

# Title: Service Improvement Strategy

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Service area applies to: Corporate

Link to the Vision: Applies across all Six themes

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<b>1 Purpose</b> .	
	To outline the key mechanisms for achieving service improvement for customers.
<b>2 Scope</b> .	
	All staff, Board and Committee members are involved in service improvement.
<b>3 References</b> .	
	<ul style="list-style-type: none"> <li>▪ The Association Vision Document</li> <li>▪ SVHA Customer Standards</li> <li>▪ TSA Regulatory Standard</li> </ul>
<b>4 Key Objectives</b> .	
	Communicate the key mechanisms for achieving service improvement.
<b>5 Customer Involvement</b> .	
	Customers are involved in all key stages of the strategy.
<b>6 Monitoring against the Customer Top 10</b> .	
	The customer standards are monitored on a quarterly basis and this feeds into service improvement.
<b>7 The Policy</b> .	
	<p>This strategy document aims to outline the various mechanisms which contribute towards the continuous improvement of our services in our aim for excellence.</p> <p>One of the major aims of the Five Year Vision is to provide first Class Homes and <b>First Class Services</b>. As part of this the Vision identifies four major priority areas:</p> <ul style="list-style-type: none"> <li>• Striving For Excellence</li> <li>• Delivering our offer for older people</li> <li>• Delivering our offer for younger people</li> <li>• Developing services and investing in neighbour hoods.</li> </ul> <p>In <b>Striving for Excellence</b> the Association uses a variety of methods:</p> <ul style="list-style-type: none"> <li>• Service reviews/strategy plan</li> </ul>

- Bench Marking
- Business Targets
- Customer Feedback (including complaints, customer panels and estate walkabouts)
- Mystery Shopping
- Internal Audit
- Customer Information
- Service Improvement group
- Risk
- Value for Money
- Self Assessment
- Audit Committee
- Training
- Resources/Budgets

### **Service Reviews/Strategy Plan**

Each year as part of the Strategy Plan different service areas are identified for review. The area selected will depend upon a variety of factors such as length of time since last review, performance in this area etc and will be agreed at a Directors Meeting and approved by the Board.

A Service Review Methodology which includes impact assessments is used as a guideline for carrying out the reviews and the outcomes are reported to the relevant committee.

### **Benchmarking**

Benchmarking is carried out in several ways and is an integral part of the service review methodology.

The key performance indicators are benchmarked against national quartile figures which are reported to Board as part of The Annual Performance Report.

Benchmarking is also carried out in regional groups of RSL's on specialist areas such as Human Resources, Equality and Diversity, and Health and Safety. Our auditors BDO have set up a benchmarking group to review performance in key areas.

### **Business Targets**

A full range of performance information is produced and considered by Managers and Directors at quarterly performance review meetings. Performance against the Business Targets is reported to the Board and Committees on a quarterly basis. This report will include proposed action for service improvement.

### **Customer Feedback**

Customer feedback is gathered in various ways, including customer panel meetings comprising tenant volunteers, complaints feedback, surveys, customer conference and walkabouts.

Customer standards are reviewed on a quarterly basis. The ten customer standards

were produced following full tenant consultation to establish which areas are of most importance to them.

### **Mystery Shopping**

Several tenant volunteers have received training to carry out mystery shopping activities

The feedback from the mystery shopping is considered by senior staff and reported to the Board.

### **Internal Audit Reports**

A consultant internal audit firm is commissioned to carry out audits each year on areas of work selected by the Directors in liaison with and approved by the Audit Committee. Resultant reports and any recommendations are reported to the Audit Committee.

### **Customer Information**

Information on the profile of our tenants/customers is collected with the aim of providing more relevant and customised services.

### **Service Improvement Group**

A group of Managers and the Operational Directors meet on a monthly basis to review performance information and set up or recommend new initiatives to improve service delivery.

### **Risk**

A Risk plan is produced on an annual basis in accordance with the Risk Policy Statement. The Risk plan is reviewed on a quarterly basis with reports to the Audit Committee.

### **Value For Money**

A Value for Money Plan relates directly to the Vision and is a core objective linked to the goal of achieving excellence. Targets are set and monitored and reported to the Audit Committee.

### **Self Assessment**

Self assessment has been carried out using the KLOE, which aims to identify strengths and weaknesses, and identify action to improve the weaker areas and build on the strengths.

Periodically consultants may be used to carry out health checks on aspects of the associations housing services.

The Self Assessment Compliance Statement has also prompted a review of key areas.

## **14. Audit Committee**

The Audit Committee reports to The Board of Management and receives reports from internal auditors, and on key areas, such as compliance, VFM or Risk.

**Training**

A programme of training and refresher training is provided for all staff following induction, and Customer Service and Equality and Diversity are an integral part of the training.

**Resources/Budgets**

As part of the Business Planning Process budgets are put in place to ensure that the resources are available to achieve the strategies and plans.

<b>8.</b>	<b>Appendices</b>
8.1	<ul style="list-style-type: none"> <li>Appendix 1 – Equality Impact Assessment</li> </ul>

### Equality Impact Assessments – Pro-forma

Policy/Procedure being assessed:	Service Improvement Strategy
Section:	Corporate
Date of assessment:	22.02.10
Person (S) Responsible for assessment:	John Taylor, Governance & Regulation Manager
Is this a new or existing policy?	Existing

1. Briefly describe the function being assessed	The mechanisms for service improvement.		
2. Who are the main stakeholders in relation to the function?	Customers – Tenants, residents, service users, staff, Board and Committee members		
3. Who will be consulted as part of this EIA? What types of consultation will be carried out?	<ul style="list-style-type: none"> <li>Customers through Customer Panel meetings</li> <li>Staff through meetings and discussions</li> <li>Board through Board and Committee meetings</li> </ul>		
4. <u>Could</u> the function have a differential impact on <b>racial groups</b> ?	Yes	No ✓	
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.		
5. <u>Could</u> the function have a differential impact due to <b>gender</b> ?	Yes	No ✓	
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.		

6. <u>Could</u> the function have a differential impact on <b>disabled people</b> ?	Yes	No ✓				
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.					
7. <u>Could</u> the function have a differential impact due to <b>age</b> ?	Yes	No ✓				
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.					
8. <u>Could</u> the function have a differential impact due to <b>sexuality</b> ?	Yes	No ✓				
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.					
9. <u>Could</u> the function have a differential impact due to <b>religion or belief</b> ?	Yes	No ✓				
What evidence exists to support your analysis?	Variety of mechanisms in place to ensure equality.					
<p>* Please note each service area has separate equality impact assessment.</p> <p>If the answer is NO to <u>all</u> questions 4-9 and no differential treatment has been found there is no requirement for a full Equality Impact Assessment. Please go back regularly and review the cycle.</p> <p>If the answer is YES to any of the questions 4-9 please continue to question 10</p>						
10. In what areas could the differential impact identified in 4-9 be considered to be an adverse impact in this function? (Please tick if yes)	Race	Gender	Disability	Age	Sexuality	Religion /belief

11. What solutions will be introduced to overcome these adverse impacts?						
12. In what areas could the differential impact identified in 4-9 be considered to be a positive impact in this function? (please tick if yes)	Race	Gender	Disability	Age	Sexuality	Religion/belief
14. What strategies will be introduced to safeguard and spread these positive impacts?						
15. Which Action Plans have these solutions/strategies been transferred into?						

Signed off by (Director): C Norman, Director of Operations.....

Date: ...22.02.2010.....

