



Service Improvement Plan Summary

Board Report

Performance, Improvement and Policy Team

February 2010

Document Audience	Board
Service Area	Performance, Improvement and Policy
Resident Input	Yes
Consultation	No
Recommendations/Action Required	No
Board Approval Required	Yes
Golden Thread Level	Resident, Board, Executive, CSIG, Operational Managers, and Staff



Our Vision: Listening to Our Residents Service Improvement Planning at OHG – 2010 / 2011


- Between September and October 2009, we asked all our residents to vote on what is most important to them.
- The votes have been counted and our residents have identified 23 service improvements.
- The top 5 priorities are highlighted in the services improvement plan and are listed below. All 23 improvements will be made by April 2011.
- A group of residents will regularly monitor our progress in delivering this plan.
- The Group and area boards will ensure they inspect staff performance regularly through the coming year.

Your Top 5 Priorities!



- 1. Residents to be given more information about how their complaints are being dealt with and details of what went wrong and how it will be put right**
- 2. Staff to provide updates, keep residents informed, to ensure that residents don't need to chase for progress**
- 3. Staff to return telephone calls within 24 hours (Mon-Fri)**
- 4. Specialist maintenance staff to be on hand to answer queries**
- 5. Make staff contact details more accessible**

This plan prioritises Access to our services and care of our Residents, Diversity and Value for Money.

 <h2 style="text-align: center; color: blue;">1. Access to our services and care of our Residents</h2>				
Priority Action	How Achieved	By When	What will the Benefits be	Priority
1.1 Develop clear and measurable customer care service standards in consultation with staff & residents.	We will create new measurable service standards by consulting with residents and staff. We will compare our standards with other organisations to identify local best practice, and we will make sure that residents agree the new standards put in place.	Aug-10	<ul style="list-style-type: none"> Improved customer service. Higher satisfaction. Greater access to services. Widely publicised and accessible service standards. 	Resident Top 5 priority
1.2 Improve customer care training (including telephone skills) for all staff members. TOP 23	To be reviewed and delivered to frontline staff. This is to be reviewed in one-to-one meetings and appraisals.	Aug-10	<ul style="list-style-type: none"> Well trained staff. Meeting residents' needs. Improved service delivery. 	Resident Top 23 priority
1.3. Develop new induction training for new staff that includes 'Buddy System'.	We will introduce a new induction programme for new housing officers. This programme is to be reviewed annually to ensure it is relevant and up to date.			
1.4. Staff to provide updates to ensure that residents don't need to chase for progress. TOP 5	This will be included in the new service standards. Staff will be trained to make sure they understand the commitment to residents. Managers will regularly monitor staff to make sure the service standards are being followed.	Jun-10	<ul style="list-style-type: none"> Better communication. Improved access to information. Higher satisfaction. Residents involved in monitoring our services. 	Resident Top 5 priority
1.5. Staff will always send out information residents' request. TOP 23				
1.6. Staff to return telephone calls within 24 hours (Mon-Fri). TOP 5				
1.7. Staff to never ask residents to call back later. TOP 23				
1.8. Staff to wear name badges. TOP 23	We will include this into new service standards and monitored by managers and mystery shoppers.		<ul style="list-style-type: none"> All staff will be easily identifiable to residents. 	Identified as best practice by staff
1.9. Ensure all contact details for reporting key issues are made clear to residents. TOP 5	We will include this in the new service standards. Housing Officers' pictures and contact details will also be posted on the website, notice boards and list of	Sep-10	<ul style="list-style-type: none"> Greater access to staff and services. Improved relationship between 	Resident Top 5 priority

TOP 5- main priority as voted by residents

TOP 23-priority as indentified by residents

1.10 Ensure Frontline Officers' telephone numbers are provided and quoted on all correspondences. TOP 23	staff members. This information will be monitored and updated regularly. Resident Reviewers and mystery shoppers to routinely monitor our progress.	Apr-10	residents and staff. • Better service delivery.	
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	<h2 style="color: #000080;">2. Diversity</h2>			
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Priority Action	How Achieved	By When	What will the Benefits be	Priority
2.1 Making sure we know who our residents are, including: age, gender, ethnicity, nationality, sexual orientation, religion or disability.	Complete our resident profile database using telephone, postal, online and face-to-face contact with our residents.	Aug-10	<ul style="list-style-type: none"> • We will maintain and use knowledge of residents and communities and their needs. • Where possible, we will tailor services. • Ensure that all customer groups have equal access to services. 	Identified as best practice by staff
2.2 Make all offices and reception points accessible for disabled persons.	We have completed reviews of all offices and reception points and will install external lift to Chalk Farm Road Office for wheelchair accessibility.	Aug-10	<ul style="list-style-type: none"> • Ensure all residents have equal access to all offices and staff. • Compliance with Disability Discrimination Act. 	Identified as best practice by staff

