

Ref	What difference will it make for customers? (Outcomes)	What are we going to do? (Tasks)	How will we know it's achieved? (Outputs)	What's already been done since the inspection? (Progress)	Target Date	Done?
R1	Strengthen Customer Care and Diversity by:					
R1a	completing work to ensure that the office and communal areas are fully accessible and meet the requirements of the DDA					
R1a(i)	We will be better at meeting customers' individual needs.	Install automatic doors at Royal Scot House.	Doors are installed and office is DDA compliant.	Doors installed.	Oct 09	√
R1a(ii)	Soha's office and sheltered schemes will be easier to access for older and disabled residents. This will also benefit other tenants visiting the office (e.g. with a pushchair or heavy bags).	Carry out works to rectify other DDA requirements (all small). (needed to be DDA compliant)	Work is done and office is DDA compliant.	Works identified and completed.	Jan 10	√
R1a(iii)	We will measure the impact with a reception survey in Jun 2010 following completion of access works and expect 90% of users to find the improvements beneficial.	Incorporate works to implement other DDA recommendations (all small) as part of the reception refurbishment. (not needed to be DDA compliant)	Reception refurbishment complete with DDA recommendations in place.	Design approved 23 March. Complete September 2010	Mar 10	√
R1a(iv)		Review Access Audit of sheltered schemes to clearly identify, plan and complete urgent actions.	Urgent access issues identified by the audit have been addressed and related work complete.	All the new DDA doors have now been installed. 2 minor works to complete, on target	Mar 10	√

Soha Housing - Action Plan from Audit Commission Short Notice Inspection

12-Oct-10

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R1b	improving telephone call handling to meet the published service standard and making sure that delays for calls that take longer than the standard are effectively dealt with					
R1b(i)	All customers will benefit from an improved telephone service.	Install a wallboard to improve call handling by showing clearly phone stats for the day.	Wallboard installed.	Wallboard installed	Oct 09	√
R1b(ii)	The combination of quantity based targets and monitoring with quality checks will ensure an excellent service. We will measure this by: <ul style="list-style-type: none"> At least 80% of calls answered by our customer service team within 5 rings or other targets set with tenants; 	Recruit extra temporary customer services advisor in place of vacant manager post to improve performance and review permanent position once performance is consistently good.	Member of staff in place	Extra staff recruited.	Oct 09	√
R1b(iii)	<ul style="list-style-type: none"> Measuring the % of queries which are dealt with on first contact and setting a target for this in 2010/11; 	Monitor peak call times by half hour slots and manage staff time more effectively to prioritise answering calls.	Call times monitored and staffing adjusted accordingly - performance improves	Performance monitored; more staff time put in early morning slot. Readjustment will be ongoing.	Nov 09	√
R1b(iv)	<ul style="list-style-type: none"> Checking that the quality of response continues to be high through a mystery shop in Summer 2010; 	Run refresher training on running reports from the new phone system	Training for relevant staff - reporting has more depth	Training held	Nov 09	√
R1b(v)	<ul style="list-style-type: none"> Measuring satisfaction with customer services and call handling through 2010 STATUS survey. 	Review the reports and statistics from the telephone system to fully understand the different measures (e.g, Percentage of Calls Answered, Grade of Service %age) reported, what makes them up and which calls are included in which reports.	Analysis of calls produced and reconciliation of call listings to summary reports carried out and explained to key staff	Reports produced, reconciliations done and future reports automated	Dec 09	√
R1b(vi)		Record average wait and longest wait in monthly reports. Produce monthly analysis of number of callers waiting for more than 15 secs.	Report produced	Report now produced.	Dec 09	√

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R1b(vii)		Record phone statistics for customer service team and for organisation as a whole	Report produced.	Report produced which shows stats for 5 elements from main no in office hours to all external calls 24/7	Dec 09	✓
R1b(viii)		Between the short notice inspection and 31 Mar 2010, improve the telephone answering statistics on the main no.s in office hours to over 80% of calls answered in 5 rings through the tasks above and other appropriate actions.	Call statistics are over 80%.	Oct - Nov: over 80%. Dec - Jan: 78.3%. Feb 78%. March: EXCEEDED TARGET : 89.3%	Mar 10	✓
R1b(ix)		Decide with tenants the balance between quality and speed of answer. Set the target time for answering and which calls should be reported on. Set quality targets for call handling incl % calls dealt with on first contact and tenant satisfaction.	Targets set for 2010/11	Tenants consulted on balance. New KPIs for 2010-11 approved at May Tenants' Forum	Mar 10	✓
R1c	collecting profile information for all residents and using this to make sure services are delivered fairly, action is taken to address any barriers, and individual service needs are met					
R1c(i)	We will be better at meeting customers' individual needs and able to identify and remove any barriers to receiving services and remove these and so demonstrate services are delivered fairly.	Recruit temps to carry out phone interviews and carry out visits to get information on tenants who have not yet completed the data capture form	Information collected for at least 90% of tenants by 31 Jan 2010 and 95% by 28 Feb 2010.	Target achieved in March: 95%	Jan 10 Feb 10	✓
R1c(ii)	Residents will see continued improvements in our phone service, prioritising repairs and our responsiveness to individual needs when visiting or contacting them. Information will also be used to target projects at specific groups.	Agree final specification, set up and implement the Housing Customer Relationship Management (HCRM) system	HCRM in place and being used by all staff. Train all staff, some of whom will be trained as 'super users'.	All staff trained. HCRM in place and is used by most staff (11 Dec 09). All staff to use by 22 Jan 10	Jan 10	✓
R1c(iii)	We will measure the impact through: • Using the repairs satisfaction survey to	Reinforce message about the importance of using the HCRM and check all contact is logged.	All staff using system consistently and all contact logged	Super-users update training held. All relevant staff using system	Feb 10	✓

