of their measures.

There are no additional performance measures the panel have requested require measurement or monitoring regularly.

Value for money

The panel considered the service to be demonstrated good value for money, when compared the service is ranked 2 of 30 other similar organisations, this is with a cost of only £51. Combines with high satisfaction the service is performing well in delivering a good quality service for a low cost.

Recommendations

In order to ensure continuous improvements are being demonstrated and the service is continuing to listen to its customers and act on feedback the panel have made the following recommendations:

- Advertise and make available information about upcoming improvement works along with providing details on HHTV and Helena websites
- Ensure it is easy to contact a member of staff during any improvement works completed by a contractor or subcontractor
- Members of staff should always show their ID badges whether it be visiting a customer's home or during an open day (Performance should be 100%)
- Improve satisfaction with operatives keeping dirt and mess to a minimum, respecting a customer's home and being polite and helpful
- Respond to all complaints within five days (Complaints service standard)
- Increase the attendance at open days
- Improve the open day invite inline with Customer Inspector Recommendations
- Consider the use of incentives to encourage attendance at open days
- Consider the best location for open days ensuring there is good access, seating and is well sign posted
- Staff should continue to demonstrate a good level of knowledge at open days and draw upon support from contractors involved in the scheme
- The panel are keen that all members of staff continue to be 'polite and helpful'
- Make use of TRA's to publicise schemes and use them as a contact point
- Clearly display the timetable of works during an open day
- Select appropriate time of a cigarette break

Next steps

An action plan has been developed in response to the panel's recommendations, service managers have agreed set actions along with key dates for their implementation.

Outcomes of the review have been shared with all key senior members of staff and along with promotion on the Intranet to ensure all members of staff are aware. In addition details of the report can be found on the Customer Excellence Website (www.excellenceathelena.co.uk).

Key findings and changes as a result of the review will be communicated to the wider tenant base via Helena Headlines and any other relevant promotional material.

To keep track of the actions and the performance of the service the panel have requested an update in twelve months time.

Appendix 1

Action Plan

Improvement Works October 2011



The Customer Excellence Panel reviewed the improvement works service. After considering all the evidence they made a number of key recommendation to improve the service in-line with matters most to tenants. From the recommendations an action plan was developed to identify key tasks along with dates by which they will be completed.

Steve Foster, Programme Delivery Manager assigned actions to each recommendation made by the Customer Excellence Panel. In addition on completion of the action plan, Steve Foster will share with the team to ensure all elements are addressed.

All actions will be reviewed by the panel in twelve months' time to ensure they are having a positive impact on performance

	Recommendation	Reason	Action	Manager's comments	Who	When
1	Advertise and make available information about upcoming improvement works along with any other details on HHTV and Helena websites.	To further increase satisfaction with the being kept informed of expected timescales of the improvement work (93%).	Advertise information about improvement works on HHTV and Helena websites including specific details of works, timetables and upcoming open days. Include any photographs where necessary.	After consultation with the communications team and further investigation into the recommendation it was considered difficult to promote the works or open days when they relate to specific addresses. The addresses would be required to be displayed therefore making this difficult.	NA	NA
2	Ensure it is easy to contact a member of Helena staff during any improvement works completed by a contractor or subcontractor	Although satisfaction with being kept informed was high at 94%, the panel felt this could continue to improve.	Staff will be reminded to inform tenants where the contact details can be found when they distribute the information booklets	Contact details for appropriate staff are all provided on the back of the scheme information booklet. Clerks of work's or tenant liaison officer distribute the booklets to tenants involved in the scheme, when this visit is conducted tenants will be highlighted who they can contact for further help or information.	Steve Foster	From November 2011, prior to each scheme
3	Members of staff should always show their ID badges whether it be at an open day or a visit to carry out works. Performance within the satisfaction survey should therefore always be 100%	86% of operatives showed their ID badge when they carried out improvement works (10% couldn't remember) only 50% of staff were wearing their ID badges at the open day events visited by the Customer Inspectors.	Contract Manager will be reminded of the importance of wearing their ID badge via a briefing during a team meeting. This will be in relation to open days and any other visits.	In addition to the information provided during the team meeting on-going reminders will be sent to all applicable staff during future team meetings and via email.	Steve Foster	December 2011

