

Strategic Context

At the time of the short-notice inspection Hyde's strategic framework for services' improvement and enhanced organisational effectiveness was set out in our transformational change programme One Hyde One Vision (OHOV). This was intended to be a major organisational change programme with a timeframe spanning 2009 – 2012 but as our key response to the inspection we have radically revised the OHOV programme to develop a two paced approach. This will accelerate actions that will improve services in the short-term delivered by the Continuous Improvements Programme whilst the OHOV programme will continue to modernise service delivery whilst providing the strategic framework that will ensure a culture of improvement is embedded in our customer services approach.

The Group Board will be reviewing its composition and skill mix, particularly in areas such as customer service, both as part of its regular activities and specifically at the request of Hydewide Residents Voice and Hydewide Residents Eye (HRV/HRE), in terms of resident involvement.

The key strategic changes are:

- A streamlining of activity to focus on six key areas of work that will deliver the changes required to give better levels of service to our residents. The focus will now be on the following projects:
 - Repairs
 - Local Customer Service
 - Shared Service Centre
 - Customer Relationship Management
 - Homeowners and leaseholders customer services
 - Income Management
- The appointment of a Head of Resident Engagement (reporting to the Group Chief Executive) to ensure that the needs of our residents are at the heart of the implementation of the changes and how customer services are shaped for the future
- The appointment of a Chief Operating Officer (reporting to the Group Chief Executive) to ensure that the changes result in improved services; to embed the ethos of service improvement and effective performance management in our operations
- The appointment of a Head of Internal Communications to ensure that the changes and their purpose are clearly understood by all staff.

This re-focusing of the OHOV programme will accelerate both immediate-term improvements to services and fundamental changes to culture and ethos across the Group to ensure that Hyde engages effectively with our residents in achieving excellent standards of service delivery.

The key operational focus will be to build on the actions described in this action plan so that:

- residents' needs and preferences underpin the Group's approach to service development and continuous improvement
- communication with residents is in line with their preferred modes and tells them how they are influencing change and improvements
- rigorous implementation of national, regional and local benchmarking informs the Group's approach to performance management and learning
- clear lines of accountability operate throughout the management and governance structures

Resident Engagement

The development and implementation of the action plan will be shaped by a robust engagement process with residents. A locally-based approach will be used that responds to the requirements of different communities in different areas. A range of engagement methodologies will be deployed that will include focus groups, postal and telephone surveys, home visits and 'door-knocking' rounds, regular engagement with existing resident groups, panels and forums as well as customer services boards, HRV and HRE.

Residents' needs and preferences will be taken into account when deciding on engagement methodologies e.g. home visits will be used for certain groups with differentiated needs.

The overall activity will be managed by the Chief Operating Officer on behalf of the Executive Management Team (EMT) and will involve a co-ordinated approach that will include the Customer Insight Team and locally-based resident engagement and customer services staff.

Staff Development

Hyde Group is committed to ensuring that the training for staff that is necessary for them to deliver the improvements set out in the action plan is provided. As part of the wider strategic approach, a Training Needs Analysis will be completed that will assess the current skill base, shape the future Group Training objectives, and feed into individual development plans. Alongside this, the Group's already stated commitment to Diversity and Inclusion training will continue to be delivered and already forms an important part of the induction process for all new staff. The ability of the staff to deliver the service improvements within the cultural framework set through the leadership of the Board and the Executive Management Team will be crucial in the successful delivery of the plan.

SECTION 1 – SNI RECOMMENDATIONS

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
1	Recommendation 1 Review and improve the website and implement systems to check it is comprehensive, easy to navigate and up-to-date							
1.1	<p>A high-standard Group website that provides up-to-date information for residents and stakeholders</p> <p>Extensive resident and 'peer' review and engagement to provide regular feedback on web site</p> <p>Regular feedback informs future web site developments such as increased functionality and increase of local resident information</p>	<p>Redevelopment of the website is underway; and the new site was launched on 5th March 2010</p> <p>The entire website interface and hierarchy has been redesigned and its contents refreshed, revised and updated</p> <p>In recognition that the primary audience of the site is comprised of residents, many changes have been made that enhance ease of navigation and improve access to information and services</p> <p>Content, navigation and ease of use to be surveyed with the following groups:</p> <ul style="list-style-type: none"> Hyde Resident's Voice Hyde Resident's Eye Resident Inspectors from another Housing 	Jonathan Henley	<p>Functionality and content of website endorsed by HRE and HRV</p> <p>'Resident approved' mark with 75% approval rating and followed by quarterly surveys</p> <p>Content is maintained in line with residents' preferences and is influenced by the Group's continuous improvement plans</p> <p>Clearer and more prominent buttons on the home page to improve access to electronic services e.g. ASB, complaints, neighbourhood issues; improved levels of</p>	<p>April 2010</p> <p>May 2010</p> <p>April 2010 and on going</p> <p>March 2010</p>	<p>✓ Residents CSB Panel HRE HRV</p>	<p>A reliable service, available 24 hours a day and meeting the needs of residents with diverse communication needs.</p> <p>More local information available online</p> <p>Improved resident confidence in the website</p> <p>Simple and speedy access to regularly used activities e.g. ability to book appointments and make rent account enquiries</p> <p>Translation facility enabled to</p>	

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>Association (Raven Housing)</p> <ul style="list-style-type: none"> Hyde residents visiting local Hyde offices (invited to participate in 10 minute 'test-drive' of site with specific tasks rated for ease of completion) Local Hyde editorial panels (via Resident Engagement/Communications officers) Hyde residents who had previously taken part in web site workshops Invitation to a number of 'friends and families' of Hyde staff to give feedback 		resident involvement			allow non-English speakers to easily access services through the website	
		<p>A full review of the site is carried out by residents and professionals to ensure that it is in plain English, user-friendly and accessible</p>	Jonathan Henley	An accessible website that has been assessed as such by residents	May 2010			
		<p>Use the information gathered by the Census Survey to establish a specific engagement process on website development for Hyde residents with different</p>	Jonathan Henley	A website that will meet the specific needs of residents with different communication needs which will be approved by those residents	June 2010			



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		communication needs						
		Customer Insight team to undertake quarterly surveys through Hyde 5000 'virtual' panel and other resident groups for continued feedback	Tim Barker	Feedback process in place that will be used to influence improvements	June 2010			
		Implement new web management processes to ensure that content is kept up-to-date and relevant to local resident offices	Jonathan Henley	A system in place that ensure continuous development and improvement across all aspects of the Group web sites	April 2010			
		Development and integration within the site of new on-line functionality and services for residents, enabling and encouraging more active on-line interaction with the Group	Jonathan Henley	New web master recruited by end of May 2010	April 2010			
		Online Resident Forum launched; usage survey regularly as above	Jonathan Henley	Good early use of Hyde Resident online forum, increasing over time	April 2010			
				Web master will provide quarterly feedback to Forum on contributions made and changes effected as a result.	May 2010			
				Quarterly monitoring	May			



