



Housing
Executive

CUSTOMER EXCELLENCE
STRATEGY 2017/18-2019/20

**YEAR THREE
ACTION PLAN
UPDATE**

THEME 1

Developing Customer Insight

Have an in-depth understanding of all of our customers including through our approach to gathering customer insight, consulting with customers and using that information to develop and improve services.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>1.1 Develop an in-depth understanding of all customer groups to better understand their needs and preferences.</p>	<p>Evaluate the outcomes from this.</p>	<p>Our Research Unit is a key enabler in helping to develop customer insights, to better understand their needs and preferences. In 2019/20, we published the findings of our 2018 Continuous Tenant Omnibus Survey (CTOS) which provides valuable insights into tenants experiences of us as a landlord and how they perceive we communicate with them and listen to their views on their home and estate. Tenant satisfaction remained consistently high over the duration of the strategy with at least 86% of tenants satisfied with the overall service across each year.</p> <p>We commenced a customer segmentation exercise to collate all the types of data we hold within the organisation that could help to create ‘segments’ of all customers, with a specific focus on tenants. This will help us better understand customers’ needs and expectations and use this statistical analysis to drive service improvement and increase customer satisfaction.</p> <p>We conducted research and analysis on homeless presenters and homeless acceptances including the reasons for any regional variation. We also carried out research to inform the strategic review of temporary accommodation. Both reports are expected to be published in the 2019/20 business year.</p> <p>In Year 3 we published qualitative research that focused on the experiences of those households who had lost mitigation through a change in these circumstances and their experiences in how they had dealt with the impact of losing Welfare Supplementary Payment for under occupation.</p> <p>In October 2019 we published a significant research piece on the housing issues, aspirations and needs of older people. This research included quantitative and qualitative research with older people as well as internal stakeholders and those who work in or represent the age sector. This information was then used to help shape and inform a Draft Older People’s Housing Strategy 2020/21-2025/26. The strategy consultation was postponed due to the impact of COVID-19 however, it was released for public consultation in June 2020.</p>	<div data-bbox="1800 496 1980 679" data-label="Image"> </div> <p>We carried out and published research on key customer groups including Irish Travellers, Older People and those receiving Universal Credit</p> <p>86% of tenants were satisfied with the overall service provided by the Housing Executive in 2019/20</p>

Have an in-depth understanding of all of our customers including through our approach to gathering customer insight, consulting with customers and using that information to develop and improve services.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>1.1 continued Develop an in-depth understanding of all customer groups to better understand their needs and preferences.</p>	<p>Evaluate the outcomes from this.</p>	<p>In 2019/20 we compiled research on housing circumstances and preferences of Irish Travellers in Northern Ireland. Having gained a better understanding of this customer group, this evidence was then used to inform our Irish Travellers Accommodation Strategy 2020-25, which has been published for consultation.</p> <p>During 2019/20 using a range of quantitative and qualitative evidence to take into account demographic trends and social factor, we also progressed the development of a Strategic Needs Assessment (SNA). This will help to understand and plan for the current and future housing support needs of client groups such as older people, younger people, people with disabilities and those who are homeless who are supported by the Supporting People Programme.</p> <p>We increased the number of Housing Needs Tests in Rural Areas to uncover hidden rural need for social and affordable housing from nine tests in 2018/19 to 13 tests in 2019/20. The outcomes of these tests have enabled support of new housing schemes such as the 10 unit scheme in Darragh Cross.</p>	 <p>We increased the number of Housing Needs Tests in Rural Areas from 9 in 2018/19 to 13 in 2019/20</p>
<p>1.2 We will develop the methods and approaches used for developing understanding.</p>	<p>We will publish our findings.</p>	<p>In Summer 2019 we published our Annual report covering the 2018/19 financial year. This details some of the ways we have sought to improve our services and develop greater understanding which will improve the experience of our customers.</p> <p>Our CTOS reports on tenant perceptions over a calendar year and the most recent statistics are from January 2018-December 2018. We will monitor the results as we go forward to establish customer satisfaction over the duration of the strategy when this information becomes available.</p> <p>Our 2018 CTOS published in Year 3 detailed that:</p> <ul style="list-style-type: none"> • Tenant satisfaction with our overall service has remained at 86% or above over the last 3 years (87% in 2016, 89% in 2017 and 86% in 2018); • 93% of tenants were satisfied with their neighbourhood (91% in 2017 and 92% in 2016); • 74% said that they had been well consulted by the Housing Executive (78% in 2017 and 72% in 2016); • 92% were satisfied with a visit to a local office (91% in 2017 and 90% in 2016). <p>For our Housing Benefit and Grants Customers:</p> <ul style="list-style-type: none"> • 96% of tenants were satisfied with our Housing Benefit Service; • 97% of respondents to the 2019 Affordable Warmth Customer Satisfaction Survey were satisfied with the Affordable Warmth Grant Scheme and 92% of respondents were satisfied with getting clear information throughout the scheme. 	 <p>In Summer 2019 we published our Annual Report covering the 2018/19 financial year</p>

