



fairfield housing
co-operative

CUSTOMER EXCELLENCE FRAMEWORK 2020

LAUNCHED DATE: OCTOBER 2020

THRIVE

TRUST

HEAR

RESPECT

INNOVATION

VALUE FOR MONEY

EXCELLENCE

We at Fairfield Housing Co-operative value our customers and colleagues and this document sets out our five pillars to achieve excellence:



We have our **CUSTOMER SERVICE STANDARDS** that show the excellent standards that you can expect from all of our colleagues and contractors, it includes a Customer Charter showing performance against a range of these standards.

Our **CUSTOMER ENGAGEMENT PLAN** will detail the different ways that we will engage with customers e.g. initiatives, changes to the business, community events.

We will set out each year our **CUSTOMER CONSULTATION PLAN** this will demonstrate clearly how we will consult on matters that are important to customers e.g. rent increase, policies etc.

To ensure that we are delivering excellence we will have a programme of **CUSTOMER SATISFACTION MONITORING** this will include independent surveys.

To support this, we are holding a number of **COLLEAGUE 'THRIVE' WORKSHOPS** to ensure that our colleagues have all the tools they require to deliver Customer Service Excellence.

CUSTOMER SERVICE STANDARDS

TRUST:

We want all of our customers and potential customers to trust us to do the right thing for them, whether the issue be simple or more complicated.

As part of this trust we guarantee confidentiality, with permission always sought to discuss your circumstances with other colleagues or partners where appropriate.

HEARING:

All of our colleagues will listen to understand rather than to respond, this will allow individual solutions to be created for customers, as necessary.

Our values mean that colleagues will respond to all issues and take appropriate action.

RESPECT:

We will respect your home, contractors will arrive at the time they have said as will our colleagues. To monitor this, we record on our management systems the time that work is complete, we will expand this and raise non-repair works orders for our colleagues' appointments.

We will be honest with you at all times, when there are issues that we can't fix we will tell you, and we will always give you alternatives.

We respect your privacy, we will not discuss your business in our reception area and we will check when we enter your home that it is ok to discuss your tenancy with you at that time.

INNOVATION:

We have policies and procedures that we adhere to in the managing of the business and tenancies. However, there can be times where they are not full appropriate for individual circumstances therefore we are committed to reviewing any policy or procedure that doesn't meet all of our customers' needs.

Our colleagues are empowered to change processes that do not work for all, they are also trained to create solutions.

We are introducing an innovation log where any changes to procedures are recorded along with where the innovation originated from e.g. customer complaint, customer feedback, colleague etc. We will also be starting THRIVE Fairfield, a Community Channel on You Tube to share community videos. In addition to The THRIVE Group (formerly Tenant Panel) we will have a group of Armchair Commentators, and a goggle box programme for the community.

Value For Money:

Excellent Financial Management is key to value for money, below are the financial practices that will use:

- Appropriate procurement method for our services always ensuring value for money.
- Annual budget setting and monthly monitoring.
- Our 3-year planned maintenance plan allows us to do market testing to ensure prudent spending

We will, in consultation with customers, apply for external funding and grants what will benefit customers and communities.

Using our Customer Satisfaction Monitoring we will explore the most cost-effective way of communication.

EXCELLENCE:

Our ultimate goal is to deliver excellent services always, and to do this our colleagues will take ownership of issues and create solutions. We will use our performance information to continually improve.

We will use independent organisations to assess our excellence so that our customers continue to trust us to deliver the services they need.

Customer Charter

Our Customer Charter is measurable Customer Standards that will ensure we are delivering excellent customer service.

Performance against each of the activities will be displayed in our office and social media.

