

# #4 Deliver

How we will deliver a great service





# The Service Delivery Plan



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# Introduction

ateb group provides a range of living solutions to the people and communities of West Wales including affordable housing, homes for sale and home adaptations. We want to use our resources wisely to allow us to offer great services to as many people and communities as possible.

The Service delivery plan currently has 37 service areas, 19 of these services are directly received by our external customers and partners, the remainder are internal services that are needed to make sure our company is effective. 9 of the service areas generate income or grant.

The Service Group have the lead responsibility for managing the Service Delivery Plan and report on progress throughout the year. The Senior Team (EMT & MG) will meet 4 times a year (called Business Reviews) to review the Quarterly Service Delivery report before reporting to Board.

Our teams will have the right data and the right understanding of their roles in the right process to make sure the service area is constantly improving. Service hubs will be developed to bring the information required to deliver a great service into one place.

Where Board or teams identify particular trends or areas of concern with a service, more detail reports (called performance exception reports) and monitoring will take place. We will also collate information from all the service hubs to demonstrate our holistic position on areas such as risk and H&S.

The Service Delivery Plan is the operational tool that will continue to improve and grow our services.

**ateb** *better living solutions*



## Value For Money

ateb will use the Service Delivery Plan to deliver and demonstrate Value For Money. We will do this in the following way, we will:

- 1/ **Identify the services we deliver**
- 2/ **Define the outcome required of each service**
- 3/ **Set the services operating framework e.g. risk, regulation, budget etc.**
- 4/ **Identify the people and processes involved in each service**
- 5/ **Measure our outcomes, efficiency and customer satisfaction**
- 6/ **Use all of the above to set and deliver our improvement actions**

Each year we will issue an annual review that will show our self-evaluation of our performance over the year including an assessment of our Value for Money. There will always be something more we can do to give more Value For Money, therefore we recognise that our Service Delivery Plan must be flexible enough to evolve with changing operating conditions or knowledge.

**if it matters to you, it matters to us!**  
**Our Shared Commitment ...**

Above all, we will continually strive to deliver...

the right **outcomes, efficiently**  
with **great customer experience...**

for the people and  
communities of West Wales.



## VFM – Our Definition

Key to our approach for service delivery and achieving Value for Money is our ability to know and understand our customer demand.

We have termed customer demand as the service **'Outcome'**. Creating close relationships with our customers through a range of channels will enable us to make sure our services do what "... it says on the tin". In delivering the right outcome we also need to make sure we are efficient. To know if we are efficient, we need to know two things, firstly the cost of providing the service and secondly how our processes allocate and use resources - **Process Maps**. By analysing these two factors we will be able to draw conclusions on our **'Efficiency'**. The third component of our Value for Money approach is **'Customer Experience'**, where we want to make sure every customer has a good experience from the interaction with ateb.

### Outcome

What outcomes do our customers want? (customer insight)  
Are we delivering these outcomes? Can we offer better outcomes for our customers?

### Efficiency

How much does it cost to deliver this service? Is this the best way of delivering the service? Can we be more efficient?

### Customer Experience

What experience does the customer want to have?  
Are we delivering that experience? Can we offer more experience?



## Value For Money – The 'Optimum' Service Delivery

To know if our services are Value For Money we must have measures to monitor whether we are **achieving the right outcomes**, efficiently with great customer experience i.e.

**"What Good VFM looks like"** = **100% of the Right Outcome** + **100% Delivery Efficiency** + **100% Customer Experience Satisfaction**

1/ We must set the right types of measures to understand each services performance.

2/ Having set and collected the right measures we will then need to understand what they telling us.

3/ With the right analysis we will then be able to make the right changes to our services.

Measure Category	The purpose of measures agreed in this category are:
<b>Outcomes</b>	To establish whether we are achieving our stated service outcome
<b>Efficiency</b>	To understand the cost of providing the service outcomes
<b>Customer</b>	To gauge whether our customers are satisfied with the way we are delivering the service outcomes

The measures will be used to analyse whether we:
1/ Have the right outcomes?
2/ Have the right processes?
3/ Are procuring the right resources?
4/ Are allocating or using the right resources?
5/ Can deliver more outcome and/or customer experience whilst reducing or maintaining our costs?

