

# **NORTH VIEW Housing Association**

*North View is a recognised Scottish charity – charity registration number SC032963*

## **CTSS (Comprehensive Tenant Satisfaction Survey) Response Report – August 2009**

### **1.0 Introduction**

- 1.1 The purpose of this report is to provide further analysis in relation to the findings of the Comprehensive Tenant Satisfaction Survey carried out in June 2009 by CA Market Research and to present a proposed Action Plan to respond to areas where performance could be improved.
- 1.2 Appended to this report is the full report on the 2009 survey prepared by CA Market Research and further paper providing a comparison of all the 2009 and 2006 survey results.
- 1.3 CA Market Research's report sets out how well we did in each area. It also benchmarks our results against those from the Association's 2006 survey (average and mean figures) and other associations. This paper covers our analysis of the data and information provided in the report and it also provides comment and recommendations (about how we could use the findings to improve our operations and the services we provide) for Committee to consider.
- 1.4 The key findings of the survey were presented to the Management Committee by CA Market Research on 29<sup>th</sup> July 2009. This information was also presented to the Tenant Focus Group on 30<sup>th</sup> July 2009.

### **2.0 Structure of Report**

- 2.1 CA Market Research's report is split into five sections (A to E). This report focuses on section 'D' (Main Survey Results – Tenant Survey), but also touches on section 'E' (Main Survey Results – Owner Survey).
- 2.2 Section 'D' is split into 11 sub-sections. Each of these sub-sections is discussed or commented on in this report.
- 2.3 The content of this paper is cross referenced to CA Market Research's report (attached).
- 2.4 The 'Recommendation' items throughout the paper suggest actions that the Association takes in response to the analysis. The suggested actions are then integrated within an 'Action Plan' (item 6.0 of this paper) for Committee consideration.

### **3.0 General Trends**

- 3.1 In general, the results for the 2009 appear to be more at the 'extremes' of the answer spectrum, with more people opting for either 'very satisfied' or 'very dissatisfied' than in 2006. Also, less people have generally opted for the 'neither nor' option. There is also generally less of a difference in the responses received from 'Core Stock' and 'Tenants Choice' tenants in the 2009 survey than in 2006. This indicates that there is no longer a marked disparity between the views of these two tenant groups.

## **4.0 Main Survey Results – Tenant Survey**

### **4.1 The Association (pages 11-14 of CA Market Research's Report)**

The results in this section show that the Association has performed well with regard to keeping tenants informed and taking account of their views.

91% of tenants said that the Association is good at keeping them informed about its activities and services (compared with 93% in the 2006 survey - this 2% decrease is not statistically significant). It should also be noted that the percentage of tenants answering 'very good' has risen from 26% in 2006 to 46% in 2009.

In terms of the Association taking account of tenants' views, 78% of tenants said the Association was either 'very good' or 'fairly good' (compared with 69% in 2006). The percentage of tenants answering 'very good' has risen from 18% in 2006 to 37% in 2009.

On page 13 of CA Market Research's report, it is interesting to note that the vast majority of tenants continue to prefer to be consulted through Newsletters or letter. A higher percentage of tenants have, however, stated that they would also prefer to be consulted through staff visits (7% in 2006 and 17% in 2009) and surveys (6% in 2006 and 16% in 2009).

The vast majority of tenants (58%) did not want more information on various aspects of the Association and its services, but a higher percentage of residents did want more information on improvements (20% in 2009 compared with only 3% in 2006), repairs (12% in 2009 compared with 2% in 2006) and keeping the area clean (13% in 2009 compared with 6% in 2006).

#### **Recommendation**

*It is recommended that the Association continues to use the Newsletter as the main method of consulting tenants and to also identify areas where consultation by letter may also be appropriate.*

*Whilst the Director and Housing Manager have undertaken a programme of tenant visits during the year, it is recommended that this work is formalised and opportunities identified where these visits can incorporate consultation.*

*Although the Association generally experiences poor response rates in relation 'in house' surveys, it is recommended that the Association identifies areas where consultation could also take place through surveys.*

*It is recommended that the Association aims to provide further information in relation to improvement work carried out/to be carried out in properties in the Newsletter, together with general information on the repairs service and Estate Management issues.*

### **4.2 Contact with the Association**

#### **4.2.1 Complaints Policy (page 15 of CA Market Research's Report)**

There appears to be a high level of awareness about the Association's Complaints Policy (68% of tenants). The level of dissatisfaction (30% in 2009) among those who have used it has reduced since 2006 (from 42%). It may be that interviewees are failing to separate the outcome of the complaint from how the complaint was dealt with. This could mean that if their complaint was not upheld, they were dissatisfied. Adverse comment was made on the length of time taken to deal with complaints. The Association has target timescales for dealing with complaints, but the length of time it can take to deal with a complaint depends on the complexity of that complaint. We try to meet our timescales, but it not always possible.