THEME 2

The Culture of the Organisation

A customer focused culture across the organisation that supports improved service delivery. Ensuring leaders at all levels are role models for customer excellence and that our staff are trained and empowered to deliver excellent service, all supported with effective HR and organisational policies.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>2.1 We will demonstrate our corporate commitment to putting the customer at the heart of service delivery and that leaders at all levels are role models for customer excellence.</p>	<p>Monitor (Customer Excellence Strategy) Action Plan and publish results annually.</p>	<p>In September 2019, Year Two actions from the Customer Excellence Strategy were updated and approved by the Housing Executive's Board. This was subsequently published on our website alongside previous annual updates.</p>	 <p>We published our Year 2 Annual Update of the Customer Excellence Strategy</p>
<p>2.3 We will empower and encourage all staff to interpret service issues and respond appropriately within organisational rules.</p>	<p>Further redeployment of 'Build Yes' methodology.</p>	<p>'Build Yes', the Housing Executive's version of 'Systems Thinking' continues to be rolled out across the organisation.</p> <p>A review of the Maintenance Officer Role and business processes for response maintenance inspections was presented to Senior Managers in February 2020. The review report findings were broadly welcomed and the Business Review and Improvement Unit are now conducting an internal consultation with Senior Managers to identify any variations or regional and local issues to inform a decision on the way forward.</p> <p>In addition to this in 2019/20 we also:</p> <ul style="list-style-type: none"> • Carried out a review of the Legionella Compliance Unit. A redesign of the processes commenced in January 2020; • Commenced a review of the role of Front End Housing Advisors who provide housing advice across a broad range of areas at our Customer Service Unit in Belfast; and • Compiled a report following a review of Housing Executive hostels which outlined recommendations for service improvements. 	<p>'Build Yes' continues to be rolled out across the organisation</p>

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<p>2.4 We will prioritise customer focus through our performance management system.</p>	<p>Capturing customer feedback will help to inform how to continually improve on delivering services and to help us focus on the objectives and behaviours to drive success.</p>	<p>In Year 1 of the Strategy (2017/18) we introduced a new Performance Management and Development System (PMD). Following customer engagement and feedback, this was further refined for the 2020/21 year. Online training was modified in 2019/20 and the senior leadership team promoted the importance of employee participation on the process.</p> <p>The PMD, completed at the start of each business year details and records objectives, development goals and provides an opportunity for feedback and engagement at numerous times during the year.</p>	<p>We improved our Performance Management and Development system based on customer feedback</p>