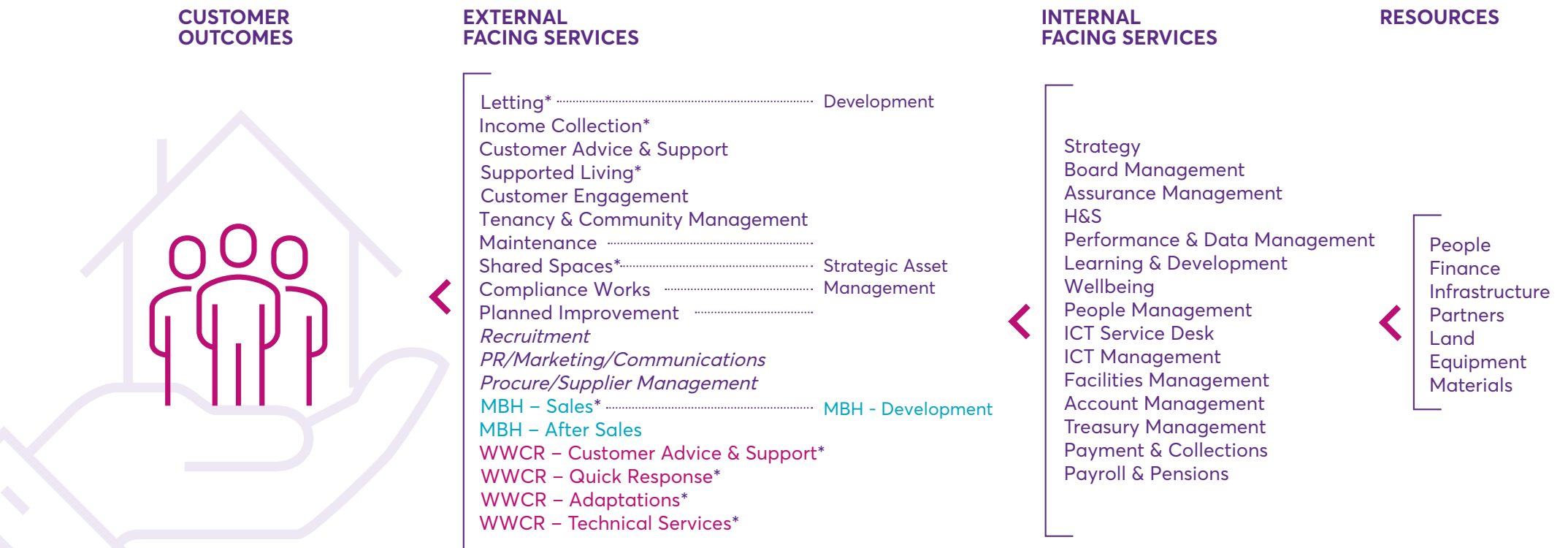
The analysis of the measures could lead to:
1/ Changes to the service outcome
2/ An improvement action to deliver more outcome and/or more efficiency and/or more customer experience
3/ Add or remove service areas



## Service Delivery Plan

The Service Delivery Plan – the processes and resources that deliver our customer outcomes.

These are our 37 service areas, please see APPENDIX A for the definition of each area. All our service areas support our customer outcomes, some are directly seen/experienced by our customers (external facing) and others support customer service (internal facing)



MBH = Mill Bay Homes | WWCR = West Wales Care & Repair

All other services are delivered by ateb group income/grant generating services.

\*Services that raise income or grant.





