

DRAFT 2017 Survey of Tenants and Residents (STAR) ACTION PLAN

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
Share Outcomes	Special HAB 02/05/17	Mandy Sawyer	Various	02/05/17	Action Plan to be presented
	Share detailed outcomes with staff – staff engagement exercise	Mandy Sawyer	All	May 17	Planning underway
	Share detailed outcomes with VITAL / HAPs / Repairs and Investment Focus Group	Mandy Sawyer	VITAL	May 17	Planning underway
	Share with ward members / tenants on website / social media	Mandy Sawyer	Coms	May 17	Planning underway
	Share and develop action plan with contractors / partners	Service Managers	Contractors / Other Services	May 17	Planning underway
Communication Channels	Undertake analysis of contact types via office visit (currently 34% of contact) to identify opportunities encourage channel shift	David Rickus / AHMs	Customer Services	Sep 17	Planning underway
	Consider impacts of General Data Protection Regulation on future of customer surveys / consultation	TBC	Information Governance	June 17	Impacts currently being considered
Dealing with Enquiries / Listening and Acting	Analysis of failure demand to understand reasons for repeat contact.	Service Managers	Customer Services	Sep 17	Analysis underway as part of scrutiny enquiry
	Monitoring Contact Centre / Housing Office phone performance / response to Work Qs.	Roisin Donnelly / AHMs / Service Managers	Customer Services	Ongoing	Strengthen monitoring already in place
	Review Customer Services scripts to	Roisin Donnelly	Service	Sep 17	Scrutiny recommendation

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	<p>ensure that process and timescales are clearly communicated to tenants.</p> <p>Customer Care Training</p> <p>Analysis of Housing Office customer contact to identify how communication could be improved for key contact types.</p> <p>Review Work Q process for repairs enquiries to design out double handling, which causes delays and impacts on resource capacity</p> <p>Pilot Tier 2 Repairs Support within the Contact Centre to establish impact on Right First Time</p>	<p>Roisin Donnelly</p> <p>AHMs / Service Managers</p> <p>Rebecca Levine</p> <p>Rebecca Levine</p>	<p>Managers</p> <p>Managers</p> <p>Customer Services / Housing Managers</p> <p>Customer Services</p>	<p>March 18</p> <p>Sep 17</p> <p>Aug 17</p> <p>May 17</p>	<p>Pilot training programme completed – to roll out. Scope needed</p> <p>Planning underway</p> <p>Planning underway</p>
Being Treated Fairly	<p>Undertake further analysis of STAR data to identify themes to tenants feeling that not treated fairly.</p> <p>Use findings to inform changes to scripts / process / information shared to increase transparency</p> <p>Raise awareness and deliver training for Property and Contracts staff and contractors that aligns to better around management of complex cases involving vulnerability and mental health issues</p>	<p>Frank Perrins</p> <p>Service Managers / AHMs</p> <p>Service Managers</p>	<p>Managers</p> <p>Customer Services</p> <p>Housing Support / LASBT / Housing Related Support / Contractors</p>	<p>June 17</p> <p>Sep 17</p> <p>Oct 17</p>	<p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>Planning underway. Developing case studies to form basis of training</p>
Landlord Reputation	<p>Increase tenant communications on positive messages, awards etc., to raise</p>	<p>David Rickus</p>	<p>All</p>	<p>Ongoing</p>	<p>Teams being encouraged to put forward positive</p>

