

## Designing customer feedback to improve performance

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- ❖ **Social landlords are expected to consult with customers on a regular basis**
  - ❖ to test their views about the services provided
  - ❖ to identify the key issues that affect service provision
  - ❖ to improve services as necessary
  - ❖ to feedback outcomes to customers
- ❖ **The NHF Code of Service Delivery and Accountability recommends:**
  - ❖ taking resident satisfaction seriously, as the single most important standard for judging overall business performance
  - ❖ monitoring resident satisfaction over time and discussing with residents how to improve areas of concern
- ❖ **The TSA ‘are going to make much better use of the data collected from landlords and make that data readily accessible to providers, their boards and their tenants’**

# Collecting customer feedback - current practice

- ❖ **STATUS is the main formal method of collecting feedback, but:**
  - ❖ STATUS is an imprecise tool for monitoring service delivery and identifying what needs improving
  - ❖ Surveys done every two or three years mean they are not responsive to change
- ❖ **Most social landlords conduct customer surveys of key services, for example, sending out repairs satisfaction slips or other ad hoc surveys**
- ❖ **But there is generally an unstructured approach to collecting customer feedback**
  - ❖ different service teams do their own surveys
  - ❖ standard questions or approaches are rarely used
  - ❖ customers may be surveyed at same time for different services
  - ❖ data entry and analysis of surveys haphazard
  - ❖ lack of formal performance reporting
  - ❖ results not robust or statistically valid

# Collecting customer feedback – getting it right

- ❖ **Update your customer profile database to ensure you can target surveys to the right customers**
- ❖ **Ensure the information you collect is robust, reliable and representative**
- ❖ **Devise regular data collection events for each service that enable you to track progress over time**
- ❖ **Use appropriate data collection methods – qualitative methods can be as effective as quantitative methods**
- ❖ **Benchmark with your peer group**
- ❖ **Discuss results with the front line service providers**
- ❖ **Devise improvement / action plans to take particular services forward, built from the bottom up**

# Survey methods – a quick appraisal

## ❖ Face to face surveys

- ❖ Key advantage is accuracy and depth of detail
- ❖ Key disadvantage is cost
- ❖ Avoid contractor doing repairs surveys on site