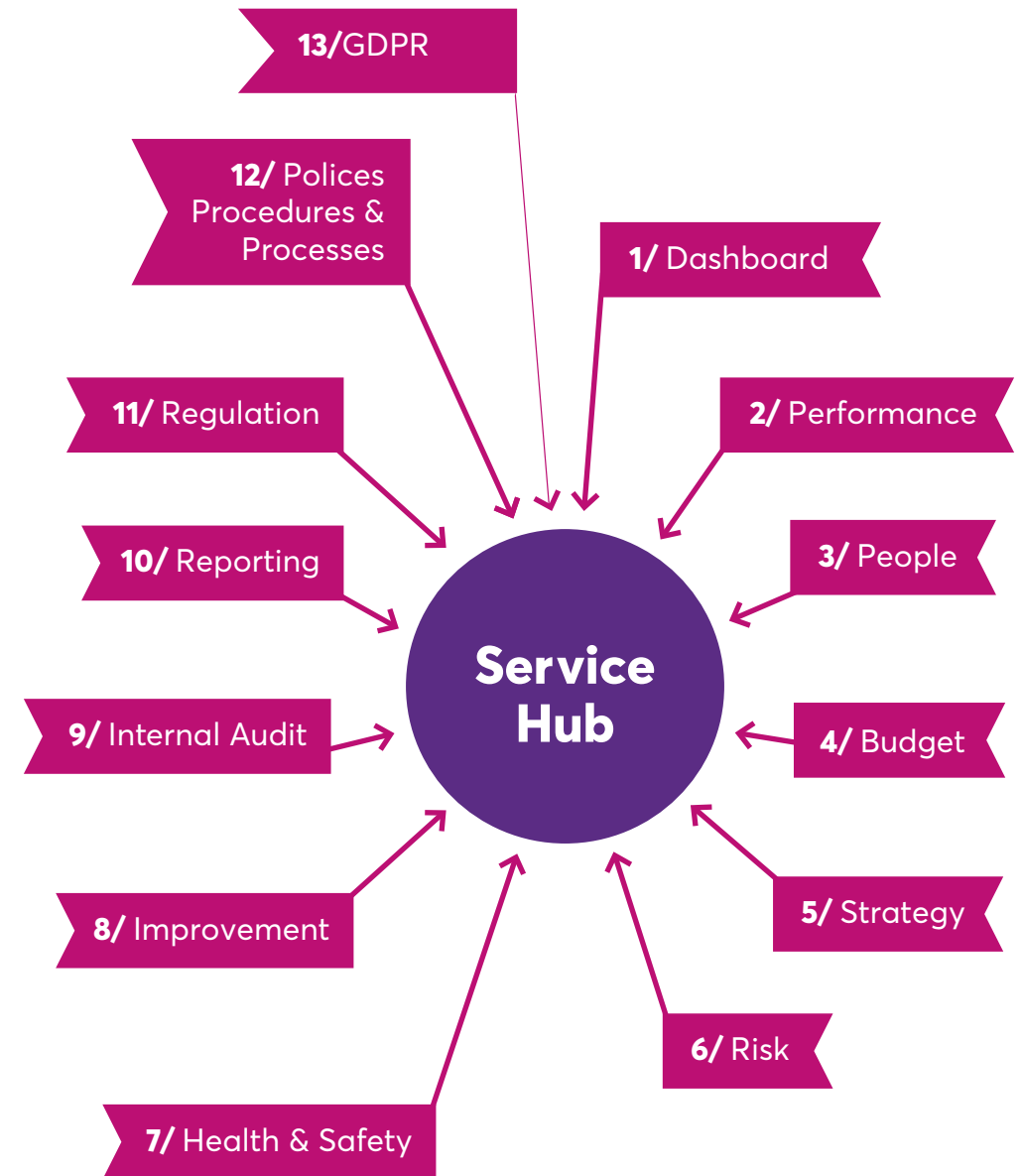
## Service Hubs

Our service hubs will embed all aspects of our operations directly into our delivery teams. Each hub will capture standard information such as internal audit recommendations, policies and processes and improvement actions.

The hubs will show us what is required to make each service great and our role profile and achieve frameworks will reinforce where each can make the difference to a service.

The service hubs will be located in a cloud environment allowing all our teams to access their service information at any time. As the hubs will use standard formatted pages, collating company wide information such as H&S performance will be possible.