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
				reports provided to EMT that includes: <ul style="list-style-type: none"> Resident approval rating Use of feedback process Use of resident online forum Recent improvement and additions to site 	2010			
		'Banner ads' for volunteers to join Hyde 5000 and complete on-line web satisfaction survey(s)	Jonathan Henley	Hyde 5000 maintained at target rate	March 2010			
		Improve on-line translation capability guided by value for money assessment of languages needed	Jonathan Henley	New system acquired and launched for basic capability	March 2010			
				More extensive capability based on VFM assessment	June 2010			
2	<u>Recommendation 2</u> Offer a more flexible appointment system for repairs in response to resident requests							
2.1	An appointments' system for repairs and gas servicing that is convenient for	Negotiate variations to existing contracts to provide a more flexible and standard	Mark Anderson	Service flexibility offering appointments for repairs to residents in 2 hour slots:	Sep 2010	<input checked="" type="checkbox"/> Panel <input type="checkbox"/> HRE <input type="checkbox"/> HRV	Flexibility in service delivery to meet the diverse needs of	



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	residents	<p>appointments system across the repairs service and that achieves the aims of the Target Operating Model integral to the OHOV re-engineering of the Group's Repairs Service</p> <p>All future contractor selection processes and monitoring arrangements to include residents</p> <p>Future contracts to include penalties for missed appointments</p> <p>Use resident feedback from recent engagement to influence the aims of the Target Operating Model</p> <p>Customer Insight team will use quarterly mystery shopping to assess the impact for residents of the appointment system</p>	Tim Barker	<p>Mon – Fri: 8.00 – 20.00 Sat: 8.00 – 13.00</p> <p>Current PIs: Satisfaction with booking a repair 82% Overall satisfaction with repairs service 72% Satisfaction with repair quality 80% Satisfaction with contractors' attitude 90% First time fix rate 75% Valid gas certificates 99.8% (Targets are upper quartile: Housemark Status and/or national benchmarking clubs)</p>	<p>Targets (Dec 10) 85% 75% 82% 93% 77% 100%</p>		<p>all residents</p> <p>Clarity for residents on the options for having repairs carried out</p> <p>Greater satisfaction with the repairs service</p> <p>Safer homes</p>	



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>action</p> <p>Spot checks on performance will be a feature of 1:1s – based on managers' overview of Customer Insight surveys - above</p> <p>Provide quarterly reports to residents on how we are performing on taking action and keeping them informed</p>	Paul Singleton	<p>performance</p> <p>Overall satisfaction with landlord: 78% (76%)</p> <p>Residents are regularly informed about performance in keeping our service promises and will be able to hold Hyde to account. Current PIs: No. of complaints monthly 70 Satisfaction with complaints handling 35% Satisfaction with response time 50% Satisfaction with handling of ASB incidents 81% Satisfaction with final outcome 63% Satisfaction with staff helpfulness 85% No. of new ASB cases 80 (Targets are upper quartile: Housemark benchmarking clubs, where available)</p>	<p>Sep 2010</p> <p>Targets (Sep 2010)</p> <p>55</p> <p>50%</p> <p>60%</p> <p>83%</p> <p>68%</p> <p>87%</p> <p>75</p>			



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
4	Recommendation 4 Routinely inform residents how well their services are being delivered, how well service promises are being delivered and how this compares with other organisations							
4.1	Residents are satisfied that they are adequately informed about how Hyde is performing in its service delivery both in comparison to other service providers and against our service promise Residents are satisfied that they are getting information that they have asked for at appropriate times	Residents to be informed in advance of upcoming HRE/HRV services' inspections and invited to participate either by critical input or active roles HRE/HRV to review our service promise including comparison with other organisations HRE to carry out an inspection in HSE of our performance against the service promise Service promise to be reviewed against new TSA regulatory framework and to make commitments measurable Residents' magazine will routinely include	Gary Seabourne Gary Seabourne Paul Singleton	Residents are directly involved in assessing our performance and holding us to account Assurance for residents that the service promise reflects best practice Assessment for residents of how well service promises are being kept Overall satisfaction with landlord 78% (76%) (Upper quartile: Housemark Status) Revised promise that is easily communicated and against which standards can be measured Residents are provided with the information to	Mar 2010 May 2010 Sep 2010 Sep 2010 Sep 2010 Jun 2010	✓ Panel	Residents will be fully informed on how we are performing in comparison to other RSLs Clearer and more measurable service promise so that residents will be better able to hold us to account for our performance in delivering that promise Better informed residents will be able to articulate views on service priorities	



Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>information on our performance against our service promise - to include bench marking data from other organisations.</p> <p>Information on our performance is published on the residents' areas of the Group website</p> <p>Information on our performance that is received by residents is provided to Customer Services Boards, HRE, HRV and residents groups</p> <p>An Annual Report to residents is prepared in partnership with HRE and HRV</p> <p>Widen the scope of Group and OBU level benchmarking: Capability of iWorld management information system is developed to enable benchmarking with the Housemark suite of performance indicators</p>	<p>Jonathan Henley</p> <p>Gary Seabourne</p> <p>Gary Seabourne</p> <p>Karen Birkett</p>	<p>enable them to hold Hyde to account on our failures to meet our service promise or under-performance in comparison to other service providers.</p> <p>Hyde's accountability to residents is improved</p> <p>Accountability within our governance structure is improved</p> <p>Accountability within our governance structure is improved</p> <p>Application of learning from the interpretation of comparative data to:</p> <ul style="list-style-type: none"> • Improve performance measurement techniques and systems • Improve performance in 	<p>Mar 2010</p> <p>Jun 2010</p> <p>Jun 2010</p> <p>Sep 2010 ongoing</p>			

