

APPENDIX 1 Strategic Risk Register

Remaining Risk Key: **L** Likelihood
I Impact
S Score

Categories of Risk: **C** Contractual
F Financial
L Legal
R Reputational

Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
Meeting Decent Homes target	Building inflation exceeds income Risk F	★ Can lead to shortfall in Decent Homes funding. Dorset is a small building market and there are labour shortages	★ Long term Egan compliant contracts in place with value for money and value engineering built in. Require contractors to train apprentices ★ Encourage local college to increase training capacity ★ Real building costs built into HRA Business Plan	4	4	16	MH
	Failure of contractors to deliver Risk C	★ Any area of failure can lead to failure to meet overall target	★ Tight contract management in place ★ Two contractors removed and replaced by better contractors ★ Reviewed process of selection and type of contracts used	2	3	6	MH

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
Meeting Decent Homes target	Stock condition information inaccurate; true investment needs are higher Risk F	★ Could lead to shortfall in funding	★ Increased % to 24%Independent verification by Ridge	2	3	6	MH
	Cuts in funding by Government Risk F	★ Could lead to shortfall in funding	★ Giving Government reassurance of quality of data used and impact of reduction (GOSW and DCLG) ★ Decent Homes remains key Government target	2	4	8	MH
	Failure to manage asbestos Risk L	★ Level of asbestos in stock historically unknown ★ Can present health risk to residents and staff	★ Development of an asbestos register and contracts in place for removal ★ Staff and contractor training in place	1	3	3	MH
	Overspend in responsive and voids budget Risk F	★ There was a past incident of an overspend of more than £1 million in one year. ★ Demand led service ★ More voids = greater costs ★ Rising resident expectation	★ Close links between technical and financial teams ★ Monitored by Board ★ PI in place to monitor ★ Use of re-charges to maximise income ★ Training of Helpdesk	4	3	12	MH/RI

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Objective	Category	Initial Risk	Risk Mitigation			Lead Officer		
			Risk Mitigation	Risk Mitigation	Action			
L I S								
Meeting Decent Homes target	Continued pressure caused by increased demand for aids and adaptations – rising costs Risk F	<ul style="list-style-type: none"> ★ Rising elderly population ★ Increase awareness ★ Pro-active approach ★ Strategic approach of supporting independent living and away from moving to receive support 	<ul style="list-style-type: none"> ★ Best value review carried out ★ Adaptations on allocation information ★ Adaptations carried out as part of Decent Homes programmes ★ OT seconded from Social Services 	4	2	8	Carry out cross service review of aids and DFG	BS
	Aim to achieve mobility standard homes and support independent living Risk F	<ul style="list-style-type: none"> ★ Aids only funded by HRA; no Government (DFG) or General Fund support 	<ul style="list-style-type: none"> ★ Adaptations carried out in Decent Homes programme ★ Information held on database 	2	2	4		BS
	Poor work by contractors Risk R, L, C	<ul style="list-style-type: none"> ★ Leads to accident/legal insurance/legal action/Impact on reputation ★ Increased costs of work ★ Loss of service due to action against contractor 	<ul style="list-style-type: none"> ★ Partnership working with new response/voids contractor ★ Improved satisfaction survey and complaints procedure ★ Focus on quality control by Inspection team ★ Key performance indicators measured 	1	3	3		MH

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
Meeting Decent Homes target	Failure in gas servicing Risk L, R	<ul style="list-style-type: none"> ★ Residents fail to give access ★ Difficult to monitor servicing work carried out ★ Residents can put in gas appliances without informing landlord – variety of suppliers ★ Carbon monoxide poisoning or gas explosion ★ Key area for Audit Commission inspection 	<ul style="list-style-type: none"> ★ Close control of access procedures has led to 100% servicing in recent years ★ Independent audit of sample of work done ★ Housing Officers doing tenancy audits can check this 	1	4	4	MH/JJM
Deliver excellent services and strong communities	Failure to meet the Management Agreement and annual Delivery Plan Risk C	<ul style="list-style-type: none"> ★ New ALMO with much pressure to set up new company, new contracts, TUPE, transfer of staff and meet inspection challenge ★ Challenging targets set ★ Comparator group is ALMOs which are highest performers 	<ul style="list-style-type: none"> ★ Board taking more control ★ Performance management framework in place ★ Developed Best Value and Performance team ★ Achieved 3* excellent 	2	4	8	JL

