



Housing
Executive

CUSTOMER EXCELLENCE
STRATEGY 2017/18 - 2019/20

**YEAR ONE
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 1 Action	Update on Year 1	Key Messages
1.1 Develop an in-depth understanding of all customer groups to better understand their needs and preferences.	We will set out our approach to developing customer insight for all main customer groups to more fully understand preferences expectations and demand by service.	<p>Housing Research underpins and guides the Housing Executive's policy and strategy development and the organisation's interventions in the housing market and the research programme provides a focus on strategic issues that will generate the evidence base to inform the future role of housing and is based on research priorities identified by internal and external stakeholders.</p> <p>We continuously develop our customer insight through our research programme. Insight is developed for not only our tenants through the Continuous Tenant Omnibus Survey (CTOS) but also through our planned programme of research that spans across all tenures. Key research completed in Year 1 included research on Customer Satisfaction of the Affordable Warmth Scheme, Private Tenants Survey and the Hospital Resettlement Programme in Northern Ireland after the Bamford Review.</p> <p>Our Housing Analytics team analyse and interrogate Waiting List data and work closely with Regional Place Shapers and housing associations to assist in the production of the Annual Housing Needs Assessments, Housing Investment Plans (HIP's) as well as producing supporting data for a range of activities including the social housing waiting list at regional and local level.</p>	Our new Customer Management System (CMS) was launched for our frontline services in May 2017.

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>1.1 Develop an in-depth understanding of all customer groups to better understand their needs and preferences.</p>	<p>We will set out our approach to developing customer insight for all main customer groups to more fully understand preferences expectations and demand by service.</p>	<p>We implemented our in-house developed Customer Management System (CMS) to capture additional information not previously captured relating to homelessness, tenancy sustainment, support referrals to external organisations, payments to customers and customer satisfaction. Once the new service is fully embedded across the organisation, this may allow us to identify opportunities to improve services by, for example, reducing end-to-end times for support referrals and through understanding better the specific needs and vulnerabilities of our customers we can shape and direct our resources more effectively.</p> <p>We also captured information on the number, method, frequency, time and nature of the demands placed on our service by customers. This has allowed our staff and managers to plan and shape our services around our customers’ needs and expectations as well as allowing managers to making operational decisions based on trends and patterns. This is supplemented by the development of bespoke data analytical tools in the form of dashboards to be used by staff dealing with activities associated with their housing, homelessness, lettings and income collection duties.</p> <p>During 2017/18 we continued to engage with our customers through partnerships with Supporting Communities Northern Ireland, Tenant Scrutiny Panels and our community engagement initiatives on our landlord side of the business to understand better their needs.</p>	<p>We continue to engage and understand our customer through partnerships such as Supporting Communities Northern Ireland (SCNI), Rural Residents Forum, Disability Action NI and NI Youth Forum.</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 1 Action	Update on Year 1	Key Messages
<p>1.2 We will develop the methods and approaches used for developing understanding.</p>	<p>We will review and define the methods for gathering customer insight for each customer facing service.</p>	<p>In Year 1 (2017/18) we employed a variety of methods for gathering customer insight for a number of our customer facing services. Our significant research programme provided both quantitative and qualitative information.</p> <ul style="list-style-type: none"> In Year 1 we published the findings of a Private Tenants’ Survey which provided valuable insight into the experiences of private tenants, covering issues including affordability, the landlord/tenant relationship, security of tenure, and regulation within the sector. The publication of the key findings of the 2016 House Condition Survey, helps the Housing Executive, as the Regional Housing Authority, to understand the condition of housing of all types and tenures and provides key information to help us plan and direct resources. <p>On our Housing, Accounts and Grants side of the business we continued to employ a ‘Systems Thinking’ approach in redesigning our frontline services. After an initial ‘Check’ stage we gathered information on customer demands, the ways customers contact us and our capacity and capability in addressing these demands which assisted us in redesigning services. The new approach and new business processes are now implemented in Housing and Accounts and are being embedded with ongoing training for staff. In Grants we are currently preparing for implementation.