**Recommendation**

*It is recommended that the Association continues to monitor complaints as part of the quarterly Performance Pro forma circulated to the Management Committee.*

**4.2.2 The Association as a Landlord and Tenant Participation (page 15-17 of CA Market Research's Report)**

Satisfaction is very high with the Association as a landlord (86%). In 2006, this figure was 88% (the difference of 2% is not statistically significant) but there is a large increase in 2009 of the percentage of tenants answering 'very satisfied' (29% in 2006 increasing to 49% in 2009).

The majority of those surveyed do not want to be involved in specific issues, although levels of interest have increased by 18% since the 2006 survey. 4% are interested in joining the Consultation Register and 4% in becoming a Committee member. 23 tenants gave their permission for CA Market Research to pass their details onto the Association.

In response to the question 'in what other ways other ways would you like to be involved in the work of the Association', 45 tenants gave permission for CA Market Research to pass their contact details to the Association along with details of their area of interest (for example, taking part in face-to-face surveys, by taking part focus groups etc –refer to page 17 of the report).

**Recommendation**

*It is recommended that we 'follow up' on the information received from CA Market Research in relation to the tenants who expressed an interest in becoming involved in aspects of the Association's work.*

**4.2.3 Newsletter (page 17-18 of CA Market Research's Report)**

The Newsletter came out very well, with almost all tenants reading it. This is very similar to the findings of the 2006 survey. The vast majority of tenants find it 'easy to read', 'interesting', 'informative' and containing 'useful information'.

When asked if there was anything else that they would like to see covered in the newsletter, responses received included some areas that the Association cannot do (for example, 'naming tenants you should be watchful of' and 'information on vetting'). Others asked for 'more local information on Castlemilk'. The purpose of the newsletter is to include information about what the Association is doing and about how policy, legislation and other factors affect tenants, although it does (when there is space) include information about other services available in the wider Castlemilk area. It is clear from the findings that the format and content of the Newsletter does not need to change at this time.

**4.2.4 Website (page 18 of CA Market Research's Report)**

7% of tenants stated that they have used the Association's new website. Three quarters of these tenants found it easy to use and useful.

**4.2.5 Contact with the Association (page 19-22 of CA Market Research's Report)**

The survey indicates that our opening hours are fine, with 90% of tenants stating that the opening hours are convenient. It should, however, be noted that more tenants found the opening hours 'very convenient' in 2009 (53%) compared to the 2006 survey findings (40%).

The majority of tenants have contacted the Association 2 to 3 times in the year (42%). There has been a slight decrease in the number of tenants who have had no contact with the Association since 2006 (27% in 2006 compared with 22% in 2009). CA Market Research's report points out that a lower percentage of 'Core Stock' tenants have not contacted the Association in the last year than 'Tenants Choice' tenants (17% compared to 25%).

The majority of people contact the Association by telephone and 34% made a personal visit to the office. Only one tenant last made contact by letter and no one stated that they last made contact by e-mail.

Satisfaction levels are very high in relation to both telephone contact with and visits to the Office (page 21). Although the overall satisfaction levels are similar to those associated with the 2006 survey, in 2009 an increased proportion of tenants were 'very satisfied' in relation to all the areas listed. There is a high level of satisfaction with reception staff, with 96% of tenants satisfied with the helpfulness of the receptionist and all tenants satisfied with the length of time it took to answer the telephone.

64% of tenants stated that they are satisfied with the appointment system to see their Housing Officer. This compares with 47% in 2006. As with other questions, an increased proportion of tenants were also 'very satisfied' (22% in 2006 compared with 38% in 2009).

