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# Building a TSM improvement roadmap

# Building a TSM improvement roadmap

## Welcome!

Jonathan Cox
Head of Data & BI

Housemark

Helen Precious
Head of Account Mmt

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Pete Daykin
CEO

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**Agenda**

**Understanding and Acting on TSM results:**

- Latest TSM results
- The Ostrich
- Learning from the sector

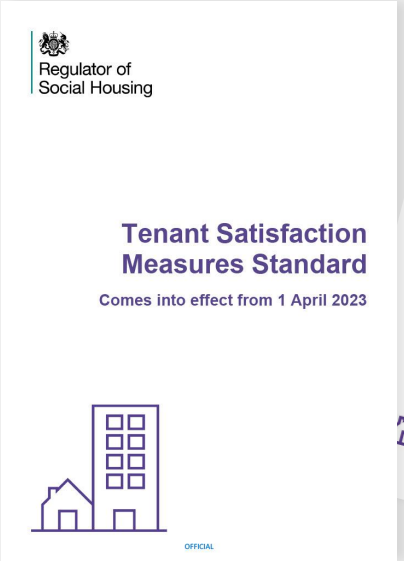
**Wordnerds:**

- Building your roadmap for improvement
- How we can help

- **Q&A (chat!)**

# TSM Return

## Beyond Compliance



**30 June Deadline**

**Regulator**

**Compliance > Results**
exceptionally positive results may garner scrutiny

**Data collection method**
- Seasonal trends
- Satisfaction differences (phone v online)

**Internal Stakeholders**
- How do we improve?
- What activity will most improve tenant satisfaction (and TSM scores)?

# Understanding and acting on your TSM results

June 2024

Housemark

# Hello!

## Jonathan Cox
### Director of Data and Business Intelligence

Jonathan has worked in the housing sector for over 20 years helping social housing providers improve performance and achieve value-for-money. He currently heads up Housemark's data and research division, where he has overseen a range of high-profile projects such as the review of the STAR framework for collecting resident feedback and monthly impact monitoring of the COVID-19 pandemic.

Jonathan.cox@housemark.co.uk

# Agenda

- Latest TSM results
- Introducing the Ostrich!
- Learning from the sector

# Latest TSM results

## About our TSM data

- Final 2023/24 data for 240 landlords
- Headline results launched at Housing 2024
- TSMs not just perception metrics – include 10 management information indicators
- Mid-year report provided initial insight
- The bigger picture requires wider analysis!

