



Report to:

Northwards Housing Board
12 September 2006

Item No:

11a

Title: Resident Involvement and Access and Customer Care Action Plans

Date: 4 September 2006

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Confidential: No

For: (Please tick action required)	NOTING	DISCUSSION	APPROVAL √
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PURPOSE OF REPORT

To ask the Board to approve the Resident Involvement Action Plan and Customer Care Action Plan.

RECOMMENDATION

That the Board approve the Resident Involvement Action Plan and Customer Care Action Plan.

IMPLICATIONS

Equality & Diversity:	Both plans support Northwards' objectives of ensuring that our services are accessible to all customers; and achieving the widest possible involvement of residents in improving services.
Financial:	None arising directly from this report
Staffing:	None arising directly from this report
Decency Target:	None arising directly from this report
Governance:	Both plans support resident involvement in decision-making and influencing service development and improvement.
Risk Assessment	Does not create a new risk or affect a primary risk

Equality & Diversity Implications (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input checked="" type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	Single Parents	<input checked="" type="checkbox"/>
Young	<input checked="" type="checkbox"/>	Domestic Violence	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Alcohol / Drug Mis-users	<input checked="" type="checkbox"/>

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes	Performance & Quality Services	30 th June 2006
Area Panel:	Yes	Wilton Area Panel Fourways Area Panel Riverways Area Panel	29 th August 2006 30 th August 2006 6 th September 2006
Ward Councillors:	No		

1. Background

- 1.1 At its meeting on 16 May 2006, the Northwards Housing Board approved a Resident Involvement Agreement. This sets out how we consult with residents, listen to their views and involve them in shaping and improving services. The Agreement guarantees Northwards' overall commitment to resident involvement and sets out the standards it will meet.
- 1.2 The Agreement states (at section 19) that an Action Plan will be produced in conjunction with the Resident Involvement Task Group.

2. Update

- 2.1 On 30 June 2006 the Performance and Quality Services Sub-Committee approved a draft Action Plan, subject to its being considered by the Resident Involvement Task Group which at that time was in the process of being established; and subject also to its being considered by the Area Panels.
- 2.2 At the same time the Sub-Committee considered a draft Access and Customer Care Action Plan. This was also approved subject to the same conditions.
- 2.3 Both plans have now been considered by the Task Group and Area Panels and are now being presented to the Board for final approval. The Riverways Panel Meeting for August having been put back by a week because of panel members' holiday commitments, any proposed amendments arising from that meeting will be presented verbally at the Board Meeting.

3. Future Monitoring

- 3.1 Progress on both plans will be reported quarterly to the Sub-Committee, Task Group and Area Panels.

4. Recommendation

- 4.1 The Board are asked to approve both plans.

Access and Customer Care Action Plan

Issue	Objective	Action	Owner/Timescale	Outcome	Status
Access review	Ensure access to services is appropriate and meets customer requirements	<p>Carry out review of opening times and reception facilities, including</p> <ul style="list-style-type: none"> • Signage • Information displayed • DDA compliance <p>Full Access Review</p>	<p>Seema Kohli May 2006</p> <p>December 2006 - March 2007</p>	Access reviewed in consultation with residents. Any improvements identified are implemented.	<p>Current arrangements put in place following a fundamental service review by the Council in 1999/2000. Northwards Housing have carried out an interim review on reception areas and improvements have been implemented. Some Disability Discrimination Act (DDA) works outstanding at Monsall Street - due for completion September 2006.</p>
On Call	Ensure performance monitored and service improved (daytime and out of hours service)	<p>Measure performance in line with service standards:</p> <p>Target 1: 95% of calls answered</p> <p>Target 2: 5% of calls abandoned</p> <p>Target 3: 90% of calls answered within 15 seconds</p>	<p>Steve Finegan Review monthly from May 2006</p>	Performance Management information used to drive service improvement	<p>2006/2007 targets set by Performance and Quality Sub-Committee</p> <p>July 2006 performance report</p> <p>Various performance issues identified and being addressed (see meeting minutes)</p>