	Recommendation	Reason	Action	Manager's comments	Who	When
4	Improve satisfaction with operative keeping dirt and mess to a minimum, respecting a customer's home and being 'polite and helpful'	The panel were pleased with current performance however highlighted that it had dipped since quarter 3, they therefore recommended that it should always demonstrate an upward trend. (Operative kept dirt to a minimum from 94% in Q3 to 88% in Q4, operative treated home with respect from 96% in Q3 to 94% in Q4, operative polite and helpful from 96% in Q3 to 94% in Q4)	All necessary staff including Contract Managers will be briefed during pre-site meetings before improvement works begin highlighting the need to demonstrate an upward trend in performance of keeping dirt and mess to a minimum, respecting a customer's home and being polite and helpful.	In addition to the briefing the team will undertake a final meeting on completion of the scheme to address any specific issues with the ultimate aim of improving performance.	Steve Foster	From November 2011, prior to each scheme
5	Respond to all complaints with the target time of 5 days (<i>Complaints service standard</i>)	Only 15% of complaints relate to this service, this along with the panel's on-going review of complaints led them to request performance of 100%	All managers responding to complaints will be updated during the next team meeting highlighting the importance of responding to a complaint within the agreed timescale of 5 days.	As well as an initial briefing managers will make use of the complaints performance update sent on a quarterly basis by the performance and intelligence team.	Steve Foster	On-going
6	<p>Increase the attendance at open days</p> <ul style="list-style-type: none"> Improve the letter's sent to tenants inviting them to open days or consider the possibility of an invitation style card, considering the best time to send the notification. Consider the use of incentives to encourage tenants to attend open days 	<p>The Customer Inspectors during their mystery shop were asked to highlight if they felt they wanted to attend the open day after reading the invite letter - 67% agreed. In addition the panel would like to see an increase in the number of tenants attending open days</p> <p>Only 3.4% of tenants invited to open days actually attended.</p>	A new letter will developed providing the necessary details about the scheme, this letter will be used across all schemes to ensure consistency. An invitation style card will be included with the letter inviting the tenant to attend the relevant open day.	<p>The team will work with the communications team to develop a tenant friendly invitation to open day events.</p> <p>In addition the team will no longer facilitate open days for cyclical maintenance programme as attendance was so low it was not cost effective.</p>	Steve Foster	TBC, Update to the panel in October 2011

	Recommendation	Reason	Action	Manager's comments	Who	When
7	Consider the best location of an open day ensuring it has good access with plenty of room for good displays, good seating and is well sign posted.	The Customer Inspectors findings from their inspections of a selection of open days. (66% found venues to be good, 83% venue location good, 83% found the displays to be good. On occasion the Inspectors found open days not to have seating)	All contract managers will be briefed about these elements when they hold open days, this will be conducted at their next team meeting.	NA	Steve Foster	December 2011
8	Staff should continue to demonstrate a good level of knowledge during the open day events and draw upon support from any contractors involved in the scheme.	The Customer Inspectors highlighted that this was good element of the open day visits and should therefore continue, 83% of staff demonstrated a good level of knowledge.	All contract managers will be briefed at the next team meeting about the importance to demonstrate a good level of knowledge during the open days and to ensure they have all the information they require during an open day.	NA	Steve Foster	December 2011
9	The panel are keen that all members of staff are 'polite and helpful' during the open days.	Performance was good at 100% of staff being polite and helpful during the Inspectors visit	Again contract managers will be briefed during the next team meeting. It will be highlighted that performance was good and that it should continue.	NA	Steve Foster	December 2011
10	Although the panel were happy that contacts were clearly displayed for tenants they recommended that any appropriate community groups like TRA's are used as key contacts for tenants, tenants sometimes find it easier talking to another tenant.	83% found the contacts on the booklets to be clearly displayed (Customer Inspectors inspection)	All contract managers will be briefed about use of TRA's, they will be informed about asking the TRA if they would like to be included as a key contact on the information booklet distributed to all those under going works during the scheme. The suitability will be conducted on a case by case basis dependent on the size of scheme.	The team work closely with TRA's during programmes. Before works begin the team identify TRA's in the area and work with them, where facilities are suitable the team will use their venue to hold open days. TRA's can only be included as a contact if they have all necessary information.	Steve Foster	December 2011

