



Housing
Executive

CUSTOMER EXCELLENCE
STRATEGY 2019/20 - 2020/21

**YEAR TWO
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 2 2018/19	Year 2 Update	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 continue to develop our approach to gain customer insight for all main customer groups to more fully understand preferences, expectations and demand.</p>	<p>The work of our Research Unit plays a key role in developing customer insights and enabling us to more fully understand our customers' preferences, expectations and internal and external demand. We published the findings of the 2017 Continuous Tenant Omnibus Survey (CTOS) which provides valuable insight into tenants' experiences of us as a landlord, their perception of how we communicate with them and their views on their home and estate. Work has commenced on gathering information for the 2018 CTOS report. Findings also help us to better understand our tenants' views and experiences of areas such as Welfare Reform.</p> <p>During 2018/19 we commenced a number of research projects into various aspects of our homelessness services to provide us with greater customer insight into this client group. In November 2018 we published two pieces of research on Welfare Reform. One piece detailed the elements of Welfare Reform in Northern Ireland on a cross-tenure basis whilst the other presented findings on tenants perceptions, awareness and experiences of Welfare Reform. This can be accessed at the following https://www.nihe.gov.uk/Working-With-Us/Research/Welfare-reform</p> <p>In 2017/18 we launched and implemented our Customer Management System (CMS) which we used to gather additional information on our customers and tenants.</p> <p>During 2018/19 we further enhanced our customer insight by developing and launching a new interactive dashboard for all staff involved in the assessment of homeless applications. This gives up to date information for frontline staff and operational managers to help understand the numbers of homeless presenters, their reason for presenting and the outcome of their assessment. The dashboard also provides information on repeat homelessness presenters and key information relating to temporary accommodation, provision of transport and furniture storage. All information gathered can be analysed at a case worker, team and area level and used to better understand and inform the service at a local level.</p>	<p>We increased our overall tenant satisfaction from last year from 87% in 2016 to 89% in 2017.</p> <p><i>2017 Continuous Tenant Omnibus Survey (CTOS)</i></p> <p>We increased the percentage of tenants who felt their rent provided value for money from 88% in 2016 to 89% in 2017.</p> <p><i>2017 CTOS</i></p> <p>We increased tenant satisfaction with how we managed their repair from 91% in 2016 to 92% in 2017.</p> <p><i>2017 CTOS</i></p>

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Objective/Goal	Year 2 2018/19	Year 2 Update	Key Messages
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1.1 Continued...
Develop an in-depth understanding of all customer groups to better understand their needs and preferences.

We will continue to develop our approach to gain customer insight for all main customer groups to more fully understand preferences, expectations and demand.

During 2018/19 we continued to engage with our customers through partnerships with Supporting Communities, Tenant Scrutiny Panels and our community engagement initiatives on our landlord side of the business to understand better their needs. During 2018/19 our Rural Residents Forum convened nine times. This provides an opportunity for tenants and community representatives to scrutinise our services.

We worked with stakeholders and partners to develop our Housing Investment Plans which were presented to all 11 councils. These plans set out housing need and our plans, programmes and investment, within our remit, for housing. Details can be found on our website at www.nihe.gov.uk

Research is ongoing relating to Irish Travellers and our Housing Analytics team continued work on an Irish Travellers Needs Assessment and Strategy.

In January 2019 we published the 2019/20 - 2021/22 Commissioning Prospectus. This enables housing associations and others to make informed decisions about where to search for land and property to deliver new social and affordable housing within assessed housing need and strategic targets and priorities. The prospectus is published annually on our website and reflects the most recent assessment of local market issues and unmet housing needs.

The Housing Executive continue to work with the Department for Communities on potential customer issues arising in areas such as the Fundamental Review of Allocations and ongoing Welfare change.



During 2018/19 we continued to engage with our customers through **partnerships with Supporting Communities.**



Our **Rural Residents Forum** convened nine times.

