

**Appendix B**  
**HTS Service Improvement Plan**

**1 Customer Feedback**

Responsibility	Target Date	Expected Date	Measure / Evidence	Tracking Status	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Progress Update 28th March 2023	HTS Update 2nd June 2023	Progress Update 16th June 2023					
1.1	Provide operatives with feedback forms & prepaid envelopes to leave at property on job completion	29	Shakeel Khan	30-Jun-23	31-Jul-23																											HTS require internal discussion as this feels like going backwards to the system we currently use. Would be something to address with the new system - Electronic	On going	Expect to start in April. Feedback in July with 3 months data.	Forms have been distributed to operatives. Returned numbers are low. 7 to date. Suggest we revert back to postal system in the interim	HTS suggest using a call response through Call Centre due to low postal response. Use same question format. Initially a 1 months trial
1.2	Reinstate tenants meetings - undertaken jointly with HDC	63	Steve Ward Shakeel Khan	31-Mar-23	16-Jun-23																											Meetings are Leaseholder Panel & Housing Repairs. PLEASE PROVIDE SCHEDULE OF MEETING DATES AS EVIDENCE	Complete	HDC arrange meetings so will have schedule. Meetings are minuted - SW will send minutes of most recent meetings. Client led. Steve W goes to leaseholder meetings, tenants meeting Gina (call centre) and Debbie Hardy (performance attend)	Completed. Evidence previously sent	Complete
1.3	Use plaudits for an employee reward and recognition scheme. HTS need to agree baseline then produce a recognition scheme on this basis. Ongoing, long-term goal rewarding for above and beyond	61	HTS SMT	31-Dec-23	31-Dec-23																											Included in joint monthly ops report. Reward not only for plaudits but productivity, CS etc which is part of the incentive scheme currently being reviewed/considered	On going	HTS want to introduce a productivity based incentive scheme - likely to link to new IT system to manage. Speaking to neighbour authority on their productivity based system - will feedback once met with them. Have Plan B helped introduce a similar arrangement anywhere?	Being discussed along with performance and incentives	working on baseline in order to calculate incentive scheme targets and Dec 23 deadline

**2 Inspections**

2.1	Move to an 'on the day' inspection regime rather than weeks after. Rather than relying on dedicated Inspectors, include supervisors / team leaders within inspection regime	31	Gavin Jackson	30-May-23	31-Jul-23																											Inspections being carried out daily by supervisors. Need to record data onto tracking system. To be provided at ASC mmeeting	On going	Start supervisors to do inspections (started) and will report at ASC meetings - discussing with Bob to agree format for reporting. In addition, one Inspector is now back at work	Ongoing and reported at ASC. Examples attached	6 team leaders and 1 inspector. Report failures and rectification solution. Also shown on monthly report to ASC
2.1.1	In order to better follow up works, Inspector should attend same day as work completed	59	Gavin Jackson	30-May-23	31-Jul-23																											As above	On going	As above - H&S and quality inspections	As above	6 team leaders and 1 inspector. Report failures and rectification solution. Also shown on monthly report to ASC
2.2	Target for 10% of jobs to be inspected - start at 5%, and increase annually until 10% is reached	60	Gavin Jackson	30-Jun-23	31/09/23																											Inspections being carried out by supervisors and Damien. Monthly targets set and report monthly at ASC. Reviewed in 3 months	On going	Aim initially for a 5% target, increasing to 10% over time. Current level of inspections are around 5% - will be able to see rate in ASC report	April 23 Data: 6.3% inspected (2039 jobs - 128 Inspected) May 23 data: 8.5% Inspected (2048 Jobs - 174 Inspected) April data attached. May Team leader data attached. Post Inspection data being collated	on target aiming for 10% in September 23
2.3	Review how inspection results are fed into improving service	58	Gavin Jackson	30-May-23	31-Jul-23																											To be reviewed by Team Leaders & Ops Manager in monthly meeting for trends & improvements. Data to be supplied & reviewed at ASC meeting	On going	Report in ASC - aim to help identify trends and taking responsibility - Gavin to agree improvement plan with Team Leaders / support officers.	Ongoing. Reported at ASC and discussed monthly meetings with team leaders. Minutes examples attached.	On going