Hyde South East Short Notice Inspection Action Plan

March 2010




Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>Include reports on services' development and improvement in the residents magazine</p> <p>Publicise the results of HRE/HRV services' inspections in the residents magazine and on the residents' website</p>	<p>Karen Birkett</p> <p>Gary Seabourne</p>	<p>services</p> <ul style="list-style-type: none"> • Improve quality of services • Improve productivity <p><i>See 3 above for performance targets</i></p> <p>Residents are satisfied that services are being improved in ways that they have requested of us</p> <p>Residents are aware of any service failures and proposed remedies</p>	<p>Dec 2010</p> <p>Jul 2010</p>			
5	Recommendation 5 Inform residents in specific involvement groups, and residents generally, how their input has been used and what has changed in response to their input							
5.1	<p>Residents are satisfied that their views have been taken into account.</p> <p>Residents can see how their input is used to improve services.</p>	<p>Review and revise our approach to monitoring resident engagement and impact assessments to ensure that all information on impact is captured (specific engagement groups as well as general contributions)</p> <p>Monitor how customer</p>	<p>Kate Krokou</p> <p>Kate Krokou</p>	<p>Regular assessments are made as to how resident views have impacted on service delivery</p> <p>Clear records of how</p>	<p>Mar 2010</p> <p>Mar 2010</p>	<p>✓ Residents CSB</p>	<p>Residents are kept informed about the difference their contribution makes and how it has been used to shape</p>	



Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>insight data is used to change services</p> <p>Identify all active residents groups, panels, forums and boards; their remits and specialisms. Register used to determine the information to be provided to each group on how resident feedback has been used</p> <p>Provide a summary of activity and outputs of resident engagement in the Residents Magazine</p> <p>Provide quarterly reports to customer services boards on how resident feedback has effected change in 'You said – we did' format</p>	<p>Gill Butler</p> <p>Kate Krokou</p>	<p>feedback has been used are available to report to residents</p> <p>Specific engagement groups are satisfied with the feedback on the use of and effect of their engagement</p> <p>An improvement in resident satisfaction that views are taken into account at next STATUS</p> <p>Baseline 67% (2007) Target 71% - upper quartile: Housemark</p>	<p>May 2010</p> <p>Sep 2010</p>		<p>services and set priorities</p> <p>Residents will know that their contribution is valued through receiving regular feedback on its impact</p> <p>Local resident groups will know how their input feeds into corporate planning</p>	
6	Recommendation 6 Publish an involvement strategy that states what model of involvement is being aimed for and how different structures and surveys will influence services							
6.1	A framework for resident engagement that encourages residents to become involved and that explains clearly to	A Head of resident Engagement will be appointed, reporting directly to the Group Chief Executive.	David Eastgate	<p>Resident engagement in Hyde:</p> <ul style="list-style-type: none"> is less complicated with clear lines of accountability explains clearly 	Aug 2010	 CSB Panel	Residents will be able to Identify clearly and easily how they can	

Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	<p>residents:</p> <ul style="list-style-type: none"> • how to become involved • the purpose of their engagement • the methods we use to enable effective engagement • how their input from various engagement methods is used to influence how we deliver services • how they will be informed of the impact on services of their engagement 	<p>The first task for the Head of RE will be to review our current Residents First strategy to develop a resident engagement strategy for the Group that includes:</p> <ul style="list-style-type: none"> • current level of resident engagement resources across the Group • engagement with resident panels, customer services boards, HRE, HRV and other parties in the existing structure • co-ordination and enhancement of the function across the Group to deliver an improved and consistent approach • Compliance with the TSA regulatory framework to be introduced in April 2010 <p>Review to be informed by examination by the Continuous Improvement Group of the current structure(s) and scopes of work of groups, boards</p>	Gill Butler	<p>how and where groups and individuals engagement impacts on service delivery</p> <ul style="list-style-type: none"> • shows clearly how engagement has influenced change and improvement • encourages increased participation at local and corporate levels • improves two-way feedback and reporting <p>Increase in resident satisfaction with ways to become involved and that their views are taken into account Target: 71% (upper quartile: Housemark) Current: 67%</p> <p>Review completed, strategy agreed and plan in place for delivery</p>	<p>Sep 2010</p> <p>June 2010</p>	<p>✓ Residents</p>	<p>become involved and influence the shaping of services in ways that best suit their needs and preferences</p> <p>Residents will be able to choose a group that best meets their interests and skills</p>	

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		and panels across the Group Continuous Improvement Group to research into effective structures in use in other housing organisations New resident engagement strategy to be launched at residents' conference in the Autumn Ensure that the Resident Engagement Strategy meets the needs of residents with diverse needs as set out in the actions for the Diversity and Inclusion recommendations	Gill Butler David Eastgate David Eastgate	Assessment concluded and findings incorporated in action plan Resident Engagement Strategy published and available A Resident Engagement Strategy that will allow and encourage all residents to engage as they want to	June 2010 Oct 2010 Oct 2010			
7	Recommendation 7 Improve the quality of information on satisfaction with individual cases of service delivery and improve services by learning from reasons for high and low satisfaction							
7.1	Resident feedback on service delivery is collected and analysed efficiently Feedback is regularly	New programme of regular satisfaction surveying devised and implemented	Tim Barker	Regular, reliable satisfaction data is available to staff and residents on a monthly basis – numerical as well as percentage formats	April 2010	✓ Panel	Residents can have confidence, through reports, that we use and learn from their feedback	



Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	used to assess the quality of service and identify improvements	<p>Customer Insight team to provide feedback to local operations and continuous improvement board on levels of and reasons for low and high satisfaction ratings.</p> <p>Low satisfaction issues to be resolved in the first instance by the local operation and outcomes reported to continuous improvement board.</p> <p>Continuous improvement board will identify lessons from both low and high satisfaction feedback and disseminate solutions and good practice across the Group.</p> <p>A report to residents on our responses will be included in the resident magazine and provided to the Board</p>	<p>Tim Barker</p> <p>All Managing Directors</p> <p>Paul Singleton</p> <p>Karen Birkett</p>	<p>Analysis of feedback will be structured and managed to ensure quick local responses to low satisfaction feedback as well as disseminating good practice across the Group</p> <p>Overall resident satisfaction ratings will increase: Baseline 76% Target 80% (upper quartile: Housemark 86%)</p> <p>Level of residents complaints upheld or partially upheld at stage 1 will decrease – target 30%</p> <p>Residents and Board more informed on reasons for high and low satisfaction</p>	<p>April 2010</p> <p>Sep 2010</p> <p>Sep 2010</p> <p>Jun 2010</p>		Residents will benefit from improved services as a result of us learning from feedback and research	