We worked with stakeholders and partners to develop our **Housing Investment Plans (HIP's)** which were presented to all **11 councils.**

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 2 2018/19	Year 2 Update	Key Messages
<p>1.2 We will develop the methods and approaches used for developing understanding.</p>	<p>We will continue to gather customer insight for each customer facing service.</p>	<p>Direct Labour Organisation</p> <p>During 2018/19 the Head of our Direct Labour Organisation (DLO) engaged with community representatives to gain insight into the service provided by DLO. Information was gathered on reasons why a repair may have failed in order to address these and provide a better service for our tenants.</p> <p>Communicating with our tenants</p> <p>We revised our approach to communicating with our tenants via text message in order to reduce the number of ‘no access’ call outs. We installed a new call management system which can analyse data on the time and frequency of demands which helps us to increase/decrease the number of call handlers at peak times. We extended our phone line opening hours to 8pm to meet the demands and preferences of our customers.</p> <p>Working in Partnership</p> <p>We undertook a review of customer experiences between Extern Multi-Disciplinary Housing Support team, a team of social workers who provide support, advocacy and assistance to vulnerable homeless customers who are homeless or threatened with homeless, and our Belfast Housing Solutions Team. This allowed us to gain insight into customers experience with us and the experience of some of the providers that we fund</p> <p>Housing Benefit</p> <p>During 2018/19 we provided a Housing Benefit Service for over 140,000 claimants across both the private and social sectors. We conduct regular customer surveys and this information is used to inform and redesign future service delivery. As previously stated, research has been carried out in relation to the impacts of Welfare Reform.</p>	<div data-bbox="1704 331 1839 451"> </div> <p>DLO engaged with community representatives to gain customer insight into the service provided.</p> <div data-bbox="1704 699 1809 802"> </div> <p>We extended our phone opening hours to 8pm to meet our customer’s needs.</p> <p>We provided a Housing Benefit Service for over 140,000 claimants and our performance remains stable with 96% of our tenants are satisfied with our Housing Benefit service.</p> <p>2017 CTOS</p>

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<p>1.2 Continued... We will develop the methods and approaches used for developing understanding.</p>	<p>We will continue to gather customer insight for each customer facing service.</p>	<p>Rural Housing To plan for and enable the provision of affordable needs which meet rural housing needs, we carried out housing need testing in nine locations and, to date, these tests have led to housing need support being given to four social housing schemes. During the year we invested £9.82m into the provision of new social homes in rural areas. This resulted in 129 new homes, including 3 built to 'wheelchair standard', helping to address housing need and sustain rural communities.</p> <p>Maintaining tenants homes On our Asset Management side of the business we gather key performance indicators for contractors who are carrying out response maintenance work to our tenants' homes on areas such as customer satisfaction, quality of repair, first time fixes and appointments kept. This helps us work alongside our contractors to maintain a high quality service for our customers.</p> <p>Research As well as gathering key customer insights for each customer facing service, we continue to share information and collaborate with the housing sector. During 2018/19 we held two 'Insight Exchange' events which present findings of recent and ongoing research that are informing both the development and evaluation of housing policy in the UK. Themes presented included findings from the 2016 House Condition Survey, fuel poverty and energy efficiency, housing and health, household projections and designing housing to promote good mental health. The events are attended by key stakeholders within the housing sector including DfC, academics, third sector and housing association staff.</p>	<div data-bbox="1666 331 1845 501" data-label="Image"> </div> <p>In 2018/19 we started 129 new homes in rural locations including 3 built to 'wheelchair standard'.</p> <div data-bbox="1666 807 1823 963" data-label="Image"> </div> <p>We held two 'Insight Exchange' events that present findings on recent and ongoing research.</p>

