

**Scrutiny Team Review: Customer care and customer services
October 2013**

ACTION PLAN

Action list owner:

Helen Luty – Head of Customer Services

Recommendation

Action

Date

Who

Improve the way customer care is managed:

1	Develop appropriate ongoing training for staff to enable them to write effective and accessible letters and emails to tenants.	Plain English training is a fixed item on the annual training plan already. Managers will check with staff via the 1-2-1 process that they have attended this training and that they are aware of the Selwood Housing style guide.	Every year March 2014	HR and Development All managers
2	Review the use and scope of standard letters.	Customer Care and Service Improvement Focus Group to review standard letters on on-going basis and feedback. Potential future BPR dependent on findings.	January 2014	CC&SI Focus Group HoCS (Head of Customer Services)
3	Set a house style for emails	The language used in emails is covered in the Selwood Housing style guide as the same as all other forms of communication. The guide also identifies how emails should be formatted. Adherence to Selwood Housing style guide to be monitored/enforced by managers.	April 2014	Leadership team / all managers
4	Ensure there are regular, random checks for the quality of letters and email correspondence. These actions will improve the quality of written communication and the presentation of Selwood while maintaining consistency	Customer Care and Service Improvement Focus Group to review sample letters on on-going basis and feedback. Potential future BPR (business process review) dependent on findings. Add non-standard letters to 121 review process for managers to check and review any ad hoc letters and e-mails.	January 2014	CC&SI Focus Group HoCS Leadership team and all managers
5	Ensure that CSI's undertake a range of mystery shops and polls (face to face locally and on the telephone) ideally similar to the ones QHS do but to a more reliable level. The data can either be added to the QHS material initially with a view to CSI taking over the role in time.	We are planning a clear calendar of work for the CSI's and will be asking heads of service how they could use the team to better understand their	January 2014	Community engagement team

	This will result in a value for money benefit and more useful, robust data.	services. One example is the mystery shopping exercise that the CSI's have completed in October for the Income & money advice team where they have been in to high street banks with regard to opening accounts.		
6	Develop and/or review local offers/key service standards so that they are robust and measurable together with a regular reporting system that includes a performance target for each standard. Consider at what level this should be reported and how often. For instance there is a role for individual focus groups and Scrutiny in this. This new framework will improve the feedback on how well Selwood is doing in respect of customer care.	Local Offers are currently being reviewed with heads of service following a discussion with the Leadership team. The review findings which focuses on what managers want to see, what is useful and how we can take the work relating to Local Offers forward, will be reported back to the Scrutiny Team.	March 2014	Community engagement manager / heads of service
Improve the most cost effective ways to access services for all tenants by:				
7	Working out how to identify which tenants have access to electronic means of contact including smart phones. From this develop a strategy to promote a higher level electronic contact from tenants (as part of the digital inclusion strategy).	During the Big Connect tour from 28 th Oct to 1 st Nov 13, residents will be asked about their experiences with digital technology and will be asked to complete a short survey with staff. This will lead to a more in-depth piece of work with tenants in the new year to help embed the organisation's Digital Inclusion strategy.	On-going as part of phase 1 of the digital inclusion strategy	Community engagement team/ Head of neighbourhoods
8	Undertaking a spot assessment of footfall over a period of one month to establish how many people use reception and for what purpose. Use this information to develop more cost effective ways for tenants to access services especially rent payment methods.	Reception survey – monitor volumes of visitors, reasons for visit, offer alternative solutions for costly processes, promote DD and on-line. Involve CSI in the process.	December 2013	HoCS
9	Improving the current website to ensure it is more interactive, is accessible, has better search capability, is kept up to date and is completely diversity compliant. Consider improving 'my account' settings to include repairs.	Phase two of our digital engagement strategy (2016 – 2018) is the redesign of our services and website to become digital by default. Until this time investment in the website will be kept at a minimum. We will review the content to ensure that it is still accurate. We will improve the search facility on the website.	Work to begin in 2016. March 2014 December 2013	Communications & marketing team
10	Considering a more robust review of the website in general and how it could be improved. Potentially use a focus group to undertake some of this work.	Phase two of our digital engagement strategy (2016 – 2018) is the redesign of our services and website to become digital by default. Until this time investment in the website will be kept at a minimum.	Work to begin in 2016.	Communications & marketing team
11	Using and updating the profile information more effectively to ensure tenants have information and can access services in the way that suits their needs.	Provide information session on what profiling information we already hold, how it's used within scripting.	December 2013	HoCS Community engagement team

		Improve scripting to collect more information.		
Improve the reception experience for customers by:				
12	Promoting the use of the private interview rooms	Add information page to TV rolling screen advising of the availability of the interview rooms	November 2013	Communications & marketing team HoCS
13	Making a clear accessible space for filling in forms	We are able to direct anyone who requires an accessible space to complete a form, to either the computer desks or a private interview room at their request. We will ensure that our reception staff are alert to our customer needs and offers these alternative solutions	November 2013	HoCS
14	Ensuring all leaflets are up to date, in the racks, are visually accessible and staff understand them	The majority of our leaflets have already been restyled to a more accessible and clear style. We will use CS team meetings to update ourselves on the content of each leaflet, so that we can point our customers in the right direction. We will review our leaflet placement in reception every 6 months	December 2013	HoCS/CSTM Communications & marketing team
15	Updating the TV rolling screen regularly	We will review the media package on the TV to ensure that we are using the most user friendly solution. We will review the content of the screen on a monthly basis.	January 2014	Communication & marketing team
Radically change the way customer feedback is gathered and used by developing more proactive focussed approaches that add value by:				
16	Reducing the use of written (service) surveys and increasing the use of smaller telephone surveys (1-3 questions)	An in-depth review of our survey processes is being undertaken by the Business systems team. This will establish the way in which surveys and information collection is undertaken within the organisation with a view to changing a range of procedures. This will be fed back to the Leadership team in December/early January so that decisions can be made about next steps.	December 2013- January 2014	Leadership team
17	Where surveys are going to be implemented, consider reducing the questions to only those that are going to be used by the service manager. Ensure that the response rate is high for the service in question and top up responses using the telephone/text and face to face	As above	As above	As above

	questions			
18	Continuing to develop the STAR annual survey ensuring that there is a higher level of responses by using the telephone/text/face to face/Facebook to ensure that the widest range of tenants get a chance to feedback	We are already considering a range of ways in which tenants can feedback their views. This will also include ensuring people have greater access to digital technology and that we canvass opinion in the community as to how we might gather more information from a range of tenants.	As above as part of the survey review On-going	As above
19	Developing more innovative ways of gathering feedback on services by collecting this when out and about with tenants or at specific events to gain feedback on a particular subject or service especially using short 'one off' consultation and discussion exercises.	As above. The Big Connect tour is the first opportunity to reach out to a wide range of our tenants in a truly mobile way giving people the opportunity to meet with us in their own community. A report about the effectiveness of the Big Connect tour will be presented to the Leadership team in the early new year.	January 2014	Community engagement team
20	Considering outsourcing a set of key questions for all services to a company that specialises in real-time feedback using telephone polling. Undertake a cost benefit analysis of utilising this kind of service against the cost of using in house staff to process and write reports. Staff in departments can access the feedback in real-time, there is no conflict of interest and a more diverse selection of tenants can be contacted.	As per 16.	As per 16	As per 16