

TENANT AND LEASEHOLDER SATISFACTION PROJECT

Key Project Activity	Lead	Outputs	Outcomes (Improved Tenant & leaseholder Satisfaction with the Housing and Communities Service)	Milestones
1. Grounds Maintenance Review	Phil Webb	Defined by Project Manager	Defined by Project Manager	<ul style="list-style-type: none"> To be agreed
2. Repairs & Maintenance Review	Terry May / Mark Hill	<ul style="list-style-type: none"> HRA Business Plan review by Savills <ul style="list-style-type: none"> Stock Condition Survey Maintenance Standards Life Cycle Costing Asset Appraisal Model – Viability Restructure of Property & Development Directorate Review of Business Processes and IT systems so as to develop and implement future proof fit for purpose operational platform that allows digital first access to customers. 	<ul style="list-style-type: none"> Understand future long term financial and maintenance liabilities of the HRA Housing Portfolio, and what it will mean to our customers, and meet the Councils vision of a Stronger Business. Provide a staffing structure to deliver improved customer focussed services. Enhanced operational process and IT platform to enable better; first time fix, appointment options and greater customer access. 	<ul style="list-style-type: none"> To be agreed
3. Feedback, Compliments & Complaints	Martha Dudman	<ul style="list-style-type: none"> An established and agreed feedback procedure (completed by Paul Harding) A system that ensures feedback (both positive and negative) <u>is used</u> to shape the service Training for all staff on the procedures and a clear message on expectation to use the procedures correctly. 	<ul style="list-style-type: none"> Tenants feel their views are listened to and acted upon Tenants feel valued and able to help shape the service Staff who use the feedback system confidently and use the data to improve service wherever possible 	<p>April</p> <ul style="list-style-type: none"> Understand the current procedures and whether it is or is not being followed – meet with Paul H <p>May</p> <ul style="list-style-type: none"> Working with Kat East to look at trend analysis <p>June</p> <ul style="list-style-type: none"> Establish options – including communication templates and staff training
4. Service Standards Review	Angela Summers (Stephen Boland)	<ul style="list-style-type: none"> To publish a set of Service Standards and/or Customer Charter that is aligned with HCA Regulations All published Standards are clear, useful, accountable, balancing legal requirements, usefulness to staff, helpfulness for tenant Communicated and agreed with tenants Fundamentally imbedded internally 	<ul style="list-style-type: none"> Tenants and staff expectations are aligned Tenants and staff are aware of and understand the agreed Service Standards The Standards are be used by both tenants and staff to ensure service remains high 	<p>April</p> <ul style="list-style-type: none"> Understand HCA Regulations – meeting with Stephen Boland Identify potential managers for each standard <p>May</p> <ul style="list-style-type: none"> Confirm lead manager for each standard – meeting with Simon Lewis Meet with Lead Managers to confirm design and format template and standard content Agree gaps in service with lead managers Carry out best practice research <p>June</p> <ul style="list-style-type: none"> Recommendations to Martha to be included in implementation plan

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5. Customer Service	Martha Dudman	<ul style="list-style-type: none"> Well trained staff delivering high quality customer service, including taking ownership of enquiry, dealing with at issues first point of contact where possible, always being professional, polite and helpful. An improved customer contact system in place at all levels – web self-service, phone, face-to-face/case management (not yet sure what this will look like) A more robust system of tenant involvement in the Housing and Communities Service – ‘Menu of Involvement’ 	<ul style="list-style-type: none"> Tenants feel contacting and accessing the Housing and Communities Service is simple and straightforward Tenants are satisfied that the service provided to them is of a high quality A culture among staff to provide high quality customer service to all tenants 	April <ul style="list-style-type: none"> Qualitative staff and tenant discussions Best Practice examples established – including visits to other organisations May <ul style="list-style-type: none"> Consultation sessions with tenants – ‘quality check’ Mary Gober Briefing (18th May) Scoping out the options – working with Lucy to look at costings & affordability On-going meetings with iESE to ensure projects are aligned June <ul style="list-style-type: none"> Begin writing report and implementation plan
6. Quick Wins	Martha Dudman (overseeing)	<ul style="list-style-type: none"> Continual identification of short term projects (quick wins) where action can begin immediately Projects Leads will be identified for the individual work streams 	<ul style="list-style-type: none"> Changes and improvements to be made as soon as possible (rather than waiting for the publication of the Implementation Plan in July) 	<ul style="list-style-type: none"> On-going To be included in final report with details of current progress
7. Leaseholder input	Claire Thackray	<ul style="list-style-type: none"> Using best practice from improvements made to leaseholder satisfaction Ensuring Leaseholders needs are represented during this project 	<ul style="list-style-type: none"> Continued improvements in Leasehold satisfaction levels 	<ul style="list-style-type: none"> Attendance at Project Board meetings to ensure leaseholder views are represented June <ul style="list-style-type: none"> Any recommendations to Martha to be included in Implementation Plan
8. Finance Support (anticipated as project progresses)	Lucy Clothier	Yet to be determined	<ul style="list-style-type: none"> The service that provided in the future is affordable and sustainable 	<ul style="list-style-type: none">

N.B. There are several themes that are cut across all the above Key Project Activities

- Stakeholder Engagement** – the involvement of tenants, staff and leaseholders is crucial throughout this process. Responsibility for this will be held by Martha Dudman (staff), Martin Price (tenants) and Claire Thackery (leaseholders).
- Financial Restrictions** – the current financial situation of the HRA account will ultimately guide what can be achieved throughout this process, and consequentially the expectations of all stakeholders must be managed accordingly.
- Communication & Publicity** – ensuring that all stakeholders are kept up-to-date with progress and recommendations is will be crucial to retaining interest and support for the project.
- Procurement** – the Council’s procurement of services or systems must keep in mind the specific needs of the Housing and Communities Service to ensure they are fit for purpose and support the delivery of good quality customer service.

Improving Tenant and Leaseholder Satisfaction	2016										2017							
	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Phase 1- Research *																		
Write and agree Project Brief																		
Establish and agree Project Board																		
Initial Project Board meeting																		
Establish critical friends, best practice research																		
Baseline research																		
Possible solutions research - focus groups (staff & tenants)																		
First options appraisal																		
Present priority issues list to Project Board for approval																		
Phase 2 - Establish Recommendations																		
More in-depth research into possible solutions for each issue																		
Feed into HRA Business Plan consultation with tenants																		
Second options appraisal																		
Present recommendations to Project Board for approval																		
Write Implementation Plan																		
Phase 3 - Implementation of Changes																		
Agree Lead Officers for recommended changes																		
Meetings with identified Lead Officers to scope out various workstreams																		
Implementation of change																		
Phase 4 - Monitor and Review																		
Consultation and focus groups																		
Write report detailing progress so far and feedback from initial consultation																		
Satisfaction Survey																		

* it is anticipated that there will be short term, 'quick wins' and that work will commence on