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<p>1.2 Continued... We will develop the methods and approaches used for developing understanding.</p>	<p>We will continue to gather customer insight for each customer facing service.</p>	<p>Supporting People</p> <p>During 2018/19 a new approach to measuring outcomes for the Supporting People (SP) Programme was introduced across all SP services. SP Service Providers submit information on outcomes for service users across a range of agreed outcome indicators and measures, allowing for more consistent and meaningful performance monitoring across the Programme.</p> <p>In conjunction with colleagues in the Geographical Information Systems (GIS) team, Supporting People developed an application that maps the number and type of Supporting People funded services across Northern Ireland. This has provided frontline staff, the opportunity to identify appropriate support and services to address customers housing related issues.</p>	 <p>GIS and Supporting People worked together to map the number and type of Supporting People funded services.</p>
<p>1.3 We will have systematic approaches to engaging and involving customers using a range of methods appropriate to their needs.</p>	<p>We will review and define the approaches to engaging and involving customers for each customer facing service.</p>	<p>Following an extensive consultation period, we launched our Community Involvement Strategy 2018-2023 in December 2018. The strategy has two specific aims:</p> <ol style="list-style-type: none"> 1. to promote Community Involvement across all our communities: and 2. to enable our communities to challenge, influence and shape our housing service. <p>We engaged and worked with communities to increase the number of tower blocks who had representation from 15, to 23 and we completed an extensive Tower Block Strategy consultation, using a variety of methods, with an 82% response rate.</p>	<p>Community Involvement Strategy 2018-2023 launched.</p>

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<p>1.3 Continued... We will have systematic approaches to engaging and involving customers using a range of methods appropriate to their needs.</p>	<p>We will review and define the approaches to engaging and involving customers for each customer facing service.</p>	<p>The Central Housing Forum reviewed policy and procedures across a range of key services including Universal Credit, the Homelessness Strategy, the Tenancy Sustainment Strategy, Community Safety, the Social Enterprise Strategy and our new website.</p> <p>We worked towards re-establishing tenant scrutiny panels which will be a sub-set of the Housing Community Networks across all regions and areas. Staff and community participants have started to receive training to allow them to scrutinise our business, hold us to account in the delivery of housing services and work closely with the local offices to improve the delivery of customer services and provide business benefits to the organisation.</p> <p>Findings from the 2017 Continuous Tenant Omnibus Survey show that 76% of tenants were satisfied that we listened to their views and acted on them. 78% of tenants felt that they had been well consulted by the Housing Executive.</p>	<p>We increased the percentage of tenants who were satisfied we listened to their views and acted on them from 67% in 2015 and 72% in 2016 to 76% in 2017.</p> <p><i>2017 CTOS</i></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>No action for Year 2.</p>	<p>Whilst there was no specific action for Year 2, we continued to deliver a high level of customer service for a range of our services. This includes:</p> <ul style="list-style-type: none"> • 89% of tenants said that they were satisfied with the overall service provided by us; • 92% of tenants were satisfied with how we managed the repair; • 95% of tenants felt staff dealt with them in a courteous manner when phoning the Housing Executive; • 96% of our tenants are satisfied with our Housing Benefit service; • Over 93% of customers were satisfied with our response maintenance service. 	<p>Over 93% of customers were satisfied with our response maintenance service.</p> <p><i>2018/19 Annual Report Performance</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 2 2018/19	Year 2 Update	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>Monitor Action Plan and publish results annually.</p> <p>Publish Customer Charter.</p>	<p>In December 2018 we published our Year 1 update of the Customer Excellence Strategy Action Plan. The update provided a high level overview of some of the key customer focussed activities and initiatives undertaken in 2018/19 as well as highlighting high level performance information. The update was published both on our intranet, 'Gateway' in December 2018 and on our website in January 2019. This document is our Year 2 update and covers the 2018/19 year.</p> <p>Work continued during 2018/19 to update and revise a Corporate Customer Charter. Following the establishment of a cross-divisional working group, a draft has been developed and consultation has taken place with the Housing Community Network (HCN). Work has been on-going to establish reporting on one key elements of the proposed charter which has resulted into this slipping into 2019/20. The Charter will be published in 2019/2020.</p>	<p>We published our Year 1 update on the Customer Excellence Strategy 2017/18 - 2020/21.</p>
2.2 We will ensure our recruitment, learning and development and other HR policies are aligned with customer excellence.	Evidencing improvement through Investors in People re-accreditation and use lessons learned, to improve future services.	<p>The Housing Executive was reaccredited with a Silver Investors in People (IIP) accreditation in April 2018, demonstrating our commitment to high performance through good people management. The organisational assessment took place under the new IIP Generation 6 Framework, which is significantly more challenging and therefore can be seen as evidence of improvements across a range of assessment criteria.</p> <p>We were the first large public sector organisation in Northern Ireland to be reaccredited using the new framework. The assessment outcome, which is valid for three years until March 2021, includes an action plan to support the Housing Executive's journey of continuous improvement.</p>	<p> INVESTORS IN PEOPLE</p> <p>In April 2018 we were accredited with Silver Investors in People.</p>