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	<p>profile of positive elements of service delivery.</p> <p>Refresher Training on Complaints for all staff dealing with complaints, to ensure high quality responses to complaints.</p>	Roisin Donnelly	Managers	June 17	<p>messages</p> <p>Training delivered to Housing Managers / awareness in Housing Leeds Matters</p>
Anti-Social Behaviour	<p>Greater analysis of data to identify if issues in particular areas / elements.</p> <p>Review of ASB Procedures to strengthen process and tenant communication</p> <p>Undertake a customer survey on satisfaction with the ASB process</p> <p>ASB refresher training (including noise nuisance) for all housing staff</p> <p>Review tenant information in relation to ASB / noise nuisance</p> <p>Deliver enhanced management model, with enhanced security as part of High Rise Project.</p> <p>Review policy / approach to dealing with requests for fencing, security alarms, security lighting etc. to ensure the approach supports and links in to dealing effectively with ASB cases</p>	<p>Frank Perrins / Keith Mack</p> <p>AHM / Keith Mack</p> <p>AHM / Keith Mack</p> <p>AHM / Keith Mack</p> <p>AHM / Keith Mack</p> <p>Dave Longthorpe / Mark Grandfield</p> <p>Rob Goor / Phil Charlton</p>	<p>LASBT</p> <p>LASBT</p> <p>LASBT</p> <p>LASBT</p> <p>LASBT</p> <p>LASBT</p> <p>LASBT / Housing Managers</p>	<p>May 17</p> <p>May 17</p> <p>Sep 17</p> <p>June 17</p> <p>June 17</p> <p>Various</p> <p>June 17</p>	<p>Analysis underway</p> <p>Procedure review underway</p> <p>Scope to be developed</p> <p>Training being planned</p> <p>Review planned</p> <p>Separate project plan in place</p> <p>Currently reviewing fencing policy and collecting data on alarm / lighting demand</p>
Estate Environment	<p>Greater analysis of data to identify if lower satisfaction with the estate environment in particular areas / does it link to Priority</p>	Frank Perrins	AHMs	June 17	Analysis planned

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	<p>Neighbourhoods</p> <p>Identify if there are priority areas for more intensive action on the estate environment – linking to HAPs and Community Payback</p> <p>Increase sharing of good new stories on the estate environment on the local pages of the website / social media.</p>	<p>AHMs</p> <p>David Rickus</p>	<p>Communities and Environment</p> <p>Communities and Environment</p>	<p>Sep 17</p> <p>Ongoing</p>	<p>To plan once analysis undertaken</p> <p>Teams being encouraged to put forward positive messages</p>
<p>Satisfaction with Moving Home</p>	<p>Comments indicate that most dissatisfaction is with:</p> <ul style="list-style-type: none"> • Feedback on likely waiting times • Band B customers waiting longer • Needing to move to an accessible/ adapted home • Condition of property when move in (voids and mutual exchanges) <p>Undertake more analysis of dissatisfied tenants against known housing position.</p> <p>Review information on likely waiting times to give consideration to how customer communication / management of expectations could be improved.</p> <p>Review procedures on accessible housing and void process</p> <p>Review of website content in relation to lettings to maximise transparency.</p> <p>Review of New Home Survey feedback to identify themes and service improvement opportunities.</p>	<p>Frank Perrins / Kath Bramall / AHMs</p> <p>Kath Bramall</p> <p>Kath Bramall / Colin Moss</p> <p>Kath Bramall</p> <p>Mandy Askham</p>	<p>AHMs</p> <p>AHMs</p> <p>AHMs Health and Housing Property and Contracts</p> <p>Frank Perrins</p>	<p>Sep 17</p> <p>Sep 17</p> <p>Feb 18</p> <p>Feb 18</p> <p>July 17</p>	<p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>To plan once analysis undertaken</p> <p>As part of ICT Project</p> <p>Survey carried out</p>

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	Review how repairs are managed during the early life of new tenancies to ensure minimal responsive visits are required	Mandy Askham	Contractors	Oct 17	Currently collecting supporting data to determine pressure areas
	Pilot the introduction of a new tenancy 'Home Induction' to ensure good information on the repair & maintenance responsibility and use of services within the home	Mandy Askham	Contractors / Housing Managers		Discussing and exploring benefits through 'Chartered Institute of Housing – Rethinking Repairs' project
Repairs & Maintenance	<p>Analyse specific comments and develop actions for team / contractors based on trends and outcomes including sharing positives</p> <p><u>Address Inequalities with East Satisfaction</u></p> <ul style="list-style-type: none"> • Improve east order raising model to ensure citywide consistent citywide service • Improve planning & scheduling of LBS repairs through roll out of Total Mobile & introduce scheduler • Introduce/Improve LBS performance management and formalise operational procedures <p>Undertake review of current repairs call handling and establish future options to improve right first time levels and improved customer experience</p>	Rob Goor		April 17	Analysis ongoing
		Rob Goor	LBS	Nov 17	Developing detailed SOR's as part of the Total Mobile project
		Mark Grandfield	LBS	Aug 17	Total Mobile roll out ongoing
		Rob Goor	LBS	Dec 17	Developing project plan
		Rob Goor	Customer Services	Dec 17	Piloting Tier 2 support within Contact Centre