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Additional staff training on the new procedures to be introduced to ensure that complaints are valued and treated as a learning opportunity	Alka Ladva	reported in the annual residents report Increased use of complaints as a learning and development opportunity	Dec 2010			
9	Recommendation 9 In consultation with Residents, improve outcomes for tenants who have diverse needs by gathering information on the profile, vulnerabilities and additional support and communication needs of all residents							
9.1	Accurate up-to-date information on individuals' needs is regularly used to tailor services to their specifications	Complete the Hyde census by questionnaire, phone survey and door knocking Ensure captured data is up-loaded to iWorld and made easily available to staff	Tim Barker Paul Singleton	Up to date and accurate profile of customers and demographics that is used to influence our approach to service delivery <ul style="list-style-type: none"> Data collected on six diversity strands for 80% of heads of households 50% of all residents data on employment and financial status to be sought Data is available to all front line staff and used to tailor services at point of delivery Continuous improvement groups	April 2010 May 2010 May 2010	✓ HRE HRV	We will have more diversity, vulnerabilities and needs information on residents to enable delivery of differentiated services Residents with particular needs in accessing services will find that services are delivered without the need for	

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<i>See also section 10 for actions in improved outcomes</i>		will use the data/intelligence for monitoring and planning services Continuous improvement groups will plan training for staff to better understand support needs of vulnerable residents and how best to deliver differentiated services Our approach to using the intelligence and shaping services will be evaluated and validated by external agencies e.g. RADAR, RNIB, RNID etc.	May 2010 onwards May 2010		repeated requests	
10	Recommendation 10 Improve outcomes for tenants who have diverse needs by using available information on residents' needs to tailor and enhance services in a proactive way when required and monitoring whether this is being done.							
10.1	Use the improved understanding of our residents' profile provided by the census to tailor services to the needs of residents.	Ethnicity, age, gender diversity strands: <ul style="list-style-type: none"> Analyse existing information on residents, including Hyde Plus data on specific resident groups, and use results to begin to tailor our current 	Kate Krokou	Surveys carried out by Customer Insight demonstrate that residents with diverse needs are accessing services Information on residents' needs is comprehensive and up-	Jul 2010	✓ Residents	Residents receive services that are appropriate to their needs and preferences	

Hyde South East Short Notice Inspection Action Plan

March 2010





Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>approach to providing differentiated services</p> <ul style="list-style-type: none"> Map those differentiated services already being delivered in various parts of the Group, including Hyde Plus services and implement as standard across the Group, as appropriate; identify gaps in services and tailor for differentiated needs Continuous improvement groups to ensure all service areas are included in the approach <p>Faith, sexual orientation, disability strands:</p> <ul style="list-style-type: none"> Use consolidated data from the completed census (and Hyde Plus data on specific resident groups) to revise our approach to include all six diversity strands 	<p>Karen Birkett</p> <p>Paul Singleton</p> <p>Andrew Green</p> <p>Kate Krokou</p>	<p>to-date</p> <p>There are clear and easy ways for residents with diverse needs to make Hyde aware of their situation</p> <p>Report to residents, staff and Board on the key results of the census and proposals for policy change</p> <p>Staff trained on un-met cultural needs identified in the census</p> <p>Plans that set out how we differentiate services for residents on the basis of age, ethnicity and gender</p>	<p>Jul 2010</p> <p>Jul 2010</p> <p>Jul 2010</p> <p>Sep 2010</p>			



Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Diversity & Inclusion group to devise a standard framework for carrying out equality impact assessment	Yasmin Ahmed	Consistency of approach in undertaking impact assessments	Jun 2010	 Residents		
		Establish working relationships with local, external agencies that are able to provide additional or complementary support to our residents Publicise these arrangements in lettings packs and residents' magazine	Paul Singleton	Ability to refer on our residents with specific needs to local statutory and voluntary agencies for specialist support e.g. Social Services, Environmental Health, mediation services	Sep 2010			
		Provide EMT and Board annually with an update on how services have changed in response to needs of residents	Paul Singleton	Management Team and Board kept informed as to how residents' needs have influenced service delivery	Annually in April			
11	<u>Recommendation 11</u> In consultation with Residents, improve outcomes for tenants who have diverse needs by periodically checking with residents with needs for differentiated services that information about them is correct and services are appropriate							
11.1	Information on residents' needs and profile is comprehensive and up-to-date	Customer Insight team to carry out a programme of annual surveys to maintain up-to-date information on residents	Tim Barker	Assurance that information on residents is comprehensive and up-to-date	Jul 2010	 Residents	Residents who need differentiated services will experience periodic contact to check services are meeting their needs	
	Barriers to service delivery for residents with diverse needs	Customer Insight team to provide continuous improvement groups with	Tim Barker	Assurance for residents that have difficulty accessing services that	2010 onwards			

Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	are minimised.	<p>periodic, revised analyses, so that gaps in providing differentiated service are addressed</p> <p>Equality impact assessments are carried out in line with changes made to service delivery</p> <p>Focus groups of those receiving differentiated services to be held twice-yearly to review and validate service delivery</p> <p>Carry out an annual survey of residents with diverse needs (based on current data) to ensure:</p> <ul style="list-style-type: none"> Information held on residents is accurate and up-to-date Services are being delivered to meet those needs and are accessible <p>Where feedback from residents identifies services that are not meeting their needs or are absent, that the appropriate Continuous Improvement Group be tasked to respond</p>	<p>Andrew Green</p> <p>Gill Butler</p> <p>Tim Barker</p> <p>Tim Barker</p>	<p>their needs will be met</p> <p>Validation of approach to delivering differentiated services</p> <p>Those in receipt of differentiated services are able to influence delivery</p> <p>Data that remains accurate and can be matched against services being provided</p> <p>Services that meet the needs identified by residents</p>	<p>Sep 2010</p> <p>2010 onwards</p> <p>Annually in April</p> <p>June 2010</p>		<p>Services provided will be based on up-to-date feedback that keeps pace with changing needs</p> <p>Residents confidence in our ability to meet their needs will improve</p> <p>Services that better meet needs identified by residents</p>	


Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
12	Recommendation 12 In consultation with Residents, improve outcomes for tenants who have diverse needs by identifying residents who are not accessing services and checking that their needs are being met.							
12.1	Isolated and vulnerable residents that have not been asking for help are identified and engaged with	Customer Insight surveying activity to be analysed to identify estates and localities that have a poor response record	Tim Barker	Residents who are disadvantaged or with diverse needs that have not been engaging with Hyde are offered services that are available to other vulnerable residents	June 2010	✓ Residents	Residents who are not accessing services will receive positive contact explaining what services are available and how they can be accessed	
		Material on accessing services and resident engagement to be targeted at such areas.	Paul Singleton	Better Value for Money achieved	June 2010			
		Website message to appear periodically to promote engagement from such areas	Jonathan Henley	Increased number of residents using targeted services and becoming involved – target to be agreed after census completed	Dec 2010			
		Examples of successful instances of engaging with such areas, including Hyde Plus activities, to be mapped by continuous improvement groups and lessons disseminated across the Group	Andrew Green	Better Value for Money achieved	June 2010			
		Ensure continuous engagement with residents by using a	Tim Barker	Consistent flow of information and engagement that will	June 2010			