</p> <p>Data Analytics continues to be used widely across the organisation to enhance understanding of key customer facing services and to allow us to interrogate data to make more effective decisions and improve services that best suit the need of our customers. On our customer facing landlord side of the business this allows us to enhance our ‘case management’ and monitor the progress of cases at key decision making points and collate information from customer satisfaction surveys. Data Analytics can also be used by operational managers to understand the frequency, type and time of demands placed upon their staff and services. This helps to inform us how to shape our services around our customer’s needs.</p> <p>On our Asset Management side of the business, we continue to gather key performance indicators for contractors who are carrying out response maintenance work to our tenants’ homes. This helps us work alongside our contractors to improve performance and provide the best possible service for our customers.</p>	<p>Customer Journeys are used to help us understand and improve the service we provide to customers.</p> <p>Data Analytics is used to help us understand our customers.</p> <p>We measure KPI’s for contractors who carry out work to our tenants homes.</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 1 Action	Update on Year 1	Key Messages
<p>1.3 We will have systematic approaches to engaging and involving customers using a range of methods appropriate to their needs.</p>	<p>No action for Year 1.</p>	<p>There is no action for this activity in Year 1 of the strategy. In Year 2 of the strategy our aim is to review and define the approaches to engaging and involving customers for each customer facing service.</p>	
<p>1.4 We will measure customer satisfaction for all key customer facing services. We will publicise satisfaction levels and set challenging targets for sustained good performance and improvement.</p>	<p>We will review our approach to measuring and publicising customer perceptions satisfaction across all key services and at different touch points within services.</p>	<p>Linked to our wider redesign of our frontline housing support services, 'real-time' customer satisfaction surveys are now carried out by our locally based Team Leaders. Customer satisfaction surveys are carried out for key Housing Services to both tenants and customers on functions that include housing and homeless applications and assessments, transfers, relets and our accounts services at various points in a customer's journey. Gathering customer feedback in 'real-time' allows for a fully responsive customer service approach.</p> <p>In Year 1 we published our Home Improvement Grants Survey that reported on customer experience and perceptions across various stages of our Grants process. Satisfaction levels were overwhelmingly positive with 92% of all customers satisfied overall.</p> <p>As well as key customer facing services we also measured and published customer satisfaction with contacting us. 92% of customers were happy with contact with the Housing Executive on the phone in the last 12 months, 90% were satisfied with a visit to a local office in the last 12 months and 82% were happy with a visit to their home, which was a 9% increase on the previous year.</p>	<p>Customer Satisfaction surveys are carried out for key housing and asset management services.</p> <p>92% of customers are satisfied with our Grants Service. <i>Home Improvements Grant Survey 2017</i></p> <p><i>We increased our tenant satisfaction with our repairs service to 78%.</i></p> <p>90% of tenants were satisfied with a visit to a local office in the last 12 months.</p> <p><i>There was a 9% increase on tenants satisfaction with visits to their home.</i> <i>Continuous Tenant Omnibus Survey 2016</i></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 1 Action	Update on Year 1	Key Messages
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>Launch a new Customer Excellence Strategy.</p> <p>Update our Customer Charter.</p>	<p>The Housing Executive's Board approved the Customer Excellence Strategy in November 2017. This sets out a clear direction for how we will improve the way we deliver our services during the 2017 - 2020 period. Action plans for each of the three years were developed and will be reported on annually. This is the first report for 2017/18. Details of the Strategy can be found on our website at www.nihe.gov.uk.</p> <p>An updated and revised customer charter is scheduled to be published by the end of Year 2 (March 2019), following consultation with key stakeholders and customers.</p>	<p>We published our Customer Excellence Strategy to outline how we will deliver our services.</p>
