Housing Department
Resident Insight Strategy
2017 – 2019

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1. Executive Summary

In order to contribute to being the best Council, the Housing Department Resident Insight Strategy cuts across teams and services. Our residents are hugely varied in their background, demographics, needs and preferences and a one-size-fits-all approach to our service is not effective or efficient. By understanding our residents, we can deliver services that want to see and increase their satisfaction all-round.

Resident insight is more than just data: it's an understanding of who we are serving and why we are doing something. It is a multi-dimensional view of our residents, mixing quantitative and qualitative information to meet resident needs, expectations, and opinions in shaping our services and measuring change.

2. LBHF and Housing Department Objectives and Values

Our aim is to be the best. We will focus on delivering the Leader's priorities, the Housing Blueprint and the Resident Involvement Strategy through this strategy.

The LBHF Leader's Priorities are:

- Corporate Leadership (3): we will work innovatively to end silo-working and create better cohesion of activities, by implementing resident insight across departments and teams, breaking down the divisions within the department which aren't reflected from the resident perspective
- Corporate Leadership (8): find new ways to *work with* the residents and businesses the council seeks to serve to deliver greater residents insight, by using their perspectives, needs and opinions to drive our service improvement.
- Commercial Revenue and Resident Satisfaction (3): we'll increase tenant and leaseholder satisfaction with the council, by identifying resident needs and adjusting service provision in order to meet them.
- Housing (5): significantly improve resident's satisfaction with our repairs, caretaking and housing advice and support services.

This project will allow the entire department to meet the following elements of the Housing Blueprint:

- Blueprint 1 (i. and iv.): A people-centred organisation with vision, clear leadership, and strong governance, where services are designed around knowing who those services are for, and what their needs and preferences are and bringing residents receiving services to the centre, where their experience can shape and develop not only services, but also strategy.
- Blueprint 3 (i. and ii.): Good knowledge about residents, homes and communities enabling the service to anticipate what's needed rather than wait for things to go wrong. Recognising diversity and demographics of residents as a basis for more targeted services, while repaying the residents with quality of service, transparency of action, personalised support, sharing of information, knowledge, and power.
- Blueprint 5: Recognition of the distinctiveness of different estates and neighbourhoods across the Borough and their different service and investment needs, by helping identify what these are.

The project also contributes to the Resident Involvement Strategy by enabling more involvement, better involvement (objective 2). The Strategy is iterative and is developed constantly by residents. By seeking out resident insight, this will be able to not only inform the strategy but allow wider residents' needs and opinions to be taken into account when making service decisions.

3. Why have a Resident Insight Strategy?

To be the best, we need to provide the best services to our Housing residents, offer a high quality of customer service in both the provision of housing and subsequent interactions, and, ultimately, provide value for money. In order to do this, a genuine understanding of who our residents are and how they feel/behave will allow us to know their expectations, needs, aspirations and experiences.

We can best meet the needs and expectations of residents by using a variety of reported data, representing different sources and types of data, to identify trends and gaps in service and understand the bigger picture.

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This will be done while also monitoring performance, ensuring fair and equitable treatment of all our residents, and using the insight to make evidence-based service improvement decisions to improve the overall resident experience. Most importantly, it will allow us to be pre-emptive in our decision making processes.

In its entirety, the results of this strategy will be used to inform other strategies and policy, resource allocation, to understand and manage performance, to promote services and inform service design and add to our commitment of continuous improvement.

4. Strategic Objectives

- Improve the quality of information we have on our residents: not just tenancy holders, but all individuals living within our properties. This will include diversity information and contact details.
- To create and implement more visible measures of resident satisfaction.
- To embed resident insight into the culture of the Housing Department, so that service improvement decisions and resource allocations are evidence-based.
- To increase resident satisfaction.