Issue	Objective	Action	Owner/Timescale	Outcome	Status
Website (continued) Review SLA	Maximise service quality and Value for Money	Carry out review	Steve Finegan As per SLA review programme	SLA reviewed and any changes implemented	Initial meetings have been held with the Council
Tenant Handbook	Produce comprehensive, relevant and accessible handbook	Publish service standards and other information in a handbook to tenants and leaseholders	Lou Mitchell June 2006	Handbook produced	Completed
Information in other formats	Extend range of information/formats	Make documents available in large print and Braille. Also other media including DVD, audio, CD Rom and transcribed in alternate languages	Seema Kohli Olivia Stokes Review February/ March - gaps identified and key documents translated by May 2006	Information available - increased accessibility	Customer Satisfaction Survey, Diversity Questionnaire and other documents now available - see list
Complaints and praise	Agree complaints and praise policy and procedure Have effective systems for recording, monitoring and reporting complaints and praise	Implement a new computerised system Measure performance in line with service standards: Target 1: 95% letters answered within 10 working days	Seema Kohli April 2006 Review monthly	Accessible system being used effectively to improve services	System is fully operational Policy and procedure agreed Quarterly report to Performance and Quality Sub-Committee July 2006

Issue	Objective	Action	Owner/Timescale	Outcome	Status
Complaints and Praise (continued)	Ensure effective learning occurs	<p>Target 2: 92% complaints answered within 15 working days</p> <p>Identify trends, types of complaints, response rate and any lessons learnt. Make sure learning is applied systematically.</p>			
Customer Satisfaction Surveys	Ensure satisfaction is effectively measured and results are used to improve services	<p>Carry out Customer Satisfaction Survey</p> <p>Analyse results</p> <p>Identify customer needs and involvement preferences</p> <p>Add to the Communications database and use to increase involvement (see Resident Involvement Action Plan)</p> <p>Feedback to customers via newsletter and website - include improvement plan</p>	<p>Seema Kohli Survey June 2006</p> <p>Report to go to Performance and Quality Sub-Committee in July 2006</p> <p>Report to go to Board October 2006</p> <p>Autumn 2006</p>	Satisfaction measured and reported. Service improvements implemented as a result of customer feedback.	<p>Survey currently being analysed and action plan being drawn up</p> <p>Summary report to Sub-Committee July 2006</p>

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Customer Satisfaction Surveys (continued)		<p>Service and specific satisfaction surveys - report to the relevant sub-committee:</p> <p>Property and Procurement:</p> <ul style="list-style-type: none"> • Repairs • Decent Homes <p>Performance and Quality Services</p> <ul style="list-style-type: none"> • Rehousing • Anti Social Behaviour • Sheltered Wardens • Neighbourhood Wardens 	Mike Stevens/Larry Patrick From June 2006	Satisfaction measure more accurately	Incorporated into sub-committee work programmes/improvement plans
Customer satisfaction/care - performance management	Ensure proper performance management takes place	<p>Produce performance monitoring reports</p> <p>Use to drive service improvement</p>	Steve Finegan Seema Kohli From April 2006	Performance effectively managed. Service improves as a result.	Latest quarterly/monthly reports
Under-represented groups	Ensure satisfaction levels are measured for groups which are traditionally under-represented	Establish Focus Groups - see Resident Involvement Action Plan. Customer Satisfaction Survey and surveys relating to discrete service areas: analyse data specifically for under-represented groups.	Seema Kohli July 2006 (Satisfaction Survey)	Satisfaction levels measured. Feedback used to improve services.	Survey closing date 30 June 2006

Issue	Objective	Action	Owner/Timescale	Outcome	Status
Customer profiling	Build a database identifying individual customers' needs Data from the Customer Satisfaction Survey to be used to identify customers' needs	Use data from a range of sources to create database	Olivia Stokes/ Seema Kohli July 2006	Needs identified and data used to provide more appropriate service.	Surveys sent out - Deadline 30 June 2006 1812 Communication and Diversity surveys have also been distributed - 25% response rate. Second stage is planned in August. Input from staff and existing MCC data incorporated.
Training	Staff trained in customer care - customer care embedded throughout organisation	Devise training programme <ul style="list-style-type: none"> • New starters • Refresher training for existing staff Train staff 'using alternative communication' <ul style="list-style-type: none"> • Loop system • Language Line 	Seema Kohli/ Margo Singer New starters April 2006 Existing staff December 2006 May 2006	Staff trained - customer care culture reinforced	Customer Care and Service Standards are now part of new employees induction programme Training has been delivered
Violent customers	Ensure effective policies and procedures are in place	Review current arrangements Update and relaunch	Mike Stevens December 2006 - March 2007	Policies and procedures reviewed and updated	

Issue	Objective	Action	Owner/Timescale	Outcome	Status
Charter Mark	Achieve Charter Mark	Make application - achieve Charter Mark	Seema Kohli Report to Board - October 2006 Begin application process November 2006 Achieve Charter Mark by April 2007	Charter Mark achieved	Initial report to Board May 2006