Hyde South East Short Notice Inspection Action Plan
March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		variety of media and through partnerships with other agencies		allow swifter response to residents' needs				
13	Recommendation 13 In consultation with Residents, improve outcomes for tenants who have diverse needs by monitoring service take up by diversity to identify any groups of residents who are not accessing services							
13.1	Management information includes analysis of resident engagement by diversity to highlight both high and low levels of engagement	Regular monitoring of iWorld reports on service usage to identify groups not accessing services	Karen Birkett	Baseline established that identifies groups not engaging with Hyde	Sep 2010	<input checked="" type="checkbox"/> Residents	Residents with diverse needs will be able to influence plans for service delivery	
		Surveying and research to be carried out with 'under-engaged' groups to establish reasons for this	Tim Barker	Research provides intelligence to shape our response both for service delivery and engagement	Oct 2010 onwards			
		Continuous improvement groups to revise service delivery to address the reasons for 'under-engagement'	Andrew Green	Hard-to-engage groups are offered services that address their needs	Oct 2010			
		Management information reporting to include interface with Hyde by diversity strands	Karen Birkett	Engagement by diversity is embedded in performance management	Oct 2010			
		Focus groups of those receiving differentiated services to be held twice yearly to advise on best ways of monitoring take-up.	Gill Butler	Diverse needs groups are able to influence tailoring of services	Oct 2010 onwards			
				Assessment of take-up of services by diverse	Oct 2010 onwards			



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
				residents is broadly in line with take-up from the wider resident base				
14	Recommendation 14 In consultation with Residents, improve outcomes for tenants who have diverse needs setting out clear expectations on contractors and operatives on diversity issues sharing them with residents and introducing systems to ensure they are kept							
14.1	Code of Conduct for contractors and operatives that sets out how services are provided in a way that caters for residents' diverse needs or vulnerabilities. Feedback and surveys that monitor contractors' performance in complying with the Code.	Census data on residents' profiles to be used to revise existing Code to include expectations on how contractors deal with services for residents with diverse needs or vulnerabilities Diversity and inclusion training to be carried out for all contractors Residents will be involved in the contractor selection process and provide guidance on focus for contractor training Further review and improvement of the Code to be carried out in the light of feedback from the training events	Mark Anderson Alka Ladva Mark Anderson Mark Anderson	A code of conduct for contractors with explicit instructions on how best to deliver a service to residents with diverse needs Contractors understand our expectations in dealing with D&I issues Residents will have the ability to influence contractor selection and to ensure that their views are taken into account Contractors understand our expectations in dealing with D&I issues	Sep 2010 Oct 2010 Sep 2010 Nov 2010	 HRE/V	Residents will be clear about the service and standard of behaviour to expect from contractors who visit their homes	

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Code publicised in residents' Magazine for both feedback and engagement	Jonathan Henley	Residents fully understand the type of service to expect from contractors where there are D&I issues	Nov 2010			
		Final Code issued to contractors and residents	Mark Anderson	Contractors' duties and residents' expectations are aligned	Dec 2010			
		Surveys and mystery shopping to include feedback on contractors' compliance with diversity and vulnerability issues	Tim Barker	Contractors' performance is monitored to ensure compliance with the Code	Dec 2010			
				Overall satisfaction with repairs service: 75% (72%)	Feb 2011			
15	Recommendation 15 In consultation with Residents, improve outcomes for tenants who have diverse needs by finding out how representative resident involvement structures are and taking action to balance them when necessary							
15.1	A resident engagement structure in which the membership of constituent groups represents the local population	Detailed information on membership to be collected on all existing resident groups and boards Continuous improvement groups to assess membership against Census data on residents' profile and plan action to achieve	Kate Krokou Paul Singleton	Current database brought up to date Membership of all constituted resident groups is widened to represent our resident profile.	April 2010 May 2010		Targeting of under-represented groups will stimulate discussion about appropriate methods of engagement for different people Residents who	



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>representation in line with resident base</p> <p>An annual review of membership against Census data to be undertaken by continuous improvement groups</p> <p>Representative membership will be a focus for the residents' autumn conference – to explain the structure and encourage participation</p>	<p>Kate Krokou</p> <p>Kate Krokou</p>	<p>Plans to do specific targeting to improve representative membership and widen participation.</p> <p>Home visits to be carried out periodically to residents with diverse needs to encourage engagement and to explain our resident engagement structure</p> <p>Assessment of satisfaction with opportunities for engagement and exercising choice for diverse residents is broadly in line with the satisfaction rating from the wider resident base</p> <p>Percentage of diverse residents involved in scrutiny process and governance structures is in line with wider resident base</p>	<p>Dec 2010 onwards</p> <p>Dec and Jun onwards</p> <p>Dec 2010</p> <p>Dec 2010</p>		<p>are not currently involved will be given opportunities to become involved</p> <p>Local resident groups membership reflect our resident profile and feedback from them feeds into wider service reviews</p>	



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
16	Recommendation 16 In consultation with Residents, improve outcomes for tenants who have diverse needs by reviewing the approach to responding to reports of domestic violence and hate crimes to ensure that they are fast and effective at meeting needs							
16.1	An improved policy and procedure for domestic violence and hate crime that ensures case management that residents are satisfied with	<p>A review of the existing policy and practice is underway to include research into best practice in external bodies</p> <p>Case management approach that makes explicit to residents services that will be provided and timescales that will be met e.g.</p> <ul style="list-style-type: none"> • 24 hour responses • advice and sanctuary services • ongoing staff support • prompt updating on progress <p>Carry out an EIA on revised policy and procedure</p> <p>Revised policy and procedure validated by relevant external agency</p> <p>More robust promotion of the policy in residents' Magazine</p>	<p>Karen Birkett</p> <p>Andrew Green</p> <p>Karen Birkett</p> <p>Karen Birkett</p> <p>Jonathan Henley</p>	<p>An externally validated approach to domestic violence and hate crime</p> <p>Additional clarity for residents and staff on our approach to dealing with the issues</p> <p>Increase in reported cases of DV and hate crime</p> <p>Improved resident satisfaction rate with case management</p> <p>Diversity aspects to reported cases are catered for</p> <p>Assurance for residents that service is of a high standard</p> <p>Increase in use of the service</p>	<p>April 2010</p> <p>April 2010</p> <p>Sep 2010</p> <p>Sep 2010</p> <p>April 2010</p> <p>April 2010</p> <p>April 2010</p>		<p>All residents will understand our approach through proactive promotion</p> <p>Residents using the service will receive comprehensive, expert advice at the earliest opportunity</p>	

