

# Outstanding Customer Satisfaction Winner 2015

## Mulalley & Co Ltd



For the East London company Mulalley, embracing a customer focused approach has been the single and most significant reason for year-on-year growth of +11%. The Decent Homes contract for Basildon has proven to be their most successful occupied housing contract to date and is a great example of how to keep the customer satisfied and the client happy.

The Basildon contract encompasses more than 5,000 homes over 42 square miles. Working in occupied properties is always challenging, but by engaging with residents and resident groups, the client Basildon Council, their own workforce and supply chain, they consistently achieve customer satisfaction rates of 98% and are now busy looking for the missing 2%.

Mulalley engage with families in a very structured way and have developed robust procedures to make sure that residents are always kept informed when things change. Ensuring residents are part of the procurement process has increased understanding and ownership of related issues, and engagement through decision making in workshops makes residents part of the solution rather than part of the problem. The Resident Liaison team carries out one-to-ones at every property to understand specific needs, which are signed off by the resident prior to work starting. Mid-term satisfaction surveys help to spot trends and fix issues earlier. Mulalley also agree KPIs with the residents, focusing on issues important to them, such as time in the property, up-to-date information, cleanliness, politeness and zero defects.

Throughout the works residents are informed about planned starts, visited twice weekly, and have the opportunity to attend coffee mornings and drop-ins. An online web-portal allows more tech savvy residents to monitor progress. Newsletters and DVDs are distributed in multiple languages. Every communication from a resident is logged onto a data analysis workbook, and through this trends are analysed and shared with the Core Group for consideration and action. Examples include: planning noisy/dusty activities around resident's schedules and providing a respite facility while work is carried out.

Both Site Managers and Resident Liaison Officers (RLOs) undergo customer care training so they understand their role in the successful outcome of a contract. Every RLO undertakes an 18/24 month training programme and is coached and mentored by an experienced colleague. Senior managers host monthly reviews with both teams to share ideas and discuss issues. An online suggestion box is also a useful conduit for improvements. Mulalley is a Gold Standard Investor in People – they want their staff to 'go that extra mile' for resident customers and to feel worthwhile and inspired.

By setting targets that are high but achievable, deploying lessons learned, engaging with the workforce, introducing elements of local competitiveness and team building events, a win-win situation is created for the company, client and residents.



### Judges comments

This was a difficult category to judge – all of the finalists were of a high level but Mulalley's passion and commitment to outstanding customer service and satisfaction shone through. They treat every resident as a customer and each has a dedicated Resident Liaison Officer (RLO). The RLOs are chosen specifically from a non-construction background and make up around 14% of the workforce. Of their 82 RLOs, 37 are residents/customers who have experienced Mulalley's service delivery and ethos in their own homes. This has made a real difference to the communities in which they work, leading to a deep understanding of local needs and issues, outstanding customer satisfaction and real employment opportunities.

Number of staff:	450
Turnover:	£150 million

### Finalists

- Beard
- Cablesheer Construction Ltd
- Lakehouse – Customer Journey
- Mulalley & Co Ltd
- Osborne Property Services Ltd