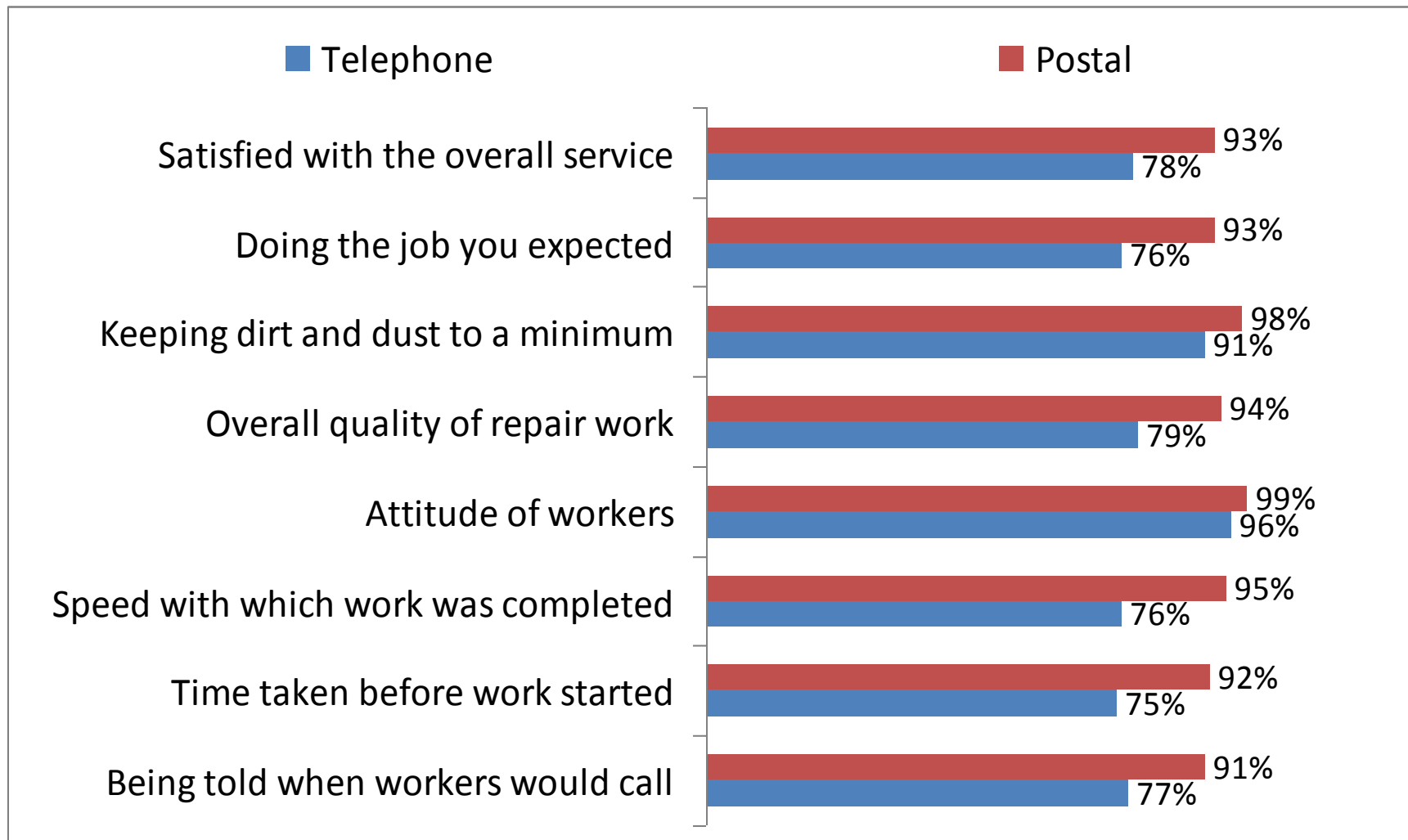
## ❖ Telephone surveys

- ❖ Random sampling ensures representativeness
- ❖ Quick and simple to administer, provide immediate responses
- ❖ Data captured electronically, no data entry issues
- ❖ Can be more cost effective than satisfaction slips

## ❖ Postal surveys

- ❖ Easy to administer in-house
- ❖ Beware of response bias and low response rates
- ❖ Can be resource intensive and may not be cost effective

# Postal vs. telephone results – case study A



# Sample design - obtaining accurate and representative results

- ❖ Use random sample where census not practical
- ❖ Sample can be grossed up to represent total population within known sampling error
- ❖ Sampling error of  $\pm 3\%$  at the 95% confidence level is standard level of accuracy for large populations
- ❖ Required level of accuracy for STATUS is  $\pm 4\%$
- ❖ Sub-group accuracy levels – e.g. at area level, contractor level, etc. - can be up to  $\pm 10\%$
- ❖ Try to achieve at least 100 replies at each sub-group level

# Sampling error look up table

Population	Numbers of achieved responses required to meet sampling errors at 95% confidence level							
	± 3.0%	± 4.0%	± 5.0%	± 6.0%	± 7.0%	± 8.0%	± 9.0%	± 10.0%
1500	624	428	306	227	174	137	110	91
2000	695	462	322	236	179	140	112	92
2500	748	485	333	241	182	142	114	93
3000	786	500	341	245	184	143	114	93
3500	819	513	346	248	186	144	115	94
4000	843	523	350	250	187	145	116	94
4500	862	530	354	252	188	146	116	94
5000	880	535	357	253	189	146	116	95
7500	935	555	365	258	191	147	117	95
10000	965	567	370	260	193	148	118	95
15000	999	578	375	262	194	149	118	96
20000	1015	584	377	263	194	149	118	96
25000	1025	587	379	264	195	150	118	96
30000 +	1032	588	380	265	195	150	118	96

# Sample design - examples

## Example 1 : Sub group accuracy at 5% - disproportionate sampling by sub-group

Sub group	Population	Sample size (achieved interviews/ numbers of replies)	Sampling error
Area 1 / Contractor 1	1500	306	± 5.0%
Area 2 / Contractor 2	2500	333	± 5.0%
Area 3 / Contractor 3	3500	346	± 5.0%
Area 4 / Contractor 4	4500	354	± 5.0%
All areas / contractors	12000	1339	± 2.5%