57% of tenants did not know that they could make an appointment to see a Housing Officer out with office hours. A further 43% did not know that the Association can make its publications available in alternative formats such as community languages, large print, Braille and audio formats. Demand seems highest (8 tenants) for large print (although we do not know the identity of these individuals).

### **Recommendation**

*It is clear that the Office opening hours are convenient. A large proportion of tenants do not know that they can make an appointment to see a member of staff out with opening hours and this should be publicised in the Newsletter. The Housing Management Sub-Committee did also suggest at its meeting in June 2009 that the Association opens the office late one day per month on a trial basis to make the office more accessible for working tenants (this has been tried before in the old office but was discontinued due to lack of demand) and it is recommended that this proposal be presented for Management Committee consideration.*

*It is also recommended that the Association, through the Newsletter, continues to promote e-mail as a method of contacting the Association and the fact that information can be made available in alternative formats. We should also look at the cost of using text messaging as a way of communicating with tenants.*

### **4.3 Services (page 23-26 of CA Market Research's Report)**

The overall satisfaction level with the services we provide is high at 87%. This is the same as the results for 2006 (although there is a slight change in the working of the question). In 2009, however, there is a higher proportion of 'very satisfied' tenants (24% in 2006 compared to 42% in 2009).

In line with the Association's Equalities Strategy, tenants were asked 'what one thing could the Association do to make the services you get from North View better for you?' Responses to this question were varied and some are not in the control of or cannot be carried out by the Association (for example, 'better screening for new tenants').

Satisfaction levels with the close cleaning service have increased significantly since the 2006 survey. In 2006, 77% of tenants who received this service were satisfied compared to 92% in 2009. In addition, the percentage of tenants 'very satisfied' has increased (31% in 2006 and 56% in 2009). Only one tenant expressed dissatisfaction. Since 2007, close cleaning has been carried out 'in house' by the Estate Caretakers and we believe that this has improved the service to tenants.

There was not a great deal of interest for extending the close cleaning service, with only 37% of tenants expressing an interest.

The Welfare Rights Service continues to be highly valued (page 25), although there is some dissatisfaction that was not expressed in 2006. An increased number of tenants have, however, used the service since the 2006 survey (31% in 2009 compared with 24% in 2006). The vast majority of tenants (98%) had got an appointment with the Welfare Rights Officer in 2 weeks or less. Although there is a slightly lower level of satisfaction with the Welfare Rights Service than in 2006, the difference is not great and can be affected by tenants not securing the outcome or benefits that they hoped for. The Service is well used and has secured a great deal of financial assistance for our tenants over the years.

Satisfaction levels with the Garden Care Scheme remain high (87%). The remaining 13% were dissatisfied (compared with 9% in 2006). From the analysis carried out by CA Market Research, it is apparent that 'Core Stock' tenants are more likely to be satisfied with the Scheme than 'Tenants Choice' tenants (100% compared to 80%).

84% of tenants were satisfied and 6% were dissatisfied with the maintenance of large open areas in Windlaw. This question was not asked in 2006 and therefore, the findings cannot be compared.

#### **Recommendation**

*In response to some of the comments received in relation to 'what one thing could the Association do to make the services you get from North View better for you?' ('better screening for new tenants'), it is recommended that the Association includes an article in the Newsletter explaining how we let our houses.*

*It is recommended that we carry out a targeted survey of 'Tenants Choice' tenants in relation to the Garden Care Scheme to try to identify why some tenants are dissatisfied with the service. The standard of the work carried out by Land Engineering will continue to be monitored (as part of the overall landscape maintenance contract) by Maintenance staff.*

#### **4.4 Rent (page 27-28 of CA Market Research's Report)**

There was a 100% satisfaction level with the convenience of paying rent (page 27).

There is a high level of awareness about how tenants' rents are decided (95% compared with 87% in 2006). The way we inform tenants about their rent is via the Rent Consultation Newsletter that is issued in February each year and these figures show that we have succeeded in getting the information over.

76% thought that their rent represented good value for money compared with 62% in 2006.

CA Market Research has provided a more detailed analysis breakdown of the respondents to this question. This shows that 80% of 'Core Stock' tenants thought that the rent represented 'good value' and 74% of Tenants Choice tenants thought it was 'good value'.