Hyde South East Short Notice Inspection Action Plan
March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Review and revise staff training in case handling and victim support as necessary	Alka Ladva	Clarity for staff on residents' expectations	June 2010			
		Customer-facing PIs to include six diversity strands in monthly reports	Karen Birkett	Create accountability and improve performance.	May 2010			
17	Recommendation 17 In consultation with Residents, improve outcomes for tenants who have diverse needs by ensuring that all staff understand diversity issues and know how to act, respond and prioritise appropriately							
17.1	Mandatory training programme for staff on diversity is completed	Identify staff and members who have yet to receive training on diversity and provide courses in as short a time as possible	Alka Ladva	All working for Hyde are confident that they understand the issues and know how to deal with situations where diversity is an issue	May 2010		Residents receive services in a way that is appropriate to and respectful of their needs	
		Learning and Development to revive the annual Diversity Day and organise events across the Group for 2010	Alka Ladva	Active participation by staff in <ul style="list-style-type: none"> exploring diversity issues putting forward ideas on improving how we deal with diversity issues educating ourselves on diversity issues demonstrating corporate commitment to improving our knowledge of diversity issues	Dec 2010			

Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
18	Value for Money: <ul style="list-style-type: none"> • Embed the strategic approach to value for money across the services inspected • Incorporate value for money assessments within performance management arrangements • Develop a consistent approach to benchmarking and its use in assessing value for money • Deliver differentiated services that meet diverse needs in an efficient and effective manner • Ensure that residents are an integral part of the Value For Money culture 							
18.1	<p>Implement the Value for Money (VFM) strategy and roll it out across the Group.</p> <p>At Group level, develop a new framework for benchmarking across all services and for assessing value for money within services</p> <p>Provide managers with the information and guidance they need to manage VFM.</p> <p>Build output from local benchmarking into performance management systems.</p> <p>Demonstrate to residents, Board and</p>	<p>Staff induction training to include details of Group's approach to VFM and how residents are involved</p> <p>Finance staff to support senior managers to brief staff on VFM and answer any queries</p> <p>2010/11 plans to include value for money objectives by corporate and operational services levels with Group targets set as baseline targets for both corporate and operational target-setting</p> <p>Develop programme of briefings to provide all staff with greater</p>	<p>Alka Ladva</p> <p>Gary Seabourne</p> <p>Gary Seabourne</p> <p>Karen Birkett</p>	<p>All new staff will understand how value for money is to be assessed in their role in Hyde and what role residents will play</p> <p>All Hyde staff understand their personal responsibility for assessing value for money in achieving their objectives for 2010/11</p> <p>The objectives of the Group strategy for value for money are translated into service-based targets that can be agreed and monitored by residents</p> <p>Individual responsibility and accountability for applying VFM principles</p>	<p>April 2010</p> <p>May 2010</p> <p>May 2010</p> <p>Jun 2010</p>		<p>A more rigorous application of VFM principles will enhance the quality of services; ensure costs of services are in line with upper quartile for standards and VFM benchmarks</p> <p>Residents will form part of the VFM assessment providing them with the information which they need to enable them to influence decisions about cost and quality</p> <p>Residents that require differentiated services will have</p>	

Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	<p>stakeholders that services are being provided to a quality and at a cost that are competitive</p> <p>Embed and strengthen knowledge of Value for Money throughout the organisation</p>	<p>understanding of income and costs, and the underlying principles of value for money making them relevant to the Operating Business Unit level</p> <p>Ensure Value for Money is included as an agenda item at all future departmental and team meetings and 1:2:1's and in resident engagement structures</p> <p>Managers set team targets at April team and 1:1 meetings in line with the VFM strategy</p>	<p>Gary Seabourne</p> <p>Gary Seabourne</p>	<p>in day-to-day activity is clear and reinforced</p> <p>VFM principles are embedded in the performance management structure and through resident monitoring groups</p> <p>Example Group targets 2010/11</p> <p>Residents' rating service as 'good' for value for money: 75%</p> <p>Average time taken to relet routine voids: 3.5 weeks (upper quartile)</p> <p>Rent loss on voids: 0.7% (upper quartile)</p> <p>Rent collected: 98% (upper quartile)</p> <p>Current arrears: 4% (upper quartile)</p>	<p>Nov 2010</p> <p>April 2010</p>		<p>properly designed services that are efficient and effective</p> <p>Successful implementation will provide a VFM evaluation of a wide scope of services within a qualitative and quantitative framework</p>	

Hyde South East Short Notice Inspection Action Plan

March 2010

Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Standard approach and documentation to be used in performance management meetings to assess progress against targets	Gary Seabourne	Consistent approach to use of VFM in performance management and in enabling residents to hold us to account	May 2010			
		Benchmarking reports on value for money to be provided as part of performance management process to Board, residents, etc	Gary Seabourne	Comparison facilitated and further analysis prompted to address services that are out of line with peers	May 2010			
		Develop a toolkit to enable value for money assessments of services that enable residents to be properly engaged	Karen Birkett	Baseline information on costs of services is identified – enabling peer comparisons (see above)	May 2010			
		Apply new Value for Money Framework to the Springboard staff suggestion scheme – assessing proposed projects for value for money benefits	David Boardman	Decision-making on selecting staff suggestions is aided by VFM assessment	May 2010			
		Using Value for Money toolkit, HouseMark core benchmarking and G15 overhead benchmarking begin process of carrying out reviews of corporate functions e.g. HR, ICT,	Gary Seabourne	Plans for service improvement are informed by VFM imperatives and performance of peer group	Sep 2010			

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Finance, Facilities and Procurement etc						
		Value for Money self-assessments of front line services to be carried out by Continuous Improvement Groups using the toolkit and HouseMark Benchmarking data and involving residents	Karen Birkett	Plans for service improvement are informed by VFM imperatives and performance of peer group	May 2010			
		Using Value for Money Self-Assessments prioritise services for further review developing a future programme for 2010-2012 in line with resident aspirations	Karen Birkett	Plans for service improvement are informed by VFM imperatives, residents' aspirations and performance of peer group	Sep 2010			
		Ensure staff accountability in delivering value for money by collating a value for money register which is reported to EMT, HRE/HRV and Group Board	Karen Birkett	Evidence of successes are recognised and shared across the Group	Nov 2010			
		Consult residents on how resources are utilised to enhance services where value for money improvements are made	Head of Resident Engagement	VFM financial gains are re-invested in customer services	June 2010			