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Objective/Goal	Year 2 2018/19	Year 2 Update	Key Messages
2.3 We will empower and encourage all staff to interpret service issues and respond appropriately within organisational rules.	'Further deployment of 'Build Yes' Programme for front line Grants Services.	We streamlined processes for our Disabled Facilities Grants, Repair Grants and Home Improvement Grants and developed a new IT system. Implementation of the new processes and IT System began in 2018/19 and will be completed in year three of the strategy.	We streamlined our Grants process.
2.4 We will prioritise customer focus through our performance management system	Evaluate our new Performance Management Development (appraisal) process to ensure that all staff know how their work fulfils the Housing Executive's Vision and Values.	<p>During 2018/19 Human Resources (HR) streamlined our performance management (appraisal) processes to be taken forward in the 2019/20 year.</p> <p>The Performance Management Development system continues to link our performance planning objectives and the effective behaviours required to deliver our wider corporate goals, vision and values as laid down in our Corporate Plan.</p> <p>The behavioural framework continues to outline the positive behaviours that all staff are expected to demonstrate to ensure greater customer focus across all our services.</p>	

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Objective/Goal	Year 2 2018/19	Year 2 Update	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>We will continue to review our HR policies and approaches to recruitment, training, leadership and personal development programmes, using customer insight, to ensure they enable customer excellence.</p>	<p>Four HR Policies were reviewed, updated and approved in 2018/19. In addition to this we commenced the review of a further nine HR Policies that will support our staff to deliver customer excellence for all of our customers. The review of these will continue into year 3 of the strategy.</p> <p>We developed a new organisational Learning & Development Strategy and supporting implementation plan, which was approved by the senior leadership team. The strategy has two core objectives:</p> <ul style="list-style-type: none"> • aligning learning to the current and future needs of the business; and • creating a learning environment that supports and promotes a 'learning culture' for all staff at all levels. <p>The Learning & Development Team, in conjunction with the Human Resources Support Team facilitated almost 5,000 learning events to ensure our staff have the skills and knowledge to deliver customer excellence.</p> <p>The in-house mentoring programme continued to grow and by the end of Year 2, over 50 mentoring relationships had been supported since the scheme's relaunch in June 2017.</p> <p>We continued to invest in the lifelong learning by providing financial and study support for 160 staff undertaking formal qualifications and study programmes and by paying professional membership fees for 168 staff.</p>	<p>In Year 2 we continued to review key HR policies that support our staff to deliver customer excellence.</p> <p>The Learning and Development team and Human Resources Support team facilitated almost 5,000 learning events.</p> <p>We provided financial and study support for 160 staff undertaking formal qualifications and study programmes and paid professional study fees for 168 staff.</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 2 2018/19	Year 2 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>Develop an enhanced user-friendly Housing Executive website.</p> <p>Greater access to services through the development of digital channels.</p>	<p>On 25th March 2019 we launched our new user-friendly website. The website is fully compatible with smartphones and mobile devices and has been refined with a simple interface with action buttons prominently displayed. A top level menu emergency contact button is also displayed providing 24 hour emergency contact details at all times for homelessness and emergency repairs. Different types of website visitors such as tenants, housing applicants, private landlord or staff can register and subscribe to receive email and SMS updates based on their preferences and interests.</p> <p>The website is fully integrated with 'Reciteme', a Cloud based web accessibility solution which allows visitors to customise our website the way they need it to work for them. This includes, text to speech functionality, dyslexia software, the ability to adjust color contrast settings or make the font larger, an interactive dictionary and a translation tool.</p> <p>There is a feedback button on every screen allowing visitors to indicate if the page is helpful and make suggestions for improvements. In the month following its launch, 86% of feedback was positive. There are also enhanced analytics providing key information on the use and effectiveness of the new website.</p> <p>During 2018/19 our Community Involvement Team worked in partnership with Disability Action Northern Ireland, Supporting Communities and the Independent Living Movement Ireland to secure €1.4 million funding from the Special EU Programmes Body to launch the Outreach & Navigation for Social Inclusion & Digital Engagement Project (ONSIDE). This project will identify individuals with disabilities who are experiencing social isolation and who have reduced access to health and wellbeing services. It will provide them with inclusion focused technology equipment, develop and deliver an ongoing social isolation and health programme around the needs of the participants and create a regional digital disability community that highlights disability focused health and wellbeing services and community assets and engagement opportunities. 