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Action	Lead Officer
				L	I	S		
Deliver excellent services and strong communities	Failure to meet 3* excellent target on re-inspection Risk F	<ul style="list-style-type: none"> ★ Rising standards ★ Pressure on AC by RSLs ★ Capacity of organisation ★ Pressure to cut costs and provide value for money 	<ul style="list-style-type: none"> ★ Best Value and Performance team to return to full time working ★ Close working with other 3*s ★ Key strategic target for whole organisation ★ Planning a pre-inspection 	3	4	12		BS
	Drop in customer satisfaction or failure to raise satisfaction levels Risk R	<ul style="list-style-type: none"> ★ Historic low satisfaction with TP ★ Confusion with status survey wording ★ Rising expectations 	<ul style="list-style-type: none"> ★ Improved publicity overall ★ Improved Communication on TP ★ Carry out annual satisfaction survey ★ Respond to surveys with "You said – we did" 	2	3	6		BS
	Too many "vulnerable" residents nominated Risk R	<ul style="list-style-type: none"> ★ An increase in nomination of vulnerable clients with drug, alcohol and other behavioural issues ★ Choice based letting makes "fine matching" allocations harder ★ Causing significant problem for existing communities 	<ul style="list-style-type: none"> ★ Tenancy Support team supports over 100 vulnerable clients per annum ★ Prompt legal action using in-house and external solicitors ★ Use of mediation 	3	2	6	Raise awareness among residents and staff of vulnerable residents needs. Work jointly with H&CS on this issue	JM

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				L	I	S	
Deliver excellent services and strong communities	Drop in key performance areas Risk R, C	<ul style="list-style-type: none"> ★ Impact on re-inspection and Council CPA ★ Pressure on void/lets 	<ul style="list-style-type: none"> ★ Close monitoring ★ Performance culture 	2	3	6	BS
	Drop in rent income Risk F	<ul style="list-style-type: none"> ★ Reduction in resources ★ Increased tenant debt ★ Rising rents increase risk ★ HB admin out of PHP control 	<ul style="list-style-type: none"> ★ Specialised rent team ★ Evening/weekend campaigns ★ Training for staff ★ CAB project in place ★ Top quartile performance ★ Joined rent excellence network 	1	4	4	SP
	Increase in void times Risk C	<ul style="list-style-type: none"> ★ Problem with some sheltered stock ★ Rising refusal rates ★ Pressure to keep void costs to minimum ★ Communication issues with H&CS ★ PHP indicators but dependent on external partners (H&CS) ★ Allocations out of PHP control 	<ul style="list-style-type: none"> ★ Strategic review of older people's housing by BoP ★ Close monitoring across void and letting process ★ Joint team working with H&CS 	4	3	12	BS

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				L	I	S	
Deliver excellent services and strong communities	Inadequate IT Risk C	<ul style="list-style-type: none"> ★ Dependence on main frame integrated system. Patchy record in delivering improvements ★ Historical poor IT leading to drop in staff using the system, leading to loss of management control ★ Poor system lead to low staff morale and drop in performance 	<ul style="list-style-type: none"> ★ Members of Academy User Group ★ Senior manager leading on IT development ★ Board scrutiny of IT investment ★ Staff chose the current system ★ Year on year investment to improve system 	2	3	6	SP
	Ability to recruit and retain the best staff Risk C	<ul style="list-style-type: none"> ★ High risk in surveying team ★ Lengthy delays in filling posts ★ Job evaluation making it harder to fill some posts on technical and administrative aspects of business 	<ul style="list-style-type: none"> ★ Streamlined quick response in recruitment ★ Key focus for managers ★ Market supplement payable where clear disparity ★ Focus on training, development and being a good employer 	3	3	9	JL