	ACTIVITY	EXCELLENCE	MEASURE
TRUST	The THRIVE Group	12 Meetings per year	Consultation calendar and notes of meetings
	External Accreditation of Excellence	Achieving award	Achieving award
HEARING	Our colleagues will offer you a solution	100% of the time	Satisfaction Survey and Complaints Register
	New Tenant settling in visits	100% completed in time	Record of Visits

RESPECT	Our colleagues will arrive at your home at the agreed time	100% of the time	Housing Management System
	Contractors will remove all materials from your home	100% of the time	Satisfaction Survey and Complaints Register
INNOVATION	Innovation log	Published Annually	Copy of Log
VALUE FOR MONEY	Use the appropriate procurement route for our services	100% of the time	Procurement Log
	Consult on funding applications	100% of the time	Recorded at Tenant Panel meetings
EXCELLENCE	Transparent complaint handling process	100% satisfaction	Satisfaction Survey
	Present our performance statistics	100% of the time	Record of date presented

CUSTOMER ENGAGEMENT PLAN - 2020: Year of Conversation

Our customer engagement plan sets out how we will engage with customers on services, initiatives, community events and business changes. The aim of the engagement plan is to offer a variety of accessible ways for customers to engage with us, in a way that is inclusive and reflects our values.

TRUST

We will:

- Invest in The THRIVE Group and expand their remit to include operational issues not just policy.
- Involve a complainant in changes where the complaint has led to a change in policy or procedure.
- Never hide from our mistakes, and give information in our newsletters of complaints.
- Be an excellent community partner, with a wide range of partners that benefit tenants.
- Raise non-repair lines for all appointments made with tenants to monitor our performance in similar way we monitor our contractors.

HEARING

We will:

- Meet with new tenants within 2 weeks of their tenancy starting if they were housed as a result of a medical condition, fleeing violence or homelessness.

- Meet with all other new tenants within 4 weeks of their tenancy starting and agree a schedule of visits/conversations over the first year of their tenancy.
- Agree a programme of conversations with all other tenants during 2020/21.
- Implement our Customer Satisfaction Monitoring, using in-house and independent surveys.

RESPECT

We will:

- Establish THRIVE Fairfield with a wide range of subjects that are accessible to all
- Have a group of Armchair Commentators than can give their view on topics from their home.
- Ensure that venues for meetings are accessible to all
- Use translation services
- Continue to host 'Coffee with a Cop' in our offices.
- Introduce a 'Good Neighbour' award scheme

INNOVATION

We will:

- Set up an innovations log and budget, to capture ideas and their success or otherwise
- Create our own goggle box programme for broadcast on THRIVE Fairfield.
- Set a dedicated Whatsapp group for The THRIVE Group
- Send to successful applicants a video of the property they are being offered.
- Continue to review our Customer Satisfaction Monitoring model

VALUE FOR MONEY

We will:

- Bid for funds and grants that will benefit our communities
- Use our resources to benefit our communities at no extra cost including the use of office space for social activities e.g. yoga, bingo, pizza nights for younger groups
- Use the funds from Fairfield Trust to do activities and initiatives that are important to our customers and communities

EXCELLENCE

We will:

- Have a programme of Colleague Workshops on THRIVE
- Host two community events a year, summer and winter
- Assist community groups with resources that benefit the community at no cost to us
- Have a dedicated email to let us know when a policy is stopping us doing the right thing

- Complete a satisfaction record following the conclusion of a complaint

CUSTOMER CONSULTATION PLAN

There will be a year of consultation and scrutiny, in a number of service areas, some of which will require the assistance of external consultants.

Some of the areas of consultation will be on the use of Fairfield Trust funds, Rent Increase, Community Events, Estate Management Policy and our Void Management and Relet Standard.

Alongside the consultations will be a yearlong scrutiny of our Reactive Maintenance this will include the ease of reporting a repair, tracking and monitoring of an individual repair, improvements that should be made to contract, performance statistics and satisfaction with the service.

All consultations will include presentation of information to The THRIVE Group and our Armchair Commentators. We will also use an on-line survey tool to gather additional views on the topic.

The Rent Setting and Rent Increase Consultation will be carried out by the consultant commissioned to carry out the rent setting review supported by the Housing Manager.

