



The Government Standard

CUSTOMER SERVICE EXCELLENCE CONTINUOUS COMPLIANCE REPORT

for

North Glasgow Housing Association

on behalf of



Contents

| | |
|--|-------------------------------------|
| 1. Key Information | 3 |
| 2. Assessor's Findings..... | 3 |
| 2.1 Front Line Service Delivery..... | 3 |
| 2.2 Levels of Complaints and Satisfaction | 3 |
| 2.3 Progress Made | 3 |
| 2.4 Issues Which May Affect Certification | 4 |
| 3 Additional Information..... | Error! Bookmark not defined. |
| 3.1 Criterion 2 – Customer Insight..... | 4 |
| 3.2 Criterion 2 – The Culture of the Organisation..... | 5 |
| 3.3 Criterion 3 – Information and Access..... | 5 |
| 3.4 Criterion 4 – Delivery | 6 |
| 3.5 Criterion 5 – Timeliness and Quality of Service | 7 |
| 4 Outcome | 8 |
| 5 Compliance against the Customer Service Excellence Standard | 8 |

1. Key Information

| | |
|-----------------------------|------------------|
| Assessor Name | JOHN THURGOOD |
| Visit Date | 04 November 2010 |
| Assessment Reference Number | 10/0655 |

2. Assessor's Findings

2.1 Front Line Service Delivery

Front line service delivery is exceptional with a committed staff team who are determined to exceed customer expectations. Tenants spoken to at the assessment described the service as excellent and the Association is deliberately making the same service level promises as existing tenants enjoy to the Local Housing Associations who are subject to the second stage transfer ballots, by developing a vibrant North Glasgow area and investing in the development of the communities. This will create significant challenges to the Association during 2011 as the integration of two differing cultures and delivery of promises made whilst maintaining excellent levels of service will need careful management.

2.2 Levels of Complaints and Satisfaction

Overall a low level of complaints are received by the Association and it works hard to ensure that wherever possible complaints are resolved to the satisfaction of the tenant. Satisfaction levels are high and consistently show an upward trend over time.

2.3 Progress Made

Element 1.2.3 **(Moves to Compliance)** You have a robust review process in built into your strategy for consulting and engaging with customers that enables you to demonstrate the results are representative and reliable.

Element 1.3.5 **(Moves to Compliance)** You have made many changes to services and can clearly show that these are linked to journey mapping with the potential once all services are mapped to achieve both compliance plus and transformational practice.

Element 2.1.4 **(Moves to Compliance)** The Association operates to clear policies that require fair treatment of all customer groups and you now have clear evidence from surveys of customer views of your performance against these. You perform well scoring well over 96%.

Element 3.2.1 **(Moves to Compliance)** Information is provided through a range of channels and includes SMS Texting and you actively identify needs and preferences at the first point of contact and update this regularly through your Housing Management System.

Element 3.3.2 **(Moves to Compliance)** A range of access channels are offered and you have evaluated usage of each in order to identify possible improvements. The main access channel customers have identified is by written communication but you have increased the use of SMS text messaging for those who prefer this method of access.

Element 4.1.2 (**Partial Compliance**) Although you meet many of the standards and targets set and performance is improving year on year you are not able to fully meet all of the standards and targets set by the regulator.

Element 5.3.3 (**Partial Compliance**) Whilst you benchmark with other Housing Associations against regulated standards and customer satisfaction you do not yet have clear evidence of benchmarking around timeliness and quality of customer service issues.

Area for further development

You may wish to consider further developing the benchmarking with other similar social housing providers to include standards for timeliness and quality of customer service and measuring how you perform in comparison.

2.4 Issues Which May Affect Certification

There are currently no major changes to the Association that would affect certification but it is in the process of a Stock Transfer Ballot for a further 3000 homes from Glasgow Housing Association as part of the second stage transfer and this will create a new and wider set of challenges for the Association in 2011.

3.1 Criterion 1 – Customer Insight

The application process that enables potential customers to register for housing provision enables an in depth understanding of customer groups and North Glasgow Housing Association uses this information in conjunction with the Housing System to ensure services are targeted at those most in need.

Detailed and comprehensive insight has been gained into the communities served by the Association to understand customer needs and preferences including some innovative work with local secondary schools in relation to respect.

A wide range of disadvantaged or hard to reach people have been identified and specific services developed to meet their needs. The PATH project that targets minority groups and enables members of these to acquire housing qualifications is a good example of skilling people to achieve their potential.

A clear strategy for engagement and consultation with customers is set out in the Tenant Participation Strategy.

The Internal Management Plan sets out a commitment to continually improve using consultation to drive change.

You have a robust review process in built into your strategy for consulting and engaging with customers that enables you to demonstrate the results are representative and reliable.

The main method used to measure customer satisfaction is surveys targeted across all customer groups.

Satisfaction levels are analysed and the results publicised in the North Glasgow News provided to each tenant and owner occupier and in the local free newspaper.