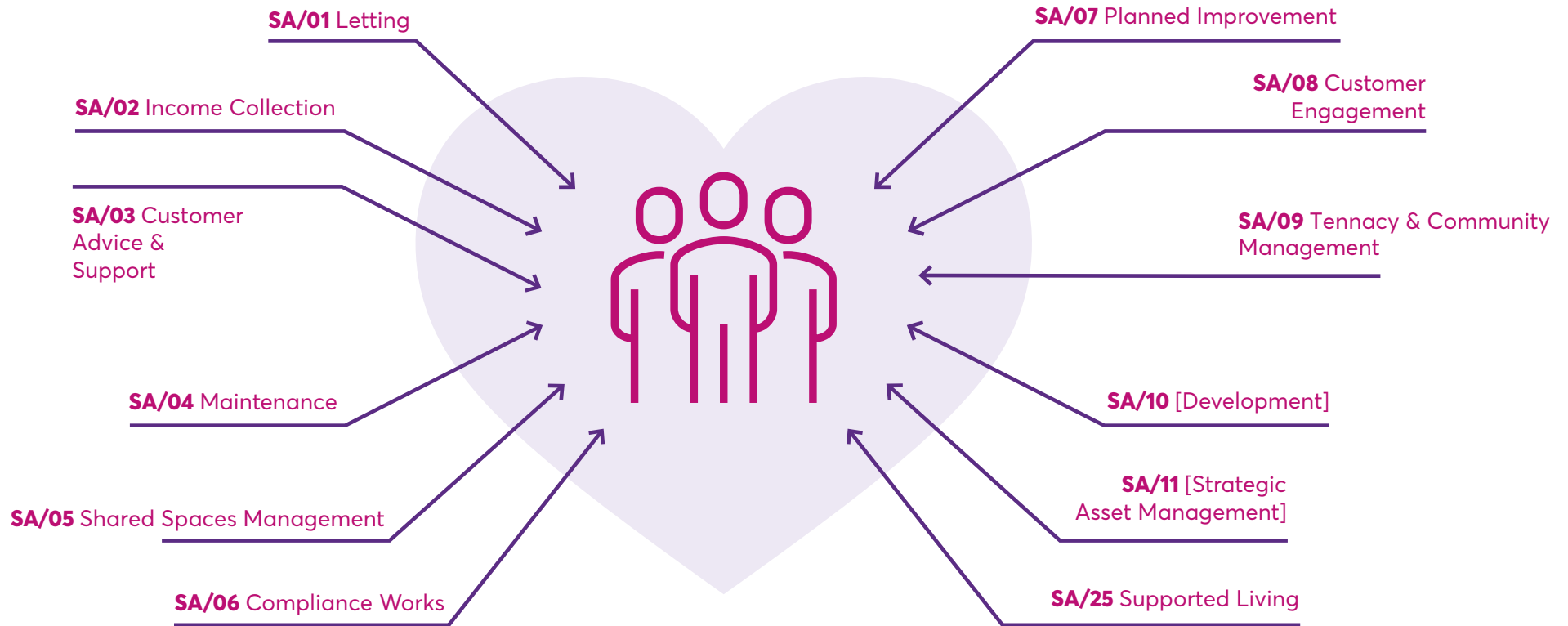
The service hubs are owned by their teams and managed by the Service Group. ateb will use the e2i team to help understand the required customer service outcomes and customer experience to create the right service improvement actions.





## Customers At The Heart Of Our Service Delivery

The **Engage Initiative** will require the service teams to work with the e2i group to make sure that tenant insight is used to drive improvement within their service area; e2i will be primarily working with the following service areas:



Our delivery teams and e2i will monitor the improvements we make.

MBH and WWCR will involve their customers in a similar way.



## Service Expectations

ateb aspires to providing simple effective solutions for its customers' service needs.

To do this we will commit to organising our services in a way that allows our customers to access a high percentage of their needs at their first point of contact, where we can't resolve at first contact, we will then case manage the enquiry through a more specialist team. This approach directly supports our DNA ambition to **#GetThingsDone**. Our leading satisfaction test will ask whether we met a customers expectations and what we would have to do to exceed their expectations. This will require each delivery team to develop approaches to manage customer expectation.