# The operating environment

Housemark

£1,000 more spent per property compared to just two years ago

40% increase in voluntary staff turnover compared to pre-pandemic

6% increase in current tenant arrears

Call wait times have quadrupled and are now over 250 seconds

33% increase in re-let times compared to pre-pandemic

30% increase in formal complaint volumes

50% increase in repairs wait times

Tenant satisfaction down 10 percentage points in two years

# Overall satisfaction (TP01)

Housemark

# The 11 major variables

# Contextual variables

# Contextual variables

# Contextual variables

# Methodological variables

# Introducing the Ostrich

The Ostrich

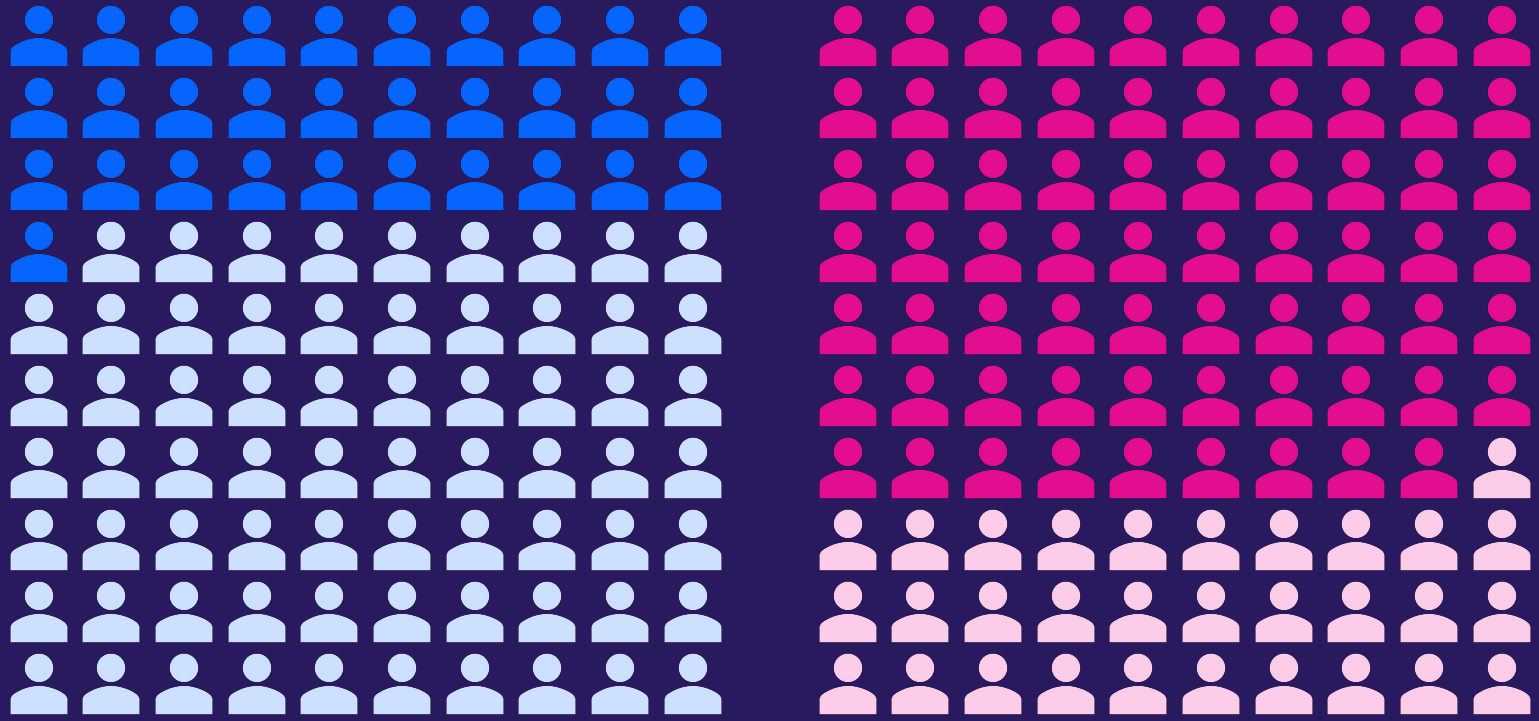
**O**bsessing with
**S**cores and
**T**argets
**R**ather than
**I**mproving
**C**ustomer
**H**appiness

## Ostrich Behaviours

- **Strutting** – reporting excellent Customer Satisfaction Score (CSAT) in annual reports without truly understanding how it was achieved.
- **Flapping** – Panicking when survey results come in that are lower than expected.
- **Head in sand** – Ignoring resident feedback that doesn't fit the narrative and being unaware of methodological tricks!

# Just a regulatory requirement?

# Trend over last 12 months



Improving: 31%

Declining: 69%

# Learning from the best

## Feedback analysis

Integrated approach to feedback

Rolling perception surveys

Recruiting CX expertise

Gap analysis

Open-ended questions

Free-text and sentiment analysis

## Customer engagement

Co-design rather than consultation

Customer segmentation

Proactive communication

Multi-channel approach

Joined-up 'boots on the ground'

## Service redesign

Bringing services in-house

Smaller patch-sizes

Specialist ASB management

Minimising hand-offs

Staff retention – EVP

Cultural change

## Data strategy

Integration

Governance

Automated data quality reports

Real-time dashboards

Forecasting demand

Tailored approaches

Housemark.co.uk

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# Improving Tenant Satisfaction