	<h2 style="color: #000080;">3. Value for Money</h2>			
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Priority Action	How Achieved	By When	What will the Benefits be	Priority
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TOP 5- main priority as voted by residents

TOP 23-priority as indentified by residents

3.1 Compare our costs with similar organisations.	We will regularly compare our costs and services with similar organisations to make sure we are competitive and are providing value for money to our residents.	Ongoing	<ul style="list-style-type: none"> We will ensure the best price for high quality services. 	Identified as best practice by staff
3.2 Publish value for money action plan.	Value for money strategy completed. A Value for Money action plan will be published.	Jul-10	<ul style="list-style-type: none"> We will use a range of methods to ensure that value for money is at the heart of all activities, initiatives and services. Our staff will be trained to make efficiency savings, and best value reviews in all aspects of business. 	Identified as best practice by staff
3.3 Produce procurement strategy and action plan for the delivery of services.	In consultation with our residents and stakeholders, we will produce and publish a procurement strategy.			Identified as best practice by staff
3.4 Set annual efficiency and savings targets.	We will review the cost of our services, set and meet annual efficiency targets and publish the results.			Identified as best practice by staff

4. Customer Services & Contact Centre



Priority Action	How Achieved	By When	What will the Benefits be	Priority
4.1 Consult with residents on extended service options to ensure a flexible service for all residents.	Review evening and weekend Customer Contact Centre services. Review our Out of Hours service to ensure it meets our residents' needs.	Aug-10	<ul style="list-style-type: none"> Improved customer service and satisfaction More flexible access to services provided by Customer Contact Centre and repairs providers. 	Identified as best practice by staff

TOP 5- main priority as voted by residents

TOP 23-priority as identified by residents

<p>4.2 More staff available at peak times. TOP 23</p>	<p>We will increase the number of staff who work between October and March, our busiest period. We have added 2 staff to the number of staff available to take calls during our busy periods i.e. Monday's.</p>	<p>Already Actioned</p>	<ul style="list-style-type: none"> • Greater levels of information provided • Flexible and customer-focused approach based on residents' needs and best value 	<p>Resident Top 23 priority</p>
<p>4.3 Specialist maintenance staff on hand to answer queries. TOP 5</p>	<p>Develop staff through training to answer more specialist service area questions.</p>	<p>Jun-10</p>	<ul style="list-style-type: none"> • Improve 'Right First Time' for residents • Improved customer satisfaction 	<p>Resident Top 5 priority</p>
	<p>Introduce a new Surveyor duty officer system during opening hours.</p>	<p>Jun-10</p>		
<p>4.4 All calls to be recorded. TOP 23</p>	<p>All calls to the Contact Centre are being recorded. We will assess the cost of recording all calls to the organisation and consult with residents for value for money.</p>	<p>Apr-10</p>		<p>Resident Top 23 priority</p>
<p>4.5 Form resident focus group on the Customer Contact Centre.</p>	<p>A new resident focus group will be introduced to discuss issues, agree priorities, review customer service standards and monitor improvements. Launch new mystery shopping programme with a particular focus on the Contact Centre.</p>	<p>Aug-10</p>	<ul style="list-style-type: none"> • Improved customer service and satisfaction. • More flexible access to services provided by Customer Contact Centre and repairs providers. 	<p>Identified as best practice by staff</p>
<p>4.6 Introduce new performance information that focuses on delivering services 'Right first time', i.e. a resident reports a repair once and we complete the repair to resident's satisfaction first time.</p>	<p>Report to residents the % of times something is done 'Right first time'. Initially we will focus on the repairs service. We will work with resident focus groups and the maintenance forum to achieve this.</p>	<p>Aug-10</p>	<ul style="list-style-type: none"> • Improved customer service and satisfaction. • More flexible access to services provided by Customer Contact Centre and repairs providers. 	<p>Identified as best practice by staff</p>
<p>4.7 Get an independent organisation to independently assess the quality of the service provided by the Customer Contact Centre.</p>	<p>Working with residents we will appoint an independent organisation to assess the quality of the service.</p>	<p>Jun-11</p>	<ul style="list-style-type: none"> • Improved customer service and satisfaction. • More flexible access to services provided by Customer Contact Centre and repairs providers. 	<p>Identified as best practice by staff</p>
<p>4.8 Increase the range of queries that the Customer Contact Centre can complete.</p>	<p>Through the purchasing of a new Customer Relationship Management system we will increase the range of queries we will deal with. A prioritised list will be agreed through our resident involvement framework.</p>	<p>Aug-10</p>	<ul style="list-style-type: none"> • Improved customer service and satisfaction. • More flexible access to services provided by Customer Contact Centre and repairs providers. 	<p>Identified as best practice by staff</p>