	Recommendation	Reason	Action	Manager's comments	Who	When
11	Clearly display the timetable of works during an open day	Only 50% of inspectors found the works timetable clearly displayed.	Teams will be asked to consider carefully the location of the works timetable and ensure it is clearly in view.	Sometimes timetables can be large and can therefore be difficult to display. The team will investigate this further and will consider printing the timetable on a 'plotter' printer.	Steve Foster	December 2011
12	At open day events staff should select appropriate times for cigarette breaks.	During the Customer Inspectors investigations they found an incident when a member of staff was smoking.	All staff involved within improvement works will be reminded that they should not smoke in front of customers and need to consider appropriate times.	NA	Steve Foster	December 2011

Improvements to invite letters to open days

The Customer Inspectors made the following recommendations to improve the letters sent to tenants inviting them to attend an open day in preparation for improvement works being carried out on their home:

- Make it clear that the purpose of the letter is to invite the customer to an open day (title)
- The Open day should be the main focus of the letter and not diluted with other unnecessary information
- The letter could be presented as a postcard/invitation so it is more attractive to tenants
- Consider the use of picture/photographs
- Clear purpose of the letter, those that were reviewed were detailed as being vague
- Too many contact details on the letters, it becomes confusing of who to contact
- The letter does not need to inform the customer not to let anyone in their home without an ID badge as the purpose of the letter is to invite them to an open day no one is going round to their home
- Ensure the letter is tenant friendly rather than corporate
- Consider using other methods to invite tenant for example texts
- Ensure the time, date and location of the open day is clear, maybe in bold

Appendix 2

Service Review Workbook

Improvement Works October 2011



A service review conducted by the Customer Excellence Panel begins with a presentation from the specific service manager followed by a number of themed breakout sessions. In this case the presentation was carried out by Steve Foster, Programme Delivery Manager.

The following areas were considered by the panel:

- Survey findings
- Service standards
- Key Performance Indicators including any costing's

What matters most to tenants?



What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
Tenants are happy that consultation is taking place before any works is carried out. However low attendance at open days indicates that there is little interest in finding out more in this method.	98% kept consulted about the works before it started	No target / benchmark	No action required	No further research required
The panel are happy that tenants are being contacted before works are carried out.	93% were contacted before the improvement work was carried out (7% couldn't remember)	Not target / benchmark	No action required	No further research required
Tenants are being kept informed of timescales, the panel are happy with performance however suggested it should demonstrate an upward trend	93% kept informed of the expected timescales of the improvement work. (Quarter 3 96%)	100% target / no benchmark	To increase satisfaction the panel suggested that details of upcoming improvement works are promoted on HHTV and via the website. More detailed of the specific improvement works could also be details, for example kitchen choices. (Recommendation)	No further research required
The panel are happy that tenants are being given notice before works begins, performance has an upward trend.	93% given notice about when their work would start (Quarter 3 97%)	100% target / no benchmark	No action required	No further research required
The panel were pleased with the satisfaction with being kept informed	94% satisfied with the way they were kept informed	No target / benchmark	To continue to increase this the panel recommended that it should be easy to contact a member of Helena staff regardless of if contractors or subcontractors are carrying out the work.	No further research required