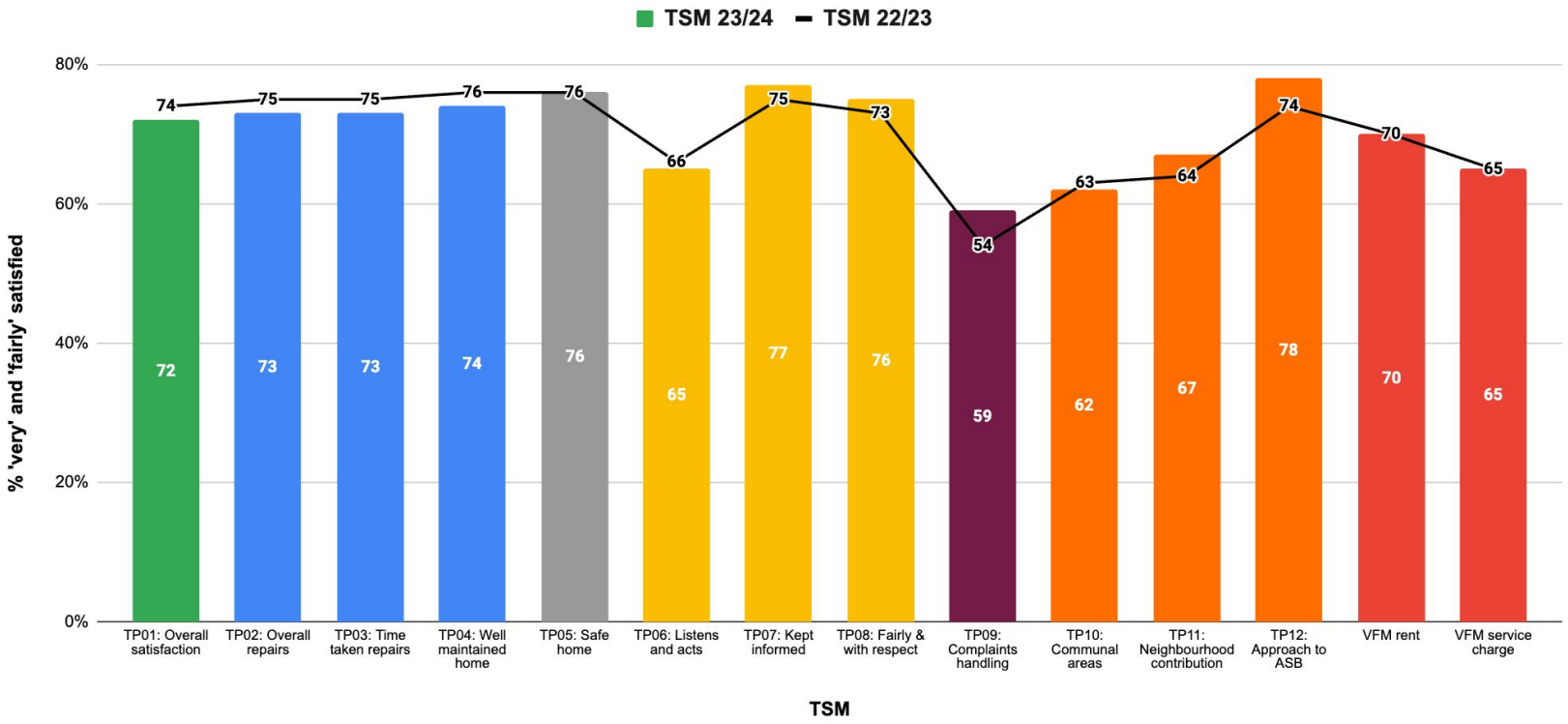
## Both TSM scores & outcomes for residents

% of responses
Very satisfied or fairly satisfied

Divided by total responses, including
Neutral, unhappy or very unhappy

Drivers of satisfaction → Context & Benchmarking → Prioritise insight → Design an action plan → Delivery & Monitoring

# Understanding Drivers




| Overall satisfaction | Keeping properties in good repair | Maintaining building safety | Respectful and helpful engagement | Effective handling of complaints | Responsible neighbourhood management | Value for money |
|---|---|---|---|---|---|---|