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		Provide regular information in resident newsletters about how and where money is being spent and how service costs compare with other local landlords	Gary Seabourne	Residents are more able to hold Hyde to account on performance and costs of services	June 2010			
<u>SECTION 2 – SUPPLEMENTARY RESIDENT SERVICE REQUESTS VIA ENGAGEMENT FEEDBACK</u>								
18	<u>Resident Request: Reduce waiting times on the telephone</u>							
18.1	Reduce the number of telephone security questions to 1 or 2 or introduce a password system to reduce waiting times	Continuous improvement group to review current requirements against upper quartile peer group practice; implement best practice	Paul Singleton	More efficient telephone answering service resulting in increased resident satisfaction – tested through surveys.	May 2010	✓ Residents	Reduced bureaucracy at first point of contact for residents; reduced waiting time on telephone	
19	<u>Resident Request: Keep residents informed about changes in neighbourhood staff</u>							
19.1	Review procedures for informing residents when there is a change of neighbourhood staff	Introduce a system that requires the team leader for the neighbourhood to inform their residents of a change of their principal officer contact; by the most appropriate mode of contact e.g. letter, e mail, telephone etc.	Paul Singleton	Reduction in complaints about poor communication on personnel changes – evidenced through complaints management reports	April 2010	✓ Residents	Increased resident satisfaction with staff communication – tested through surveys and panels.	

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
20	<u>Resident Request: Make staff more visible to residents on site</u>							
	Consider how staff can be made more 'visible' to residents when out on site	<p>Reinforce requirement for staff to wear the Hyde identity badge in a prominent way</p> <p>Explore with residents what their preferred method of higher visibility would be</p> <p>Publicise estate inspections in advance through leaflet drops, website etc.</p>	Paul Singleton	Increased resident satisfaction with the quality of their relationship with local staff	Mar 2010	<p>✓</p> <p>Residents</p>	Improved ad hoc access for residents to staff	
21	<u>Resident Request: Clarify Hyde and Residents' responsibilities</u>							
21.1	Remove confusion about boundaries for Hyde's responsibilities and residents responsibilities: <ul style="list-style-type: none"> • periodic reminders for residents of their rights and responsibilities • when issues arise establish promptly but sensitively where responsibilities rest 	<p>Managers to ensure that staff provide robust clarification on the terms and conditions of tenancy at all new lettings</p> <p>Staff to provide opportunities for residents to clarify issues on T&Cs at the six-weekly follow up visit for new lettings</p> <p>Customer Insight team to use telephone surveys of new lettings (quarterly) to assess resident</p>	Paul Singleton	Reduction in disputes about responsibilities relating to repairs, rubbish clearance, cleaning etc. – measured through the complaints management process and reports	April 2010	<p>✓</p> <p>Residents</p>	Improved understanding by residents of the landlord/tenant relationship	



Hyde South East Short Notice Inspection Action Plan
March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
		<p>satisfaction with the process</p> <p>Where issues are identified by surveys, clarification will be provided both to individual resident and, if appropriate, brought to the attention of all residents in the residents Magazine</p> <p>Customer services' team meetings to share experiences of 'conflict' and methods for resolving them</p> <p>Residents Panels to be surveyed periodically to test our performance in this area</p>						



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
22	Resident Request: Dealing with differences and neighbour disputes							
22.1	<p>Responding to differences and neighbour disputes:</p> <ul style="list-style-type: none"> consider how emotional as well as practical support can be provided to alleviate residents' sense of hurt and fearfulness as a result of being a victim use peer mediation as a matter of routine to assist in resolving disputes use the terms and conditions of the tenancy agreement more forcefully, especially to deal with minor issues such as parking disputes etc. 	<p>Customer Service training to include 'active listening skills' to enable staff to understand better the personal context to disputes and their effects.</p> <p>Provide staff with knowledge of local statutory and voluntary support groups such as Environmental Services, Victim Support etc. to refer on cases as appropriate.</p> <p>Work with the Residents Panels to recruit residents who would act in a 'peer support' role for victims in disputes</p>	Alka Ladva	<p>Satisfaction with complaints handling, ASB management and tenancy terms' enforcement is increased</p> <p>Target : 50%</p> <p>Target: 80% upper quartile</p>	<p>Sep 2010</p> <p>Mar 2011</p>	<p>✓</p> <p>Residents</p>	<p>Further support is made available for residents to address feelings of vulnerability</p>	





Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
<u>SECTION 3 – SUPPLEMENTARY RESIDENT SERVICE REQUESTS FROM HSE CUSTOMER SERVICES BOARD</u>								
23	<u>Resident Request: Provide information of staff roles and responsibilities and keep contacts up to date</u>							
23.1	Provide residents with clear information about roles and responsibilities of staff and on key contacts; keep up-to-date	See 19 above Annual report to residents to include a summary description of local roles and duties	Karen Birkett	See 19 above Annual update for residents on local contacts	Jun 2010	✓ CSB	Residents have up-to-date information on local contacts, role and duties	
24	<u>Resident Request: Review Board Reports to provide more information on impacts and provide updates on progress</u>							
24.1	CSB reports to have greater clarity on impacts on customer service and progress against strategic objectives	Progress reports on implementation of the action plan to include 'resident benefit' feature Half-yearly reports to be provided on progress in achieving strategic objectives set out in the Annual Plan	Paul Singleton Paul Singleton	CSB papers to include progress reports with immediate effect CSB papers to include progress reports on Annual Plan objectives twice yearly	Mar 2010 Oct 2010 Mar 2011	✓ CSB	More robust governance role for residents' representative body	
25	<u>Resident Request: Provide up-to-date resident handbook to all residents to include all of Hyde's services, ways of complaining etc.</u>							
25.1	An up-to-date residents' handbook that meets the information	Review the current handbook in consultation with residents, panels, HRV to produce a	Karen Birkett	A source of information for residents on right & responsibilities and accessing services that	Sep 2010	✓ HRE HRV	A single source of need-to-know information for residents	

Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
	requirements of residents	handbook that best meets the requirements of landlord and residents		is easy to use, comprehensive and up-to-date		Panel		
26	<u>Resident Request:</u> Discuss with local residents (estates, neighbourhoods) prioritisation of communal repairs and improvements							
26.1	Systematic resident engagement in decision-making on estates/communal works	Review current process for estates and neighbourhood inspections to include: <ul style="list-style-type: none"> • advance notification to all affected residents • engagement in inspection process of volunteers or TRA • joint agreement of works by staff and involved residents/TRA • notification to all residents on estate of agreed works plan 	Karen Birkett	Increase in resident satisfaction with estates management Target: 75% (upper quartile)	Sep 2010	 Panel	Residents' preferences for upkeep of estates & neighbourhoods Are part of decision-making	
27	<u>Resident Request:</u> Nominate key residents on estates and neighbourhoods to collect surveys, questionnaires etc. to enhance input							
27.1	Fuller residents' contributions to our Customer Insight activity	Establish a 'key resident' scheme in estates and neighbourhoods to recruit (and reward) residents to assist in survey and questionnaire returns	Paul Singleton	Improved return rates for survey and engagement activity Improved satisfaction rate with communication Target: 80% (upper quartile)	Dec 2010 Dec 2010	 Panel	More influence in service improvement and change of residents' views and preferences	