## Service Processes

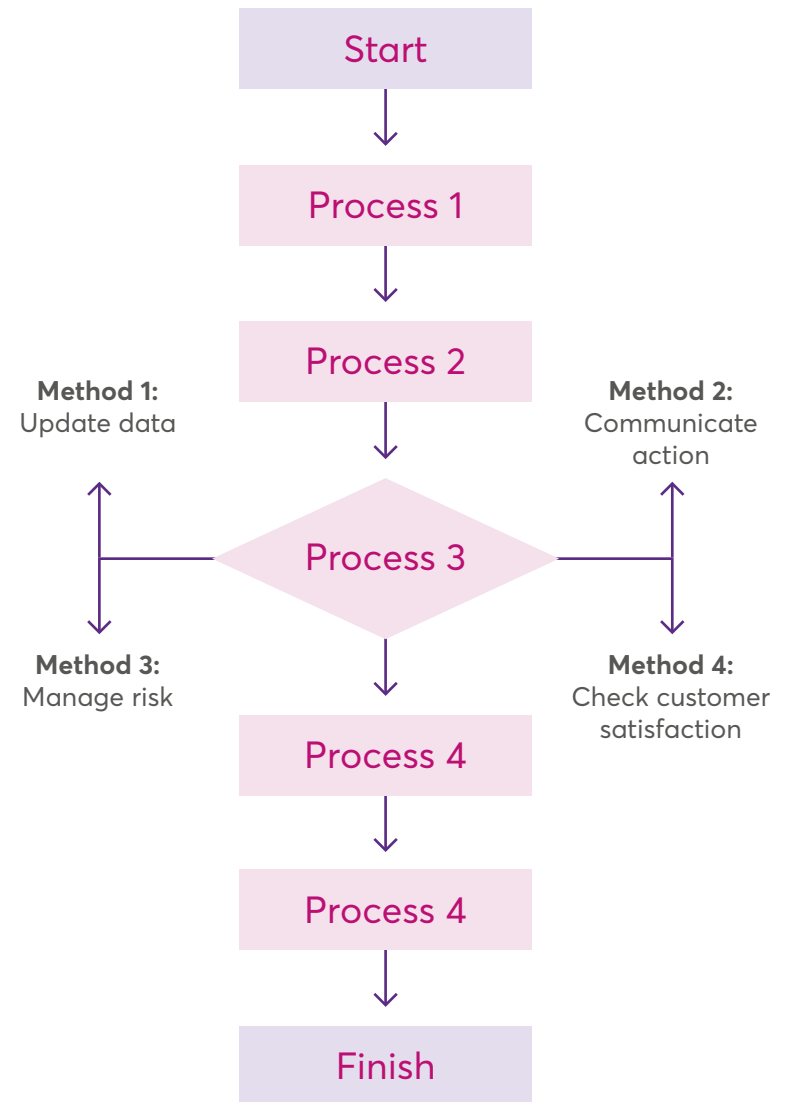
Our ability to deliver the right outcomes efficiently, with great customer experience will require us to fully understand our processes.

Processes control the resources we use, the information we gather and the risk we accept, as well as a number of other factors. Each service will map out its process in a standard format to allow everyone to understand their role in the service and for the teams to have a control against which they can demonstrate improvement in outcome, efficiency and experience.

Using the data from the service hub, the teams will constantly review their process with the aim of refining and improving. Where improvements are identified, the team will log the proposed improvement action in the service hub and project manage to a successful conclusion. Where the improvement action has resulted in a positive outcome, the process map will be updated with version histories showing all the changes that have been made over time.

Process management is a critical aspect of service improvement and is central to establishing whether a service is efficient or not. The 4 key stages to every process will be centered around:

- Stage 1 - Plan
- Stage 2 - Set up
- Stage 3 - Deliver
- Stage 4 - Learn





## Service Reviews

We will use the right data to review our service delivery with the aim of identifying what improvements can be made i.e. better outcomes, be more efficient and offer more customer experience. A service review will need to:

- > **LISTEN** to what our data (measures) and customers are telling us, in particular, what is stopping us achieving more?
- > **UNDERSTAND** the changes need to our current service delivery to achieve better service outcomes, more efficiently with greater customer experience. We need to consider 'what if...?' proposals.
- > **IMPROVE** where changes identified and monitor impact to the service measures.
- > **LEARN** from implementation of changes, identify if we achieved what we set out to achieve? Learn what we could have done differently? Establish if this learning be applied elsewhere?

All improvement actions will be logged and project managed using the service hub improvement page.





## Service Delivery Report

Board will receive a Quarterly Service Delivery Report highlighting performance across the organisation and exception reporting on service areas that are showing negative or changing trends.