# Automating Driver Analysis

## Wordnerds Theme Bank

**Framework:** TSM

| | | |
|---|---|---|
| 1a. Repair Visit | 35 | 1630 |
| 1b.Repair categories | 33 | 1190 |
| 2. Building Safety | 30 | 513 |
| 3a. Customer Service - Getting In Touch | 27 | 663 |
| 3b. Customer engagement | 36 | 561 |
| 3c. Customer Service - Outcomes | 36 | 1537 |
| 4. Neighbourhood Management | 34 | 593 |
| 5. Value for Money | 30 | 266 |
| Unmatched | 36 | 284 |

**Key Drivers:** 1a. Repair Visit

| | | |
|---|---|---|
| Contractors | 37 | 485 |
| Attendance / Wait Times | 26 | 306 |
| Quality of work | 46 | 290 |
| Security | 31 | 240 |
| Maintenance and checks | 42 | 209 |
| Incomplete Repairs - Riverside | 24 | 158 |
| is my home safe? | 29 | 149 |
| Speed/efficiency of contractor | 67 | 133 |
| Damage To Property | 24 | 131 |
| Completed on first visit | 72 | 128 |
| Accessible home | 33 | 96 |
| Incorrect materials/parts brought | 22 | 70 |
| Multiple visits - Riverside | 23 | 66 |
| Clean and Tidy | 66 | 50 |
| Appointment - no show | 22 | 26 |
| Replacements | 29 | 18 |
| Wrong person | 20 | 10 |
| Appointment-Arrived on time - Riverside | 78 | 8 |
| Time Taken Off | 25 | 3 |

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TSM | 2 Filters applied: Robo Housing × 01/09/2023 - 31/10/2023 × | Edit Filters

Full Dataset 3603 | Matched 20 | 0.56 % | 18

## Framework

TSM

| | | |
|---|---|---|
| 1a. Repair Visit | 35 | 1630 |
| 1b.Repair categ... | 33 | 1190 |
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## Key Drivers

1a. Repair Visit — Volume

| | | |
|---|---|---|
| Contractors | 37 | 485 |
| Attendance / W... | 26 | 306 |
| Quality of work | 46 | 290 |
| Security | 31 | 240 |
| Maintenance a... | 42 | 209 |

## Themes

Search your themes... | Type

| Theme | Volume ↓ | Sentiment | Volume +/- |
|---|---|---|---|
| Contractor | 485 | 37 | +485 |
| Time to Resolution | 139 | 51 | +139 |
| Quality of work | 110 | 53 | +110 |
| Resolution | 89 | 51 | +89 |
| Completed on firs... | 67 | 71 | +67 |

## Topics

| Topic | Volume ↓ | Sentiment | Volume +/- |
|---|---|---|---|
| workman ... damage | 20 | 18 | +20 |
| repair ... delays | 19 | 24 | +19 |
| workman showed | 19 | 26 | +19 |
| engineer ... heating | 19 | 41 | +19 |
| contractor ... repai... | 19 | 50 | +19 |

## Verbatim

showing 20 of 20

Robo Housing

My backyard deck is rotting, and the workman's lack of punctuality is prolonging the risk of structural damage.