**3 Operational IT System**

3.1	Customer feedback - Move to a process that uses text questionnaires. New system requirement (is there a shorter term workaround?)	30	Chris Reed	01-Aug-24	01-Aug-24																											To be addressed by new system. Workaround is currently in progress - paper version	On going	New system - plan laid out for ITT - ITT being prepared, found a framework to use to ensure its suitable, HTS team talking to HDC to help develop spec for new system.	ITT due to go out shortly	ITT due out on 19th June. 2 stage tender. Reduce to 6 companies in stage 2. stage 1 deadline expected to be September 23	
3.2	Comments entered in Callsys not always visible in Orchard. In short term speak to Callsys. Longer term new system requirement.	1	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23																											Timeline dependant on IT answer. Discuss with Callsys	On going	Steve W contacted Callsys to see if changes possible. They are in contact with Daryl Clucas to see how Orchard set up.	Awaiting feedback HDC Callsys	awaiting feedback both sides. HTS push for response as short term fix	
3.3	If job description is updated in Callsys this should be visible in Orchard. In short term speak to Callsys. Longer term new system requirement.	2	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23																											As above	On going	As above	As above	awaiting feedback both sides. HTS push for response as short term fix	
3.3.1	Ensure that there is a standard approach to writing job descriptions to ensure that all the information needed is there, both by the operative and for any needed follow up. System led job descriptions but limited - better training for call handlers needed	20	Gavin Jackson	31-May-23	16-Jun-23																												External training to be scheduled - GJ	Complete	External - cover customer service as well, and provide a greater understanding of what jobs entail. Orchard 'script based' - but need to ask the 'right' questions.	Internal training has been carried out. Repairs Policy reinforced by front line team. Record attached	complete course and repairs policy. Team updated