2.2 We will ensure our recruitment, learning and development and other HR policies are aligned with customer excellence.	Review our Learning and Development Strategy in support of customer excellence.	<p>The Learning and Development Strategy was drafted in Year 1. The strategy is currently under review following feedback from internal consultees and the Investors in People (IIP) assessment report. The strategy focuses on developing the organisation's capacity and capability in order to:</p> <ul style="list-style-type: none">• equip the organisation to meet current and future needs;• enhance employee engagement by creating a learning culture to support the delivery of our vision, purpose and values; and• help drive high performance levels and business success.	<p>We have started to develop our Learning and Development Strategy.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>2.3 We will empower and encourage all staff to interpret service issues and respond appropriately within organisational rules.</p>	<p>'Build Yes' - redesign of our front line housing services.</p> <p>'Innovate' - our internal staff suggestion scheme for service improvements.</p> <p>Embed a 'Customer First' approach.</p>	<p>In Year 1 we rolled out the redesign of our frontline housing services. Led by operational staff and central to the success of this programme has been the ability of staff to interpret, respond and redesign services to benefit our customers, tenants and the communities that they live in. Through the initial 'Check' stage of the process operational staff redesigned new processes and procedures for our Housing, Grants and Accounts services. By the end of Year 1, we had fully rolled in our new Housing Solutions and Support service in all offices.</p> <p>In Year 1, 'Innovate', our internal staff suggestion scheme provided the opportunity for internal staff to make suggestions that could improve customer service, develop innovative initiatives, maximise efficiencies and reduce waste.</p> <p>A 'Customer First' approach continued to be embedded across the organisation through the delivery of revised customer focussed training programmes and the roll-out of new ways of working that:</p> <ul style="list-style-type: none"> • supports and encourages greater interaction; • engagement and liaison with our customers and communities. 	<p>We continued the redesign of our frontline services.</p> <p>In year one we fully rolled in our Housing Solutions & Support Service.</p>
<p>2.4 We will prioritise customer focus through our performance management system</p>	<p>Review our (internal) performance management framework and reporting to ensure greater customer focus.</p>	<p>A new Performance Management and Development (PMD) process was launched. This system ensured that individual's objectives for the forthcoming year were aligned to corporate objectives to ensure greater customer focus. A new behavioural framework was also introduced as part of this new system.</p> <p>The behavioural framework was used as a reference point for all staff members and describes and reinforces the positive behaviours staff are expected to demonstrate to ensure greater customer focus across all our services.</p>	<p>Our behavioural framework aligns to corporate objectives to ensure greater customer focus.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>2.5 We value the contribution our staff make to delivering customer focused services and we will ensure leaders, staff (and partners) demonstrate these behaviours.</p> <p>We will ensure we understand and improve performance by measuring what matters to our customers.</p>	<p>In support of 'Build Yes' redesign of services we will deliver Learning and Development programmes for new customer facing roles.</p> <p>We will capture customer feedback to help to improve services.</p>	<p>To support the roll out of the 'Build Yes' Programme, a review took place of all existing training packages. New training packages were developed to ensure that they were optimised to enable our staff to deliver first class services for all our customers. This included reviewing and developing new training packages for our housing advice and assistance services, housing and homelessness services, patch management and accounts functions as well as across the redesign of our Grants functions.</p> <p>An internal independent evaluation was also carried out on the Housing Services redesign that focused on the experiences of staff who had undergone the training programme, with a view to further refining and improving.</p> <p>Customer feedback was captured in a number of ways to assist us to improve services including:</p> <ul style="list-style-type: none"> • customer satisfaction surveys for our housing services; • through our extensive client led research programmes; • through a range of our engagement and consultative partnerships both corporately as well as at a community level; • through our data capture exercises; and • through the continued review and agile development of our computer systems. 	<p>We reviewed existing, and developed new, training packages to support the redesign of our frontline service.</p> <p>We listen to our customers and carry out client led research programmes. For example, our Private Tenants Survey was requested by the Department for Communities (DfC).</p> <p>We listen to customer feedback and use it to improve services.</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 1 Action	Update on Year 1	Key Messages