Surveys contain questions about timeliness, information and access, delivery and staff attitude and competence as well as specific questions informed by insight reviewing these regularly.

Stretching and challenging satisfaction targets are set in the Internal Management Plan and agreed by the Management Committee and benchmarked against other Scottish Social Housing Providers.

You have made many changes to services and can clearly show that these are linked to journey mapping with the potential once all services are mapped to achieve both compliance plus and transformational practice.

3.2 Criterion 2 – The Culture of the Organisation

There is a clear corporate commitment to putting the customer at the heart of service delivery in the Internal Management Plan, the Tenant Participation Strategy and extensively in staff training programmes.

Customer insight is used to inform policy and strategy and to prioritise service improvement. The planned Tenant conference clearly shows this.

Comprehensive policies are in place to support the right of customers to expect excellent levels of service including a customer care strategy.

The Association operates to clear policies that require fair treatment of all customer groups and you now have clear evidence from surveys of customer views of your performance against these. You perform well scoring well over 96% in the recent survey.

Customer privacy is robustly maintained using strong data protection policies and private interview space in each office.

Staff are actively encouraged to participate in strategy formulation and delivery of customer focused services through extensive training events involving the whole staff team.

There is a clear commitment to deliver excellent customer service in the recruitment, training and development of staff as shown in Job Descriptions, Job Adverts and person specifications and in the Training Plan.

Survey results and thank you letters show staff are polite and friendly to customers, understand needs and deliver appropriate services to meet needs.

Individual and team commitment to customer focus is measured in the appraisal system that builds into the Internal Management Plan.

Your team meeting notes clearly show that staff are actively involved in planning services particularly those who have day to day contact with customers.

The contribution made by staff to delivering customer focused services is valued and customer focus pervades the organisation from the Directors through to the front line staff.

3.3 Criterion 3 – Information and Access

Full information about the service provided, how to make contact and how the service is run including who is in charge are clearly set out in the Tenants Handbook, in leaflets, on the web site, in local news articles and in the Tenants Newsletter.

The contribution needed from tenants and owner occupiers is clearly set out in letters, at Tenant sign up and in rechargeable repairs notifications.

Information is provided through a range of channels and includes SMS Texting and you actively identify needs and preferences at the first point of contact and update this regularly through your Housing Management System.

Reasonable steps are taken through Housing Officer face to face contact to ensure that customers have both received and understood the information provided.

The range and content of verbal, published and web based information is regularly improved to ensure it is relevant and meets customer needs.

Generally information provided is both accurate and complete and where this is not the case the customer is informed when full information can be provided.

Services are made available through a range of channels including the offices in the areas of greatest density of customer groups.

Both offices are clean and comfortable and have a welcoming atmosphere for visitors with private interview rooms available.

You work in partnership with a range of other providers including other Local Housing Organisations and Anniesland College which enables your Tenants to acquire skills and qualifications that assist their employability.

Clear lines of accountability for each partner service element are set out to Tenants and the Association ensures that accountability in the main rests with the majority service deliverer. The accountability for repairs is clearly delineated.

The Association engages in extensive support for the communities it serves, one notable example is the building of a leisure centre in Petershill as a part of the regeneration of the area. The range of activity in this element is an example of compliance plus.

3.4 Criterion 4 – Delivery

Challenging national standards are set for Social Landlords by the regulator the Scottish Housing Regulator.

You consult extensively with tenants, owner occupiers, citizens, partners and staff over both the setting and review of standards using your Internal Management Plan review, the Management Committee and Tenant conference to good effect.

You agree with customers at the point of sign up what will be delivered.

The service promised is generally delivered and the outcomes are positive for the majority of customers. This is particularly noticeable in the new build housing in re-provision areas with high levels of satisfaction from tenants about the area and quality of housing.

Benchmarking with other Glasgow Housing Associations is well established and North Glasgow has a reputation for delivering on its promises.

Best practice in the sector is extensively used by the Association to further improve its services and it is acknowledged as sharing best practice originating within the organisation with others. .

Dips in performance are identified by robust management information systems, reported to Tenants in North Glasgow News along with the actions agreed by the Management Committee and Executive Team. The creation of a dedicated arrears Team is a particularly good example of this.

There is a comprehensive complaints procedure in place that aims to deal fully with issues and resolve them within a given timeframe.

Staff are well trained to handle complaints, investigate them objectively and are empowered at appropriate levels to put things right wherever possible. Training is undertaken on an annual basis and involves every member of staff.

Team meetings are used to identify patterns in complaints and to learn from these, making good use of the very small number of complaints received to improve services. The decision to provide digital services to all tenants is a good example of the learning embedded in the organisation.

All of the Association policies are reviewed on a four yearly cycle and the last review of the complaints procedure took place in 2006 and took account of the views of customers, staff and complainants.

Surveys both postal and telephone are used to test the effectiveness of the complaints process and to ensure that where a complaint is upheld the outcome is satisfactory to the complainant.