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R1c(iv)	ask about meeting individual needs <ul style="list-style-type: none"> Asking the Tenant Inspectors to report on how well Soha uses information to meet individual needs A mystery shop of customer services in Summer 2010 A check the overall impact in our 2010 STATUS survey by asking how well Soha meets individual needs (benchmarked against our 2007 result of 72% satisfaction) 	Develop and roll out 3 projects that deliver against customer profiling: <ol style="list-style-type: none"> a winter warmth campaign; recording and analysing call resolution by tenant profile; tenancy sustainment project for younger tenants 	Project plans produced and delivered	1) completed on target. 2) Trial analysis underway. 3) Tenancy Support Officer in post: project starting November	Jan 10 Jun 10 Oct 10	-
R1c(v)		Undertake full Equality Impact Assessments of: Anti-Social Behaviour, Gas Servicing, Communication, Responsive repairs, Satisfaction with staff, Estates services, Arrears and Lettings	Full Equality Impact Assessment produced for each service area	Six out of seven complete by July Working on CBL with SODC to their timetable: Mar 11	Jul 10	-

R1d introducing accessibility features for the web site so that all users can access it easily

R1d(i)	Customers with disabilities and other needs can access Soha's website easily.	Commission and complete work to make website DDA compliant.	Website meets DDA standards for accessibility	Work on website complete. Site now DDA compliant.	Jan 10	√
<p><i>Note: This project was originally planned to complete by 30 Nov 09. However, prioritisation of work on the HCRM and issues scheduling the work with the contracted web designing company has meant some slippage. We are confident of the revised dates.</i></p>						

R1e identifying and working with groups who represent the needs of people with diverse needs using their expertise to inform service delivery and improvement

R1e(i)	Service development and improvement will be informed by specific expertise in meeting the needs of diverse groups.	Map existing links with groups with specific needs e.g. the equalities groups, either representative or sets of residents, and analyse where there are gaps in our involvement.	Mapping of existing partnerships and show links with new partners including input to Corporate Plan consultation.	Mapping complete	Nov 09	√
R1e(ii)		Establish links with groups mapped above and include them in Corporate Plan consultation as a first step	Links established.	Contacted all groups identified; setting up and logging meetings. Groups included in Corporate Plan consultation.	Feb 10	√

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R1f	assessing the impact of moving to a rolling complaints satisfaction survey and whether response rates rise as a result					
R1f(i)	By increasing the rate of response to the complaints survey, we will have a better understanding of how good our complaints process is and can continue to improve this. The impact on customers will be that, if things do go wrong, they will have an even more efficient complaints process in place which puts things right and helps us to learn from complaints.	Move to rolling complaints survey	Complaints survey carried out on a monthly basis on complaints closed.	Rolling complaints survey introduced	Oct 09	√
R1f(ii)		Assess response rate compared to previous 6 months	Report produced	Completed	Mar 10	√