5. Complaints

Priority Action	How Achieved	By When	What will the Benefits be	Priority
5.1 Residents given more information about how their complaint is being dealt with TOP 5	We will investigate further into what went wrong and will apply lessons learnt. Residents will then be informed on action taken to make things right.	Jun-10	<ul style="list-style-type: none"> Better complaints management. Improved listening and lessons learned. Improved procedures and customer care. 	Resident Top 5 priority
5.2 Review timescales and process for dealing with complaints. TOP 23	We will review the complaints procedures and incorporate new service standard items, ensure we have clear monitoring procedures in place.	Jun-10		Resident Top 23 priority
5.3 Review the quality of complaint letters. TOP 23	Launch new mystery shopping programme targeting complaints handling and the quality of responses.	Jun-10		Resident Top 23 priority
5.4 Review timescales and payment of compensation. TOP 23		Jun-10		Resident Top 23 priority

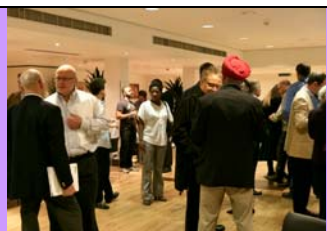


6. Finding a Home

Priority Action	How Achieved	By When	What will the Benefits be	Priority
6.1 Ensure residents are kept up to date of their position on our internal transfer register.	We will provide residents with position, priority status and average timeframe for re-housing on demand and on an annual basis. Introduce new group wide internal transfer system giving tenants increased access and choice.	Sep-10	<ul style="list-style-type: none"> We will provide our residents with clear, easily accessible up to date information on their transfer position. 	Identified as best practice by staff
6.2 Better promote 'Home Swapper' scheme and improve the assistance we give people seeking mutual exchanges.	We will consult with residents on the register and review the scheme for improvements. Better promote the weekly rehousing surgeries to residents – Provide advice and assistance for those people seeking rehousing.	Jul-10	<ul style="list-style-type: none"> We will use schemes available to maximise uptake and mobility for our residents. 	Identified as best practice by staff

6.3 Form resident focus group to focus on rehousing.	New resident focus group will be introduced to discuss issues, agree priorities review customer service standards and monitor improvements.	Jun-10	<ul style="list-style-type: none"> • Services targeted at residents needs and priorities. • Opportunity to directly feedback to the people delivering the service and monitor improvements. 	Identified as best practice by staff
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7. Rent Payment and Money Management



Priority Action	How Achieved	By When	What will the Benefits be	Priority
7.1 Improve information available to residents.	Publicise and include payment methods with rent statements. Introduce resident focus groups to discuss rent and money issues, agree priorities review customer service standards and monitor improvements.	March 10 Jun-10	<ul style="list-style-type: none"> • Our residents will be fully aware of the range of payment methods available to them. 	Identified as best practice by staff
7.2 Make it easier to make payments.	Extend Direct Debit payment option to all residents. Promote online payment options at www.onehousinggroup.co.uk .	Jun-10		
7.3 Better understand and target action on estates and neighbourhoods with high rates of arrears, debt and vulnerability.	Look at patterns of non-payment and diversity issues and consult with residents for improvement as part of Estate Management Plans.	Aug-10	<ul style="list-style-type: none"> • We will devise strategies aimed at addressing issues affecting specific estates and help residents to with financial difficulties. 	Identified as best practice by staff
7.4 Increase the amount of face to face/verbal communication when legal action starts. TOP 23	We meet / offer to meet all residents who face legal action We will introduce new service standards and monitoring procedures to ensure this happens. Review information pack given to families who face eviction and are being evicted for non-payment of rent arrears.	Jul-10	<ul style="list-style-type: none"> • Residents will have greater understanding of legal process with every attempt exhausted to avoid further action being taken. 	Identified as best practice by staff