## Example 2 : Overall accuracy at 3% - proportionate sampling by sub-group

Sub group	Population	Sample size (achieved interviews/ numbers of replies)	Sampling error
Area 1 / Contractor 1	1500	123	8.5%
Area 2 / Contractor 2	2500	204	6.6%
Area 3 / Contractor 3	3500	286	5.6%
Area 4 / Contractor 4	4500	368	4.9%
All areas / contractors	12000	980	3.0%

# Questionnaire design – key principles

- ❖ Keep questionnaire short and relevant, using simple language
- ❖ Keep survey focused – don't combine surveys
- ❖ Avoid open ended questions and 'Don't know / Can't remember / No opinion' questions
- ❖ Distinguish market research from case work element
- ❖ Where possible, use information from database about key household characteristics – e.g. ethnic origin, disability etc. – so you don't need to ask in survey
- ❖ Include diversity questions to ensure you can analyse results accordingly – age, gender, disability, ethnicity, sexuality, religion

# Evaluating the service – some question options

Please rate the following aspects of the service by scoring it from 1 to 10, where 1 is very poor and 10 is very good

1	2	3	4	5	6	7	8	9	10
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How satisfied or dissatisfied are you with following aspects of the service..?

Very satisfied	Fairly satisfied	Neither / nor	Fairly dissatisfied	Very dissatisfied
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Please rate each of the following aspects of the service on how good or how poor they were ..

Very good	Fairly good	Neither / nor	Fairly poor	Very poor
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How do you rate the following aspects of the service ..?

Good	OK	Poor
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Were you satisfied with the following aspects of the service..?

Yes	No
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- ❖ **Develop a co-ordinated strategy to consulting and engaging with customers**
  - ❖ find out which key satisfaction indicators each service team needs to enable them to identify how the service is running
  - ❖ design a programme of consultation and engagement to collect the required information
  - ❖ ask external agencies to quote for the programme
  - ❖ identify resources required for both internal and external data collection
  - ❖ define standard demographic information needed for each survey
  - ❖ define standard reporting mechanisms for key performance indicators
  - ❖ put programme into practice

# Continuous monitoring programme – customer services example

Service	Pop (annual)	Tenure group	Survey method	Sample (annual)	How often	Type	Sampling error	Focus group
Transfers and exchanges	4750	Tenants	mini STATUS	600	Annual	Sample	± 3.7%	Occasional
Customer contact / call centre	5000	All groups	Telephone / exit	600	Quarterly	Sample	± 3.8%	One a year
New tenants	200	Tenants	Face to face	200	Continuous	Census	± 0.0%	Occasional
Tenants in temporary housing	100	Tenants	Tel / postal	100	Annual	Census	± 0.0%	Occasional
Complaints	100	All groups	Tel / F2F	100	Continuous	Census	± 0.0%	Occasional
Resident involvement	5000	All groups	mini STATUS	600	Annual	Sample	± 3.8%	Occasional
Sheltered housing	750	Sheltered	mini STATUS	350	Annual	Sample	± 3.8%	Occasional
Home ownership	175	Owners	mini STATUS	175	Annual	Census	± 0.0%	Occasional
Supported housing	100	Support	mini STATUS	100	Annual	Census	± 0.0%	Occasional

# Continuous monitoring programme – repairs example

Service	Pop (annual)	Tenure group	Survey method	Sample (annual)	How often	Type	SE	Focus group
Responsive repairs	3000	All groups	Telephone	500	Quarterly	Sample	± 4.0%	One a year
Planned maintenance	500	All groups	Tel / postal	500	Continuous	Census	± 0.0%	One a year
Gas appliances servicing	4750	Tenants	Telephone	600	Quarterly	Sample	± 3.7%	Occasional
Aids and adaptations	50	Tenants	Postal / F2F	50	Continuous	Census	± 0.0%	Occasional
New development	200	All groups	Tel / postal	200	Continuous	Census	± 0.0%	Occasional