Resident Involvement Agreement Action Plan

Issue	Objective	Action	Owner/Timescale	Outcome
Set up Task Groups	To ensure that service standards are met and further developed and improved	Publicise the initiative, recruit membership, provide appropriate training, agree terms of reference and work programme	Seema Kohli July - September 2006 (Resident Involvement Group established July 2006 - newsletter article June 2006)	Clear evidence of tenant involvement in service improvement
Develop the Focus Group Programme	To ensure that a diverse range of people influence the shape of the housing service	Work with the Resident Involvement Task Group and Equality and Diversity Task Group to determine the topics which need to be explored within the Focus Group Programme Publicise the programme and roll out the sessions	Seema Kohli Olivia Stokes Black and Minority Ethnic (BME) Focus Group established April 2006 Disabled Tenant Focus Group - to be established August 2006 Detailed work programme for each group to be established and publicised by September 2006	Input to policy formulation and service improvement from a diverse range of people
Black and Minority Ethnic (BME) Agreement	To develop Northwards' own agreement	Review Council's BME Compact with Equality and Diversity and Resident Involvement Task Groups and BME Focus Group. Develop Northwards' own agreement	Seema Kohli Olivia Stokes October - December 2006	Clear standards for involving BME residents in shaping services

Issue	Objective	Action	Owner/Timescale	Outcome
Explore the development of Local Agreements	Improving services on an area basis	<p>Map current provision and establish the performance baseline</p> <p>Agree service standards and how Northwards will work with tenant and resident groups in each area</p> <p>Agree how standards will be monitored and resources available</p>	<p>Seema Kohli Principal Local Services Managers January - March 2007</p>	<p>Services will be 'tailored' to meet the needs and aspirations of local communities</p>
Develop a training programme to support options in the 'Choices for Involvement'	<p>To enable residents to link into their preferred method of participation by providing knowledge and skills to assist them to make a contribution to shaping the housing service</p> <p>To ensure staff understand their role in increasing resident involvement throughout the whole organisation</p>	<p>Access the core training needs for people linking into the range of options within the Choices for Involvement. Develop a programme of training in conjunction with the Resident Involvement Task Group and Area Panels.</p> <p>Carry out staff training</p>	<p>Seema Kohli Margo Singer November 2006</p> <p>Resident Involvement Agreement shared with staff May 2006 - managers briefed</p> <p>Staff training September 2006</p>	<p>Individuals able to make an informed contribution to the work of shaping the housing service</p> <p>Staff throughout the organisation contribute fully and effectively to resident involvement</p>

Issue	Objective	Action	Owner/Timescale	Outcome
Review in-house training programme for tenant and resident groups	To provide a range of training so that members of residents' groups may achieve their objectives and work effectively	<p>The Resident Involvement Task Group to assess the current programme to ensure that it meets the needs of groups</p> <p>The Task Group to develop and improve the programme</p>	<p>Seema Kohli Margo Singer</p> <p>Existing programme in place (key elements reviewed October/ November 2005) Review by March 2007</p>	Groups achieving objectives and enhancing their communities
Assess and publicise external training	To provide access to independent training with a national perspective	Publicise external training opportunities by circulating material and on the website	<p>Seema Kohli Margo Singer</p> <p>Review existing information and update website September 2006</p>	<p>Networking with other tenants nationally</p> <p>Learning what happens elsewhere</p>
Relationship with Manchester Residents Association (MRA)	Develop effective working relationship with MRA	<p>Establish programme of liaison meetings</p> <p>MRA updated and consulted on actions being taken to develop resident involvement</p>	<p>Mike Stevens Seema Kohli</p> <p>From June 2006 (Initial meeting 6 June 2006 - quarterly meetings diaried)</p>	Regular and effective liaison - MRA input into development of effective resident involvement in Northwards