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
Health and Safety	Misuse of homes by tenants Risk L, R	<ul style="list-style-type: none"> ★ Hard to know what goes on behind closed doors ★ Dangers in home improvement 	<ul style="list-style-type: none"> ★ Information put in "At Home" ★ Housing Officers visiting for tenancy audits 	3	2	6	JM
	Legionella and other risks Risk L	<ul style="list-style-type: none"> ★ Legionella poisoning is a killer 					MH
	Fire safety on estates Risk L	<ul style="list-style-type: none"> ★ Many potential fire risks 	<ul style="list-style-type: none"> ★ Contracts in place to check: <ul style="list-style-type: none"> ★ Dry risers ★ Emergency lighting ★ Fire extinguishers ★ Tower block fire report completed 				
The efficient and effective use of public money	Pension fund deficit widens Risk F	<ul style="list-style-type: none"> ★ Poor performance of stock market linked to rising age profile of staff mean this is a significant risk 	<ul style="list-style-type: none"> ★ Seek undertaking from Council to underwrite shortfalls ★ Council has given undertaking for deficit at point of TUPE transfer to ALMO 	2	3	6	JL/RI
	Pressure on organisation performance due to reducing resources Risk C	<ul style="list-style-type: none"> ★ Continued pressure on management fee ★ Continual pressure on decent homes funding ★ Shortfall in other capital 	<ul style="list-style-type: none"> ★ Review and re-engineering of staff team and processes to ensure efficient and effective ★ Gershon agenda a key organisation driver ★ Cost benchmarking including through Housemark ★ MT review efficiencies 	2	3	6	RI

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
The efficient and effective use of public money	Financial fraud within team or by contractor Risk R, F	<ul style="list-style-type: none"> ★ Low level fraud involving cash collection, petty cash, staff bribes ★ High risk with a range of staff having access to cash collection/credit cards 	<ul style="list-style-type: none"> ★ Process of internal audit based on key risks, with focus on financial risks ★ Financial regulations and scheme of delegation aimed at more than one individual involved in such processes ★ Annual external audit/health check ★ Processes subject to close management control 	1	4	4	RI
	RTB valuations set too low, not maximising income Risk F	<ul style="list-style-type: none"> ★ Valuers can under value Council homes 	<ul style="list-style-type: none"> ★ Require 3 comparators and use web based valuations to compare ★ Challenge low valuations ★ District Valuer provides a further comparator ★ Significant reduction in number of RTBs 	2	2	4	MH
	Failure to collect all non-rent income effectively such as lease charges, repair recharges Risk F	<ul style="list-style-type: none"> ★ Problem in leasehold management ★ Complicated legal process ★ Historic lack of focus on this income 	<ul style="list-style-type: none"> ★ Focus on maximising all income, staff training ★ IT system to help ★ Brought "in-house" and under control of income team 	2	2	4	SP

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
				L	I	S	
The efficient and effective use of public money	Dwindling business due to stock reduction pushes unit costs up Risk F, C	<ul style="list-style-type: none"> ★ RTB and other stock reduction ★ Review of sheltered stock ★ Review of hostels ★ Failure to build new 	<ul style="list-style-type: none"> ★ Review of team and processes ★ Expand other services such as TP, caretaking ★ 3* excellent assessment to open up new freedoms including new build 	3	3	9	JL
	Take on new business that carries financial risk to PHP Risk F	<ul style="list-style-type: none"> ★ Travellers site management does carry risk 	<ul style="list-style-type: none"> ★ Carefully review impact of Travellers site ★ Reviewed Western Challenge arrangements 	2	2	4	RI
	SLA costs increase Risk F	<ul style="list-style-type: none"> ★ SLA providers seek to recover higher income from PHP as a result of their efficiency budget reductions ★ PHP has 2% cut in management fee annually and therefore 2% less to pay for SLAs 	<ul style="list-style-type: none"> ★ Good quality SLAs in place ★ All reviewed and management framework in place ★ Value for money issues in just two areas 	2	2	4	BS
	Changes in HB system direct payment to tenants Risk C	<ul style="list-style-type: none"> ★ Reduction in income ★ Difficult to recover this debt 	<ul style="list-style-type: none"> ★ NFA and others lobbying Government 	2	2	4	SP