#### **Recommendation**

*It is recommended that we continue to consult tenants about the rent review via special annual Newsletter, and continue to include information about rent 'make up'.*

#### **4.5 Repairs & Maintenance (page 29-35 of CA Market Research's Report)**

A high number of tenants stated that they were aware of what they are responsible for and what the Association is responsible for regarding the maintenance of their houses (although there is a slight decrease from the 2006 figures).

The questions asked in relation the repairs service were 'broken down' in the 2009 survey into repairs carried out by the gas contractor, the Association's 'in house' trades team and other contractor to allow us to respond to the findings more effectively. This makes comparison with the 2006 survey findings difficult.

Satisfaction levels are very high (96%) in relation to the Gas Maintenance Contractor at the time of the survey (E-on). This is surprising given the number of complaints that had been received from tenants about the service.

56% of respondents had reported another type of repair in the last year. Of these, 55% had a repair carried out by the Association's Estate Caretakers/Joiners. 71% were satisfied with the repairs service carried out by the 'in house' trades team and 24% were dissatisfied (8% fairly satisfied and 16% very dissatisfied). Analysis has shown that 'Tenants Choice' tenants are more likely to be dissatisfied with the service than 'Core Stock' tenants (29% compared with 15%). These results are surprising given that previous 'in house' surveys have shown there to be very high levels of satisfaction in relation to repairs carried out by the 'in house' team.

81% of respondents were satisfied with the service provided by one of the Association's other contractors and 18% expressed dissatisfaction. Again, there are higher levels of satisfaction (although not statistically significant) with 'Core Stock' tenants.

Although the questions relating to repairs are different in 2009 than in 2006, a general comparison is detailed below. It is apparent that dissatisfaction levels are higher in 2009, with less respondents opting for the 'neither nor' option:

	2006	2009		
	All Repairs	Gas	'In House' Trades Team	Other Contactor
<b>Very satisfied</b>	33%	63%	34%	36%
<b>Fairly satisfied</b>	41%	33%	37%	43%
<b>Neither nor</b>	14%	1%	4%	1%
<b>Fairly dissatisfied</b>	11%	2%	8%	7%
<b>Very dissatisfied</b>	-	1%	16%	10%
<b>Don't know</b>	-	1%	1%	-

32% of tenants (63 tenants) who had reported a repair in the last 12 months stated that the repair required follow up work. 46% were dissatisfied with the length of time this follow up work took.

The majority of tenants report repairs by telephone (69%) and 96% find it 'easy' to do so.

Dissatisfaction is highest with the speed at which the work was completed and the time taken between reporting the repair (20%) and working starting on it (21%). The quarterly performance reports on repairs indicate that a high percentage are carried out within target timescales and therefore, it is difficult to establish why there is such a high level of dissatisfaction with these aspects of the service.

In contrast with the 2006 survey results, 'Tenants Choice' tenants are more likely to answer 'very good' to the aspects fo the repairs service listed than 'Core Stock' tenants.

93% of those tenants who have used the 'out of hours' emergency service (72 in total) were satisfied with it. Again, in contrast with the 2006 survey findings, there is a difference between 'Core Stock' and 'Tenants Choice' tenants here, with 68% of 'Tenants Choice' tenants being 'very satisfied' compared to 54% of 'Core Stock' tenants.

### **Recommendation**

*Although many tenants believe they know what aspects of maintaining their home that they are responsible for and what aspects the Association is responsible for, it is good practice to give regular 'reminders' through the Newsletter. We already do this with many maintenance matters but it is recommended that we reiterate repair responsibilities in future Newsletters.*

*Given the general increased dissatisfaction associated with the repairs carried out by the 'in house' trades team and other contractors, it is recommended that we develop and carry out reactive repair telephone and face-to-face surveys focussing on these repairs. The results should give us a better picture of the standard of service that tenants are getting and help identify any particular problems (including any problems with follow up work). The Association should also continue to send out a satisfaction survey to tenants with every Qualifying Repair Works Order.*

*It is also recommended the Director meets with Maintenance Staff to make them aware of and discuss the repair survey findings.*

#### **4.6 Long term Maintenance (page 36 of CA Market Research's Report)**

After kitchens, the one key priority identified by tenants was bathrooms (37% of all tenants, rising to 48% of 'Tenants Choice' tenants). This is what we expected given that the majority of tenants have unpopular coloured bathroom suites. The Association has included bathroom replacement work as a priority in its planned maintenance projections.