1,125 people are expected to benefit from this project.</p>	<p>We launched our new enhanced and user-friendly website on 25 March 2019 with accessibility features.</p> <p>We secured €1.4 million to support and empower 1,125 individuals with disabilities to become less socially isolated.</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 2 2018/19	Year 2 Update	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>This developmental work will be ongoing and we will communicate changes to our customers.</p>	<p>In March 2019 we appointed a Customer Engagement and Campaigns Manager who will lead a newly created Housing Executive Campaigns Team to plan and deliver a programme of communication campaigns in an effective, concise and targeted manner across a range of key issues.</p> <p>In Year 2 we updated our Leaseholders’ Handbook and communicated these changes by issuing a copy to all of our Leaseholders. The handbook aims to serve as a useful reference point and address some of the key issues that affect a flat/ apartment owner under the provisions of the lease. In addition to this the handbook outlines both the leaseholders and the Housing Executive’s responsibilities.</p> <p>In June 2018 an extensive consultation exercise commenced for our Tower Block Strategy. This included briefing sessions for interested elected representatives and a letter to all tenants and leaseholders informing them of the proposals for their block and the upcoming local consultation exercise. Local consultation with residents ran from August to December 2018 and used a wide variety of methods to ascertain and understand their views on the proposals and their rehousing preferences.</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 Public Relations teams are responsible for tailored and specific pieces of work to address key issues within the organisation and to inform them on seasonal and topical initiatives or campaigns that affect our customers.</p> <p>Our Housing Benefit team also amended the content and structure of letters sent to our customers to promote Discretionary Housing Payment (DHP’s). This has increased the uptake of DHP’s which is helping meet housing costs for many of our customers.</p>	<p>We commenced a significant Tower Block Strategy consultation exercise with our residents and leaseholders.</p> <p>Through our media channels, we communicated with specific audiences to raise awareness of key messages.</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 2 2018/19	Year 2 Update	Key Messages
<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>This developmental work will be on-going and we will communicate changes to our customers.</p>	<p>As previously outlined in section 3.1 we launched a new website with a number of enhancements. This included compatibility with smartphones and mobile devices as well an enhanced and simplified interface. Development of the website was carried out in consultation with the Central Housing Forum.</p> <p>Our DLO, who provide a repairs service for almost 26,000 properties, revised their approach to communicating with tenants via text in order to reduce unsuccessful attempts to access our tenants homes to make repairs.</p> <p>We continued to communicate to a number of our customers using our Social Media accounts such as Facebook, Instagram and Twitter to highlight a variety of key messages.</p> <p>Our telephony unit in Ballymena continued to facilitate 24/7 reporting of all repair types.</p> <p>Through our CTOS we also continued to track and measure instances where tenants would be happy to allow the Housing Executive to contact them via text to their mobile phones as well as tenants preferred method of accessing the internet, (e.g. smartphone/laptop/tablet).</p>	<p>Our DLO revised how they communicate with our customers to deliver a more efficient service.</p> <p>We use social media accounts such as Facebook, Instagram and Twitter to highlight and communicate a variety of key messages.</p>
<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>Implement our Office Accommodation strategy.</p>	<p>During 2018/19 we reviewed our office networks which provided insight into the trends, footfall and demands for our local offices and to inform work on developing new service channels. This activity will continue and will be completed in Year 3 of the strategy.</p> <p>We commenced work on creating a new, modern customer services counter for our Belfast Region in our headquarters building at 2 Adelaide Street, Belfast. This was completed in August 2019.</p>	<p>We reviewed our office networks which provided insight into the trends, footfall and demands for our local offices.</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 2 2018/19	Year 2 Update	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>Publish performance results in relation to our high level outcomes to demonstrate our commitment to our customers.</p>	<p>In Year 2 of the strategy we published our 2017/18 – 2020/21 Corporate Plan. This outlines our high level commitments to our customers over the period covered by the Plan. In addition to this, we also publish our annual business plans on our website with performance reported at the end of each business year in our Annual Report.</p> <p>Our 2017/18 performance was published in our Annual Report in July 2018 and details a number of key outcomes that demonstrate our commitment to our customers including:</p> <ul style="list-style-type: none"> • the development of a Homelessness Strategy and Action Plan; • delivery of the Supporting People programme, • working with our housing association partners in delivering the social housing new build programme for 2018/19 and numerous programmes of work to enhance the fabric, energy efficiency and condition of homes, both in our ownership but also in the private sector; and • numerous community focused initiatives. <p>In January 2019 we published our 2018 Home Energy Conservation Authority Annual Report that outlines our performance against key areas such as improving domestic energy efficiency, reducing fuel poverty and by increasing sustainability and protecting the environment.