Show themes

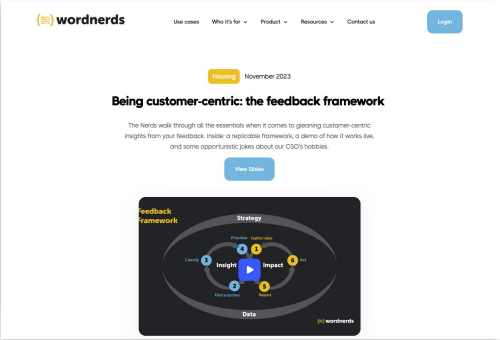
Published 7 months ago

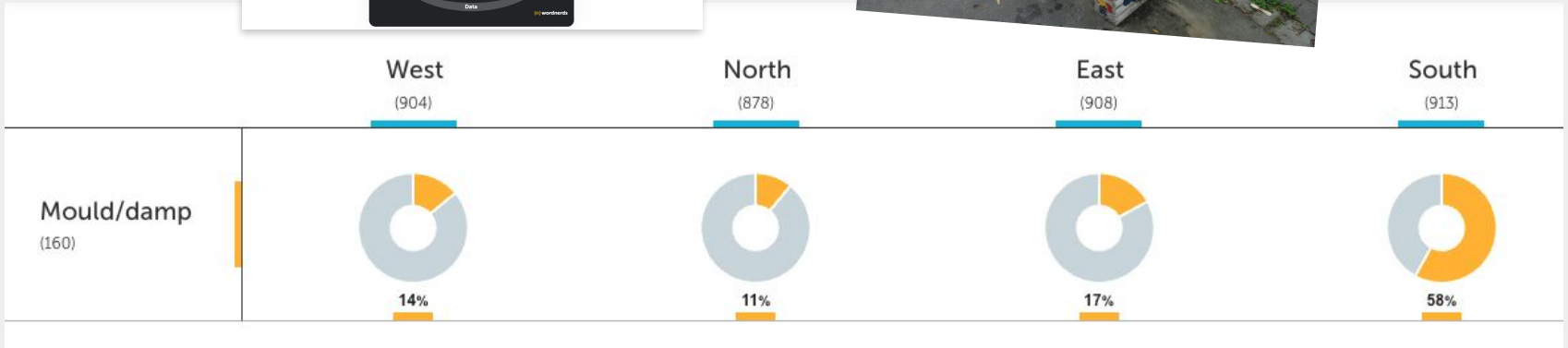
Robo Housing

The workmen they sent were careless and caused more damage while attempting to fix one thing. It's infuriating that their incompetence led to additional problems that I have to deal with now!

# Context: Metadata & Benchmarking

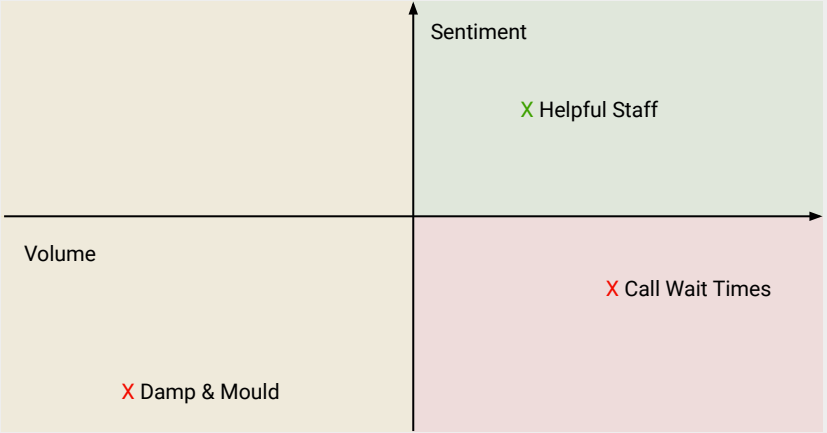
## When is an Issue an Issue?