THEME 3

Information and Access

Informed, consulted customers who are provided with accurate and detailed information according to their needs. This includes the range and quality of information, the access to services via a range of preferred channels and how well we join up services with other providers, partners and communities.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>3.1 We will continue to review the information about the full range of services we provide to customers including how and when people can contact us, how our services are run and who is responsible for them.</p>	<p>Our customers will have greater flexibility as to how they can access our services.</p>	<p>Whilst we continue to provide visible, accessible and local services across Northern Ireland for our core frontline services such as housing, homelessness, repairs, grants and Housing Benefit, we are increasing the ways customers and tenants can access our services.</p> <p>As the organisation with statutory responsibility for homelessness in Northern Ireland, we want people to know that there is always help available if they need it. In January 2020, we launched a new out-of-hours phone service for people who are facing homelessness. This service is live between 5pm and 9am and provides people with advice, help and guidance with their individual circumstances.</p> <p>During 2019/20 we developed our Digital Tenancy Services Customer Portal which provides our tenants with additional ways to access our services. Tenants who sign up to the Customer Portal (My Housing Executive) will be able to report and check the status of repairs they have reported as well as manage and carry out a range of functions linked to their rent accounts and tenancy. Messaging functionality can also be used to communicate with our staff on any issue and responses to Customer Portal transactions will be managed through our Customer Service Units which operates 24/7. We will continue to enhance the functionality and range of services available through the portal as we move forward.</p> <p>At the end of March 2019 we launched a new and improved user-friendly website with accessibility software embedded. Following its launch, positive feedback on the website content was 86%. In the last year we have further increased this to 89% and continue to monitor ways to improve the website for our customers.</p>	<div data-bbox="1809 539 1966 691" data-label="Image"> </div> <p>In January 2020, we launched a new out-of-hours phone service for people who are facing homelessness</p> <div data-bbox="1704 898 2063 954" data-label="Image"> </div> <p>We developed a Digital Tenancy Services Customer Portal called 'My Housing Executive' which provides our tenants with additional ways to access our services</p>

Informed, consulted customers who are provided with accurate and detailed information according to their needs. This includes the range and quality of information, the access to services via a range of preferred channels and how well we join up services with other providers, partners and communities.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>3.1 continued</p> <p>We will continue to review the information about the full range of services we provide to customers including how and when people can contact us, how our services are run and who is responsible for them.</p>	<p>Our customers will have greater flexibility as to how they can access our services.</p>	<p>In February 2020, in partnership with Disability Action Northern Ireland, Supporting Communities and the Independent Living Movement Ireland we launched our ONSIDE Project (Outreach & Navigation for Social Inclusion & Digital Engagement). This cross border project is supported by €1.4 million Special EU Programmes Body funding and works alongside disabled people who are seeking to improve their health and wellbeing through increasing their social networks both in the community and online. The project also provides participants with inclusion focussed technology equipment. The project is based across 8 geographic locations, many of which are rural areas, and is expected to benefit 1,125 participants.</p> <p>Our Direct Labour Organisation (DLO) demonstrates greater flexibility by providing a response repair service between 8am and 8pm Monday to Friday and Saturday 8am to 2pm as well providing a 24/7 emergency repair service.</p> <p>Using trend analysis, Geographical Information Systems (GIS) and waiting list data we identified the need for additional Supporting People Floating Support services for young people and older people across seven geographical areas, including rural areas. This resulted in an additional 80 units of Floating Support for young people and an additional 200 units for older people.</p>	<div data-bbox="1780 571 1944 742" data-label="Image"> </div> <p>We secured an additional 80 units of Floating Support for young people and an additional 200 units for older people</p>
<p>3.2</p> <p>We will provide customers with the accurate and complete information that they need in ways that meet their needs and preferences, using a range of appropriate communication channels.</p>	<p>We will offer flexibility in the ways that customers can transact with us.</p>	<p>In addition to developing our Digital Tenancy Services Customer Portal which provides our tenants with additional ways to transact with us we continue to offer flexibility for a range of other services. Online metrics for Year 3 include:</p> <ul style="list-style-type: none"> • 4,806 Customers applied for a home online; • 18,013 Repairs were reported online, including 14,227 via mobile devices; • 721 Reports of Anti-Social Behaviour were made; • 310 customers reported a Housing Benefit Change of Circumstances; • 1,526 customers applied for Discretionary Housing Payments; and • 460 made online enquiries. 	

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Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>3.2 continued We will provide customers with the accurate and complete information that they need in ways that meet their needs and preferences, using a range of appropriate communication channels.</p>	<p>We will offer flexibility in the ways that customers can transact with us.</p>	<p>Our Equality Unit manages a communication service to support customers to more easily access our services. Demand for linguistic and sensory disability support has increased over the years as Northern Ireland continues to increase in diversity. This includes a range of services such as telephone interpreting, face to face interpreting, as well as document translation.</p> <p>Over the three year duration of this strategy we have:</p> <ul style="list-style-type: none"> • Provided 10,060 (3,579 in 2019/20) Telephone Interpreting Services; • Received 250 (79 in 2019/20) face to face interpreting sessions requests, including sign language; • Received 871 (375 in 2019/20) translation and alternative format requests including Braille, large print and audio translations. <p>As well as enhancing our online services we continue to provide a range of channels for customers to do business with us. This includes face to face in our network of local offices, on the phone, online and through social media. We will continue to review and offer greater flexibility to access our services where and when appropriate to do so.</p>	<p>We provided over 4,000 communication support services to customers in 2019/20</p>
<p>3.4 We will ensure our front line office accommodation is accessible and fit for purpose and our services are delivered in ways suitable for the customer including future service delivery models.</p>	<p>Review customer feedback on service delivery.</p>	<p>In 2019/20 the relocation from our former Belfast Regional Office building, Great Victoria Street, to a newly refurbished and reconfigured ground floor accommodation in the Housing Centre was successfully completed. The new accommodation has been purposely redesigned to create a modern and customer orientated service counter area for a range of key housing related services.</p> <p>During 2019/20 we also commenced two new projects to develop accommodation strategies, one within Belfast and the second more widely across the other regions.</p>	