3.4	If job priority is changed in Callsys this should be visible in Orchard. (Orchard not set up correctly?). Call centre to include notes when priority is changed. HDC should authorise change of priority.	3	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23	Timeline dependant on IT answer. Discuss with Callsys	On going		As above 3.2 - need to understand what is need to adjust Callsys to make this change - currently provide a report retrospectively	As per item 3.2	awaiting feedback both sides. HTS push for response as short term fix
3.4.1	Ensure job priority changes state that there has been a change and a reason for the change in the job description. Ensure a consistent process for all jobs - see 3.4	13	Michael Filmer Chris Honor HDC IT	30-Jun-23	31-Dec-23	Timeline dependant on IT answer. Discuss with Callsys	On going		As above 3.2 - need to understand what is need to adjust Callsys to make this change - currently provide a report retrospectively	As per item 3.2	awaiting feedback both sides. HTS push for response as short term fix
3.4.2	Create a process for keeping track of all jobs where the priority has changed	14	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23	We currently have a manual spreadsheet process, with results being shared monthly to HDC. Timeline dependant on IT answer. Discuss with Callsys	On going		Reported following month via a spreadsheet - included within joint report (very manual process) - looking at whether its possible to improve process via Callsys - see above.	As per item 3.2. Workaround copy attached	manual process provides report. Report to be sent to wendy to review and comment
3.4.3	In instances where a job needs to change priority create a process where permission must be gained from HDC	17	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23	To be addressed by new system.	On going		Had some discussions about potentially suspended jobs (e.g. awaiting materials) - need to come to agreed approach. Should HDC approve changes to priority (without created onerous workloads)? Appears that some of the base assumptions in Orchard are incorrect (e.g. counts calendar days rather than working days). Raise with HDC	Ongoing	Wendy to pick up as part of review
3.5	No access details not flowing from Callsys into Orchard. In short term speak to Callsys. Longer term new system requirement.	4	Michael Filmer Chris Honor HDC IT	31-Dec-23	31-Dec-23	Short term: Timeline dependant on IT answer. Discuss with Callsys L/Term: To be address ed by new system	On going		As above, 3.2. Need to understand how Orchard - part of the discussions between Callsys and Orchard via Daryl Clucas - possibly need changes in Orchard. If Orchard updated it doesn't automatically update in Callsys	As per item 3.2	awaiting feedback both sides. HTS push for response as short term fix
3.5.1	Review and revise the No Access plan to ensure better response in a timely manner	62	Gavin Jackson HDC	31-Jul-23	31-Jul-23	x2 No access to be recorded onto Callsys and report provided to ASC monthly. No further appt made after 4 weeks, order to be closed.	On going		Further joint discussions needed with HDC. Need to agree number of return visits that is acceptable. Need to agree no access protocol.Potential disrepair claim where jobs not completed due to not being able to gain access - need to agree with HDC.	Initial discussions held with HDC on 1.6.23 in order to agree standard process that meets the requirements of all parties and standardises through all the business	1 meeting held with HDC. Follow up in July to agree process. Better process than post needed. All attempts need to be evidence based
3.6	Provide training on Callsys app to ensure start and finish times are accurately recorded against jobs	11	Gavin Jackson	30-Jun-23	30-Sep-23	Training booked for ..... Attendance to be recorded onto T100 Training metrix and attendance register sent to HDC	Not started		Gavin working on a training plan which will also set out why - smaller, focussed groups planned rather than one big session	Slightly behind where we anticipated in being but in progress with all teams. Due to strike action	no training held yet. Operatives to sign a disclaimer following training. HTS to provide training dates within 2 weeks
3.7	Ensure all operatives are trained / retrained to use handheld devices to the same standard, and that information on how to use them is readily available to all	9	Gavin Jackson	30-Jun-23	30-Sep-23	As per 3.6	Not started		As above 3.6	As per item 3.6	no training held yet. Operatives to sign a disclaimer following training. HTS to provide training dates within 2 weeks
3.8	Refresher training to include providing comments on jobs becoming a mandatory HTS requirement. Training needed to ensure information is informative and appropriate	10	Gavin Jackson	30-Jun-23	30-Sep-23	As per 3.6	Not started		As above 3.6	As per item 3.6	no training held yet. Operatives to sign a disclaimer following training. HTS to provide training dates within 2 weeks
3.9	Amend systems so operatives can schedule their own follow-up jobs if needed and appropriate to do so. New system requirement, but is there a short term workaround - training requirement?	12	Gavin Jackson	01-Jul-24	01-Jul-24	Short Term: Manual process to be reminded to operatives at training refresher course. L/Term:To be addressed by new system	Not started		Short term - will be covered within training plan for 3.6 - longer term looking at new system to make easier. Follow up at monthly meeting with Support staff.	Short per item 3 6	long term
3.10	Keep hard copy of job priorities on Orchard to assist call centre staff and ensure job priorities are consistent and appropriate (lengthy document). Provide training on use	23	Gina Patten HDC	31-May-23	16-Jun-23	Hard copy to be available to all call centre staff. Latest edition to be supplied by HDC. Signed receipt confirmation by all call centre to be supplied to HDC	Complete		Got list - and will ensure that they are available to all call centre - job priorities are on the Harlow Council website.	Completed. As per item 3.3	Complete



5.1.3 Training & development - giving people the skills and tools to do a great job

5.1.4 Engagement - employee involvement in decisions; empowered staff, trust, responsibility and accountability, collaborative, inclusive, personal reviews and development plans, succession planning, staff engagement surveys - and act on findings, greater sense of team

5.1.5 Communication

5.1.6 Open, honest & transparent

5.1.7 Modern service - use of technology, data driven, flexible working arrangements, demand led, responsive to change, effective and efficient services that continuously improve, best value, innovative, agile, consistency, transparent, measure & optimise performance - performance dashboards

5.1.8 Customer at the heart of service design - great customer service, trusted, reliable, right first time, excellent basics - does what it says on the tin

5.1.9 Climate / carbon friendly - smarter operations reducing mileage and vehicle movements, driver behaviours, reduced emissions

5.1.10 Safety first / zero harm - standard operating procedures, staff representatives and working groups, audit & inspection, behavioural change, IOSH training team leaders, supervisors, managers, near miss reporting

5.1.11 Financials - offer excellent value for money, competitive, tight control of costs, predictable, sustainable, disciplined

5.1.12 Community engagement - use of local supply chain, CSR, community champions, eyes and ears

## 6 Business Systems

6.1 It is recognised that current operational systems are not fit for purpose. HTS are in the process of selecting and procuring a new system(s)

6.1.1 Procurement

6.1.2 System design & configuration

6.1.3 Testing & implementation

6.1.4 Go Live