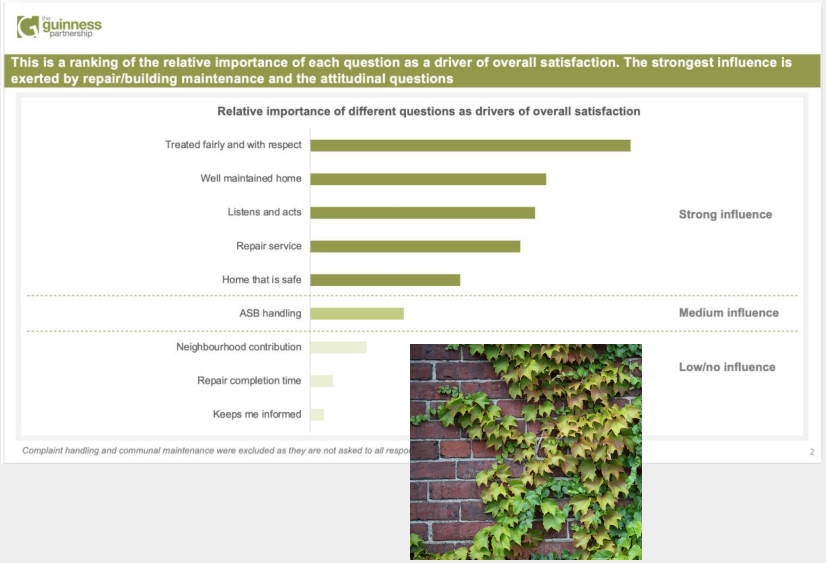




# Prioritising Insight

## Volume x Sentiment to Regression

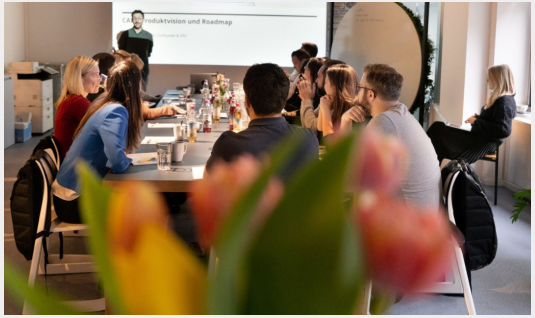



**Multi-category Issues**

# Designing an Action Plan

## Customer Consultation



Customer advisory board

Hyde

Customers' catch up
March 2023

Neal Ackcral
Chief Operations Officer

We're genuinely listening to our customers and are committed to working with you to improve your services.

That's why we've created a new Operations Department, bringing together teams from across Hyde to deliver a more joined-up approach.

We'll work together to repair and maintain homes, carry out major building safety works, deal with anti-social behaviour in your communities, help people find a new home and provide individual financial advice and support.

Dealing with damp and mould

We're committed to tackling damp and mould in our homes, working with customers to solve issues as quickly as possible.

READ MORE >

London repairs and maintenance update

We've brought our London repairs and maintenance team in-house, to improve services for our customers.