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Lead Officer
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The efficient and effective use of public money	Drop in performance of BoP HB team Risk C, F	<ul style="list-style-type: none"> ★ Recruitment problem in HB ★ Conflicting priorities 	<ul style="list-style-type: none"> ★ Good working relationship ★ Requested SLA with Pls 	2	4	8	SP
	Relationship with Council deteriorates Risk R, C	<ul style="list-style-type: none"> ★ New relationship ★ ALMO needs to be clearly arms length ★ Teething difficulties establishing boundaries 	<ul style="list-style-type: none"> ★ Communication strategy in place ★ Good presentations to Overview and Scrutiny ★ General good relationship with Members ★ Monthly Board/Council meetings 	2	2	4	JL
Good governance	Council seek to bring ALMO back in-house Risk C	<ul style="list-style-type: none"> ★ At 5-year contract review 	<ul style="list-style-type: none"> ★ Government papers confirms ballot required to bring back in-house ★ Government still considering freedoms and flexibilities 	2	3	6	JL
	Local Government re-organisation leads to merger with Bournemouth Risk C	<ul style="list-style-type: none"> ★ Different arrangements across the two towns ★ Distrust among tenants 	<ul style="list-style-type: none"> ★ Positive cross border working in place ★ TRUST and other cross border working with residents 				JL
	Failure in records management Risk R	<ul style="list-style-type: none"> ★ Freedom of Information ★ Scrutiny by Watchdog ★ Greater public knowledge 	<ul style="list-style-type: none"> ★ Senior manager leading ★ Training of key front line staff 	1	2	2	SP

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Objective	Category	Initial Risk	Risk Mitigation	Remaining Risk			Action	Lead Officer
				L	I	S		
Good governance	Failure at Board level Risk R, C	<ul style="list-style-type: none"> ★ Increasing competition for Board Directors 	<ul style="list-style-type: none"> ★ Appraisal and training of Board ★ Board reviewing payments 					CMcK
	Relationship with staff/Unions deteriorates Risk C	<ul style="list-style-type: none"> ★ JE has put this to the test ★ Constant change 	<ul style="list-style-type: none"> ★ Bi-annual survey ★ Past good results ★ Wider ranging communication in place ★ Focus on empowering staff ★ JICC meetings with Board quarterly ★ Monitored by Personnel Sub Committee 	3	3	9		JL

Next Review Date: JPL/slw/January 2007

APPENDIX 2

Training & Development Plan

Staff objectives

- ★ Enable a motivated and focused staff through empowerment, team building, training and effective appraisal
- ★ Recognise the central role of our staff in delivering services, and provide them with attractive terms and conditions
- ★ Be an outward looking, learning organisation at the forefront of innovation and development in the housing sector

Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Annual Staff Conference	<ul style="list-style-type: none"> ★ National Picture ★ Borough objectives ★ Organisational objectives (PHP) ★ Shared Vision ★ Current and Future Developments ★ Team Building ★ Business Planning ★ External speakers 	All PHP Staff Resident Representatives Councillors Annual event	Organised and run in-house (PHP)	Post event evaluation Raise awareness within team, of government policy and future for ALMOs
All Staff Quarterly Meetings	<ul style="list-style-type: none"> ★ Business Planning, objectives, targets, and performance ★ Staff Consultation ★ Staff Participation using focus groups/team exercises ★ Celebrating successes ★ Joint working; wider borough objectives ★ Sharing good practice through external speakers ★ "FISH" award for individual excellence 	All PHP staff Quarterly meetings	Organised and run in-house (PHP)	Raise awareness of PHP and BoP strategic issues. Understand each others teams and roles within PHP