Partial Compliance

Element 4.1.2 Although you meet many of the standards and targets set and performance is improving year on year you are not able to fully meet all of the standards and targets set by the Management Committee and the regulator.

3.5 Criterion 5 – Timeliness and Quality of Service

Clear timeliness standards are set for all forms of contact and you perform well against these.

Comprehensive standards are set for the quality of customer service.

The Tenant's Handbook is used to set out the promises on timeliness and quality of customer service for customers.

Customer needs are identified at the first point of contact and the appropriate officer to deal with the reason for contact informed using clear methodology.

Protocols are in place to share customer information with the City Council and Health Board to reduce the need for multiple contacts within the strict data protection policy in place.

Where services are not completed at the first point of contact the customer is informed of the likely timescale to achieve the outcome needed.

Performance data shows that the Association responds promptly to initial enquiries and if there is a delay the customer is kept informed.

Performance against standards for timeliness and quality of customer service are monitored and reported annually to the regulator.

You meet your standards for timeliness and quality of customer service, performing particularly well in these areas and generating high levels of customer satisfaction.

4 Outcome

Following this visit I can confirm that you continue to meet the requirements to maintain Customer Service Excellence Standard Certification. I can confirm the next annual monitoring check will be carried out twelve months from the date of this visit.

If you feel you would benefit from an assessment before this date, please contact either myself and/or emqc on 0854 304 8600.

5 Compliance against the Customer Service Excellence Standard

| Criterion | Sub-Criterion | Element | Non Compliant | Partial Compliant | Compliant | Compliance Plus |
|-----------|---------------|---------|---------------|-------------------|-----------|-----------------|
| 1 | 1.1.1 | | | | X | |
| | 1.1.2 | | | | X | |
| | 1.1.3 | | | | X | |
| | 1.2.1 | | | | X | |
| | 1.2.2 | | | | X | |
| | 1.3.1 | | | | X | |
| | 1.3.2 | | | | X | |
| | 1.3.3 | | | | X | |
| | 1.3.4 | | | | X | |
| | 1.3.5 | | | | X | |

| Criterion | Sub-Criterion | Element | Non Compliant | Partial Compliant | Compliant | Compliance Plus |
|-----------|---------------|---------|---------------|-------------------|-----------|-----------------|
| 2 | 2.1.1 | | | | X | |
| | 2.1.2 | | | | X | |
| | 2.1.3 | | | | X | |
| | 2.1.4 | | | | X | |
| | 2.1.5 | | | | X | |
| | 2.1.6 | | | | X | |
| | 2.2.1 | | | | X | |
| | 2.2.2 | | | | X | |
| | 2.2.3 | | | | X | |
| | 2.2.4 | | | | X | |
| | 2.2.5 | | | | X | |

| Criterion | Sub-Criterion | Element | Non Compliant | Partial Compliant | Compliant | Compliance Plus |
|-----------|---------------|---------|---------------|-------------------|-----------|-----------------|
| 3 | 3.1.1 | | | | X | |
| | 3.1.2 | | | | X | |
| | 3.2.1 | | | | X | |
| | 3.2.2 | | | | X | |
| | 3.2.3 | | | | X | |

| | | | | | | |
|--|-------|--|--|--|---|---|
| | 3.2.4 | | | | X | |
| | 3.3.1 | | | | X | |
| | 3.3.2 | | | | X | |
| | 3.3.3 | | | | X | |
| | 3.4.1 | | | | X | |
| | 3.4.2 | | | | X | |
| | 3.4.3 | | | | | X |

| Criterion | Sub-Criterion | Element | Non Compliant | Partial Compliant | Compliant | Compliance Plus |
|-----------|---------------|---------|---------------|-------------------|-----------|-----------------|
| 4 | 4.1.1 | | | | X | |
| | 4.1.2 | | | X | | |
| | 4.1.3 | | | | X | |
| | 4.2.1 | | | | X | |
| | 4.2.2 | | | | X | |
| | 4.2.3 | | | | X | |
| | 4.2.4 | | | | X | |
| | 4.3.1 | | | | X | |
| | 4.3.2 | | | | X | |
| | 4.3.3 | | | | X | |
| | 4.3.5 | | | | X | |
| | 4.3.6 | | | | X | |

| Criterion | Sub-Criterion | Element | Non Compliant | Partial Compliant | Compliant | Compliance Plus |
|-----------|---------------|---------|---------------|-------------------|-----------|-----------------|
| 5 | 5.1.1 | | | | X | |
| | 5.1.2 | | | | X | |
| | 5.2.1 | | | | X | |
| | 5.2.2 | | | | X | |
| | 5.2.3 | | | | X | |
| | 5.2.4 | | | | X | |
| | 5.2.5 | | | | X | |
| | 5.3.1 | | | | X | |
| | 5.3.2 | | | | X | |
| | 5.3.3 | | | X | | |