

RESIDENT FOCUS PROJECT
(Customer Service and Repairs Review)
City of London, Department of Community & Children’s Services
Housing Division

UPDATED 29 SEPTEMBER 2023

>> The latest updates are in green <<

Key to projected timescales

	Not started
	In progress
	Completed

Recommendation	Management Response	Projected Timescale
<p>Recommendation 1</p> <p>Develop an overarching Asset Management Strategy alongside your upcoming review of the Housing Strategy. Ensure both strategies support and supplement each other and are aligned with the organisational drivers and performance measures.</p> <p>The strategy should incorporate all areas of asset management: Repairs and Maintenance, Investment, Compliance and Strategy.</p>	<p>This recommendation will be adopted. Work will commence on the Asset Management Strategy in Q2/3 of 2023-24</p> <p><i>Initial work has begun on an Asset Management Strategy as of September 2023.</i></p>	<p>October 2023</p>

<p>Recommendation 2</p> <p>Following the development of the Housing Strategy and Asset Management Strategy, ensure these are formally rolled out to staff members. They should be made aware of and understand how their roles are linked to the strategies.</p>	<p>Agreed. Stakeholders (including staff) will be included in the formulation of the new strategies. Once finalised, staff will be made aware of their roles in delivering the strategic priorities.</p> <p>Staff objectives and performance indicators will be set with reference to these priorities and outcomes.</p> <p>The Housing Management Strategy is at an advanced stage and is on track to be launched in October 2023.</p> <p>Consultation events were held with staff in June 2023 and 40 people contributed.</p> <p>The new Housing Management Strategy is at the late draft stage and will be taken forward to consultation in October 2023.</p>	<p>Both strategies due for completion in late 2023</p>
<p>Recommendation 3</p> <p>Identify the key services you provide to your residents as a housing provider and which policies you wish to introduce based on these findings. A summary of key services you should consider a policy for is included within the report.</p>	<p>A suite of policies has already been introduced over the past several years, however there are still some gaps.</p> <p>A full review of missing policies will be completed in line with this recommendation.</p> <p>This exercise is complete.</p>	<p>Completed June 2023.</p>
<p>Recommendation 4</p> <p>Following recommendation 3, develop a policy for each of these areas. Ensure each policy is developed by a senior manager with input from</p>	<p>This recommendation will be adopted.</p> <p>The following policies will be developed:</p> <ul style="list-style-type: none"> - Fire Safety (drafted) 	<p>Drafts to be completed by September 2023.</p>

<p>operational managers and staff with the technical expertise related to the policy contents. Once each policy is completed, ensure they follow your internal policy sign-off mechanism.</p>	<ul style="list-style-type: none"> - Repairs and Maintenance (drafted) - Leasehold Management (drafted) - Tenancy Sustainment & Management (drafted) - Equality, Diversity and Inclusion - Electrical Safety - Asbestos Management - Water Hygiene - Lift Safety - Resident Engagement - Recharges <p>Some existing policies will be amended in light of recommendations from this review.</p> <p>The policies are being drafted and approximately half are now complete. Due to a Committee cancellation and agenda space, some of these policies will now be submitted for approval in early 2024.</p>	<p>Policy approval is subject to the committee timetable. Meetings are scheduled for 2 October and 29 November 2023.</p>
<p>Recommendation 5</p> <p>Once each policy is signed off, you should develop process maps and procedural documents which outline how each service will be delivered operationally.</p>	<p>This recommendation will be adopted.</p> <p>Work has started on writing process maps and procedural documents.</p> <p>A list of key procedures has been compiled and work has started on developing these.</p>	<p>December 2023</p>
<p>Recommendation 6</p>	<p>This recommendation will be adopted. Any service standards that require development will be introduced.</p>	<p>Completed June 2023</p>