What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
<p>Although the panel were pleased that the majority of workmen are showing their ID badge the panel felt that performance should be at 100%. It is an important element to ensure tenants feel safe.</p>	<p>86% showed their ID badge (10% couldn't remember)</p>	<p>100% target / no benchmark</p>	<p>Performance should be 100% (Recommendation)</p>	<p>No further research required</p>
<p>The panel were impressed with the feedback regarding the operative. This is particularly good as some works generate large amounts of dirt. Even though performance had dipped very slightly since quarter 3 (10/11) it was still high.</p>	<p>88% of operatives kept dirt and mess to a minimum (Quarter 3 94%)</p> <p>94% operatives treated customers home with respect (Quarter 3 96%)</p> <p>94% agreed the operative was polite and helpful (Quarter 3 96%)</p>	<p>No target / benchmark</p>	<p>The panel would like to see some improvement with these elements of the satisfaction survey. Performance should demonstrate an upward trend. (Recommendation)</p>	<p>No further research required</p>
<p>The panel were impressed with the satisfaction with the contractor, this was something of interest to the panel, evidence it highlighted performance was good. They were particularly pleased that the number of 'very satisfied' had increased.</p>	<p>93% satisfied with the conduct of the contractor (1% dissatisfied) (Very satisfied had risen from 75% in Q3 to 81% in Q4 2010/11)</p>	<p>No target / benchmark</p>	<p>No action required</p>	<p>No further research required</p>

What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
The panel were happy with performance of these elements and considered that tenants satisfaction with the service is high. They acknowledged that on some occasion works is disruptive and messy and even when this occurs satisfaction is high.	92% satisfied with the quality of the work	No target / benchmark	No action is required	No further research required
	93% satisfied with the time taken to complete the work	No target / benchmark		
	96% satisfied with the condition their home was left in	No target / benchmark		
Performance with the service is high overall, although this declined slightly since quarter 3 (94%) it was considered good performance. The panel highlighted that they were particularly impressed with the low percentage of those who were dissatisfied with the service overall (2%)	91% satisfied with the improvement service they received	No target / benchmark	No action required, the panel did also highlight that they were pleased with the process the service has in place for those customers who express dissatisfaction. (A follow up call is conducted by the contract manager)	No further research required
The panel were pleased that complaints relating to Assets only covers a small proportion of all Helena complaints.	15% of complaints relate to this element of the business	Respond to 100% complaints in target time / benchmark	The panel recommend that the service continue respond to 100% of complaints within target time. (Recommendation)	No further research required
The invite letter to the open day does not necessarily promote the open day	67% keen to attend the open day after reading the invite letter (Inspection)	Not applicable	Improvements are required to the way tenants are invited to attend the improvement (Recommendation)	No further research required

What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
<p>The Inspectors rated the invite letter to the open day highly, however when they considered the letters in more detail they made a great number of recommendations to improve the letter and make it more inviting and clear to tenants. The panel agreed that changes are required to the letter to help interest more people in attend the open days.</p>	83% satisfaction that the all the required information could be found on the invite letter (Inspection)	Not applicable	<p>The Customer Inspectors made a number of recommendations in relation to open day letters, these are highlighted within the 'additional comments' section of this workbook.</p> <p>Consider the use of an 'invitation' style card rather than a letter along with a prize draw for those who attend.</p>	No further research required
	100% understood what was involved as a result of reading the invite letter (Inspection)	Not applicable		
	100% of the invite letters had a clear purpose (Inspection)	Not applicable		
	100% strongly agreed that the invite letter was easy to understand (Inspection)	Not applicable		
	83% of Inspectors were happy with the letter overall	Not applicable		
The panel were happy that open days are welcoming and were not concerned with this element of the service	83% of Inspectors found the open day to be welcoming	Not applicable	Not action required	No further research required
Chosen venues for open days are good however should find an alternative venue to Helena West	100% of Inspectors found the open day venue easy to access	Not applicable	Recommendation: Continue to hold open days in venues with good access	No further research required
Some venues may not be suitable	66% of Inspectors found the open day venues to be good	Not applicable	Recommendation: Ensure there is enough room in the venue	No further research required

