



# SERVICE TRANSFORMATION STRATEGY

REVIEW DATE: MARCH 2027



# SERVICE TRANSFORMATION STRATEGY

## 1.0 INTRODUCTION

- 1.1 In 2023 CGA undertook a thorough review into the quality of services that we deliver to our tenants and other customers. This review was informed by a range of customer insight including feedback received through the Tenant Satisfaction Measures survey, CGA's 'Big Conversation' with tenants in late 2022 and complaints, along with consideration of current performance against key performance indicators, and crucially lessons learned from failings in the wider sector.
- 1.2 While our satisfaction rates continued to compare well with our peers it was clear that tenant satisfaction was falling, and we have seen a significant increase in the number of complaints compared to previous years.
- 1.3 Our customers told us through their feedback that they wanted us to concentrate on getting the basics right, improving the timeliness and quality of responses when they had an issue and do better with our communication.

## 2.0 PURPOSE OF THE STRATEGY

Having completed the review, it was agreed that a Service Transformation Strategy was required to address the findings. The key aims of this strategy are to:

- Improve overall satisfaction and satisfaction with individual services; and
- Deliver on our vision to 'work together to provide homes and communities our tenants can be proud of with services they value and trust'; and
- Deliver on our Corporate Plan priority of: 'Providing Great Customer Service' with our tenants benefitting from services which are amongst the best in the sector;
- Ensure all colleagues routinely demonstrate the values and behaviours expected of them; and
- Ensure our tenants are listened to, both individually and collectively, and their voices are heard across every area of the business; and
- Ensure our tenants feel valued and respected; and
- Ensure our services are compliant with all statutory and regulatory standards and best practice.

## THEME 1

### PUTTING TENANTS AT THE HEART OF ALL WE DO: RE-INVIGORATING OUR CUSTOMER FIRST CULTURE

Over recent years significant change has taken place within the housing sector and our organisation and we have responded well to these challenges, with strong financial and governance arrangements in place, an ambitious new development programme and new areas of activity for the business helping us to assist more customers in need.

In responding to challenges, it is important that we do not lose focus on ensuring that our tenants are our reason for being and we need to continue to maintain focus on ensuring that they remain the golden thread that runs through all our activities. The four key objectives and associated actions within this theme are therefore:

#### Objective 1 – Shared Vision, Values and Behaviours

We will launch the new vision, values and behaviours framework and work to embed these across the organisation, ensuring they become an integral part of our ways of working and our recruitment, selection, induction, training and appraisal processes.

#### Objective 2 – Treating Tenants Fairly, with Respect and with Empathy

It is important that all colleagues understand and demonstrate our values and treat tenants as they would like to be treated themselves; truly listening to tenants and being honest, non-judgemental and fair.

To achieve this we will:

- Launch and embed the 'Every Customer Matters' training programme; and
- Embed a customer centric culture; and
- Produce a new EDI Strategy; and
- Review our EDI training to ensure a focus on respect and cultural awareness; and
- Aim for more diversity in the workforce to ensure it more closely reflects the tenant population.

### Objective 3 – Doing the 'Right Thing'

To ensure that all colleagues keep tenants at the heart of their decision making, take ownership for doing the right thing and do not become 'task focussed' we will:

- Embed our vision, values and behaviours; and
- Review our recruitment and selection processes to ensure they are aligned to our values and behaviours; and
- Review our on-boarding, corporate induction and team induction processes; and
- Review all job descriptions to ensure customer service is at the heart of responsibilities; and
- Review colleagues' personal development plans and appraisal processes; and
- Provide timely feedback to colleagues on performance against our vision, values and behaviours; and
- Review the use of the organisation's reward and recognition programme to align to our new values and behaviours and celebrate and share good performance.

### Objective 4 – Professional Standards, Effective Leadership, Management and Accountability

To ensure our tenants consistently benefit from services that they can trust and rely on we will ensure effective management, leadership and accountability are in place and colleagues have the necessary knowledge, skills and behaviour, and where necessary, the qualifications to successfully deliver excellent services. To achieve this we will:

- Design, deliver and embed the 'Managing the Gateway Way' training programme; and
- Deliver performance management training including using and analysing data effectively; and
- Develop, deliver and embed a bespoke leadership and management training programme;
- Develop and embed a challenge culture to improve accountability and continuous learning; and
- Undertake a review of relevant professional qualifications held and obtain relevant qualifications where required; and
- Establish monthly business managers' meetings to focus on performance, improve accountability and improve continuous learning.