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Support for existing and potential Tenant Management Organisations (TMOs)	Ensure appropriate support is provided	<p>Agree protocol with SHOUT and provide support and monitoring in accordance with it</p> <p>Provide appropriate support in exploring options for development of SHOUT TMO</p> <p>Provide appropriate support to Croydon Estate Tenant Association (CETA) in taking forward TMO development process</p> <p>Provide appropriate advice and support to other groups wanting to explore TMO development</p>	<p>Seema Kohli Protocol - September 2006</p> <p>In accordance with agreed development timetable/monitoring framework</p>	<p>Proper framework for support, monitoring and liaison is in place</p> <p>TMO proposals are in line with agreed timetable</p>
Establish Leaseholders Forum	Effectively engage leaseholders	<p>Publicise the initiative</p> <p>Recruit membership</p> <p>Provide appropriate training</p>	<p>Seema Kohli Alison Foster June 2006 - initial meeting 22 June 2006</p>	Leaseholders Forum established
Increase involvement of under-represented groups	Effectively engage under-represented groups	<p>Implement mechanisms to facilitate involvement from under represented groups and build in a monitoring mechanism within these groups. Link to role for resident involvement and equality and diversity task groups. Ensure adequate training and support for staff.</p>	<p>Seema Kohli Olivia Stokes</p> <p>Develop BME Focus Group and Disabled Tenants Focus Group (April 2006/August 2006)</p> <p>Link into work already being undertaken by Manchester Residents Association to increase input from young people (September 2006)</p>	Involvement increases - wider range of people have an input into shaping services

Issue	Objective	Action	Owner/Timescale	Outcome
<p>Increase involvement of under-represented groups (Continued)</p>			<p>Review extensive contacts already established by Neighbourhood Wardens and explore how this can be used to increase feedback from young people (September 2006)</p> <p>Customer Satisfaction Survey - use returns to ensure input from younger tenants in Tenant Involvement Network (September 2006)</p> <p>Establish contacts with a range of community groups (March - June 2006). Review and draw up a more detailed action plan in conjunction with key contacts and BME Focus Group (July/ August 2006). Create diary of events to enable planned involvement (September 2006).</p> <p>Review involvement of older residents (December 2006)</p>	

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Customer Satisfaction Survey	Test customer satisfaction and ask customers about preferred ways of getting involved	Develop survey Send to all tenants/leaseholders Analyse results Advise tenants of findings and key actions	Seema Kohli Survey June 2006 Findings to Performance and Quality Services Sub-Committee July 2006	Survey carried out successfully and findings are used to influence decision making Survey also used to profile customers and create Tenant Involvement Network
Assist tenant and resident groups in creating their own website	Enable group to improve communications and widen involvement	Identify interested tenant and resident groups Provide assistance setting up website Provide training	Seema Kohli September 2006	Websites are designed for groups, updated regularly and linked to NH website
Establish database of mystery shoppers and undertake regular mystery shopping exercises	Test services by mystery shopping	Volunteers identified Database produced Mystery shopping undertaken Tenants advised of results Service improvements identified and carried out	Seema Kohli June 2006 and monthly thereafter	Mystery shopping exercises are carried out successfully and findings are used to influence change in service delivery
Commence benchmarking with other ALMOs	Benchmark our services - learn from others and share learning	Establish key contacts in other ALMOs Report and share performance data Amend policies and procedures as appropriate	Seema Kohli August 2006	Benchmarking exercises on key PIs and other measures of performance are carried out with other ALMOs regularly

Issue	Objective	Action	Owner/Timescale	Outcome
Develop/support new and existing tenant and resident groups, task groups, forums and community groups	Ensure groups are properly supported and can effectively represent communities	Provide training and financial support Provide training on diversity Collect Equality and Diversity information on existing groups Review contacts with community groups	Seema Kohli Resident Involvement Officers (RIOs) Olivia Stokes Continue existing programme Data collection completed May 2006 Report to Human Resources and Equality Sub-Committee 20 June 2006 October 2006	New groups established Existing groups work more effectively and are more representative
Tenant Inspectorate Scheme	Involve tenants in inspecting and improving services	Recruit tenant inspectors Training provided Assist in inspections	RIOs Deborah Dalton Scheme established May 2006 Quarterly reports to Area Panels from August 2006	Inspections are carried out monthly and findings used to influence decision making and service improvement
Create Tenant Involvement Network (a list of tenants willing to take part in informal consultation)	Widen involvement to include residents who might not want to get involved via traditional means	Analyse results from Customer Satisfaction Survey and also the Communications Survey Publicise network Create a database Consult tenants using a range of mechanisms	Seema Kohli August 2006	Network created Tenants consulted on service improvement
Film clip on tenant involvement	Present information in a range of accessible formats	Finalise script for film Complete filming	Seema Kohli June 2006	Raise awareness/profile

Issue	Objective	Action	Owner/Timescale	Outcome
IT support for Area Panel members and tenant and resident groups	Ensure appropriate support is in place	Review support needs and current provision	Seema Kohli Diane Roberts March 2007	Appropriate support is in place