5. Details

5.1   What is resident insight?

'Resident insight' is knowledge derived from the variety of qualitative and quantitative data sources and information that a local authority collects about its service users (residents). By having a comprehensive understanding of our residents based on insight, a department is more likely to deliver services and improvements that are aligned with resident needs and expectations. This is because decisions around service provision and improvement are evidence based.

Resident insight contributes to what we know about our residents including basic tenant information, demographics, and contact details.

5.2   Who are we targeting?

Unless specifically stated otherwise, this strategy targets: current tenants, past tenants, responsible leaseholders, absentee leaseholders, applicants for housing, next of kin of tenants, those with power of attorney. As such, it represents both an insight strategy for both residents and customers.
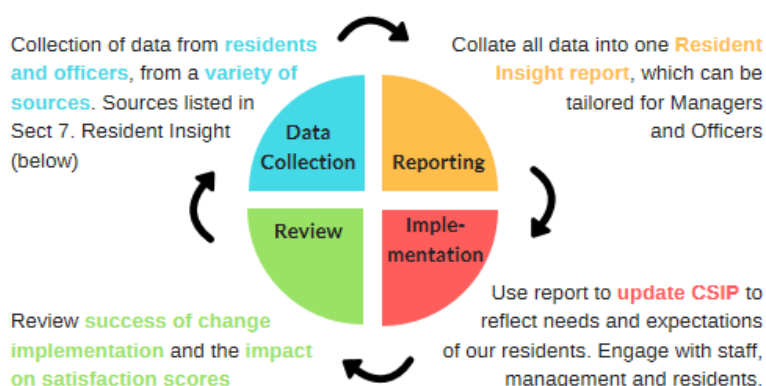
5.3   Delivering the strategy

Overall responsibility for delivering this strategy lies with Performance and Improvement team; however, all staff contribute and benefit from this strategy.

The approach to resident insight is to have it embedded across the department, with different teams delivering elements of this strategy in different ways. For example, front-line staff who interact with our residents on a daily basis can support the gathering of accurate resident information as well as alterative perspectives on resident needs. Strategic officers, on the other hand, would use this data to make informed service improvement decisions and improve resident satisfactions.

To deliver a holistic and accurate picture of residents' feelings and behaviours, this strategy will use a mixture of quantitative and qualitative sources of data collection. We will not be satisfied in simply knowing how our residents feel about our services, we also want to know why.

Technology will be used in new and innovative ways to support this strategy. Wherever possible, automation will be used for both requesting feedback and for inputting data. In addition, resident insight will be embedded into existing processes to minimise additional work for residents and officers.

5.4   Service improvement cycle

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Collection of data from **residents and officers**, from a **variety of sources**. Sources listed in Sect 7. Resident Insight (below)

Collate all data into one **Resident Insight report**, which can be tailored for Managers and Officers

Data Collection

Reporting

Review

Imple-mentation

Use report to **update CSIP** to reflect needs and expectations of our residents. Engage with staff, management and residents.

Review **success of change implementation** and the **impact on satisfaction scores**

6. Resident Profiling

In order to deliver services tailored to our residents, we must know who they are. Having up-to-date and accurate information is key. The following information is relevant to our ability to deliver services and ensure they are most effective:

- Contact details
- Contact preferences
- Communication requirements (sight impairment, translation, digitally limited, etc.)
- Location (Estate)
- Race
- Sexual orientation
- Age
- Gender or gender reassignment
- Marriage or civil partnership
- Religion or belief
- Care or support needs
- Household details of all who live in property (including children, relatives, and others)
- Other situations (i.e. loneliness, digitally excluded, hoarding)

This list is not exhaustive. However, the combination of this type data will represent the backend profile for each resident our properties.

6.1   Collecting resident data

Every member of staff has a responsibility to collect and update information on our residents, especially when an officer becomes aware of any changes.

In order to show due respect for our residents' personal preferences, when collecting diversity information (race, sexual orientation, etc) we will include a "Prefer not to say" option.