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Induction Programme for new staff	<ul style="list-style-type: none"> ★ Staff quickly able to work effectively and feel positive about the work and the organisation 	All PHP staff	On commencement of employment; tailored programme developed in-house	<p>Annual evaluation questionnaire</p> <p>Enable staff to "hit the ground running"</p>
Appraisal and 1-2-1 meetings	<ul style="list-style-type: none"> ★ Regular opportunity for one to one monitoring and personal development ★ Individual objectives and target setting 	Annual Employee Development Interview and regular 121 meetings	Supervisor or line manager	<p>High levels of staff satisfaction</p> <p>High levels of performance and productivity</p>
Individual Training Plans	<ul style="list-style-type: none"> ★ Skills to carry out role ★ Widely skilled and diverse team ★ Personal advancement/progression 	Open to all PHP staff on an equal basis on application and through discussion with their line manager	Internal and external training, coaching, secondments, shadowing, pairing and mentoring	Managers to evaluate through 1-2-1/EDI
Qualification Training and personal development	<ul style="list-style-type: none"> ★ Professionalism of team ★ Individual advancement ★ Widely skilled workforce ★ Enable staff to meet their full potential 	Open to all PHP staff on an equal basis on application and through discussion with line manager (limited number per year based on the needs and demands of the service)	Joint working with good quality colleges and universities	<p>Links to annual business plan</p> <p>High level of professionalism</p> <p>Career opportunities</p>

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Developments as a result of People Matter Survey (based on 2005 results)				Review outputs in next survey results
<i>"I am satisfied with how change is managed"</i> (also a strategic risk)	★ Managing Change	All PHP employees during 2007/08	All staff meeting	
<i>"I have objectives which are achievable and relevant find my work sufficiently challenging and interesting"</i>	★ Target and objective setting	All PHP employees	Through 121s with line managers	
<i>"I have the freedom to act as needed"</i>	★ Empowerment	As identified through 121s with managers	In house course via BoP and covered in Management Development Programme	
<i>"I am encouraged to make decisions"</i>	★ Delegation and decision-making			
<i>"I feel involved in decisions that affect my work"</i>				
<i>"Senior managers take an interest in me"</i>				
<i>"I am satisfied with the balance between my work and personal life"</i>	★ Lifestyles and Work styles	All new staff attend as part of induction programme and/or as identified through 121s	In-house course	

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Continuous Improvement	<ul style="list-style-type: none"> ★ Understanding of European Foundation for Quality Management (EFQM) and how this model will be used to measure performance 	All staff, particularly Strategic and Middle Managers	Head of Best Value and Performance and the Middle Managers Group undertaking assessment using EFQM Model	
	<ul style="list-style-type: none"> ★ Understanding of CharterMark and Investors in People and how these contribute to the culture and working practices within PHP 	All PHP Staff	'Charmit' in-house team working on CharterMark re-assessment	Achieve CharterMark on reassessment in April 2007
	<ul style="list-style-type: none"> ★ Awareness of and understanding of Audit Commission pre-inspection and inspection regime 	All PHP staff	'Golden Group' – in-house team working on pre-inspection and inspection	Achieve IIP on reassessment in December 2007 Achieve 3* assessment on re-inspection in July 2008

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Health and Safety	★ General H&S Awareness	All PHP Staff	In-House (P&T) – dates as published	Meet our H&S policy
	★ Awareness of PHPs Health and Safety Policy and Procedures	All PHP Staff		
	★ First Aid Certificate	Sheltered Housing Officers and PHP designated First Aiders	In-house course and intranet	Ensure H&S of staff and residents
	★ Lone Worker	All staff who work on site/carry out visits	External Course through St John Ambulance	
	★ Specific to role: <ul style="list-style-type: none"> • Asbestos awareness (also a strategic risk) • Working at heights 	As identified by Line Managers	In-house course run in partnership with contractor	
	★ CDM Regs/Planning Supervisor	Building Surveyors		Act as Planning Supervisors
	★ P402 Qualification - Asbestos	Stock Surveyor/Voids Officer		Act as asbestos coordinators/promote best practice
	★ Legionella awareness (also a strategic risk)	All Technical staff		
	★ Business Continuity and Emergency Planning	Strategic Management Team		