<p>Your recently reviewed overarching customer service standards document should be supported by a subset of standards for each key area of service. Identify the key policies and processes that would be applicable in developing a customer service standard.</p>	<p>This is complete. Standards will be written for these areas (final titles may vary):</p> <ul style="list-style-type: none"> - Customer Service Standards (drafted) - Complaints - Allocations & Lettings (drafted) - Rents and Money Matters (drafted) - Antisocial behaviour (drafted) - Resident Involvement and Influence - Repairs (drafted) - Estate Services (drafted) - Home Ownership (drafted) - The Lettings Standard (drafted) - Tenancy Management and Support (drafted) 	
<p>Recommendation 7</p> <p>Once you have identified your key service areas, implement a program to develop these service standards. These should be easily digestible by residents, written in plain English and set out the key expectations for residents. We can provide an example of these if required.</p>	<p>This recommendation is adopted, and our customer service standards will be comprehensively re-written, to cover all applicable service areas.</p> <p>We have begun writing the standards – an initial suite of 11 standards have been chosen.</p> <p>All 11 standards are now drafted and are being formatted/designed. These will be rolled out from October and will be available on the website. They will be communicated to residents through various means.</p>	<p>September 2023</p>

<p>Recommendation 8</p> <p>Once these service standards are complete and signed off, ensure these are rolled out to residents and staff, and that all parties are aware of the key expectations for each of the service areas.</p>	<p>Agreed. We will ensure that new standards are made available for comment before being finalised. They will then be communicated to residents and published on our website.</p> <p>Raising awareness of the standards will be an ongoing task – we will make residents aware of the relevant standards at point of contact, or as part of special campaigns (e.g. enclosing the standard on Rents and Money Matters with rent statements).</p> <p>See Recommendation 7.</p>	<p>October 2023 onwards (once recommendation 7 complete)</p>
<p>Recommendation 9</p> <p>Develop a mechanism for staff to be able to identify the responsible person(s) for queries, which is concise and identifies key responsibilities with examples of common issues. Ensure this document is live and regularly reviewed to map any departmental changes.</p>	<p>The Housing and Barbican SharePoint site would be the natural home for this facility. We will develop an index of common issues and responsible teams or people, as well as providing role profiles outlining key responsibilities of each role type.</p> <p>Work has started to review the current resource and deliver improvements.</p> <p>The index of issues has been drafted and is being formatted for inclusion on the staff intranet.</p>	<p>September 2023 October 2023</p>
<p>Recommendation 10</p> <p>Review and develop your onboarding process. Ensure it is a formalised process which accounts for both corporate induction and job specific requirements.</p>	<p>This recommendation will be adopted. We will work with HR colleagues to improve the current process and develop a standard approach to job-specific induction for new staff.</p>	<p>September 2023</p>

	<p>The content is being drafted for a new intranet resource to cover role-specific inductions. Standard City Corporation induction items will also be included.</p>	
<p>Recommendation 11</p> <p>Establish easily accessible services and a single point of contact for customers with a centralised team with one phone number and email address. Ensure the team are adequately trained with the correct equipment and IT to deal with low level queries.</p>	<p>This recommendation will be considered in more detail and relevant stakeholders' opinions collected. Further thought will be given to the potential impact of the model on current services.</p> <p>This recommendation affects several teams and work will begin shortly to refine options, evaluate their impact and select the preferred model.</p> <p>Design principles for a proposed contact centre function are being finalised. These will then be taken forward for discussion with affected staff before being finalised.</p>	<p>Early 2024</p>
<p>Recommendation 12</p> <p>Treat your implementation of the new IT system as a priority. Implementation brings several benefits for measuring your performance against your customer service standards and providing a transparent view of the services you provide.</p>	<p>This recommendation is adopted. We are currently considering what additional resources we need to enable us to accelerate the implementation of the new system.</p> <p>A significant number of issues have been resolved by Civica to bring the system up to the required capability.</p> <p>We are intending to implement CRM functionality in early 2024/5, to coincide with our work on recommendation 11.</p>	<p>Q1 of 2024/5</p>

