

Operational Delivery Plan

APPENDIX A

Objective 1: Embedding a customer first culture within the housing team

| Action | Start date | Finish date | Progress | Status |
|---|------------|-------------|--|--------|
| Review Staff Charter at staff appraisals and team meetings | April 17 | Sept 17 | The Staff Charter has been reviewed at a monthly team meeting and is discussed with individual team members during the annual #itsaboutme sessions. | |
| Staff working group to establish team 'values' to include Customer focus | April 17 | Sept 17 | A set of team values have been developed by group of staff in the Neighbourhood team. These have been reviewed and adopted by colleagues in both the housing management and rents team. | |
| Highlight good practise case studies as exemplars to team members | April 17 | Sept 17 | Customer Care Policies of John Lewis and First Direct reviewed by customer services staff working group. | |
| Team members to take part in 'Aspiring Leaders' Staff development programme | Nov 16 | June 17 | Two cohorts of staff have now participated in the Aspiring Leaders programme which has involved 6 days of classroom based learning covering a range of management competencies. Staff that have completed the programme have been invited to take on project work to further develop the knowledge and skills acquired. | |
| Testing of customer service/ attitude to form part of interview process for future recruitment of Housing staff | April 17 | Ongoing | Customer care questions are included in all interviews for front line staff, specifically, these are competency based questions, designed to ensure successful applicants share the Council's values and are committed to delivering high standards of customer service. | |
| Undertake service testing to review quality of customer experience | Jan 17 | July 17 | This action is overdue. Ahead of the establishment of a team of tenant inspectors/ mystery shoppers, a discussion will take place with the tenants working group in order to carry out some test calls/ enquiries. The need for tenant inspectors has been identified as a priority in the draft Tenant Engagement strategy. | |
| Undertake staff engagement survey | Sept 17 | March 18 | Not due | |
| Identify key themes impacting staff morale | April 18 | June 18 | Not due | |
| Develop a staff working group to address themes/issues | July 18 | Dec 18 | Not due | |

Objective 2: Expanding the range of personalised services available to tenants

| Action | Start date | Finish date | Progress | Status |
|--|------------|-------------|--|--------|
| Develop suite of personalised services/ interventions | Jan 18 | May 18 | Not due | |
| Identify vulnerable tenants from existing management information e.g. difficulty getting access for gas servicing, no repairs reported, single people etc. | April 17 | Sept 17 | An exercise has been completed to overlay information which contains triggers of vulnerability i.e. very few repairs reported, gas capped off, applicants re housed via homeless. These tenants will be visited to ensure they are managing their tenancy. | |
| Implement priority tenants scheme to target vulnerable tenants with a range of interventions to sustain tenancies | Sept 17 | Dec 17 | Not due | |
| Gather socio-economic background data for each estate | April 17 | July 17 | Socio economic data including census, welsh index of multiple deprivation, employment etc. has been gathered for different housing estates and is being fed into the estate action plans which are currently being developed. | |
| Consult with local residents to identify key issues and future estate priorities | April 17 | July 17 | The intention is to develop estate action plans in draft format and then consult with residents on each estate in order to sense check the reports and also to agree the action plan and priorities. | |
| Develop template for estate action plan | April 17 | July 17 | A template for an estate action plan has been developed based on data available and good practise from elsewhere. Consultation with staff members has identified changes needed and also scope to tailor the plan to requirements of different estates. | |
| Complete action plans for larger estates | July 17 | Dec 17 | Action Plans are now being drafted for all major housing estates in the Vale and the expected completion date is the end of October 2017. These will then be subject to an internal check and challenge before the plans are finalised in December 2017. | |

Objective 3: Developing the ways customers can access housing services

| Action | Start date | Finish date | Progress | Status |
|---|------------|-------------|---|--------|
| Publish article in tenants newsletter including photograph, name and contact details of Neighbourhood | July 16 | Ongoing | Complete. The details of Neighbourhood team, including direct telephone numbers and email addresses have been included in the last two tenants newsletters. | |

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| Officers and Assistants | | | | |
| Undertake programme of estate road shows/ community events to raise profile of landlord and build relationships with tenants | Feb 17 | Sept 17 | A series of estate roadshows/ community events have taken place at Penarth, Llantwit Major, Buttrills, Gibbonsdown and Central Estates. These have been popular events and have helped raised the profile of the Neighbourhood Manager and enabled them to get to know more residents. | |
| Pilot mobile working IT solution to free up staff to spend more time on site | Feb 17 | June 17 | A pilot exercise has been completed using Panconnect software. This enabled front line staff to access tenancy information whilst on site (from back office systems) and also provided the ability to complete electronic forms. This included fire risk assessments and tenancy visits. The pilot has now ended and an alternative mobile working solution is now being purchased which will reduce administration and allow staff to spend more time on site. | |
| Publish dates and times for estate walkabouts in advance and encourage tenants to join in | June 17 | Ongoing | Estate walkabouts have taken place at a number of sites. The programme will be published in the next tenants newsletter, including dates, start times and meeting points so that tenants can join in. | |
| Front line staff attend residents meetings and local surgeries | Feb 17 | Ongoing | Neighbourhood staff attend all Residents Boards as well any community group meetings they are invited to. | |
| Promote ways of getting in touch via tenants newsletter | July 17 | June 17 | This is a standard item in the tenants' newsletter. | |
| Publish article in tenants newsletter including photograph, name and contact details of Neighbourhood Officers and Assistants | July 16 | Ongoing | Complete. This will remain a standard item in future tenants' newsletters. The details will be updated to reflect any staffing changes. | |
| Develop Customer Portal, enabling tenants to access information and services on line | Jan 17 | Jan 18 | Testing of customer portal has taken place and it provides customer access to rents, repairs and tenancy modules allowing tenants to review rent balances, view rent statements, update personal circumstances and view repairs history. This will enable customers to manage their own information and should also reduce the number of telephone enquiries and personal visits to Council offices. | |
| Ensure access to Customer Portal is available in Welsh and English | March 17 | Jan 18 | The requirement to provide the information bilingually has proved an issue and translation software (Linguaskin) is being assessed to see if it addresses all of the Councils statutory requirements. Implementation date of January 2018 is still on target. | |
| Improve quality of information held on the Housing pages of the external web site | July 17 | March 18 | Some cosmetic changes made to web site content, mainly revised contact details, staff names. More fundamental review of the web site content is underway in order to improve the amount and quality of information available. | |