Where Board, through its Strategic Aim 2: Improve service delivery, identifies services that are of particular operational concern, these services will be reported more regularly to Board in a performance report that Board will approve.

The Quarterly Service Delivery Report will also inform the Boards Strategy development and in particular its strategic priorities, this will ensure that the Board maintain a strong ownership of service delivery performance and in particular a balanced approach to securing the right outcomes, efficiency with great customer experience.

The service delivery report will be reviewed by the senior team (called a business review) ahead of the board with involvement from the teams to explain performance issues or trends.

To aid transparency, key information will be shared from the report on our customer facing performance web page and with our customer groups/forums.





## Summary

The Service Delivery Plan is our key operational tool to meet our customer's aspirations, make best use of resources, manage risk and continue to improve and grow.

Our teams must own service delivery, meaning they must be equipped with the resources, process and infrastructure to make the right decisions at the right time.

We must work collaboratively to deliver our service **outcomes**, **efficiently** with great **customer experience**.

Our board will integrate their strategic, assurance and performance [Governance] responsibilities with the service delivery plan and will use the service delivery plan to help develop their self-evaluation, value for money statement and in turn their annual compliance report.

The Service Delivery Plan puts the customer at the heart of our service improvement process.





(Ext) – External facing service  
(Int) – Internal facing service  
(Income) – Income or grant generating service

## APPENDIX A: The Service Delivery Plan in more detail:

Ref	Service Area Name	Outcome	Scope Of Service Area: [All resources, processes and systems required to deliver, monitor and improve the service area]	Service Start	Service Complete
SA/01	Letting (Ext)	All properties let, all of the time.	The letting of new and existing properties including all letting and void work required to let.	From handover of new homes or receipt of 28 days' notice to quit from tenant. When a property has been identified as void.	When the post-handover satisfaction review has been undertaken with all issues resolved.
SA/02	Income Collection (Ext) (Income)	All rent collected on the due date.	Collect current rent on time together with chasing current and former arrears using accurate and relevant data.	New tenant – one month in advance.  Existing tenant – one week arrears.	When a property is removed from the rent role or all debt is paid/ written off.
SA/03	Customer Advice & Support (Ext)	Help customers to access and maintain a tenancy.	The management of all tenancy terms and conditions. Advice and assistance to make sure that tenants have the best chance of sustaining their tenancy.	When an enquiry is raised about one of the service areas or insight suggests that there is a potential tenancy issue.	When the enquiry is resolved to the customers satisfaction or the organisation formally closes the enquiry as it has become unresolvable.
SA/04	Maintenance (Ext)	Fix issues to the customers satisfaction.	The delivery of a repairs service in accordance with our tenancy terms and conditions and our Responsive Repairs Policy.	On the request or identification of a repair.	When repair completed to customer satisfaction.
SA/05	Shared spaces Management (Ext)	Our shared spaces are clean, well-kept and safe environments.	The identification, procurement, legislative management and delivery supervision of the service chargeable and other works programme resulting from the tenancy and owned land obligations.	Identification of service works requirement.	Service works no longer required.
SA/06	Compliance Works (Ext)	All properties are compliant with the required regulations.	The identification, procurement, legislative management and delivery supervision of the compliancy works programmes relating to Gas, Electric, Fire, Asbestos, Legionella and Loler legislations.	2 months before a property is placed on the rent role.	When a property is removed from the organisations stock.
SA/07	Planned Improvement (Ext)	Improvement programmes delivered to the customers satisfaction.	The delivery of a property improvement service in accordance with our Strategic Assessment Management Plan (AMP).	Annual Planned Improvement Programme taken from AMP.	When a property is removed from the organisations stock.
SA/08	Customer Engagement (Ext)	That we improve service delivery through customer experiences.	The delivery of the Engage initiative and the management and implementation of actions following formal customer.	On-going.	On-going.
SA/09	Tenancy & Community Management (Ext)	We have helped to create a great place to live	Case management of ASB instances relating to our tenancies, properties or estates. Introduction of new initiatives to minimise the occurrence of ASB. Help maintain tenancies and enforce.	On-going ASB monitoring. At the identification of an ASB case.	On-going ASB monitoring. At the closure of an ASB case.
SA/10	Development (Int)	Maximise new property investment.	Land strategy and purchase, Feasibility appraisal and risk assessment, WG liaison and approvals, SHG and PDP management, Procurement and contract management of works, post contract management, cash flow management, scheme evaluation and legislative regulation relating to property development.	On the identification of new business activity as part of strategic aim 3: business growth.	On completion of defects and final certificate including any latent contract issues.