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	Create a collaborative learning environment involving key stakeholders, which develops ongoing service improvement based on customer feedback and lessons learnt.	Rob Goor	Repairs Team / Customer Services / Contractors / Housing Management Teams / Repairs & Investment Focus Group	June 17	Improved (Collaborative) relationships between Repairs – Contact Centre Contractor. Need to encompass wider stakeholders
Quality of Home	<p>Reduce instances of damp to improve living conditions through the delivery of the Disrepair Reduction Strategy</p> <p><u>Address Inequalities with East Satisfaction</u></p> <p>Analyse specific comments and develop actions based on feedback and tenant priorities. Explore options to address through investment programme.</p> <p>Consider / Profile impact of the Heat from RERF project on East satisfaction based on heating and insulation being a key driver on overall satisfaction against this theme.</p> <p>Better use of Business Intelligence to shape and prioritise services based on customer demand and high volume areas of activity.</p>	<p>Tom Finch</p> <p>Phil Charlton</p> <p>Frank Perrins</p> <p>Service Mangers</p>	<p>Service Managers, Contractors</p> <p>Intelligence & Improvement Team</p>	<p>May 17</p> <p>May 17</p> <p>May 17</p> <p>June 17</p>	<p>Finalising strategy</p> <p>Planning ongoing</p> <p>Planning ongoing</p> <p>Developing suite of key BI areas</p>
Satisfaction of Younger	Further analysis and more detailed survey / engagement with young people to understand reasons for higher levels of	Frank Perrins	Tenant Engagement / AHMs /	June 17	Analysis planned

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Tenants	dissatisfaction				
	Use learning to review procedures / information for younger tenants	TBC	Repairs and Investment Focus Group	Sep 17	To plan once analysis undertaken
	Develop repairs self-service platform through Civica, with engagement from younger tenants	Gurmeet Viridi	CIVICA Project Team	July 18	Developing requirements through workshops
	Using analysis to guide social value work with Mears into specific communities	Rob Goor	Mears / Tenant Engagement	Sep 17	Planning underway
Area Differences	Greater analysis of ENE satisfaction to understand drivers for dissatisfaction.	Frank Perrins	AHMs	May 17	Analysis underway
	Greater analysis of wards where overall satisfaction is less than 41% to understand drivers for dissatisfaction.	Frank Perrins	AHMs	June 17	Analysis planned
Tenants in Financial Difficulty	Greater analysis of survey results to understand reasons for 8% drop in numbers experiencing financial difficulty.	Frank Perrins	AHMs	May 17	Analysis underway
	Use outcomes to identify priority groups for additional support	Simon Swift	AHMs	Sep 17	To plan once analysis completed
Equality and Diversity	Consider equality and diversity when undertaking analysis work and undertake equality impact assessment of policy and procedure changes	Jenny Coop	All	Ongoing	To be incorporated into monitoring of all parts of the action plan
Housing ICT Solution	Consider what opportunities are available to increase customer satisfaction for each of the area of the action plan through the delivery of ICT enhancements, e.g.	Gurmeet Viridi	Digital Information Service / Service	March 18	Project implementation plan in place

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	customer access portal, Leeds Homes Website, mobile technology		Leads		
Ongoing Monitoring of Action Plan	Action plan to be reported into: <ul style="list-style-type: none"> • Joint Housing Management and Property and Contracts SMT on quarterly basis • VITAL / HAB on six monthly basis 	Mandy Sawyer	All	June 17	First report to VITAL in May 17