Assistance from an organisation like TPAS (Tenant Participation Advisory Service) would be beneficial to help with the initial setting up of the overall tenant consultation and to facilitate the scrutiny of the reactive repairs and support the Housing Manager on all other areas of consultation, the tenant participation budget would support these costs.

The outline Calendar for 2020/21 is noted below and other topics will be added throughout the year.

Calendar

OCTOBER 2020 Rent Increase Consultation Rent Setting Policy	NOVEMBER 2020 Reactive Repairs <i>Reporting Repairs</i>	DECEMBER 2020 Fairfield Trust
JANUARY 2021 Reactive Repairs <i>Tracking and Monitoring</i>	FEBRUARY 2021 Community Events	MARCH 2021 Reactive Repairs <i>Improvements to Contract</i>
APRIL 2021 Estate Management Policy	MAY 2021 Reactive Repairs <i>Use of Technology</i>	JUNE 2021 Void Management and Relet Standard
JULY 2021 Reactive Repairs <i>Performance</i>	AUGUST 2021 Review of Common Housing Register	SEPTEMBER 2021 Reactive Repairs <i>Satisfaction</i>

Outcomes of consultation and scrutiny will be reported to the Management Committee on a regular basis.

CUSTOMER SATISFACTION MONITORING

This is a vital element of our framework, as it seeks the views of individual customers who have accessed our services. We will use a variety of ways of capturing information.

Independent (Research Resource)

The last full independent survey was undertaken in June 2019 and this allowed us to consider overall satisfaction with service delivery. We have undergone a number of changes since then and it would be the right time to do a snapshot to understand tenant perspective of services delivered and the impact of the ongoing COVID19 pandemic. To find out what their needs and priorities are now and ensure that we focus on the important things.

A telephone survey of all tenants will be carried out in July/August, the survey will ask questions about the current situation for example:

- Have tenants had contact with their landlord during lockdown?
- If so, what about?
- If not, would they have liked or expected contact?
- If so, what about?
- How would they like to be communicated with at this time?
- What they feel the Association's priorities should be at this time?
- Moving forward, what would they like to see the Co-operative focus on in the future? Examples: Funding Opportunities, Digital (software and hard ware) now required, would they be able to access a virtual AGM and Community Engagement?
- There would be specific questions around loneliness, equality and wellbeing and what should our role be.
- What platforms and devices have they used during this period and would they be happy to continue to do in interactions with the Co-operative
- How should the grant secured for Cycling Project be best used

The survey would be no more than 10 minutes in length in order that it can be readily delivered by telephone. The wording of the questionnaire will be agreed with Research Resource.

A similar survey would be repeated in 2021 with the next full survey in 2022.

In-house (carried out by our staff)

In addition to the 'snapshot' survey we would carry out in-house surveys on particular service areas. A simple surveys will be used to monitor the satisfaction with our repair service, condition of home when moved in for new tenants, improvement works and complaints.

The repair survey will be issued after the contractor confirms that the repairs is completed.

There are 3 questions and customers will rate the service they have received, where the service has not achieved excellence customers can tell us what would have made it so.

Customer Name:		Date Ordered :
Contractor Name:		Date Complete:
Order Number:		Completed on time:
Question	Score out of 10	What would have made it an excellent 10
Did the contractor arrive when you expected them		
Did the contractor complete the job to your satisfaction		
Did the contractor clear up after them		

All new tenants will receive a visit from their housing officer within 4 weeks of the start of their tenancy. At this visit, customers will be asked about the condition of their home when they moved in, how they are settling into their new home and if there was anything more that we could have done to make sure that the process was excellent.

Customer Name:		Date of visit:
Housing Officer Name:		Date tenancy started:
Question	Score out of 10	What would have made it an excellent 10
Did the Housing Officer arrive when you expected them		
Did the condition of your home met your expectations		
Can you rate our void standard		

A survey will be issued to all tenants that have work carried out in their home as part of our investment programme, this will use the same format as repairs.