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 is, how our services are run and who is responsible for them.	Review customer communication across all key channels.	<p>We currently communicate with customers in a number of ways including through Customer Service Unit's, (CSU's) telephony and our network of local offices. In Year One a review was carried out across our full office network to gather data on the use and rationalisation of our local offices.</p> <p>Analysis was conducted on the use of our website to understand the areas that customers were most interested in and the information and services that could be improved. The growth of mobile devices to access the current website is notable with over 80% of all website visitors using smartphones.</p> <p>Work is underway to complete a new customer focused website to make it easier to communicate with us online, improve access to tenant accounts and services, and find key information quickly.</p> <p>The initial phase of the website is expected to be implemented in early 2019, it will be enhanced on an ongoing basis, in line with customer feedback, to improve online services and information.</p>	<p>We have been reviewing customer communication across all key channels.</p> <p>We have extended use of boosted social media posts to increase engagement with customers.</p> <p>We are implementing a new customer focused website.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>3.2 We will provide customers with the accurate and complete information they need in ways that meet their needs and preferences using a range of appropriate communication channels.</p>	<p>Based on customer insight we will review our approaches to customer communication across all key customer facing services.</p>	<p>Through our media channels, we communicated with specific audiences to raise awareness of key messages. As well as providing a media relations service, our PR teams are responsible for tailored and specific pieces of work to address key issues within the organisation, ensure the safety and well-being of customers, and keep them informed on matters which affect them.</p> <p>We collaborated in the making of the BBC production 'The Landlord' where three programmes documented our work and followed our staff and customers in the Lisburn Area office. It gave our tenants and customers an opportunity to see our staff carry out their jobs during the course of a typical working day.</p> <p>A dedicated communications officer has been embedded within the Welfare Reform Team. Communications sent to our customers relating to Universal Credit were reviewed by the dedicated officer to ensure that these were concise and easy for customers to understand.</p>	<p>We put in place a dedicated communications officer to advise our customers on a range of Welfare Reform issues.</p>
<p>3.3 We will ensure all services are accessible to all customers through a range of channels; we will evaluate effectiveness and use this data to identify service improvement and choice.</p>	<p>Develop a channel Strategy based on customer insight and the effective use of resources.</p> <p>Support tenants to use different channels through our work on digital engagement.</p>	<p>In Year One we aimed to support tenants through our work in digital engagement. We continue to explore options with service providers for low cost broadband. This aims to produce a number of positive outcomes such as enabling our tenants to get online, to interact and transact with us digitally as well as helping them conduct their daily business online. This may result them in making financial savings and enable them to access a range of different services.</p> <p>In order to support customers who are in receipt of Universal Credit (UC), desktop computers have been installed in all of our local housing offices, in areas where UC is live. This will assist customers with making and updating their claim for UC which must be carried out online.</p> <p>Through the 'Digital for Change' programme, we worked alongside the Central Housing Forum to provide a pilot group of Housing Executive tenants with mobile devices, training, and support to use them to carry out online activities and tasks. A second phase commenced in May 2017</p>	<p>We are supporting tenants and customers to increase their digital engagement.</p> <p>We worked with our partners to provide a pilot group of tenants with mobile devices and training to support them to get online.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>3.4 We will ensure our frontline office accommodation is accessible and fit for purpose and our services are delivered in ways suitable for the customer including service delivery models.</p>	<p>Develop an Office Accommodation Strategy.</p>	<p>Work is ongoing to develop an office accommodation strategy. This will be shaped and informed by the work that was carried out to understand customer service channels in relation to the footfall and activity across all of our offices. This work will continue into Year 2 of the Customer Excellence Strategy.</p>	<p>We are working to ensure we have accessible frontline office accommodation.</p>