A system to ensure the maintenance of data will be created as part of this strategy.

Households who have not responded to requests to update data and have not otherwise been in contact with us will be flagged as "not responding". Face to face contact will be used to ascertain any barriers to participation and achieve the updates.

We will only collect data that we will use and has a direct impact on our ability to improve services.

6.2   Value of Resident Profiles

With resident profiles, we will be able to:

- **Deliver sensitive and bespoke services to individuals that meet their needs and expectations**
- **Use targeted correspondence to those particularly affected by a change**
- **Communicate with residents in their preferred way of contact**
- Offer support for those with identified vulnerabilities or preferences
- Identify opportunities for the development of services that meet groups needs
- Analyse service delivery outcomes to ensure residents with protected characteristic are not duly disadvantaged
- Identify where residents with shared characteristics live and target services to best help them
- Identify discrete and hard to reach groups into order to develop a range of methods to help improve access and engagement
- Have updated and accurate demographics of our residents
- The removal of duplication of information and a central location to store all relevant resident data

When collecting, storing and using personal data we will comply with the Data Protection Act 1998 and 2003 at all times.

7. Resident Insight

We recognise that our residents are a diverse set of individuals that act, feel, and think in different ways. By understanding how they are similar and how they differ, we can expand on our residents'

profiles, understand our residents' needs and expectations and identify gaps in our service provision or areas of improvement.

The following data sources will be used:

- Complaints
- Enquiries
- Compliments
- General surveys
- Transactional surveys
- Annual Survey
- Mystery Shopping
- Officer Workshops
- Resident Involvement groups
- Resident Involvement surveys
- Focus groups

From these sources, we can quantitatively measure the impact of our actions as well as qualitatively understand why residents feel a certain way.

Satisfaction will be measured in two ways. The first is a snapshot of the priority of our service (customer service, individual homes, neighbourhoods and overall) and will be captured at all points of contact with residents. The second is transaction based – each individual transaction a resident has with the council will be followed up on to understand how that particular transaction went and how it can be improved.

Other satisfaction areas to be considered are:

- Caretaking and gardening of estates
- Neighbourhood improvements
- Community events

Behaviours to be considered are:

- Rent arrears
- How rent is paid (method)
- How rent is paid (frequency)
- Frequency of repair requests
- Number and types of complaints logged

8. Segmentation

Using profiling and insight data, we can identify groups of residents/tenants/ leaseholders who are similar in terms of their needs, behaviours, and preferences. This will enable our strategies, policies, services and communications to be tailored to benefit specific audiences.

This can be used when launching programmes. For instance, a Digital Skills workshop, aimed at reducing digital exclusion and providing a community-centred approach to social inclusion, would target those over 60, as well as those whose vulnerabilities include loneliness or being digitally excluded. When advertising this workshop, we would be able to identify and target these individuals using their preferred method of contact. In addition, for those who are not interested, we would be able to follow up to understand why this wasn't meeting their needs and build on this feedback in future.

Other opportunities to use segmentation include:

- Contact preferences e.g. phone, letter, email and text
- Demographics e.g. being of a certain age or family type
- Access methods e.g. online or in person

9. Integration of Resident Insight

Providing managers and officers across the department with the summary of resident insight is the responsibility of Resident Insight Manager. They are responsible for taking these insights and producing recommendations for change and working with the Service Improvement Manager to

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facilitating this change to take place. The Performance and Improvement team will work with residents and service managers to agree and deliver service improvements.

After the segmentation and analysis has been taken place, the Housing Department will work with residents to improve services. Based on the results, residents will be involvement in co-production and co-design of services and recommendations. The current involvement of residents as part of the service improvement groups and policy and procedure reviews will be maintained and expanded, where necessary.

10.   Review and Monitoring

This strategy will be reviewed every year. Resident insight reports will be provided on a monthly basis to managers, who will work with the Resident Insight Manager to ensure they are useful to them and their officers.