</p> <p>For our CTOS a full research report plus summary is published on our website with summary reports sent to local offices to be made available for tenants.</p>	<p>Our Annual Report gives details of organisational performance.</p> <p>We secured €2 million of European funding to research and test innovative solutions into energy efficiency within rural areas.</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 2 2018/19	Year 2 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>Link satisfaction surveys to digital channels.</p>	<p>During 2018/19 our Consultative Forum on Equality met twice. This forum provides representatives from private, public and third sector organisations, and gives them the opportunity to scrutinise our services and convey the service standards expected by the groups that they represent.</p> <p>The Central Housing Forum (CHF) is made up of representatives from all our areas across Northern Ireland with further representation from our hard to reach groups or easy to ignore groups including the disability sector, the rural sector and the youth sector and more recently the BME sector. All major policies and strategies across the business are consulted on with the CHF. They continue to challenge us, lobby us, hold us to account and meet twice a year with our Board, and provide a much needed community proofing of everything we do.</p> <p>As previously noted, a specific aim of our Community Involvement Strategy was to “enable our communities to challenge, influence and shape our housing service”.</p> <p>Consultation took place with the Housing Community Network (HCN) in relation to the ongoing work to review a Corporate Customer Charter and accompanying service standards.</p> <p>Each page on our new website has a feedback facility to allow users to make recommendations on the website. These are then analysed and where appropriate, suggestions are implemented. Initial feedback provided through the website at the year-end was 86%.</p>	<p>We consult on key issues with our partners on the Consultative Forum for Equality and the Central Housing Forum.</p> <p>We engage with our hard to reach and easy to ignore groups.</p>  <p>We seek feedback through our website and use the feedback to analyse and improve our services.</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 2 2018/19	Year 2 Update	Key Messages
<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 regularly publish our results.</p> <p>We published:</p> <ul style="list-style-type: none"> • Our performance for 2017/18 in our Annual Report; • key findings of the 2017 Continuous Tenant Omnibus Survey; • The full report of our 2016 House Condition Survey (HCS). The HCS gives a full picture of housing in Northern Ireland and is a reliable and consistent source of data for measuring energy efficiency, Decent Homes and fuel poverty across all tenures in Northern Ireland; • Year 2 Rural Strategy Annual Progress report was published which provides details of business performance against agreed targets. <p>In 2018, following our Customer Service Excellence assessment, Housing Services obtained 22 Compliance Plus or best practice elements in this accreditation. The CSE 2018 Assessment Report stated that “The Northern Ireland Housing Executive has the best and most collaborative working relationship with its customers of any organisation that the assessor has experienced.”</p>	<div data-bbox="1688 323 1870 550" style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">CUSTOMER SERVICE EXCELLENCE</div>  </div> <p>“The Northern Ireland Housing Executive has the best and most collaborative working relationship with its customers of any organisation that the assessor has experienced.”</p> <p><i>CSE Assessor</i></p>
<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>We will develop a more systematic approach to identifying opportunities for learning and continuous improvement including the use of benchmarking where appropriate.</p>	<p>The Housing Executive carries out an annual benchmarking exercise as part of the Landlord Housing Services Benchmarking Strategy. The exercise is carried out against 27 housing organisations with stock over 20,000.</p> <p>Housing Services carry out a yearly benchmarking exercise of its costs and performance across a range of core housing activities with the main aim to ensure that we are providing the best possible service to customers.</p> <p>Results over the past three years are extremely encouraging and demonstrate high performance with positive trends. Relet times remain lower than comparative organisations and tenancy turnover continues to decrease. This demonstrates that we are making best use of the housing stock which we own and manage. The Housing Executive remains in the 1st and 2nd quartile in 21 out of 25 categories.</p>	<p>For our Housing Services, the Housing Executive remains in the 1st and 2nd quartile performance in 21 out of 25 categories.</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 2 2018/19	Year 2 Update	Key Messages
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 comments and complaints to improve services.	This will be a continuous improvement work strand.	During 2018/19 we carried out a review of our complaints process. As part of the review we mapped customer journeys to better understand their experience and interaction with us. This review will inform service improvement in the future.	