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R2 Strengthen the delivery of estate services by:						
R2a ensuring that grounds maintenance and communal cleaning are delivered to a consistent standard across all areas, and be able to demonstrate this to residents						
R2a(i)	Residents will have a clear picture of how well services are being delivered and, where necessary, see improved and more consistent services.	Clarify and improve the approach to: (1) prioritising visits to specific problem estates; and (2) the who, where, when of the existing walkabout inspections by Neighbourhood Officers and residents.	Revised approach developed, documented, published and implemented.	Completed.	Dec 09	√
R2a(ii)	Residents' satisfaction with estates services and how we are monitoring and reporting on them should increase and then remain consistently high across all estates.	Put in place a 3 monthly timetable showing priority estate visits and walkabout inspections. Publish this on Soha's website, estate noticeboards and in Hometalk.	Timetable produced and published.	Timetable produced and published.	Dec 09	√
R2a(iii)		Develop new estate management form and spreadsheet to record and monitor results and actions from estate inspections and use these results in contractor monitoring and identifying estate issues (e.g. fly tipping)	New form and spreadsheet developed and used.	Form and spreadsheet produced and used.	Dec 09	√
R2a(iv)		Introduce an initiative of monthly spot checks (by staff each "adopting" an estate) of the condition of 15 estates, to supplement priority estate visits and walkabout inspections, and record in the estate monitoring spreadsheet.	Staff and estates identified and spot checks logged monthly in estate monitoring spreadsheet.	9 staff and 16 estates identified. All spot checks completed Jan, Feb and March	Jan 10	√
R2a(v)		Carry out quality control checks of walkabout inspections and spot checks through a monthly assessment visit to 2 estates by the Estates Manager with the member of staff responsible to ensure consistency.	Quality assurance checks introduced and carried out monthly	2 quality checks carried out in Feb 10. Results fed back to staff and logged on spreadsheet.	Jan 10	√
R2a(vi)		Report the results, issues and actions arising from walkabout inspections and spot checks to residents in the format that comes out of the residents' consultation below.	Information provided in format and to frequency agreed with residents.	Format agreed through consultation. Reporting has begun. See R2b(ii)	start Apr 10 all by Mar 11	-

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R2b	routinely capturing satisfaction levels and using this to help assess how well the services are performing and addressing resident satisfaction where this is low					
R2b(i)	We will have a better understanding of satisfaction levels of residents with estate services and be able to take action as a result	Carry out surveys of all estates. Monthly door knocking surveys will be piloted on priority estates and paper surveys will be carried out annually for all other estates on a rolling basis, supplemented by phone calls on cat A estates.	Timetable for surveys in place and carried out. Results reported to residents and SMT with a summary to Board.	Survey timetable in place. Door knock surveys took place 27 Jan, 17 Feb 10 and 17 March	Dec 10	-
R2b(ii)	We will measure this by checking that satisfaction on each estate increases following actions taken and that residents feel their views are being taken into account.	Following the surveys, where satisfaction is low, develop an action plan with residents. Action plans produced on an ongoing basis starting in April 2010 and continuing until all surveys completed and followed up by March 2011	Action plan produced for estates with low satisfaction.	Estate Sustainability Matrix updated. Action plans continue to be developed on completion of estate surveys.	start Apr 10 all by Mar 11	-
R2b(iii)		Ask residents of each estate in their survey how they want feedback. Then provide feedback to residents in the preferred way.	Feedback provided in format and to frequency agreed with residents.	Neighbourhood-based newsletters are sent out within 2 weeks of surveys.	start Apr 10 all by Mar 11	-
R2c	involving more residents in estate walkabouts to offer a customer perspective, and ensuring that the actions taken following the walkabout are reported back to residents in that area.					
R2c(i)	Residents will have more input into identifying issues on estates and will be able to see the difference as a result of estate walkabouts.	Formally invite at least 3 residents to each Walkabout Inspection and advertise the dates online and in Hometalk. Where possible, target younger and uninvolved tenants.	Invitations made to 3 residents for each walkabout, adverts put on the web site and in Hometalk and record invites and turnout.	Initial take up low. Now door knocking for feedback with more success and recording.	Jan 10	✓
R2c(ii)	We will use the RI Impact report to assess each initiative, looking particularly at improving service delivery and accountability to residents.	Provide cameras to (mainly younger) residents to take photographic evidence of the good and bad issues in their neighbourhoods to give immediate, ongoing and resident-focussed feedback.	10 residents recruited, mainly younger. Photos taken and sent in monthly. Issues identified and addressed.	10 cameras distributed. Photos being used to identify actions.	Mar 10	✓
R2c(iii)		Scope project with Oxford Brookes University to train resident researchers, based on our existing BME researcher project, to carry out neighbourhood research. (project to be delivered 2010/11)	Project planned and delivery dates agreed.	Brookes agreed to provide training. Recruitment taking place for 2011.	Mar 10	✓

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R3 Strengthen Value for Money in estate services by:						
R3 comparing estate services with others and benchmarking the performance and costs of various activities, using this to improve the services delivered						
R3(i)	Soha will have a better understanding of how the service achieves Value for Money and be able to identify possible service improvements.	Join the Housemark estates benchmarking club.	Membership of Housemark and inclusion in benchmarking reports.	We have joined the Housemark estates benchmarking club.	Nov 09	√
R3(ii)		Use the estates benchmarking reports and data to dig down into comparative cost and quality indicators. Use findings to identify possible cost reduction or service improvement exercises if results show VfM lower than comparative associations.	Reports analysed and cost reduction/service improvement tasks set. (Preliminary analysis will be based on the current report which excludes Soha. More in depth analysis will be undertaken once the report for 2009/10 with Soha is published, expected Nov 10)	The initial report was received at the end of Sept. We will analyse our results against the benchmarking data to assess our VfM in estates and decide on action if necessary.	Dec 10	-