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Information Technology	<ul style="list-style-type: none"> ★ Knowledge of workplace systems: <ul style="list-style-type: none"> • Idox (Doc Man. System) • Outlook • Intranet • Academy Modules (HMIS) • Internet • Word • Excel • PowerPoint ★ House style: <ul style="list-style-type: none"> • Standards • Templates ★ Mobile working technology ★ Adult Learning Initiative (with POPPS) ★ Housing on-line (staff and residents) 	<p>100% of on-line users, specific to their role</p> <p>Upgrade in April 07</p> <p>Trial with Voids Officer in 07/08</p>	<p>In-House by Systems Administrator and using External Trainer (on development of new systems)</p> <p>In-House (P&T) Course dates as published</p> <p>On-line 'Help' function</p> <p>In-House (PHP Team) – covered in Letter Writing Course and "In-House Style Guide"</p>	<p>Best value from our investment in IT</p> <p>High staff satisfaction with IT systems</p> <p>More effective working</p>

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Budget Management	<ul style="list-style-type: none"> ★ Financial control ★ Monitoring expenditure ★ Planning expenditure 	100% of budget holders in 2007/2008	Peer training, coaching and specialist, as required	Shared approach to budgetary control and service planning
Housing Finance	<ul style="list-style-type: none"> ★ Knowledge of HRA and PHP Budgets (Identified through Management Development Programme) 	All middle managers	Financial Controller to provide in-house training	
Financing Repairs	<ul style="list-style-type: none"> ★ Managing and prioritising repairs budgets (from Strategic Risks) 	Customer Services Team	In-house sessions with Financial Controller	Effective use of responsive repairs budgets
Money Management	<ul style="list-style-type: none"> ★ How to manage finances 	For residents and staff	In partnership with CAB	
Management Development Programme Outputs	<ul style="list-style-type: none"> ★ Recruitment and Selection ★ Housing Finance ★ Culture ★ Target Setting and Performance Management ★ Managing Sickness ★ Dealing with capability issues 	All managers and supervisors	Bournemouth and Poole College In-house trainers	Raise standards of management
Outcomes of Joint Working with Housing and Community Services	<ul style="list-style-type: none"> ★ Policy Section 17 ★ PSTP ★ Voids and Allocations ★ ASB/emergency cases ★ Homelessness ★ Home Choice ★ Housing Requirements/PP 	Estates, Voids and Tenancy Support teams	Joint Meetings	Improved joint working arrangements and understanding

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Understanding of the strategic and national issues around housing	<ul style="list-style-type: none"> ★ Wide understanding in all sections of the organisation ★ Sustainable Communities ★ Respect Agenda ★ Resident Empowerment ★ Value for Money 	All staff	<ul style="list-style-type: none"> ★ Make <i>Inside Housing</i> widely available ★ Annual Conference ★ Board Away Days ★ Visits to other organisations ★ All staff meeting 	

Our customers

- ★ Provide customer focused, high quality services to our residents
- ★ Ensure effective communication and consultation with all "partners", using plain English
- ★ Make services available and easily accessible to all the community, including "hard to reach" groups
- ★ Empower and encourage residents to participate in and shape the services they receive
- ★ Consult on and publish clear and measurable standards for all service areas
- ★ Work with and involve residents to provide excellence in service delivery
- ★ Maximise choice and value for money for all residents
- ★ Use complaints and customer feedback positively to learn and improve services

Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Customer Care	<ul style="list-style-type: none"> ★ Internal & external customers ★ High customer satisfaction ★ Telephone skills ★ Managing difficult customer situations ★ Understanding of PHPs Customer Care Policy and Complaints Procedure 	All PHP staff	<ul style="list-style-type: none"> ★ In-House Training ★ In-House Customer Service DVDs ★ Team meetings ★ All staff meetings 	Very high standards of customer care confirmed in surveys and mystery shopping exercises