Hyde South East Short Notice Inspection Action Plan

March 2010



Ref	Objective	Key Actions/ Support/ Resources	Named Staff Owners	Expected Outcome SMART target	Target Date	Resident request	Resident benefit	Progress
28	<u>Resident Request: Contractors to attend Panel meetings</u>							
28.1	Attendance of contractors at Panel meetings when there are performance issues	Agree protocol with contractors for attendance at Panel meetings – at Panel's request	Paul Singleton	<p>Increased satisfaction with repairs service Target: 75% (upper quartile)</p> <p>Increased satisfaction with contractors' attitude Target: 90% (upper quartile)</p>	<p>Dec 2010</p> <p>Dec 2010</p>	<p>✓ Panel</p>	Opportunity for residents to challenge contractors on quality of service being provided	



Details of named lead staff

Name	Job title
Alka Ladva	Learning and Development Manager
Andrew Green	Head of Operations, Hyde South East
David Boardman	Head of Internal Communications
David Eastgate	Chief Executive
Gary Seabourne	Interim Director of Risk Audit and Compliance
Gill Butler	Head of Community Engagement and Projects
Jonathan Henley	Creative and Marketing Manager
Karen Birkett	Senior Policy Officer
Kate Krokou	Customer Insight Manager
Mark Anderson	Interim Director of Asset Management and Property Services
Paul Singleton	Managing Director, Hyde South East
Tim Barker	Head of Insight
Yasmin Ahmed	Head of Diversity and Inclusion

Other resources

It is recognised that the delivery of the action plan and the cultural and behaviour changes that are needed to successfully deliver the plan and lasting change, will require leadership, planning and resources. Although the plan has a series of named individuals to act as leaders, theirs will be the responsibility to ensure that tasks are delivered properly and on time, working to a detailed delivery plan, more of which can be found under implementation and monitoring below. To assist them, there is a considerable infrastructure of existing engagement mechanisms, improvement groups and support staff, as well as the skills, knowledge and input of the wider staff teams. Alongside them will be the commitment and contributions that the residents will bring, ensuring that the focus for all the detailed activity is always brought back to improving the services that they receive.

Making progress

Since the completion of the Short Notice Inspection, there has been considerable activity throughout the organisation to ensure that the response to the findings of the Commission are treated as an opportunity rather than a threat and that the response is one that will bring lasting change and real improvements to services for our residents.

Naturally, engaging with residents about the findings and how they should be addressed was the initial focus but we have also been able to learn from the Short Notice Inspection at Martlet Homes, which has allowed us to make considerable progress in putting the building blocks in place that will deliver change, namely:

- Ownership of the issues faced, by the Board and the Executive Management Team, recognising the need to take tough decisions and tackle difficult problems, welcoming external and internal challenge
- A sustained focus on clear and consistent priorities that will drive performance and make a difference, achieving greatest impact in priority areas
- Sound performance management systems throughout the Group that drive future financial and policy planning with clear accountable systems for delivery
- The development of a culture that sees improvement as being “Business as Usual”

Rather than simply waiting for the plan to be established before acting immediate quick wins have been generated by:

- Unveiling the significantly revised website that is now being thoroughly tested, amended and subsequently approved through a variety of resident engagement opportunities
- Carrying out a resident census, which will provide the evidence needed to enable the Group to respond successfully to the diverse needs of its residents and to be able to manage and monitor those services in the future
- Launching the recruitment process for two key Senior staff members that will help to drive the cultural change necessary, both of whom will be in place for April
- Delivering new performance benchmarking tools for Executive Management Team, including local peer group comparisons, that are now being rolled out through the Business Units, Boards, Local Management Teams etc

Striving for perfection and the fear of failure can often be blockages for improvement. Our approach is one of continual improvement and engagement, recognising that there may be criticisms but being committed to respond positively to them until our residents tell us that we have it right.

Implementation, monitoring and delivery

Given the nature of the cross-cutting themes that were inspected and the findings that came out of the inspection, it is clear that the implementation plan will operate on more than one level. The cultural and behavioural change that has been identified by the Board will be delivered throughout the Group, as will other activities that have a Group wide impact. However, we must also not lose sight of the need for a local delivery focus, whether it is through benchmarking with peers, or through feedback from local residents.

Ensuring that the Action Plan is delivered in a strategic and cost effective way will therefore be undertaken by a small Project Board, led by the Director of Risk, Audit and Compliance. The Project Board's role will be to:

- Develop and co-ordinate the delivery plan that will ensure that the action plan is delivered, that duplication and waste is avoided and that the timetable is kept to
- Ensure that the necessary resources are in place that can make meaningful change happen
- Develop and manage a communications strategy that will ensure all stakeholders are kept up to date with progress, achievements and key milestones
- Ensure that proposals for monitoring of the plan are delivered and that different methods of monitoring progress can be undertaken by different groups and individuals
- Whenever possible to remove blockages to progress and where this cannot be achieved, to bring those blockages to the attention of the Executive Management Team to ensure that progress can be maintained

Individuals, including Project Board members, will be tasked with delivering key items of the plan. This will be through existing mechanisms including the Continuous Improvement Groups, Resident Engagement Groups, team meetings, etc, and through the establishment of small, focussed, time bound "task and finish" groups that will have a clear brief, timetable and delivery mechanism. Areas for potential improvement that cannot be delivered through the life of the plan will be reported to the "One Hyde One Vision" group looking at longer term service developments. Where appropriate, some tasks will form part of individual service plans.

The successful delivery of the plan will be monitored at different levels. The Project Board will monitor the delivery plan, updating the action plan in line with that more detailed plan. They will report to the Executive Management Team on a fortnightly basis, who will subsequently report to the Board.

Residents will be able to scrutinise progress in a number of ways:

- Through the current formal resident engagement processes, such as the HRE and the HRV, Customer Service Boards, local involvement structures, etc (The HRE are already considering what they see as the key milestones that need to be monitored)
- By referring to the website where there will be a pictorial representation of progress that can be easily accessed and monitored

Hyde South East Short Notice Inspection Action Plan

March 2010



- By further mining into the website where a more detailed progress chart will be updated weekly
- Through progress updates that will form part of the communication strategy