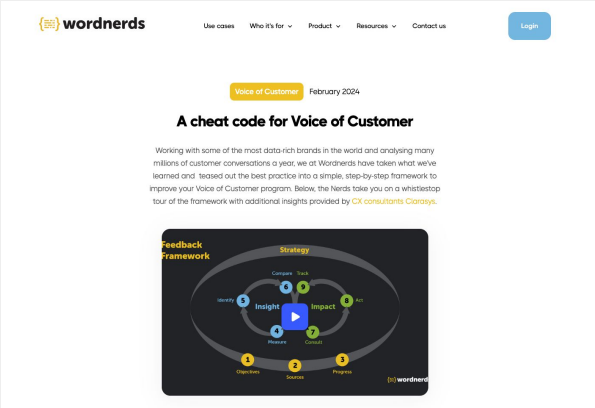
READ MORE >

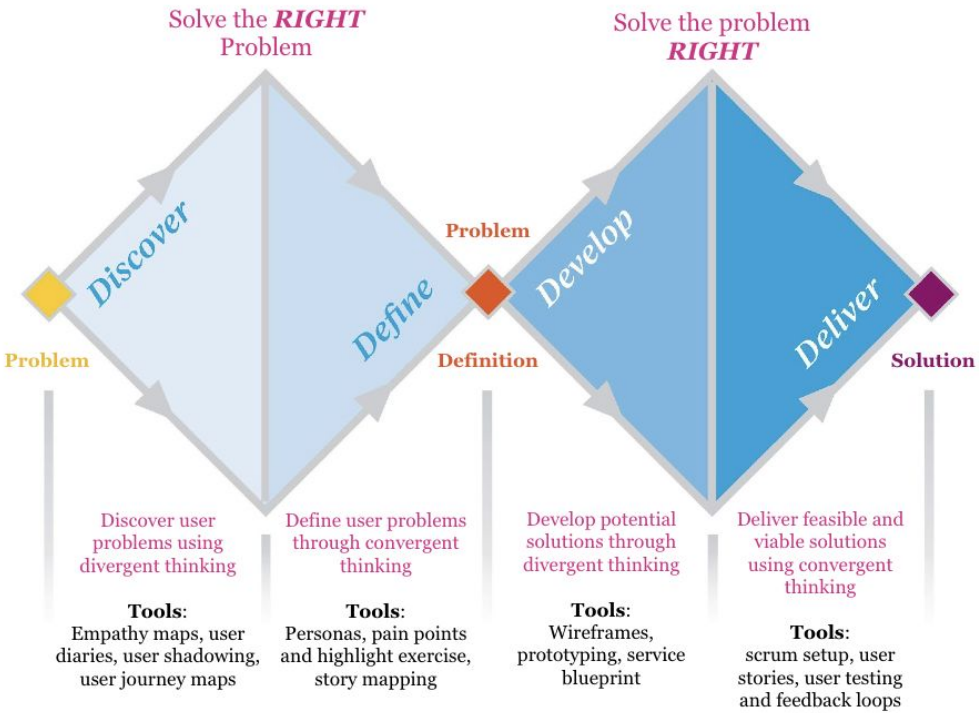
Customer newsletter

"You said, we did" meeting

# Delivery & Monitoring

## An Agile Approach to Delivery



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# How we support HAs with AI

## All your verbatim, analysed together

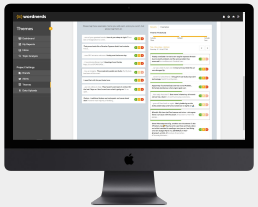
HM Government G-Cloud Supplier

CYBER ESSENTIALS CERTIFIED PLUS

**Aggregation** → **Classification** → **Drivers**

**TSM Improvement Report**

**Ongoing Monitoring**



in communities

one manchester

Riverside

SOVEREIGN

Town & Country Housing Peabody Group

Raven Housing Trust

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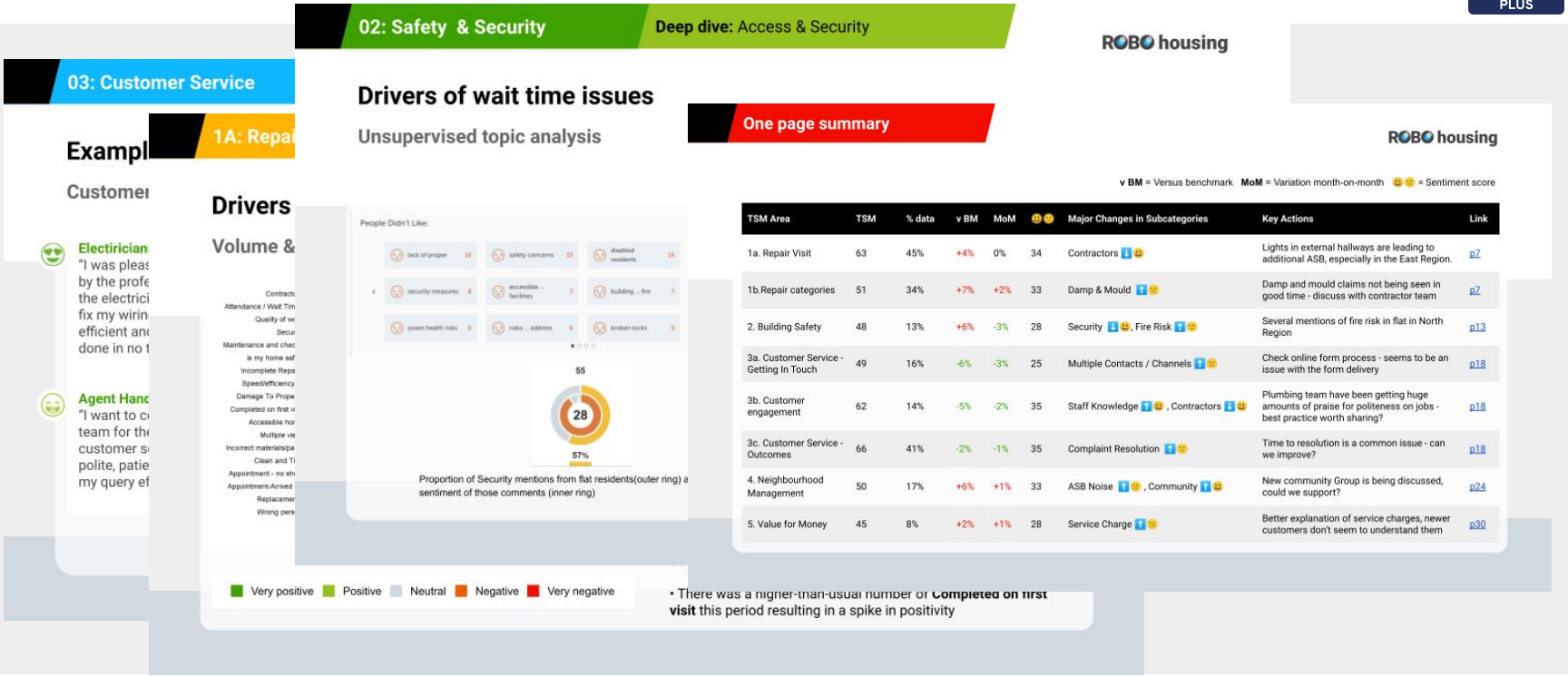
# Get Your TSM Improvement Report: £5,100+VAT