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SA/11	<b>Strategic Asset Management</b> (Int)	Maximise our asset investment.	Stock condition and appraisal, investment programme management. WHQS regulatory compliance, option appraisal process.	On-going.	On-going.
SA/12	<b>Recruitment</b> (Ext)	Attract & retain the right talent.	Support the identification of skills, develop and implement a recruitment process, ensure legislative compliance, monitor recruitment to ensure process is effective.	Where a recruitment need is identified.	On satisfactory completion of the induction programme.
SA/13	<b>Learn &amp; Development</b> (Ext)	Equipping our people to deliver a better service.	Support identification of learning needs related to service delivery improvement, procure learning solutions, monitor learning solutions, implement corporate development programmes.	New person is employed.	Employee leaves the organisation.
SA/14	<b>Wellbeing</b> (Int)	Ensure our people are mentally, physically & emotionally healthy to enable them to realise their potential.	Identify and implement support programmes for teams. Embed wellbeing principles throughout the organisation.	On-going.	On-going.
SA/15	<b>People Management</b> (Int)	Highly motivated & innovative team culture.	Develop and implement systems to ensure we meet employment legislation requirements and our DNA and leadership expectations.	New person is employed.	Employee leaves the organisation.
SA/16	<b>Board Management</b> (Int)	Governance meets the required regulatory requirements.	Plan and implement Board organisation, training, reporting and recruiting.	On-going.	On-going.
SA/17	<b>Strategy</b> (Int)	Clarity on how we will maximise our purpose.	Development of purpose, strategic analysis, set strategic 3 year priorities, embed strategic plan through organisation, monitor strategic performance, adjust priorities over 3 year life of the strategic plan.	6 months prior to the introduction of a new 3 year strategic plan.	2 months post the introduction of a new 3 year strategic plan.
SA/18	<b>Assurance Management</b> (Int)	To be assured we are always compliant and doing the right things	Identify our regulation, risk and assurance framework. Develop and report risk register. Develop and monitor assurance controls and tests. Embed assurance management in service delivery.	On-going.	On-going.
SA/19	<b>H&amp;S</b> (Int)	We meet our legislative & regulatory H&S requirements.	Establish organisations H&S requirements; develop systems to make sure we are compliant. Embed H&S culture and systems throughout the organisation. Monitor H&S performance and report instances of H&S breach as required.	On-going.	On-going.
SA/20	<b>PR/Marketing &amp; Communications</b> (Int & Ext)	Positive growth of our brand.  The right messages to the right audience at the right time.	Plan and implement programmes of PR and marketing aimed at promoting our key messages to the public, customers and key partners and suppliers. Support the implementation of the Share initiative  Develop and implement internal and external communication networks to disseminate the organisations key messages to our external customers and internal colleague teams. Support the implementation of the Involve and engage initiatives.	On-going.	On-going.