8. Tenancy and Estate Management

Priority Action	How Achieved	By When	What will the Benefits be	Priority
8.1 Initially launch 9 regional Estate Management Plans then establish these on all estates as a rolling programme.	In consultation with residents and staff - Local standards to be set and agreed.	Mar-10 for 9 EMPS Mar-11	<ul style="list-style-type: none"> Estate Management Plans will be developed with input from residents, the community investment team, youth services team and property services. A stronger, more responsive estate management service building a common standard across the group. 	Identified as best practice by staff
8.2 Launch 24 / 7 Anti Social Behaviour hotline.	Our ASB Coordinators will tender and select providers that will deliver a value for money service to residents.	Sep-10	<ul style="list-style-type: none"> Residents will be able to report incidents of ASB at any time and gain advice, based on the seriousness of the case. 	Identified as best practice by staff
8.3 Improve our management of Domestic Violence and Harassment cases.	Policy and procedure for Domestic Violence and Harassment to be benchmarked and our Policy and Procedures will be amended as appropriate. All front line officers to receive in house training on how to deal with reports of domestic violence and/or harassment.	Apr-10	<ul style="list-style-type: none"> We will have an up-to-date policy with clear procedures for advising residents on how to access services. 	Identified as best practice by staff
8.4 Introduce standards for estate inspections.	<p>Develop group wide Estates Inspection policy and procedure which ensures that the standard of each estate is measured against set principles with associated KPIs.</p> <p>Recruit Estate Champions to accompany Housing Officers on estate inspections.</p>	June-10	<ul style="list-style-type: none"> Residents have the opportunity to input in the assessment of the estates against standards and agree actions that will ensure improvement where required. Resident satisfaction with the estates will increase. 	Identified as best practice by staff

TOP 5- main priority as voted by residents

TOP 23-priority as indentified by residents

8.5 Provide clear and accurate information on estate costs and these services have been designed to best meet residents' needs and aspirations.	We will carry out consultation with residents to establish needs and aspirations. Conduct procurement exercise.	Dec-10	<ul style="list-style-type: none"> Residents' views taken into account in shaping estates services. Demonstrate value for money on service charges being delivered. 	Identified as best practice by staff
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9. Property and Maintenance Services



Priority Action	How Achieved	By When	What will the Benefits be	Priority
9.1 Communication between staff and contractors to be strengthened. TOP 23	Conduct a review of the procedures and processes for communication between staff and contractors. Revise and strengthen communications, performance and standards.	May-10	<ul style="list-style-type: none"> Improved cross departmental communications and working. Better understanding of contract issues affecting the Customer Contact Centre. 	Resident Top 23 priority
9.2 Surveyors, technical officers, and contractors have the most appropriate equipment for each job they attend. TOP 23	We will include this in our new service standards and will be regularly monitored and performance will be reported to residents.	Aug-10	<ul style="list-style-type: none"> Ensure that contractors, surveyors, technical officers are able to carry out correct and knowledgeable diagnosis for repairs. Better 'right first time' fixes performance. 	Resident Top 23 priority
9.3 Review the priority categories for repairs. TOP 23	Review and re-launch guidelines and categories for setting repairs standards and appointment times.	May-10	<ul style="list-style-type: none"> Residents, Customer Contact Centre, and surveyors will be clear on arrangements for making appointments and advanced notice and consultation for planned works. 	Resident Top 23 priority
9.4 Improve the percentage of appointments kept. TOP 23	Improve on current performance by 1% and benchmark with similar organisations. (NB Current stats show that only 2.63% of appointments are missed by contractors – rest are missed by residents)	Mar-11	<ul style="list-style-type: none"> Improved customer service delivery and trust by doing what we say we will. 	Resident Top 23 priority
9.5 Ensure that residents are informed of any changes in timescales or appointment times. TOP 5	We will ensure surveyors and operatives call ahead with arrival time, if running late and include in new customer care training. Monitor through aftercare surveys, customer polling and mystery shopping.	Jun-10	<ul style="list-style-type: none"> We will ensure that Residents are informed of any changes in timescales or appointment times. Improved communication and 	Resident Top 5 priority

TOP 5- main priority as voted by residents

TOP 23-priority as identified by residents

	We will introduce a new 24hr notice for cancellations as a new service standard.			
9.6 Contractors will always show identification. TOP 23	To be reinforced at contract meetings and monitored through our aftercare survey service and resident feedback.	May-10	<ul style="list-style-type: none"> Residents will have confidence that the representative has credentials and is meant to be there. Build trust and customer satisfaction in the community as a whole. 	Resident Top 23 priority
9.7 Repairs reported at estate inspections to be actioned. TOP 23	There will be a staff member from Housing and Maintenance services at all estate inspections to ensure all issues and repairs are followed up and actioned.	Sep-10	<ul style="list-style-type: none"> Improved turnaround on repairs reported and higher satisfaction with greater means of reporting repairs. 	Resident Top 23 priority
9.8 Carryout a programme of major improvement works for achieving 'decent homes standard.'	We will complete a programme of works to ensure all homes meet the Decent Homes Standard by end of 2010. This programme will be monitored regularly.	Dec-10	<ul style="list-style-type: none"> Significant investment in Major Improvements and Decent Homes. 	Identified as best practice by staff
9.9 Develop and publicise new group wide policy and procedure for Aids & Adaptations.	We will develop clear guidelines for working with local authorities. We will consult with residents and benchmark with similar organisations.	Jul-10	<ul style="list-style-type: none"> We will deliver a consistent service to residents requiring Aids & Adaptations in their homes. Improve the lives of some of our most vulnerable residents. 	Identified as best practice by staff