## THEME 2

### DELIVERING BRILLIANT BASICS

As a community-based, membership-led organisation, we are perhaps better placed than others in understanding what our core purpose is - providing high quality, decent safe homes and excellent services for those who cannot afford market rent - and aligning our services to this.

Our tenants have been clear that they want us to focus on delivering our core services well and, aligned with a renewed focus from the Social Housing Regulator on consumer standards, we must ensure that we are delivering on our core activities to high standards. The seven key objectives and associated actions have been developed to achieve our aims as follows:

#### Objective 1 – Improving our Data and Record Keeping

To ensure a high-quality service it is imperative that we **know** our tenants and properties and essential that our record keeping is accurate, up to date and is used to inform service delivery.

To ensure this aim we will:

- Introduce a new data manager role; and
- Undertake a data audit and self-assessment against the Social Housing Ombudsman's Spotlight report on Knowledge and Information Management; and
- Develop and deliver a data training programme for all colleagues; and
- Review our core housing management and contractor systems; and
- Introduce C365 compliance system to manage property health and safety compliance works; and
- Review our tenant profiling information and undertake a gap analysis; and
- We will provide training for all colleagues on the collection, updating and use of our profiling information; and
- Review Data Protection training to ensure the content is tailored to individual job roles; and
- Develop a new access to information request framework.

#### Objective 2 – Customer Friendly Policies and Procedures

We will ensure that all policies and procedures are written with tenants at the heart of the document, are accessible and can be easily understood by customers. To do this we will:

- Review all policies and procedures to ensure they are up to date and accurate, with a strong focus on the customers' needs and expectations; and
- Produce easy to understand policy fact sheets for publication on the website and on request.

### Objective 3 – Improving Performance of Core Services

Delivering our core services well is critical to driving up satisfaction and we have identified areas where performance and satisfaction are currently below our expected standards. To address this we will:

- Review the complaints policy and procedure following the introduction of each new Social Housing Ombudsman Complaint Handling Code; and
- Deliver training to all complaint handlers; and
- Deliver a call handling training programme; and
- Review key services in conjunction with tenants including our repairs service, void standard, Homecare service, our approach to Damp Mould and Condensation, 'Right First Time' jobs, ASB, noise nuisance, pest control and allocations; and
- Review the effectiveness of new call handling arrangements following team changes; and
- Review the effectiveness of the new reception opening times; and
- Introduce a new telephony system with unified communication system; and
- Review all customer correspondence and communications to ensure customer friendly language is used, is easily accessible and considers our customers' needs; and
- Review tenant service charges.

### Objective 4 – Consumer Standard Compliance

To ensure we continue to comply with regulatory standards and best practice, we will:

- Continue to review compliance against the consumer standards; and
- Undertake a self-assessment against Housing Ombudsman's Spotlight reports and special investigations and ensure that any learning or improvements identified are added to the action plan.

### Objective 5 – Joined Up Working Across Teams

Effective cross-team working is vital to deliver seamless joined-up services for our tenants. To improve in this area we will:

- Review and refresh our internal internet platform and content; and
- Launch new system for managing and sharing policies and procedures; and
- Expand use of Microsoft 365 including sharepoint and universal communications; and
- Develop and introduce job shadowing programme; and
- Establish monthly business managers' meetings to ensure collaborative working; and
- Upskill colleagues to provide cover for other teams and improve business resilience; and
- Use findings from customer journey mapping to improve joined-up working.

### Objective 6 – Proactive Customer Communication

Proactive communication and making access to information easier for our customers is important in our drive to improve satisfaction; it shows that we care about their experience, assisting us to anticipate customers' needs before problems arise which will also improve efficiency and productivity. To achieve this we will:

- Review our website and its content; and
- Review the SelectMove website; and
- Use findings from our customer journey mapping to identify opportunities for more pro-active communications; and
- We will pro-actively inform customers of activities or changes that impact them;
- Consistently promote changes and improvements that we have implemented as a result of feedback.