<p>3.5 We will review key services with partners and other providers to ensure demonstrable benefits for our customers.</p>	<p>Where appropriate, interventions will include joint review of services with key partners.</p>	<p>In October 2017, we reported to the Central Housing Forum on the University of Westminster report on the business benefits of community involvement for tenants, residents and stakeholders, and made recommendations as to how the value of community involvement could be further enhanced. Analysis of data gathered through our CTOS over a four year period between 2011 and 2014 showed that when a tenant was satisfied with the ways the Housing Executive engages with them, that they are more likely to be satisfied with other aspects of the services such as repairs, satisfaction with their neighbourhood as a place to live and general overall satisfaction with the Housing Executive as a landlord.</p> <p>The findings of the report state that investment in community involvement has benefitted the Housing Executive in four key ways, namely helping the organisation to identify need, improve services, reduce costs and develop communities.</p>	<p>We published research on the business benefits of Community Involvement.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>3.5 We will review key services with partners and other providers to ensure demonstrable benefits for our customers.</p>	<p>Where appropriate, interventions will include joint review of services with key partners.</p>	<p>In conjunction with Antrim and Newtownabbey Borough Council, Choice Housing Association and through our Community Planning frameworks, we have created two pilot Place Shaping Regeneration Plans and as a result we have commenced housing schemes that help meet the needs of the community, such as challenges that face older people or those with complex needs. The Devenish Drive scheme in Monkstown consists of a mix of housing types, including apartments specifically designed for over 55s, wheelchair standard, complex needs accommodation as well as a selection of generic houses. Each property incorporates the very latest in design, energy saving and security features.</p> <p>As part of the Social Housing Enterprise programme we commissioned an external review of Tranche 1 and Tranche 2 of our Social Enterprise Investment Programmes by independent researchers 'Quarter Consultancy'. The report presented positive findings including:</p> <ul style="list-style-type: none"> • the development of 27 new and the support of 27 existing social enterprises; • the creation of 70 new employment opportunities as well as supporting over 130 existing employment opportunities; • the provision of 774 training opportunities and 429 volunteer opportunities. <p>This report by 'Quarter Consultancy' also looked at the projected financial returns of the investment of tranches 1 and 2 and found that for every pound invested there was a projected £4.76 return to the public purse by Year 5 and for every pound invested to the individual there was a projected £4.47 return to the individual by Year 5.</p>	<p>We are delivering our Social Enterprise Strategy which is creating new and supporting existing services, employment opportunities and training opportunities.</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 1 Action	Update on Year 1	Key Messages
<p>4.1 We will set challenging delivery standards for our main services.</p> <p>We will monitor and meet our standards and tell our customers about our performance.</p>	<p>Review our (internal) performance management framework and reporting to ensure greater customer focus</p>	<p>During Year One we developed a draft four year Corporate Plan covering the period 2017/18 - 2020/21. There are three high level strategic themes in the draft Corporate Plan, People, Property and Places. The plan sets out the positive benefits we hope to deliver for our customers under four outcomes.</p> <ol style="list-style-type: none">1. Helping people find housing support and solutions;2. Delivering Better Homes;3. Fostering vibrant sustainable communities; and4. Deliver quality public services. <p>Many of our Key Performance Indicators (KPIs) contribute to the draft Programme for Government (PfG) outcomes. The high level four year plan is accompanied by annual Business Plans which set out in more detail how we hope to achieve our strategic outcomes. Details of our performance can be found in our published Annual Report.</p> <p>Internally, through our established performance framework, we continue to report to our Performance Review Committee (PRC) on a monthly basis. The PRC is attended by our senior management team who are able to scrutinise performance and ensure that key customer focused objectives are met. This is also reported to our Board and the Department for Communities (DfC).</p>	<p>We developed a new outcome based Four Year Corporate Plan 2017/18 - 2020/21.