What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
The majority of venues were considered a suitable location for an open day.	83% of Inspectors considered the venue location to be good	Not applicable	To ensure venues are suitable, signage should be used giving clear directions to the room. (Recommendation)	No further research required
On the majority of visits staff had a good knowledge of the service, this showed no cause for concern	83% of staff had a good level of knowledge (Inspection)	Not applicable	Recommendation: Continue to demonstrate a good level of knowledge drawing upon all required members of staff including an contractors	No further research required
All members of staff at the open days were polite and helpful, the panel were pleased with this.	100% of staff were polite and helpful during the open day	Not applicable	The panel are keen that all members of staff deal with customer's in a polite and helpful manner (Recommendation)	No further research required
The panel were concerned with this performance, all members of staff should clearly display their ID badge	Only 50% off staff were wearing their ID badges (Inspection)	Not applicable	Recommendation: All members of staff clearly display their ID badge.	No further research is required however checks should continue to ensure all staff are wearing their ID badges.
Almost all visited to open days were of a good standard providing all necessary information	83% found the contacts on the booklet to be clearly displayed and the booklet informative (Inspection)	Not applicable	The panel recommended that a community group such as a TRA be included as a key contact, tenants sometimes find it easier to go to someone who is not a Helena member of staff.	No further research required
All Inspectors found the timetable easy to understand	100% agreed the works timetable was easy to understand (Inspection)	Not applicable	No further action is required	No further research required

What do the findings tell you?	Evidence (Surveys / Complaints & Mystery Shops)	Benchmarking / Target	What action (if any) would you like to take in response?	More research?
There was no consistency in how well the timetable of works was displayed during each open day.	Only 50% agreed the timetable was clearly displayed (Inspection)	Not applicable	The timetable of works during any open day should be displayed clearly. (Recommendation)	No further research required
All open days left the Inspectors willing to attend future events, this is positive and the panel had no area of concern	100% happy to attend future open days	Not applicable	No further action required	No further research required
Almost all open days had good displays,	83% found the displays to be good (Inspection)	Not applicable	Recommendation: Ensure the room is well presented with plenty of information	No further research required
There was plenty of information available at all visited open days.	100% agreed that their was enough information (Inspection)	Not applicable	No further action required	No further research required
The panel detailed that the low attendance at open days is not down to the open day itself and were happy that the open days were considering the needs of customers.	83% found the overall open day to be good	Not applicable	No further action required	No further research required
Few tenants are attending open days, however satisfaction demonstrated from the Customer Inspectors highlighted that the open days are good.	3.4% of tenants attended an open day before improvement works began	No target	The panel acknowledged that open days are good, the issue is the attendance and therefore promotion is key. The panel suggest the team work with the communications team to boost attendance. Letters should not be sent too far in advance so tenants don't forget but also receive notice. The location of an open day should be considered carefully taking into account where Helena properties are situated. (Recommendation)	

Additional comments

The panel were happy that the team were going to extra lengths to ensure tenants are able to attend the open days, this is by arranging transport or actually making a home visit.

An additional recommendation was made by the Customer Inspectors, this was in relation to the seating, in some venues there was no seating available for anyone waiting. – The panel agreed with this and confirmed it as a recommendation for the service area. **(Recommendation)**

An observation was made by the one Inspector during a visit to an open day, this was in relation to staff smoking, it was recommended that staff select appropriate times to smoke not whilst dealing a Customer **(Recommendation)**

The Customer Inspectors made a number of suggestions to how the open day invitation be improved to maximise the number of attendees at the open days, the panel have agreed with the recommendations as a way of boosting attendance. These are as follows:

- Make it clear that the purpose of the letter is to invite the customer to an open day (title)
 - The Open day should be the main focus of the letter and not diluted with other unnecessary information
 - The letter could be presented as a postcard/invitation so it is more attractive to tenants
 - Consider the use of picture/photographs
 - Clear purpose of the letter, those that were reviewed were detailed as being vague
 - Too many contact details on the letters, it becomes confusing of who to contact
 - The letter does not need to inform the customer not to let anyone in their home without an ID badge as the purpose of the letter is to invite them to an open day no one is going round to their home
 - Ensure the letter is tenant friendly rather than corporate
 - Consider using other methods to invite tenant for example texts
- Ensure the time, date and location of the open day is clear, maybe in bold