THEME 4

Delivery

We will continue to monitor and review our performance against our main business aims, the outcomes for the customer and how we address and learn from any problems that may arise.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>4.1 We will set challenging delivery standards for our main service. We will monitor and meet our standards and tell our customers about our performance.</p>	<p>Incorporate insights into developing the business plan and publish performance in relation to our high level outcomes, demonstrating our commitment to our customers.</p>	<p>The Housing Executive's 2017/18-20/21 Corporate Plan outlines a number of high level outcomes and commitments for our customers. Each year we publish a one year business plan and publish the results in our Annual Report. Over the 3 years of this strategy 2017/18-2019/20 we have made the following achievements:</p> <ul style="list-style-type: none"> • 21,723 allocations to applicants were made in the social sector; • 4,306 new build homes started (in partnership with DfC and Housing Associations); • 4,815 new homes completed (in partnership with DfC and Housing Associations); • 10 new shared neighbourhood schemes comprising of 483 units completed and allocated to promote vibrant shared communities; • At least 86% of new tenancies were sustained greater than 12 months over the duration of the strategy; • The number of homeless presenters has reduced by 7.6% from 18,180 at 31/3/18 to 16,802 at 31/3/20; • 18,626 private sector homes improved through boiler replacement and affordable warmth schemes; • 14,826 Housing Executive homes had new heating installations; • 16,385 major and minor adaptations commenced to support our tenants to remain in their homes; • Over 3,000 Disabled Facilities Grants approved for customers in the private sector; • Almost £350m of maintenance schemes and housing stock improvements to Housing Executive homes; and • Over £218m spent on the Supporting People Programme since this strategy began which supports approximately 19,000 service users annually. 	<p>21,723 allocations to applicants to the social sector between 2017/18 and 2019/20</p>  <p>18,626 private sector homes improved through boiler replacement and affordable warmth schemes</p>  <p>Almost £350m of maintenance schemes and housing stock improvements to Housing Executive homes</p>

We will continue to monitor and review our performance against our main business aims, the outcomes for the customer and how we address and learn from any problems that may arise.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>4.2 We will consult and involve customers in setting, reviewing and raising standards and what they can expect from the services we provide.</p>	<p>We will build on this work to ensure that we maintain or raise service standards.</p>	<p>The Housing Executive ensures that it engages with customers in ways that suit them. This includes through a number of forums where the service we provide can be scrutinised and held to account by a range of stakeholders.</p> <p>Our Consultative Forum on Equality is a group that comprises of representatives across various Section 75 groups. They met twice throughout 2019/20 and received presentations and discussed a range of issues including the Draft Older People’s Housing Strategy, Draft Community Safety Strategy, Disability Action Plan and Welfare Reform.</p> <p>The Central Housing Forum (CHF) meets monthly and is made up from a range of representatives including from hard to reach groups including the disability sector, rural groups, BME and youth sectors. In 2019/20 we enhanced the role of the Central Housing Forum by adding new working groups on key areas including Welfare Reform, Planned Maintenance, Mystery Shopping and Digital Inclusion and we worked with Supporting Communities to continue to develop new community groups in under-represented areas. As a result, there were 11 new community groups established.</p> <p>Our Rural Residents’ Forum is consulted on new and revised policies and strategies. In 2019/20, the Rural Residents’ Forum provided a consultation response to the Housing Executive’s Chronic Homelessness Action Plan and draft Community Safety Strategy and was also consulted on the proposed affordable housing definition issued by the Department for Communities.</p> <p>Our 2018 Continuous Tenant Omnibus Survey (CTOS) reported that the number of tenants who felt well consulted by the Housing Executive was 74% and the number of tenants satisfied with how well the Housing Executive listens to and acts on their views was 73%.</p> <p>Estate Services staff were also directly involved in representing customer needs during the procurement of the new Response Maintenance contract which enhanced the current customer appointment system and a Housing Community Network representative was included on the Project Board that was responsible for key decision making.</p>	<div data-bbox="1787 464 1966 608" data-label="Image"> </div> <p>11 new community groups developed in 2019/20 in partnership with Supporting Communities</p>