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| Use social media to share news, information and updates | Feb 17 | Ongoing | Updates and information is being shared via Twitter and Facebook. New apprentice in Community Investment team is going to be tasked to increasing the volume of news shared via social media and to increase the number of followers. | |
| Promote use of Customer Portal via tenants newsletter | Jan 18 | April 18 | Not due | |

Objective 4: Improving the quality of customer services provided to tenants

| Action | Start date | Finish date | Progress | Status |
|---|------------|-------------|---|--------|
| Establish knowledge base for Contact 1Vale staff to set out key information to help answer housing queries | Nov 16 | July 17 | Knowledge base has been completed and training provided to staff in C1V. Analysis has indicated that fewer calls have been transferred and fewer service requests raised as a result of agents being able to provide more detailed information to callers. | |
| Provide C1V staff with read only access to rent screens | March 17 | Ongoing | Complete. C1V staff have access to rent screens in OHMS | |
| Train staff to interpret rent accounts and provide basic information such as current balances | March 17 | Sept 17 | C1V have received training in interpreting accounts and providing rent balances to customers and this has resulted in a reduction in calls transferred to the rents team. | |
| Review repeat callers and identify barriers to first point resolution | July 17 | Feb 18 | Not due | |
| Review call volumes and types to identify main reasons for calls | July 17 | Feb 18 | Configuration of telephony system means it is not possible to breakdown different call types received via the Housing queue. Analysis of service requests raised via Oracle however has been useful in identifying key call reasons and enables staff to align the knowledge base so that staff are able to provide high quality response to main call types. | |
| Improve knowledge base and training for front line staff to resolve high call volumes | July 17 | March 18 | Not due yet, however 'Knowledge base' is due to be reviewed and improved in order to drive further improvements in first call resolution in contact centre. | |
| Review current processes to prevent some types of call e.g. more specific appointment slots, follow on for repairs etc. | July 17 | March 18 | Not due | |
| Establish duty facility to provide immediate response to urgent queries | April 17 | Ongoing | 'On call' system established to ensure that a member of the Housing team is on office cover and available to deal with calls escalated via the contact centre or the | |

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| raised by customers | | | reception counter at the Civic. | |
| Establish knowledge base for Contact 1Vale staff to set out key information to help answer housing queries | Nov 16 | July 17 | Knowledge base has been completed and training provided to staff in C1V. Analysis has indicated that fewer calls have been transferred and fewer service requests raised as a result of agents being able to provide more detailed information to callers. | |
| Rent First pilot to include all teams discussing rents during every tenant contact | April 17 | March 18 | Pilot undertaken with Housing reception staff and agents in C1V. | |
| Weekly 'void property' meeting to improve new tenant experience | March 17 | Ongoing | Weekly void meetings take place to speed up the letting process and 'move in' dates are conveyed to tenants in order to improve the move in experience. Post letting surveys are also carried out by telephone to identify any issues. Positive feedback has been received about the new lettings experience and the condition of properties, however some applicants have advised they are expected to move in at very short notice. | |
| Establish monthly meeting between Housing and repairs staff to resolve repairs issues | April 17 | Ongoing | Regular communication between repairs team and neighbourhood staff have helped address issues and improve customer service. | |

Objective 5: Increasing the range of customer feedback and using this to drive service improvements

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| Identify missing tenant profile data | Nov 16 | Dec 17 | New 'tenant profile' module has been implemented which gives scope to collect more detailed information regarding each tenant e.g. income, benefits claimed etc. Money Advice team have started collecting this information and inputting it onto the OHMS system. | |
| Send out profile questionnaire to tenants | Nov 16 | Dec 17 | Tenant profile questionnaire was sent out to all tenants. | |
| Bulk update of tenant profile data into OHMS system | Dec 17 | May 17 | Tenant profile data has been updated in the housing management system (OHMS). | |
| Key driver analysis will be undertaken of the customer satisfaction results to identify the most important improvements and the factors which have the biggest impact on overall satisfaction. | Sept 16 | Feb 17 | Key driver analysis completed as well as detailed analysis of results at estate level and by various demographic groups. Emerging themes and issues informed a customer satisfaction action plan which was developed by staff from various front line teams. | |

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| Undertake tenant satisfaction survey of all Council tenants in the Vale of Glamorgan (STAR) | Sept 16 | Feb 17 | Complete. Results reported to Housing and Safe Communities Scrutiny Committee and fed back to tenants in the Summer Newsletter 2017. | |
| Completion of Housemark Core Benchmarking exercise | April 17 | Nov 17 | Core benchmarking was completed for 2016/17 | |