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 2 2018/19	Year 2 Update	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.	<p>Publish our revised Customer Charter;</p> <p>Where appropriate, continue to develop new customer based measures through the 'Build Yes' programme.</p>	<p>The revised Customer Charter has slipped into 2019/10. A Charter has been drafted and will be published in 2019/20.</p> <p>In May 2018 we developed a series of measures both on homelessness prevention and tenancy sustainment. This allows us to better understand our performance at a local level the number and the percentage of closed cases that have been sustained in their tenancies.</p>	<p>We are working to revise our Customer Charter.</p>
5.2 We will advise our customers about our promises on timeliness and quality of customer service for each main service.	<p>This will be set out in our revised Customer Charter. Results will be published annually.</p>	<p>A set of reportable measures has been drafted and will be published during 2019/20. Following publication we will report this information annually.</p> <p>Performance against our main Corporate KPIs are published in our Annual Report which sets out our organisational priorities for the period 2017/18 - 2020/21.</p>	

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Objective/Goal	Year 2 2018/19	Year 2 Update	Key Messages
<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>Where required, continue to implement the 'Build Yes', Systems Thinking methodology across the organisation.</p>	<p>During 2018/19 we continued the further deployment of 'Build Yes' by our Business Review and Improvement Unit across a number of areas in the organisation. This included:</p> <ul style="list-style-type: none"> • A review of furniture storage; • Findings from a review of our complaints process were presented to our Senior Management Team where it was agreed that the redesign of the complaints process would be taken forward as a project within the new Customer Excellence team; • The commencement of a review to identify good practice and/or areas of recommendation within our Legionella function; • A review of the business processes associated with Major Adaptation for Persons with Disabilities and the Welfare Officer Role; and • A review of the Multi-Disciplinary Housing Support Team interface with our Belfast Housing Solutions Team. 	<p>During 2018/19 we continued the further deployment of 'Build Yes' by our Business Review and Improvement Unit.</p>
<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>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.</p> <p>A full version of the Corporate Plan can be found here.</p>	<p>We published our four year Corporate Plan 2017/18 - 2020/21 and have moved to a more outcome-focused plan.</p>

This document is available in alternative formats. Please contact:

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