We will continue to monitor and review our performance against our main business aims, the outcomes for the customer and how we address and learn from any problems that may arise.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>4.3</p> <p>We will demonstrate that we deliver the service we promised and that outcomes are positive for the majority of customers.</p>	<p>Publish results.</p>	<p>We regularly publish our results in order to demonstrate to customers that we are delivering positive outcomes:</p> <p>2018 Continuous Tenant Omnibus Survey (CTOS) Main Report and a Summary of Key Findings: 86% said that they were satisfied with the overall service provided by us; 90% said that their rent provides value for money, 86% were satisfied with the quality of their home and 85% were satisfied by the repair service they received.</p> <p>In 2019/20 a Sustainable Rural Communities Progress Report for 2018/19 (year 3) was published. Over the three year duration of this strategy, 343 (68 in 2019/20) new social housing units were delivered in rural areas, supporting the sustainability of these rural communities. However, the number of new starts was adversely impacted by COVID-19 and the inability to secure new starts in March 2020.</p> <p>Almost £49m was invested in our rural homes, £12.4m was invested in the maintenance and improvement of our rural housing stock and £6.1m of Supporting People funding was provided for accommodation and floating support services.</p> <p>We published:</p> <ul style="list-style-type: none"> • Our corporate performance in the 2018/19 Annual Report which can be found here; and • Year 2 update of the Customer Excellence which can be found here. <p>We developed our 2019 Home Energy Conservation Authority (HECA) Report for the 2018/19 year. During this time we spent over £24 million across energy efficiency measures in almost 8,000 of our properties whilst across the private sector over £16 million was spent on improving almost 6,000 homes through the Affordable Warmth and Boiler Replacement schemes.</p>	<p>We published our performance in key documents such as Rural Action Plan Update and 2018/19 Annual Report</p>
<p>4.5</p> <p>We will review our complaints procedure to ensure that complaints are dealt with fully within reasonable time limits, that staff are trained and empowered to put things right and that we learn from trends in comments and complaints to improve services.</p>	<p>This will be a continuous improvement work strand.</p>	<p>A review of the Housing Executive's complaints procedure took place in 2018 and a Complaints Redesign Project was established in October 2019 that will look at redesigning both the complaints system and the complaints process. A replacement complaints handling system has been approved and revised processes are due to go live in the 2020/21 year. Consultation has taken place with Northern Ireland Public Services Ombudsman and the Central Housing Forum in relation to this.</p> <p>A new corporate complaints management role has been established within Housing Services, which will support improved complaints management and monitoring of associated service improvements across the organisation.</p>	

THEME 5

Timeliness and Quality of Service

Based on customer insight we will develop standards for carrying out our main business, drawing heavily on what customers have identified as the most important factors of excellent customer service with a focus on both timeliness and quality.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>5.1 We will set appropriate and measurable standards for the timeliness and quality of response for all forms of customer contact. The standards will be based on what matters most to our customers.</p>	<p>Report on our commitments under the revised Charter.</p>	<p>Following initial consultation with key internal stakeholders and external stakeholders, such as the Central Housing Forum, a revised Corporate Customer Charter was developed and approved by the Housing Executive's Senior Management Team in October 2019.</p> <p>This revised Charter outlines our commitment to all our customers and details our performance against a set of service standards. The Corporate Customer Charter is expected to be published on our website in 2020/21 and will outline performance for the 2019/20 year.</p>	<p>We consulted on and developed a Corporate Customer Charter</p>
<p>5.2 We will advise our customers about our promises on timeliness and quality of customer service for each main service.</p>	<p>Results will be published annually.</p>	<p>Performance against our main Corporate Key Performance Indicators (KPIs) are published in our Annual Report which sets out organisational priorities over the period 2017/18-2020/21 including Draft Programme for Government (PfG) targets.</p> <p>Some of our customer services measures which demonstrate our commitment to delivering both timely and quality services for key services in the 2019/20 year are shown below:</p> <p>Housing Benefit</p> <ul style="list-style-type: none"> • 96% of our tenants were satisfied with our Housing Benefit Service; and • In Year 3 99.6% of new Housing Benefit claims were decided within 14 days of having all information. <p>Affordable Warmth Grants</p> <ul style="list-style-type: none"> • In Year 3 we carried out our Affordable Warmth Scheme Satisfaction Survey in which 97% of respondents reported that they were satisfied or very satisfied with the scheme. 	<div data-bbox="1798 963 1928 1099" data-label="Figure"> </div> <p>We will continue to track our customer service results with a view to improving service delivery</p>