Customer Name:		Investment work:
Contractor Name:		Date work complete:
Question	Score out of 10	What would have made it an excellent 10
Did the contractor arrive when you expected them		
Did the contractor clear up after them		
Has the work improved your home		

The complaint survey is to ensure compliance with the process and also satisfaction with the outcome.

Customer Name:		Date of complaint:
Officer dealing with case Name:		Date complaint concluded:
Question	Score out of 10	What would have made it an excellent 10
Was the complaint process followed		
Was the complaint concluded to your satisfaction		

The results will be analysed and all suggestions to achieve excellence will be consider and customer informed where changes have been made.

COLLEAGUE WORKSHOPS

A suite of workshops for the THRIVE programme will be delivered to colleagues during July and August, this will assist them in delivering Customer Service Excellence. Excellence will be a theme that will run throughout each of the workshops.

	DATE	THEME	MAIN LEARNING OUTCOMES
PRE-WORKSHOP	29 TH MAY		
WORKSHOP 1	July	Trust/ Excellence	Communication Empathy
WORKSHOP 2	July	Hearing/Excellence	Listen to Understand Problem Solving
WORKSHOP 3	August	Respect/ Excellence	Transactional Analysis Emotional Intelligence
WORKSHOP 4	August	Innovation/Value for Money/Excellence	Solution Focused Creativity
WORKSHOP 5	Delayed due to pandemic	Team Event	Team Building Communication Colleague Charter

As part of the workshops a Colleague Charter will be created, this will be a visible reminder of our respect for each other.

Appendix 1 - Action Plan

This is the list of actions that will be required to enable the full implementation of this framework.

Framework	Action	Lead	Date
Customer Service Standards			
	Set up Innovation Log	Consultant	September
	Set up Customer Charter Performance Indicators Poster	Housing Manager	November
	Set up staff as non-repair contractors on Castleton	Housing Manager	October
	Write procedure for how non-repairs will be used to monitor performance	Housing Manager	October
	Agree calendar of events	Consultant/Head of operations/Housing Manager	October
	Agree cost effective communication plan, after the 'snap shot' survey is complete	Head of Operations/Housing Manager	October
	Agree what external accreditation should be applied for	CEO/Head of Operations	December
Customer Engagement Plan			
	Programme new tenant visits	Housing Manager/Housing Officers	October
	Set up The THRIVE Group Whatsapp group	Housing Manager	October
	Recruit for The THRIVE Group	As part of Snapshot Survey	August/December
	Recruit Armchair Commentators	As part of Snapshot Survey	August/December
	THRIVE Fairfield, set up You Tube account	Housing Manager	September
	THRIVE Fairfield, set up further training with A Gear	Housing Manager	November
	THRIVE Fairfield, agree content and go live	Housing Manager	December
	Draw up list of fully accessible venues, including FHC office	Housing Manager	October
	Update void process to include as standard video of the property to be sent as part of the offer	Housing Manager	September
	Create good neighbour award scheme, criteria, process, judging and awarding	Housing Manager	September

Fairfield Trust discuss with THRIVE Group and make recommendation to Management Committee	Head of Operations/Housing Manager	January
New email account for feedback on policies	Head of Operations/Housing Manager	September
Customer Consultation Plan		
Diary in and publicise dates for consultation	Housing Manager	October
Prepare for each monthly consultation or scrutiny	Housing Manager	November
Customer Satisfaction Monitoring		
Agree survey questions	Consultant/Head of Operations	July - Complete
Report to Management Committee on the outcome of Survey	Head of Operations	August - Complete
Use results of survey for future service	Head of Operations/Housing Manager	From September onwards
Investigate suitable grant applications following information from survey	Head of Operations/Housing Manager	From September onwards
In-house satisfaction surveys to be confirmed and implemented (repairs, new tenants, investment work and complaints) including a method of capturing the results and giving analysis	Housing Manager	October
Colleague Workshops		
Dates to be agreed for workshops	Consultant/Head of Operations/Housing Manager	July - Complete
Colleague Charter agreed at Team Event	Consultant	Date to be confirmed when team event can take place