10. Resident Involvement

Priority Action	How Achieved	By When	What will the Benefits be	Priority
10.1 Introduce a Readers Panel to look at all resident communication.	We will agree with residents new templates for style, format and content of publications. All resident communication from March 2010 will be approved by the Readers Panel.	Jul-10	<ul style="list-style-type: none"> Communication will be targeted at topics of residents' interest Introduce new communications resident satisfaction target (Proposed as 90%) Improved coordination of resident involvement information and communication 	Identified as best practice by staff

TOP 5- main priority as voted by residents

TOP 23-priority as indentified by residents

10.2 Improve resident training opportunities - training for all involved residents as part of the training programme.	We will promote, encourage and apply for other opportunities. Training will include courses on becoming a Board member, assertive skills, analysing statistics and the like.	Jul-10	<ul style="list-style-type: none"> Residents will be fully trained and confident to fulfil new roles in resident involvement activities and make meaningful changes in service improvement. 	Identified as best practice by staff
10.3 Provide more opportunities for involved residents to learn, network and feedback experiences.	We will host two learning and networking events for involved residents per year.	Mar-10	<ul style="list-style-type: none"> Create opportunities for residents to report back on progress, put forward ideas, agree improvement priorities and highlight their experiences to other residents, Board members and (senior) staff. 	Identified as best practice by staff
10.4 Provide greater opportunities for involved residents to inform and shape policy, procedures and monitor performance.	We will introduce a Resident Chairs group as an integral part of resident involvement framework.	May-10	<ul style="list-style-type: none"> We will use resident groups to scrutinise policies and procedures, and to monitor service improvements. 	Identified as best practice by staff
	Use Resident Reviewers group to monitor service improvements, based on resident priorities.	Apr-10		Identified as best practice by staff
10.5 Develop and carryout Mystery shopping programme.	<p>We will ensure residents are trained to carryout a programme of mystery shopping.</p> <p>We will ensure a programme of annual mystery shops take place, findings and recommendations are auctioned and publicised to residents.</p>	Jul-10	<ul style="list-style-type: none"> We will demonstrate continuous improvement through a biannual mystery shopping programme. Feedback provided by residents carrying out the mystery shopping will be incorporated in improving Resident Involvement services. 	Identified as best practice by staff



11. Home Ownership Services

Priority Action	How Achieved	By When	What will the Benefits be	Priority
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TOP 5- main priority as voted by residents

TOP 23-priority as indentified by residents

<p>11.1 Improve the quality of information and promote widely the information for potential and existing home owners.</p>	<p>We will develop new literature and agree all form of communication for potential and existing home owners that includes details of where further advice can be obtained. Conduct leasehold staff training To ensure staff are equipped to deliver a quality service.</p> <p>We will develop new literature information to explain the options for financing for various faith groups and details of where to gain independent advice.</p> <p>Include in new literature information to explain service charge calculations and how to access the service for advice and further information.</p>	<p>Apr-10</p>	<ul style="list-style-type: none"> • Customers clear on who to contact and how to access services. • Customers will better understand services and costs. • Improved communication and satisfaction. 	<p>Identified as best practice by staff</p>
<p>11.2 Have greater input from Home Owners regarding services and charges.</p>	<p>Introduce a new resident group to discuss home owner issues, agree priorities review customer service standards and monitor improvements. Improve the quality of information provided to residents about service charges. Launch new resident value for money assessments of service quality and cost.</p>	<p>Mar-10</p>	<ul style="list-style-type: none"> • Home owners will have input into service delivery and service improvements. 	<p>Identified as best practice by staff</p>
<p>11.3 Train all operational staff, particularly the Customer Contact Centre, on the roles and responsibilities for repairing leasehold property.</p>	<p>Train all operational staff, particularly the Customer Contact Centre, on the roles and responsibilities for repairing property.</p>	<p>May-10</p>	<ul style="list-style-type: none"> • Clearly outline who is responsible for what. • OHG will attend to the repair but once the problem is identified and fixed we will charge individual residents or the block as needed. 	<p>Identified as best practice by staff</p>