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Helpdesk and Reception	<ul style="list-style-type: none"> ★ General awareness of customer requirements/demands ★ Understanding of response repairs reporting and processing ★ Ability to answer calls about other areas of our services ★ Offer a One-Stop-Shop service ★ Encourage wider understanding of role of Helpdesk 	<p>Helpdesk staff</p> <p>Wider PHP team</p>	<ul style="list-style-type: none"> ★ In-House (PHP) through Senior Customer Services Officer ★ Include for all new staff in induction ★ All existing PHP staff to spend 2 x ½ days on reception and Helpdesk 	Managers and all staff to understand the work of the Helpdesk and Reception staff and to be able to assist with cover and improving processes
Equality and Diversity	<ul style="list-style-type: none"> ★ Ensure all staff are aware of the Code of Practice on Race Equality in Housing ★ Ensure full compliance 	All PHP staff	In-House (PHP) using an external trainer	
Welfare Benefits Awareness and Debt Counselling	<ul style="list-style-type: none"> ★ Awareness of welfare rights and debt counselling ★ Supports Financial Inclusion 	All Rents Team staff and Housing Officers	To be arranged	
Financial Inclusion				
Records Management and Freedom of Information	<ul style="list-style-type: none"> ★ Legislative ★ Handling requests under the Freedom of Information Act and Data Protection Act 	Records Manager + 1 All PHP staff	In-House Training	Ensure staff understand requirements of the Freedom of Information Act, Data Protection Act and that PHP has a trained lead manager

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Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Dealing with vulnerable clients (from strategic risks register)	<ul style="list-style-type: none"> ★ Increasing need to understand social issues – anti social behaviour, drug and alcohol related problems, mental health issues, Care in the Community and debt management 	All visiting staff	In-house training	Empathetic service delivery to vulnerable clients
Address areas for improvement, suggested by Customer Complaints Monitoring	<p>Skills:</p> <ul style="list-style-type: none"> ★ Communication ★ Customer Care/Service ★ Disability Awareness ★ Assertiveness ★ Letter writing <p>Knowledge:</p> <ul style="list-style-type: none"> ★ Confidentiality of Information ★ Data Protection and Freedom of Information ★ Response Repairs ★ Inspection and Ordering <p>Policy:</p> <ul style="list-style-type: none"> ★ Wheel clamping ★ Contents Insurance Damp/mould ★ Recharges ★ Mutual Exchanges ★ Gas Fires 	All Staff	All Staff Meetings In-House	Learn from complaints to develop the organisation

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Investment

- ★ Provide energy efficient, comfortable homes that residents are proud to live in
- ★ Provide flexible and responsive housing management and maintenance services
- ★ Work with all our partners to provide best value, quality solutions and continuous improvement across all services

Subject/Event/ Course	Objectives	Target Group & Timescales	Delivery	Outcomes/ Evaluation
Energy Awareness	<ul style="list-style-type: none"> ★ Meet requirements of our Energy Efficiency Strategy ★ NHER Registered Assessors ★ NHER Registered Surveyors ★ Sustainable Energy & Climate Change 	<p>Technical Team and Front Line Technical staff (and tenant reps)</p> <p>2 x Technical Staff</p> <p>All Technical Staff</p> <p>Technical Services Managers</p>	<p>To be identified</p> <p>NES Trainer – External</p> <p>Jointly with BoP</p>	<p>A focus on energy efficient homes</p> <p>Meet targets set by Energy Efficiency Strategy</p> <p>To deliver sustainable energy scheme</p>
Managing Contracts (from Strategic Risks Register)	<ul style="list-style-type: none"> ★ Contract Standing Orders and tendering process ★ Value Engineering ★ Asbestos Awareness ★ Inspection/snagging ★ Value for Money ★ Getting it right first time 	All staff in Technical teams	<p>In-housing training</p> <p>External specialists</p>	
Disabled Adaptations	<ul style="list-style-type: none"> ★ Disability awareness and needs – linked to Decent Homes Programme and value for money 	Technical team and Disability team	The Resident 'Disability Information Team'	
Management Agreement and Delivery Plan	<ul style="list-style-type: none"> ★ Raise awareness amongst the team ★ Links to target setting 	Management Team	In-house	