</p> <p>We report performance to our Senior Management Team, our Board and to the Department for Communities on a monthly basis.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	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 involve our customers in setting, reviewing and raising standards in each main customer facing service.</p>	<p>We engage extensively with customers to review, raise and set standards through our consultative Area, Regional and Central Housing Forums. Throughout Year 1 of the Customer Excellence Strategy (CES) we continued to engage in these forums. Facilitated by Supporting Communities Northern Ireland (SCNI), these consultative forums afford community representatives and tenants the opportunity to engage, challenge and consult with us on a wide range of issues that may impact on their tenancy, their community or the way we deliver our services.</p> <p>We engaged with the Disability Forum and Rural Forum through our existing service level agreement with SCNI as well as engaging with young people through a service level agreement with the Northern Ireland Youth Forum.</p> <p>We began to write a new draft Community Involvement Strategy 2018 - 2023. This will be formally consulted upon later in 2018. The Strategy actively aims to promote community involvement across all communities and seeks to enable communities to actively shape, influence and challenge our housing services.</p>	<p>We work alongside SCNI to involve and engage with our customers including those who are young, disabled or live in rural areas.</p> <p>We started to draft our Community Involvement Strategy 2018-2023.</p>
<p>4.3 We will demonstrate that we deliver the service we promised and that outcomes are positive for the majority of the customers.</p>	<p>Publish results.</p>	<p>In order to demonstrate that we are delivering the positive outcomes for our customers we publish our performance results.</p> <p>Our 2016/17 performance was published in our Annual Report. This can be accessed on our website at:</p> <p>www.nihe.gov.uk/housing_executive_annual_report_2017.pdf</p> <p>A number of these performance measures relate to positive outcomes for our customers such as developing, and working with our housing association partners in delivering the social housing new build programme for 2017/18, supporting vulnerable people through the Supporting People programme and the delivery of a number of community focused strategies.</p> <p>We have started to develop a new Customer Charter which will set out our commitments and we will publish our results to demonstrate that we are delivering positive outcomes.</p> <p>At the end of Year 1, overall tenant satisfaction with our service for the period 1/1/17 - 31/12/17 was 89%, exceeding our target of 88%.</p>	<p>We published our Annual Report.</p> <p>We are developing a new Customer Charter.</p> <p>89% tenant satisfaction for our service from 1/1/17 - 31/12/18.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>4.4 We will learn and improve services based on benchmarking, external good practices and from analysing dips in our own performance.</p>	<p>Publish our annual results including benchmarked results to inform future service delivery.</p>	<p>We continue to Benchmark our landlord performance against other organisations with a view to adapting and improving our services.</p> <p>Our benchmarked 2016/17 performance, presented to our Board in February 2018, indicated a number of our core activities ranked in the top performing quartile including:</p> <ul style="list-style-type: none"> • rent collected from former and current tenants; • total cost per property of response repairs service provision; • average cost of a response repair; • number of days taken to relet empty properties; • number of new anti-social behaviour cases per 1,000 properties; and • satisfaction that rent provides value for money. <p>On our Asset Management side of the business, work began in exploring the possibility of establishing a benchmarking club with Housing Associations for key service areas. Work is expected to continue on this throughout year two of the CES strategy.</p> <p>We also published our 2016/17 performance in our Annual Report.</p>	<p>We benchmark our Landlord performance and a number of core activities are ranked in the top performing quartile.</p> <p>We are exploring other ways to Benchmark our performance.</p>
<p>4.5 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 company and complaints to improve services.</p>	<p>Review of complaints procedure including learning from complaints to improve services.</p>	<p>In March 2018, we commenced a review of our complaints procedure using a 'Systems Thinking' approach. The draft report details an evaluation of findings from the current process and recommendations are being finalised for internal quality assurance. This work will continue in year two of the Action Plan.</p>	<p>We are working to improve our complaints procedure.</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 1 Action	Update on Year 1	Key Messages
