

## SHA CUSTOMER SERVICE IMPROVEMENT ACTION PLAN

<b>Progress Key:</b>	
Complete	
In progress - expected to meet target date	
Not yet progressed or behind	
Unlikely to meet target date	

Action No.	Improvement Action	Source	Delegation	Target Date	Update	Progress
<b>1</b>	<b>Housing Quality</b>					
1.1	Review our Void Letting Standard to ensure a consistent quality for new lets.	Satisfaction survey	DPS	31/03/2024	Complete.	
1.2	Aim to increase participation in our satisfaction survey of new tenants and consider feedback on an ongoing basis.	Satisfaction survey	DCCS & DPS	31/03/2024	Survey questions revised and new postcard with QR code for survey now being issued at settling in visit.	
1.3	Conclude the development of a strategy to improve the prevention, identification and response to property condition issues at a much earlier stage in a tenancy.	Satisfaction survey	DCCS & DPS	31/03/2025	Strategy developed and fresh programme of inspections planned.	
1.4	Provide clearer information to tenants about their responsibilities.	Satisfaction survey	DPS	31/03/2024	Complete - Your New Home leaflet issued at sign up and on website.	
1.5	Carry out a programme of targeted home visits to sitting tenants.	Satisfaction survey	DCCS & DPS	31/03/2024	Initial programme and follow up actions completed.	
1.6	Develop other advice & assistance to tenants about home decoration.	Satisfaction survey	DPS	31/03/2025	Still to develop in partnership with Upkeep.	
1.7	Analyse the Tenant Survey findings for any indication of tenant priorities that suggest that our major repairs and improvement plans should be amended.	Satisfaction survey	DPS	31/03/2024	Complete.	
<b>2</b>	<b>Improvements to the repairs service</b>					
2.1	Improve information (written and electronic) about our repair service standards and what tenants can expect.	Satisfaction survey	DPS	31/03/2024	Complete - Repairs Service leaflet issued at sign up and on website.	
2.2	Ensure contractors start work on repairs earlier to ensure all actions necessary are complete within timescale.	Satisfaction survey	DPS	31/03/2024	Complete and ongoing.	
2.3	If repair work delayed always keep the tenants informed and updated.	Satisfaction survey	DPS	31/03/2024	Complete and ongoing.	
2.4	Continue to survey satisfaction after each repair and aim to increase numbers responding.	Satisfaction survey	DPS	30/06/2024	Revised survey developed and increased numbers being returned. Will continue to monitor.	
2.5	Focus on and learn from feedback received.	Satisfaction survey	DPS	30/06/2024	Complete and ongoing.	

2.6	Regularly publicise our repairs performance, and highlight action taken in response to feedback.	Satisfaction survey	DPS	31/12/2024	Analysis of returns / lessons learned from new surveys to be published in winter newsletter.	
<b>3</b>	<b>Information, listening &amp; engaging</b>					
3.1	Review our Engagement Strategy and continue to actively promote the Tenant Forum and highlight its role and how it has made a difference to services.	Satisfaction survey	DCCS & CEO	31/05/2024	An Engagement Plan for 24/25 was approved by the Housing and Communities Committee in May 2024. The Tenant Forum is now meeting regularly and the meeting in May 2024 was well attended with a number of new attendees. We successfully recruited some new Association members from this event and will continue to look to build on this.	
3.2	Promote opportunities to join the Association and how to become a Board Member.	Satisfaction survey	DCCS & CEO	31/03/2024	We continue to take opportunities to increase membership (through the Tenant Forum, Gala etc.) We are currently reviewing the sign-up process for new tenants and will ensure greater emphasis on membership at the start of tenancies.	
3.3	Review how information is provided at start of tenancies and after about all ways to get involved.	Satisfaction survey	DCCS	31/03/2024	The DCCS has been working with the Housing Team to promote engagement from the start of tenancy. This is an ongoing process as we look to broaden range of ways to get involved	
3.4	Develop new Customer Service Standards.	Satisfaction survey	DCCS & DPS	31/03/2025	New Customer Service Standards will be developed in consultation with staff and tenants in Q4 to launch alongside the new teams. This will include the role the Customer Service Assistants can play.	
3.5	Ensure customer service training is provided to all staff on an ongoing basis.	Satisfaction survey	DCCS & DPS	31/03/2025	This will be a priority for the new Area Housing Managers and as we go 'live' with the new Customer and Community Services Team Structure and Customer Service Standards.	
3.6	Always aim to follow through on what we say we are going to do.	Satisfaction survey	DCCS & DPS	31/03/2025	You Said, We Did' case studies to be included in newsletters as standing item	
3.7	Analyse the reasons for tenancy refusals and take action to address these to reduce the number of refusals.	ARC review	DCCS	31/03/2025	This has not yet started but will be essential information to help improve relet times. Should be completed before year-end.	
3.8	Continue to work in partnership with the GCC homeless casework team to improve the S5 process.	ARC review	DCCS	31/03/2025	Ongoing discussions taking place to simplify process and improve quality of information received	