Service standards



Service Standard	Does this reflect what matters most to tenants?	Evidence/comments	Are there any changes required?
Give you a chance to have your say about improvement work we are planning to carry out in your home and area	Yes	<p>The panel were happy with the current service standards. It was considered that the standards meet the needs of our customers. The panel discussed that tenants are not always going to be happy with the service all of the time.</p> <p>The panel were pleased that tenants are given plenty of notice (3 months) before works begin. This is reflected in the survey where 98% of respondents were satisfied that they were consulted before the work began.</p> <p>As the standards were considered to reflect what matters most to tenants the panel were more concerned with the ability to meet the standards to ensure the service is being delivered to a high standard and promises are being kept.</p> <p>The panel are particularly keen to see contractors and subcontractors meet Helena's set service standards. They highlighted that behaviour can have an impact on Helena's reputation.</p>	No
Invite you to show houses, exhibitions and meetings to discuss the plans we have	Yes		No
If we can, we will give you a choice, eg kitchen units or types of doors	Yes		No
Give you a booklet before any work starts that answers frequently asked questions and tells you who to contact for more information	Yes		No
Write to you at least three months before we intend to carry out work unless it is an emergency	Yes		No
Use our own equipment and not your domestic services without permission	Yes		No
Clear all rubbish and dirt caused by the work.	Yes		No
Take responsibility for any damage or loss we cause	Yes		No
You should not suffer any damage or loss as a result of work we do to your home	Yes		No
When we have completed work we will: <ul style="list-style-type: none"> - Explain any new equipment fitted in your home and how it works - Leave your home in a safe, secure and clean condition - Tell you if we need to come back to carry out more work 	Yes		No
Are there any new service standards required?			
The panel suggested one additional service standard, relating to damage caused during any improvement works. To avoid ambiguity it was suggested that photographs are taken. This would protect Helena from false claims of damage and also act as evidence.			

Performance Indicators



Indicator	Q4	10/11	Target	B'mark	What do you think of the performance?	Did you expect us to monitor this?	Is it important to tenants?	Would you like to monitor this Indicator?	Is the target realistic and challenging?
Satisfaction with improvement works service	91%	93%	88%	NA	As above	Yes	Yes	The panel do not feel they need to monitor these indicators as performance is high and causes no concern	Yes
Satisfaction with being kept informed	94%	95%	No target	NA	As above	Yes	Yes		Yes
Satisfaction with the conduct of the contractor	93%	95%	No target	NA	As above	Yes	Yes		Yes
Attendance at open days		3.4%	No target	NA	The panel felt that attendance at open days was low	Yes	Yes	Yes	Yes
Total cost per property of major works management	£51 (2009/10)		No target	Ranked 2 of 30 (Top quartile)	The panel are pleased that the service is performing well in terms of value for money and ranked highly when benchmarked. Top quartile performance is £101 per property and Helena cost is only £51.	Yes	Yes	No, the panel again felt performance was high	Yes

Are there any additional performance indicators required?

The panel did not suggest any additional performance indicators

Additional comments

No additional comments were made by the panel in relation to performance indicators

Overall performance



What do you think are the key issues?

The panel identified a number of issues during their service review of improvement works, in summary this includes the following, (further details of each provided within this workbook)

- Consider the best location of an open day ensuring it has good access, with plenty of room and is well sign posted.
- Clearly display the timetable of works at open day events as well as having a well presented room with plenty of displays
- Alternative methods to obtain information about improvements works
- Continue to increase satisfaction with customers being kept informed
- Performance for wearing ID badges should be at 100% for staff at open days and operatives visiting customer's homes
- Performance of the operative should demonstrate an upward trend
- Response to complaints should always be done within target time (100%)
- Improvements to the way invites are sent to tenants about attending an open day (improving letters and considering other method for example an invitation card)
- Consider the use of a prize draw to attract tenants to open days
- Consider alternative contacts for customer's for example TRA's

Is this service offering good value for money?

The panel consider the service to be demonstrating good value for money. When compared the service is ranked two of thirty at a cost of only £51 per property. This performance is easily within the top quartile which is £101 per property. Helena's cost is significantly lower than this. Combined with a high satisfaction the service is performing well in terms of offering a good service at a low cost.

When would you like to receive an update of this service?

12 months