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.	Develop new customer based measures through the 'Build Yes' programme.	<p>Throughout Year 1, a number of new customer based measures have been developed and refined through the 'Build Yes' programme. The purpose of measures is to help understand and improve performance for our customers.</p> <p>Through the integration of Data Analytics, which is used to help us interrogate and analyse raw information, alongside the newly developed Customer Management System (CMS) as well as our existing IT systems, a draft set of measures were developed that help us understand how many, how often and how well we were delivering services for our newly redesigned frontline housing services. Some of the key measures that have been developed relate to homelessness services, tenancy sustainment, support referrals, payments to customers and customer satisfaction.</p> <p>Work is ongoing to refine and finalise these measures before fully embedding this new approach within the culture of the organisation. With the redesign of housing services and the use of measures expected to be fully embedded across all of the organisation in late 2018. it is expected that these customer based measures will provide the facts and data required to continuously improve and enhance our services for customers.</p>	<p>Measures help us understand and improve our services.</p> <p>We have been integrating Data Analytics with existing systems to understand our customers and services.</p> <p>We are testing and developing new measures.</p>

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Objective/Goal	Year 1 Action	Update on Year 1	Key Messages
<p>5.2 We will advise our customers about our promises on timeliness and quality of customer service for each main service.</p>	<p>Develop flexible channels for communicating with our customers.</p>	<p>Work continued through a number of projects and initiatives to develop flexible channels for communicating with our customers. This included an exercise to fully understand the footfall and demands on our network of local offices, working to increase the capability and the opportunities for our tenants and customers to digitally engage with us as well as working towards the provision of enhanced digital services through the development of our new website.</p>	<p>We are working to make it easier for customers to communicate with us.</p>
<p>5.3 We will plan and design our services in order to deliver services on a right first time basis. We will identify individual customer needs at the first point of contact and where possible ensure an appropriate person can meet the customer needs.</p>	<p>Our 'Build Yes' programme will redesign front line services based on right first time principles with services shaped around the needs of the customer.</p>	<p>Throughout the year we continued to roll in our 'Build Yes' programme mainly across our Housing Services division. By the end of the year we had fully rolled in our Housing Solutions and Support services across all our offices and are continuing to embed the new approach throughout our Patch Management service.</p> <p>On our Grants redesign we continued to shape services around the customer through our redesign of services and we are currently preparing for implementation once the IT system is available. A direct result of shaping services around the customer is that we are now advising customers upfront about their potential contribution to the cost of their work, if any. Work is progressing on developing a bespoke IT system for our grants services with additional functionality that will allow us to analyse and understand the service we are providing for our customers.</p>	<p>We continued to deliver our 'Build Yes' programme.</p> <p>We carried out a number of activities linked to our Grants Service Redesign.</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 1 Action	Update on Year 1	Key Messages
<p>5.4 As a key organisational indicator, we will monitor and publicise our performance against standards for timeliness and quality of customer service. We will take action where problems are identified.</p>	<p>Review our [internal] performance management framework and reporting to ensure greater customer focus.</p>	<p>Our 2017/18 Business Plan framework for performance reporting ensures greater customer focus through outcome based reporting. Details of 2017/18 business year performance can be found in our published Annual Report.</p> <p>Throughout the year we have published a number of key documents to tell our customers how we have performed. These include the 2016/17 Annual Report and research on Electronic Assistive Technology and the results of our Continuous Tenant Omnibus Survey (CTOS).</p> <p>Through the reporting of our 2017/18 Business Plans we have looked to establish baselines for key services, with a view to improving our performance over the period of the plan.</p>	<p>We have moved to outcome based reporting for our Corporate Plan.</p> <p>We published a number of key documents including our 2016 CTOS Results.</p> <p>We have established baselines for key services and made plans to improve performance over the coming years.</p>

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