<b>4</b>	<b>Contacting &amp; access to SHA services &amp; information</b>					
4.1	Develop a communication strategy, to include a digital portal for future service delivery. At the same time review how we address the communication needs of the majority of tenants who are not being reached through social media etc. and currently prefer to be kept informed and engage in more traditional ways.	Satisfaction survey	DCCS & CEO	31/12/2024	A portal has been developed and is in the process of being tested before demonstration to a future Tenant Forum meeting prior to being rolled out	
4.2	Review the tenant handbook and tenancy related information on website and ensure that all tenants have ready access to a physical copy of the Handbook.	Satisfaction survey	DCCS	31/12/2024	All sign-up information and processes are currently under review (including the tenant handbook)	
4.3	Explore possibility of on-line access to Mutual Exchange Register.	Satisfaction survey	DCCS	31/03/2025	Yet to be started but will options will be explored to offer on-line access (either through our own systems or bespoke providers)	
4.4	Carry out review of Allocation's Policy	Satisfaction survey	DCCS	31/12/2024	Progress has been delayed but will begin in Q4. Unlikely to be concluded by year-end but hopeful of significant progress	
4.5	Review our approach to tenancy sustainment, to include a review of abandoned properties and implement any lessons learned from these.	Assurance & ARC review	DCCS	31/12/2024	Review has not yet been carried out. Our abandonment rate is low and therefore this is achievable for completion by year-end.	
<b>5</b>	<b>Complaints handling</b>					
5.1	Introduce follow-up phone surveys to track ongoing satisfaction with how complaints are dealt with and the reasons for any dissatisfaction.	Satisfaction survey	CSM	31/03/2025	Review of approach underway following poor response rate.	
5.2	Prepare and publish Annual Complaints Report for 2023/24.	Assurance review	CSM	31/03/2025	Complete.	
5.3	Deliver complaints training to all staff, with a focus on complaint investigation, outcomes and lessons learned.	ARC review	DCCS & DPS	31/03/2025	Not yet started - will take place alongside new Customer Service standards.	
<b>6</b>	<b>Neighbourhood management</b>					
6.1	Explore apparent high dissatisfaction with neighbourhood management and anti-social behaviour in Springboig and Greenfield.	Satisfaction survey	DCCS	31/03/2025	Work still to be undertaken and will be a priority for the new Area Housing Manager for the respective 'patches' alongside the patch Housing Officer	
6.2	Review the service specification for caretaking services, ensure tenants have a clear understanding of what they can expect and monitor complaints with the service on an ongoing basis.	Satisfaction survey	DCCS	31/03/2025	Work has commenced in this area and discussions underway between Upkeep and Association staff. This will continue in the coming months with consultation with tenants (and owners) on any proposed changes	
6.3	Develop a pilot project through which residents will be supported to improve local cleanliness / condition of area and identify action for SHA.	Satisfaction survey	DCCS	31/03/2025	This is unlikely to be achieved due to competing priorities. Progress will be made by patch officers on an ad-hoc/needs led basis.	

6.4	Work with partners to address lunchtime litter near Eastbank Academy.	Satisfaction survey	DCCS	31/03/2025	Ongoing challenges with school kids relating to litter and ASB. Housing Officer is liaising with partners to try and make positive improvements	
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<b>7</b>	<b>Value for money</b>					
7.1	Consider how we can introduce a rolling review of tenant views on rent VFM rather than just waiting every three years for next full Satisfaction Survey.	Satisfaction survey	DCCS & CEO	31/03/2025	This will be reviewed as part of the general aim to increase how we can increase 'transactional' satisfaction gathering (including through improving how we use text messaging). The DCCS will investigate external platforms such as CX Feedback to see where this can be further developed	
7.2	Complete the review of our Rent Policy and aim to introduce a "harmonised" rent structure (i.e. rents on all homes set on the same basis).	Satisfaction survey	DCCS & CEO	31/03/2025	This work was undertaken as part of the preparation for the rent review in 2023. Whilst the aim was to review the Rent Policy in 2024, this has now been deferred to 2025/26	
7.3	Complete outstanding actions from Procurement Improvement Action Plan	Assurance review	DPS	31/12/2024	Procedures updated and staff training planned for November 2024.	
7.4	Carry out further analysis on former tenant debt and increasing arrears cases to ensure debt is being well managed.	ARC review	DCCS	31/03/2025	Not yet started but will be undertaken by Area Housing Managers in Q4	
<b>8</b>	<b>Equalities</b>					
8.1	Quarterly updates on progress implementing the Group Equality, Diversity & Human Rights Action Plan to the A&C Committee (2 actions remaining)	Assurance review	CSM	31/03/2025	Ongoing. Only 2 actions remaining. Next update to November 2024 A&C Committee.	
8.2	Undertake 'Tenant Census' in 2024/25 which will include the gathering of information on equalities and protected characteristics (anonymised)	Assurance review	CSM	31/03/2025	Complete and ongoing on regular basis.	