### Objective 7 – 'Finding Our Silence'

We recognise that we need to do more to help those who may struggle to access services and ensure that we are proactively anticipating customers' needs and reaching out rather than relying on customers to advise us. A number of actions have been identified in this area and we commit to:

- Reviewing our safeguarding process and delivering annual training for all colleagues;
- Developing and embedding our "See It, Sort It, Speak Out" campaign to ensure we make every visit count and identify issues before they are reported; and
- Encourage 'professional curiosity' through training, appraisals and processes; and
- Carry out a gap analysis of information held on overcrowding; and
- Review properties where we have access issues and improvement refusals to understand any underlying issues; and
- Develop an approach to identifying 'silent tenants' and implement an audit programme.

## THEME 3

# ORGANISATIONAL LEARNING

Organisational learning and continuous improvement are important to ensure we adapt to change, learn from our mistakes and 'anticipate' problems before they arise. This will ensure that we meet tenants' and the Regulator's expectations and will lead to increased satisfaction.

We need to work together with our tenants to identify areas for improvement and work collaboratively across teams to implement necessary changes. To help us achieve this we have identified five key objectives:

### Objective 1 – Maximising Customer Insight and Intelligence

The ability to capture a wide range of data through various insight channels which is then centrally collated and analysed allows us to identify trends and understand where resource or service improvement is needed. To do this we will:

- Listen to our customers' voice; and
- Develop a customer insight framework; and
- Undertake TSM data collection and use findings to identify improvements and inform team plans; and
- Introduce collection and analysis of expressions of dissatisfaction; and
- Implement new system for undertaking transactional satisfaction surveys; and
- Re-invigorate mystery shopping programme; and
- Implement new technology to improve asset management insight and customer care.

### Objective 2 – Consistent Learning from Mistakes

Whilst capturing insight is invaluable, it is important that we consistently use the information gathered where we have got something wrong to learn and ensure that we do not repeat our mistakes. To do this we will:

- Implement and embed a new de-brief process; and
- Ensure learning from complaints is consistently implemented; and



- Develop and implement a new process for learning from disrepair cases; and
- Produce quarterly Customer Insight reports with detailed analysis and ensure this is shared widely across the business, including with Board, Gateway Central, CMT and all managers and teams to improve learning and drive continuous improvement.

### Objective 3 – Ensuring the Tenant’s Voice is Heard

Not only do we want to ensure that the tenant’s voice is heard at an individual level when dealing with a service request or complaint, we must also ensure that we have effective mechanisms in place to allow for the collective tenant voice to be heard in shaping our services and directing our activities. To do this we will:

- Review our Tenant Scrutiny process; and
- Work with Gateway Central to identify, from the Customer Insight reports, topics for focus groups, scrutiny, surveys etc; and
- Review our Gateway Promises; and
- Undertake Customer Journey mapping for all key services; and
- Develop and embed ‘Increased Opportunities for Hearing the Tenant’s Voice’ Framework; and
- Tenants understand that their voice matters and we will widely communicate changes undertaken and service improvements delivered as a result of feedback; and
- Attain TPAS accreditation.

### Objective 4 – Improved Colleague Communications

This objective focuses on improving internal communications to facilitate more effective cross-team working in order to drive continuous improvement and increase satisfaction. We will:

- Establish monthly business managers’ Meetings with a focus on performance; and
- Use findings from the colleague engagement survey to improve knowledge sharing; and
- Review our internal communications framework and deliver a revised approach which meets colleagues’ needs; and
- Deliver training to colleagues to maximise the use of communication systems.

### Objective 5 – Assurance

In order to ensure that the Board receive appropriate assurance regarding the level of service that CGA's tenants receive and are truly able to hear the tenant's voice, we will:

- Review the process of assurance received by the Board from Gateway Central; and
- Review the KPI's to ensure that the Board are receiving the appropriate information to measure outcomes for tenants; and
- Implement a new performance reporting framework to Board; and
- Undertake a skills assessment of the Corporate Management Team and Gateway Central.

**END**

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gateway