#### **4.7 The Home (page 37-39 of CA Market Research's Report)**

It is interesting to note that 34% of tenants have internet access at home (compared with 24% in 2006). We would expect the proportion of tenants with internet access to continue to grow over the coming years. 76% of tenants also have digital television in their home.

There was a high level of satisfaction with the new kitchens that have been installed by the Association over the past few years (89% were satisfied and 5% dissatisfied). The dissatisfaction level does not tie with the individual kitchen satisfaction surveys carried out by the Association to date. In these surveys, all tenants expressed satisfaction.

A large number of tenants (88%) were aware that the Association makes adaptations to tenants' homes or installs aids on medical grounds.

33 tenants (9% compared with 15% in 2006) said that they are planning to apply to the Association to move house in the next year. The main reason given for applying for a move was that they needed a larger property. 18% expressed a desire for a back and front door house and 27% want a garden. This reaffirms that tenants are continuing to aspire to a back and front door house, which could have an impact on future demand for flatted properties.

### **Recommendation**

*It is recommended that the Association continues to aim to complete a satisfaction survey for every new kitchen installation completed to monitor satisfaction levels and respond to any issues that are identified.*

*It is also recommended that we continue to periodically inform tenants (via the Newsletter) about the medical adaptation services that we can provide.*

*We should also keep a 'watching brief' on demand patterns and trends for flatted properties.*

#### 4.8 The Neighbourhood (page 40-47 of CA Market Research's Report)

79% of those interviewed thought the area was a good place to live (compared to 88% in 2006). The proportion of tenants stating 'very good' has, however, risen from 20% in 2006 to 24% in 2009. Satisfaction levels are highest with streetlighting and lowest with children's play facilities and teenage facilities. The same aspects of the neighbourhood were ranked highest and lowest in the 2006. 86% were satisfied with their feeling of safety within the community.

17% of tenants thought that groups of young people 'hanging about' was a serious problem, and 35% thought it was a minor problem. Other areas that most people identified as serious/minor problems included vandalism, anti-social behaviour, drug or alcohol abuse, graffiti and litter.

52% of tenants thought that North view has a role to play in addressing problems in the neighbourhood. This compares with 96% in 2006. It is difficult to establish the reason for this significant change in view. This means that there is less expectation for the Association to become involved in addressing the wider 'non-housing' social issues. Tenants think that the North View could provide play areas for children, more CCTV cameras and more policemen (page 36-37). The need for additional CCTV cameras appears to contradict the 86% 'feeling safe' response above

40% of tenants were aware that the Association has been involved in providing youth projects, with 62% of these tenants stating that this involvement has had a positive effect on the community.

It is interesting to note that 89% of tenants knew that CCTV had been introduced in the area, and that 44% of them thought that it had made a difference (compared with 50% in 2006). A total of 33 tenants said that they had telephoned the camera operator.

Only 12% of tenants would be interested in taking part in a neighbourhood watch scheme. There is, therefore, no demand for this to be established at this time.

A question to find out how often tenants have contact with neighbours, friends and relatives was introduced in the 2009 survey in order to establish if tenants were isolated. Daily and weekly contact levels were high, so it seems that there is an informal support network available to the majority of tenants.

#### **Comment**

*There is less expectation for the Association to become involved in addressing the wider 'non-housing' social issues. It is, however, recommended that the Association continues to try to secure funding for the Youth Initiative Project and for a multi-use games pitch in the area in order to help respond to some of the problems identified in the survey.*

*In terms of CCTV, it is currently not possible for us to provide additional CCTV cameras in the area due to the prohibitive cost and the fact that the existing cameras are linked to a city-wide system. The Association has used cameras in closes etc to respond to specific problems identified and it is recommended that this approach continues.*

*The Association already works closely with a range of partner agencies (including Glasgow Community Safety Services, the Police and Glasgow City Council) and through regular partnership meetings, aims to ensure that Windlaw is a good place to live and that all appropriate services are secured for the area.*



#### 4.9 Tenant Information (*page 48-51 of CA Market Research's Report*)

This section is mainly for information given there is little we can in relation to the findings, but the following is worth noting:

- From those who responded to the question, most households in the area have a weekly income of £101 to £150.
- 69% are on full Housing Benefit (this has decreased from 73% in 2006), 11% on partial Housing Benefit, and 20% pay full rent.
- 48% of households have a member with a disability (this has increased from 42% in 2006).
- 95% classify themselves as 'White Scottish'; 2% as 'White Other British'; and 2% as 'Asian Pakistani', 1% as 'White Irish' and 1% 'Black African'. In 2006, all tenants classed themselves as 'White Scottish', 'White British' or 'White Irish'. There is clearly a small change in terms of the ethnicity of the population of the area. The Association will continue to implement its Equality Strategy.

