

Operational Delivery Plan

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 and informed the content of the Customer Service (Housing) Strategy	
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. Members of staff who completed the programme have now completed a work based challenge based on the TV Programme 'The Apprentice' - where they worked in teams to produce short films for tenants. The task was judged by members of the Executive team, tenants and was subject to a staff vote. The initiative was very successful and enabled the staff involved to use the skills and techniques they have learnt on the Aspiring Leaders Programme. Consideration is being given to rolling out the initiative across the Council.	
Testing of customer service/ attitude to form part of interview process for future recruitment of Housing staff	April 17	On-going	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 being postponed pending the approval of the Tenant Engagement Strategy (which is currently subject to a more formal public consultation). This is a large task and will require a significant amount of tenant training in order to equip the volunteers with the skills and knowledge to undertake the tests.	
Undertake staff engagement survey	Sept 17	March 18	The Council staff engagement survey has been completed. There was a very good response rate from the Housing and Building Services team and the results are currently being analysed and fed back via Management Development sessions with	

			Leaders.	
Identify key themes impacting staff morale	April 18	June 18	As per above, staff feedback sessions have been arranged and are due to take place in Feb and March 2018. Results and key themes will also be shared with front line staff via Staff net, team meetings and 1-1s	
Develop a staff working group to address themes/issues	July 18	Dec 18	A group of Managers has been trained in creative thinking techniques and will be facilitating group discussions with staff designed to unpick the results and recommend actions to drive improvements in staff engagement.	

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	Draft estate action plans have been developed for several housing estates which set out a range of actions to tackle issues which are specific to each individual estate. This is the first stage in the development of tailored approaches to managing different areas.	
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	Vulnerable tenants are being identified and targeted with more intensive management and housing related support. Front line staff are due to receive training in 'restorative approaches' which is designed to help them work with households to address their vulnerability and the root causes of issues. This represents a new way of working and is consistent with emerging best practise being advocated by Welsh Government.	
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. Following an internal 'check and challenge' event further improvements were identified for the plans so resident consultation has been postponed to the Summer 18	
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	Draft Action Plans have been drafted for all major housing estates in the Vale and have been subject to an internal check and challenge. Gaps have been identified which are currently being addressed before consultation can take place with residents. This is a current priority for the Housing team.	

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 Officers and Assistants	July 16	On-going	Complete. The details of Neighbourhood team, including direct telephone numbers and email addresses have been included in the last two tenants newsletters.	
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 has been purchased (Photobook) which continues to reduce administration and allows staff to spend more time on site.	
Publish dates and times for estate walkabouts in advance and encourage tenants to join in	June 17	On-going	Estate walkabouts have taken place at a number of sites. The programme has been promoted locally to tenants and residents groups via word of mouth and Social Media. Details will also 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	On-going	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	July 16	On-going	Complete. This will remain a standard item in future tenants' newsletters. The details will be updated to reflect any staffing changes.	

Officers and Assistants				
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. The need to make the information available in Welsh and English has posed a challenge and has led to some delays. Close liaison with the software providers identified a solution which was via another piece of software called Linguaskin. This needed to be evaluated and assessed prior to purchase.	
Ensure access to Customer Portal is available in Welsh and English	March 17	Jan 18	The requirement to provide the information bilingually previously proved an issue and translation software (Linguaskin) has now been purchased which addresses all of the Council's requirements. An implementation plan is in place which includes work to integrate with existing systems, however the given the amount of preparatory work required the 'go live' date is likely to be pushed back to April 18	
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.	
Use social media to share news, information and updates	Feb 17	On-going	Updates and information is being shared via Twitter and Facebook. New apprentice in Community Investment team has been tasked with 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	Can only be actioned after the Portal has been fully implemented.	

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	On-going	Complete. C1V staff have access to rent screens in OHMS	
Train staff to interpret rent accounts	March	Sept	C1V have received training in interpreting accounts and providing rent balances to	

and provide basic information such as current balances	17	17	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	A number of frequent callers have been identified. Analysis identified there can be vulnerability factors which affect the repeat calls (rather than service failures). Staff work with the individuals to ensure appropriate support and assistance is being provided in order for them to live independently. In other cases, repeat calls are due to ongoing issues in an area. This has included on going lifestyle clashes between neighbours. When the dispute has been resolved, there is a noticeable reduction in calls.	
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	'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	Complete. High volume calls regarding repairs and Homes4U. Repairs team are improving processes to reduce waste and increase first time fix, also looking at DRS appointment system to be able to offer more flexibility to tenants re-grading appointments. Housing application form available on line and use of paper forms will be discontinued (except for vulnerable people) shortly. Next stage will be to introduce ability to advertise available homes and bid for properties on line. Call volumes and service requests from C1V have reduced.	
Establish duty facility to provide immediate response to urgent queries raised by customers	April 17	On-going	'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 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	On-going	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	On-going	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

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.	
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	