Based on customer insight we will develop standards for carrying out our main business, drawing heavily on what customers have identified as the most important factors of excellent customer service with a focus on both timeliness and quality.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>5.2 continued We will advise our customers about our promises on timeliness and quality of customer service for each main service.</p>	<p>Results will be published annually.</p>	<p>Our Tenants (CTOS 2018)</p> <ul style="list-style-type: none"> • 86% satisfied with overall service; • 90% said their rent is value for money; • 87% of those who had a repair said it was carried out within timescale; • At the end of Year 3, customer satisfaction for all 15 of our contractors, was over 90%, with the majority of these over 95%; • At least 9 in 10 tenants were satisfied with repair work done and with those who carried out the work in terms of: Speed, Quality of Work, Quality of Materials, Tidiness, Politeness and Friendliness; and • 89% of those who visited a local office were seen in less than 15 minutes (63% in less than 5 min). <p>Other Customers</p> <ul style="list-style-type: none"> • 98% of calls to our switchboard were answered within 20 seconds; • 98% of valid Data Subject Requests were answered within one calendar month; • 77% of first stage complaints were answered within 15 days. <p>Following a 'Build Yes' redesign in June 2019 new system and processes were in place across all our offices for our private sector Disabled Facilities Grants (DFGs). An evaluation of the new processes will take place to determine how successful we have been in reducing end to end times for this service.</p> <p>For Housing Executive homes, we completed a project to redesign processes for major adaptations. We set ourselves a very challenging target to achieve by March 2021. While significant progress has been made to reduce the time taken, in the pilot area, processes are not fully embedded in all areas and this work will continue into 2021/22.</p> <p>In 2019 Housing Services was assessed for re-accreditation of Customer Service Excellence and retained 22 Compliance Plus or best practice elements in this accreditation. The CSE 2019 Assessment Report stated that:</p> <p><i>"For the past five years, the whole organisation has been redesigning itself to be much more customer focused...Significant improvements in customer service are already being seen by your tenants".</i></p>	<div style="text-align: center;">  <p>CUSTOMER SERVICE EXCELLENCE</p> </div> <p>"For the past five years, the whole organisation has been redesigning itself to be much more customer focused... Significant improvements in customer service are already being seen by your tenants". (CSE Assessor 2019)</p>

Based on customer insight we will develop standards for carrying out our main business, drawing heavily on what customers have identified as the most important factors of excellent customer service with a focus on both timeliness and quality.

Objective/Goal	Year 3 2019/20	Year 3 Update	Key Messages
<p>5.4 As a key organisational indicator, we will monitor and publish our performance against standards for timeliness and quality of customer service We will take action where problems are identified.</p>	<p>Incorporate insights into developing the business plan and publish performance results in relation to our high level outcomes to demonstrate our commitment to our customers.</p>	<p>The four year corporate plan is supported by annual Business Plans which we publish on our website.</p> <p>These Annual Business Plans incorporate captured insights to help to formulate Key Performance Indicators for the year ahead. Performance is also published in our Annual reports for the corresponding one year business plans. These are published on our website annually. In 2019/20 we published information for the 2018/19 business year.</p> <p>A full version of the Corporate Plan can be found here.</p>	

This report can be found on the Housing Executive website: www.nihe.gov.uk

For any information on the Customer Excellence Strategy Year 3 Update please contact:

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