## Book your FREE consultation today

HM Government G-Cloud Supplier

CYBER ESSENTIALS CERTIFIED PLUS




v BM = Versus benchmark MoM = Variation month-on-month 😃🙂 = Sentiment score

| TSM Area | TSM | % data | v BM | MoM | 😃🙂 | Major Changes in Subcategories | Key Actions | Link |
|---|---|---|---|---|---|---|---|---|
| 1a. Repair Visit | 63 | 45% | +4% | 0% | 34 | Contractors ⬇️😃 | Lights in external hallways are leading to additional ASB, especially in the East Region. | p7 |
| 1b.Repair categories | 51 | 34% | +7% | +2% | 33 | Damp & Mould ⬆️🙂 | Damp and mould claims not being seen in good time - discuss with contractor team | p7 |
| 2. Building Safety | 48 | 13% | +6% | -3% | 28 | Security ⬇️😃, Fire Risk ⬆️🙂 | Several mentions of fire risk in flat in North Region | p13 |
| 3a. Customer Service - Getting In Touch | 49 | 16% | -6% | -3% | 25 | Multiple Contacts / Channels ⬆️🙂 | Check online form process - seems to be an issue with the form delivery | p18 |
| 3b. Customer engagement | 62 | 14% | -5% | -2% | 35 | Staff Knowledge ⬆️😃, Contractors ⬇️😃 | Plumbing team have been getting huge amounts of praise for politeness on jobs - best practice worth sharing? | p18 |
| 3c. Customer Service - Outcomes | 66 | 41% | -2% | -1% | 35 | Complaint Resolution ⬆️🙂 | Time to resolution is a common issue - can we improve? | p18 |
| 4. Neighbourhood Management | 50 | 17% | +6% | +1% | 33 | ASB Noise ⬆️🙂, Community ⬆️😃 | New community Group is being discussed, could we support? | p24 |
| 5. Value for Money | 45 | 8% | +2% | +1% | 28 | Service Charge ⬆️🙂 | Better explanation of service charges, newer customers don't seem to understand them | p30 |

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# Q&A

Questions in the Chat Please

## Any Questions?

**We'll send you:**

1. Today's slides
2. Recording of today
3. Cheat Code for VoC Webinar
4. Example TSM report
5. Information about our TSM theme bank
6. Free tickets to Housing 2024: *Catch Jonathan & Pete on the Resident & Engagement Stage sharing more insights on using data to make informed improvements!*

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