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SA/21	Spare				
SA/22	<b>Performance &amp; Data Management</b> (Int)	We know where we need to improve, where we are not compliant & where we are at risk.	Monitor service delivery plan and report on improvement and growth progress. Complete the annual value for money assessment, self-evaluation report and annual strategic statement.  Detailed analysis of data to highlight trends and support improvement actions, process refinement, growth and assurance management	On-going.	On-going.
SA/23	<b>Procure/Supplier Management</b> (Ext)	To ensure we compliantly deliver Value for Money services.	Establish and maintain compliant procurement systems and contractor/supplier frameworks for use across the organisation. Support tendering activity and tender analysis. Monitor procurement system outcomes and develop supply chain relationships.	On-going.	On-going.
SA/24	Spare				
SA/25	<b>Supported Living</b> (Ext) (Income)	We improve the wellbeing of customers who require additional support	The setting up and delivery of a supported people management agreement. The delivery of the defined older person management function and the setting up and delivery of individual service arrangements with customers.	When a property is let for supported people use or a property is let with older person service provision or a tenant chooses to receive older person support.	When the let of the supported people property ends or the older person no longer requires the older person service.
SA/26	<b>ICT Service Desk</b> (Int)	The full capability of our ICT investment is realised by its users at all times	Manage ICT incidents and support requests in a timely manner.	From job request.	Satisfactory completion of job request.
SA/27	<b>Facilities Management</b> (Int)	A great working environment.	Maintenance and cleaning to all corporate facilities, all consumables and office supplies with the exception of ICT hardware and software. Manage lease arrangements for corporate properties.	On the development of a specification for a corporate facility.	On-going.
SA/28	Spare				
SA/29	<b>Accounts Management</b> (Int)	The right financial information to manage and improve service delivery and be regulatory compliant	Statutory annual account production, external auditor and relevant approval.  Monthly management accounts to show variance to period budget and annual outturn budget.	On-going.	On-going.



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SA/30	<b>Treasury Management</b> (Int) (Income)	Effective management of our loans and investments.	Management of all investments, new lending arrangements and reporting in accordance with operational framework parameters.	On-going.	On-going.
SA/31	<b>Payments &amp; Collections</b> (Int)	Payments to suppliers and income received from customers is processed accurately and effectively.	Develop and implement systems for purchasing and ordering goods and supplies, invoice management and payment and cash flow monitoring.	On-going.	On-going.
SA/32	<b>Payroll &amp; Pensions</b> (Int)	Pay and benefits are administered in accordance with our terms and conditions of employment.	Develop and implement systems for payment of salary, pension and expenses in accordance with employment contract requirements.	New person is employed.	Employee leaves the organisation.
SA/33	<b>(MBH) Sales</b> (Ext) (Income)	Consistently maximise profit return within agreed risk framework.	Develop and implement marketing and sales plan, manage sales process and report on current and forecast sales activity.	Start of the financial year.	End of the financial year.
SA/34	<b>(MBH) Development</b> (Int)	Maximise new scheme development.	Land strategy and purchase, feasibility appraisal and risk assessment, procurement and contract management of works, post contract management, cash flow management, scheme evaluation and legislative regulation relating to property development.	On the identification of new business activity as part of strategic aim 3: new business growth.	On completion of defects and final certificate including any latent contract issues.
SA/35	<b>(MBH) After Sales</b> (Ext)	Resolve any defect issues with their homes.	Develop and implement an after sales service that includes dealing with defects and other customer enquiries and requests, monitor performance of after sales service.	From handover date.	On satisfactory completion of all defects to the customers satisfaction.
SA/36	<b>(WWCR) Customer Advice &amp; Support</b> (Ext) (Income)	Enabling people to live independently in their own homes.	Manage the reception and telephone help lines and offer appropriate advice to customer enquiries. Signpost as appropriate. Undertake case management visits to establish what services the customer can access, implement any works.	On referral.	On satisfactory completion of the works to the customers satisfaction.
SA/37	<b>(WWCR) Quick Response</b> (Ext) (Income)	Get people out of hospital/care & into their home by agreed discharge date.	Develop and implement works system to provide quick response adaptations to enable customers to leave hospital and access their homes. Secure grant funding for service. Report to WG and others as required.	On referral.	On satisfactory completion of the works to the customers satisfaction.
SA/38	<b>(WWCR) Adaptations</b> (Ext) (Income)	Enabling people to live independently in their own homes.	Plan and implement adaptation works programme to people homes. Secure grant funding for service.	On referral.	On satisfactory completion of the adaptations to the customers satisfaction.
SA/39	<b>(WWCR) Technical Services</b> (Ext) (Income)	Generate income to support core activities.	Complete a PAG works package as required to meet the clients requirements.	On receipt of PAG technical pack request.	On satisfactory completion of PAG technical pack request.
SA/40	<b>ICT Management</b> (Int)	Secure, collaborative and agile use of data & communication over multiple locations, users and ICT channels that enables service excellence	Provide robust infrastructure that is efficient, secure and accessible 24/7	On-going.	On-going.



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