#### 4.10 Benchmarking (*page 52-53 of CA Market Research's Report*)

The Association's results have been benchmarked against the average results of around 40 other housing association with which CA Market Research has worked.

The results of this benchmarking exercise show that the Association has performed well, scoring the average or above average in 5 of the 6 areas benchmarked. The Association is just below average in terms of 'overall as a landlord' (North View scores 86% and the average is 88%). In 2006, the Association achieved the average for this area (88%), was below average in terms of 'value for money' and the Association scored average or above in 6 out of 8 areas benchmarked.

#### 4.11 Overview of Association's Performance (*page 54-55 of CA Market Research's Report*)

This section of the report provides a comparison of the key 2009 and 2006 survey average. It also provides a comparison of the mean ratings.

Since the 2006 survey, satisfaction levels have increased in relation to 'value for money' and 'taking account of tenants' views'. Satisfaction levels have decreased in terms of the 'neighbourhood as a place to live', 'overall as a landlord' and 'keeping tenants informed'. The decrease for the 'neighbourhood as a place to live' is the greatest at 9%. The other areas have not decreased significantly (only by 2%).

Mean scores have been calculated as detailed on page 47 of the report and looking at the scores the 2009 survey results are higher than those from the 2006 in 5 of the 6 areas measured. This is due to the high proportion of people responding 'very satisfied' or 'very good' instead of 'fairly satisfied' or 'fairly good'. The 'neighbourhood as a place to live' is the only area that is below the figure for 2006 and it is only marginally so (0.02).

**Recommendation**

*The comparison with the figures for the 2006 survey (average and mean) show that the Association has performed well in 2009. The 'neighbourhood as a place to live' has been highlighted as the area that has decreased the most. This could clearly be attributed to many different aspects of the neighbourhood. In terms of the Association's response to this, however, we need to continue to ensure that Estate Management work is carried out to a high standard and that we liaise with all partner organisations to ensure that Windlaw is an attractive and popular area to live.*

**5.0 Main Survey Results – Owner Survey (page 56-64 of CA Market Research's Report)**

- 5.1 *The purpose of this aspect of the survey was 'to give us a picture' of the opinion of the Owners'.*
- 5.2 *In 2009, it appears that more owners feel that they have enough information about how factoring charges are calculated (13 out of 20, compared with 7 out of 15 in 2006). A significantly higher number of owners feel that the factoring charges represent good value for money. In 2006, only 2 owners held this view compared with 12 in 2009.*

**Recommendation**

- 5.3 *The Owners' opinions broadly reflected that of the tenants, but it is recommended that we publicise in the Newsletter the availability of appointments 'out of hours' and consider opening the office late one night a month (see point 4.2.5 above).*

**6.0 Action Plan**

- 6.1 The proposed Action Plan (for Committee consideration) is detailed below:

<b>SECTION (in North View's paper)</b>	<b>COMMENT AND RECOMMENDATION</b>	<b>PROPOSED ACTION</b>	<b>IMPLEMENTATION DATE</b>	<b>OFFICER RESPONSIBLE</b>
<b>4.1 The Association</b>	Identify areas of work where consultation with tenants by letter may be appropriate.	Include item in Workprogramme to be presented to Committee in October.	28 <sup>th</sup> Oct 2009	Director
	Formalise existing programme of staff visits (carried out by the Director and Housing Manager) and identify areas where consultation can be incorporated in these visits.	Include item in Workprogramme to be presented to Committee in October.	28 <sup>th</sup> Oct 2009	Director
	Identify areas where consultation with tenants through surveys may be appropriate.	Include item in Workprogramme to be presented to Committee in October.	28 <sup>th</sup> Oct 2009	Director
	Provide information on improvement work carried out/to be carried out, reactive repairs service and Estate Management issues.	Include this information in future editions of the Newsletter.	Start with Autumn Newsletter (Sept 2009)	Director
<b>4.2 Contact with the Association</b>	Continue to aim to work to target timescales for dealing with complaints.	Continue to monitor complaints as part of the quarterly performance pro forma.	Ongoing	Director
	'Follow up' on the information received in relation to tenants who expressed an interest in becoming involved in aspects of the Association's work.	Contact tenants to establish how they would like to be involved and support their participation.	1 <sup>st</sup> Dec 2009	Dev. Officer
	Publicise the availability of appointments out with office opening hours.	Include article in Autumn Newsletter (and periodically thereafter) so that information is available to both tenants and owners.	25 <sup>th</sup> Sept 2009	Director
	Consider opening the office late one evening per month (for a trial period).	Discuss at Management Committee Meeting.	22 <sup>nd</sup> Sept 2009	Director
	Promote e-mail as a method of contacting the Association.	Include in Autumn Newsletter (and periodically thereafter).	25 <sup>th</sup> Sept 2009	
	Publicise that the Association can make information available in a range of formats.	Include in Winter Newsletter (and periodically thereafter).	21 <sup>st</sup> Dec 2009	Director
<b>4.3 Services</b>	Carry out satisfaction survey with 'Tenants Choice' tenants who have their gardens maintained under the 'Garden Care Scheme'.	Develop questionnaire and carry out survey towards the end of the growing season.	30 <sup>th</sup> Oct 2009	Dev. Officer
	Provide information on how the Association lets its houses.	Include article in Newsletter.	1 <sup>st</sup> April 2009	Housing Manager

<b>SECTION (in North View's paper)</b>	<b>COMMENT AND RECOMMENDATION</b>	<b>PROPOSED ACTION</b>	<b>IMPLEMENTATION DATE</b>	<b>OFFICER RESPONSIBLE</b>
<b>4.5 Repairs</b>	Provide 'reminder' of maintenance responsibilities.	Cover in Spring Newsletter (and periodically thereafter).	1 <sup>st</sup> April 2010	Director
	Carry out satisfaction surveys in relation to the reactive repairs service provided by the 'in house' trades team and other contractors.	Develop questionnaire and contact tenants (via home visits or telephone) to help identify issues with the service (and if applicable, any follow up work). Prepare a full report on the findings and an Action Plan.	Start 2 <sup>nd</sup> Nov 2009	Dev. Officer/ Maintenance Manager
	Meet with Maintenance Staff to make them aware of and discuss the repair survey findings.	Arrange a meeting with the Maintenance team.	30 <sup>th</sup> Sept 2009	Director
<b>4.7 The Home</b>	Continue programme of kitchen replacement satisfaction surveys.	Prepare reports on survey results.	Ongoing	Dev. Officer/ Maintenance Manager
	Regularly publicise the medical adaptations service.	Cover in Newsletter (and periodically thereafter).	1 <sup>st</sup> April 2010	Director
	Keep a 'watching brief' on demand patterns and trends for flatted properties.	Housing Manager provides Annual Lettings Report to Housing Management Sub-Committee which includes letting trends.	Aug 2010	Housing Manager
<b>4.8 The Neighbourhood</b>	Continue to work closely with a range of partner agencies (including the Police, Glasgow Community Safety Services, Glasgow City Council) to ensure that the effectiveness of existing services involved in ensuring that the neighbourhood is a good place to live.	Housing Manager, Development Officer and/or Director to continue to attend liaison meetings with partner agencies.	Ongoing	Housing Manager, Dev. Officer & Director
	Work to try to secure funding to support the Youth Initiative Project and the development of a multi-use sports pitch in the area.	Develop proposals in consultation with partner agencies and submit funding applications to appropriate funding bodies.	31 <sup>st</sup> March 2010	Dev. Officer
<b>Other</b>	Meet with the Focus Group (that helped set the questions within the survey questionnaire) to give 'face to face' feedback the Action Plan.	Make arrangements for the meeting to be held in the Office.	30 <sup>th</sup> Oct 2009	Dev. Officer
	Meet with all staff (on a department basis) to make them aware of the survey findings.	Arrange meetings with all departments.	30 <sup>th</sup> Sept 2009	Director