<p>Recommendation 13</p> <p>Undertake an annual review of your scheme walkabouts. Ensure each review includes feedback from staff and residents on the current approach, and action any recommendations you consider suitable to improve the service.</p>	<p>This is agreed. The walkabouts will continue. We are acting on feedback to ensure that the outcomes of walkabouts are published in an accessible and useful format. We are also listening to ideas on how the schedule can best be communicated.</p> <p>The review has been completed. The frequency of some walkabouts and drop-ins has been changed, and a new timetable is being published on each estate and online.</p>	<p>July 2023</p>
<p>Recommendation 14</p> <p>Undertake a full review of your compliance activities for the 'big 6'. The outcome should be to gain assurance you are meeting your legal obligations as a landlord, ensuring your residents are safe, and to review your system and processes to test whether they are appropriate for delivering your regulatory responsibilities.</p>	<p>The Corporation has robust internal processes and procedures for ensuring compliance with legislation and best practice in relation to the 'Big 6' activities. This includes specific and targeted internal audits and health checks. We do accept however, that some form of external independent validation could be of considerable benefit and, we are looking to carry out this recommendation by the end of March 2024.</p> <p>We are currently recruiting someone to complete this review (as of 29.9.23). We aim to appoint someone by mid-October 2023.</p>	<p>October 2023/March 2024</p>
<p>Recommendation 15</p> <p>Build upon your Housing Management Strategy and Vision Statement during its review. Consider the vision and aims we have provided for the repairing element of the services and draft</p>	<p>Agreed. Once we have finalised the new Housing Strategy for 2024-27 and the Asset Strategy, we will implement effective ways of measuring the outcomes and ensure that performance data is published at regular intervals.</p>	<p>October 2023 – Housing Management Strategy due to be finalised</p>

<p>scorecards to support your Asset Strategy and ensure these two documents are aligned.</p>	<p>KPIs and metrics will be aligned with strategic aims, to enable tracking of progress towards achieving the relevant outcomes.</p>	<p>Asset Management Strategy – date to be confirmed</p>
<p>Recommendation 16</p> <p>Review and develop a suite of KPIs for the customer service and repairs and maintenance. The development of these should take into consideration what you can currently measure within your systems, any IT development requirements for future KPIs, a gap analysis of your system outputs, and what you aim to achieve as an outcome for each KPI.</p> <p>These KPIs should be subject to a periodic review.</p>	<p>Agreed. Performance measurement and accountability is a priority in our new Housing Management Strategy.</p> <p>We are currently considering additional resources to ensure that we have useful, accurate and reliable data on our operations.</p> <p>Current performance measures will be reviewed and simplified where possible.</p> <p>Reporting capabilities of our housing management system will be reviewed. We are currently working on the creation of additional reporting capability to harness the most from the new system.</p> <p>This action is complete. A set of KPIs and metrics has been agreed and dashboard reporting will commence from July 2023.</p>	<p>Completed June 2023</p>
<p>Recommendation 17</p> <p>Consider and develop a similar KPI supporting document to the one provided, which ensures each KPI is broken down into a format which covers: the KPI owner(s) and accountable person(s), which system data is extracted from, and what</p>	<p>Agreed. This will be addressed as part of recommendation 16.</p> <p>A scorecard/dashboard reporting system is due to be implemented by July 2023. Each KPI or metric will have an accountable person.</p> <p>Reporting will take place monthly, showing data</p>	<p>July 2023 (see # 16)</p>

<p>is/isn't included under the KPI.</p>	<p>from April 2023 (and will include previous years' performance where data exists).</p> <p>The final dashboard is complete and is now being tested for accuracy (as of 29.9.23)</p>	
<p>Recommendation 18</p> <p>Develop a clear and transparent resident communication strategy and plan. This should be communicated with residents, and regularly refreshed with them. It should incorporate a feedback loop to ensure the resident voice is heard, and you are feeding back on how the service is being shaped and changed based upon the information being fed back.</p>	<p>Agreed. We are currently beginning the process of formulating a new strategy and formal involvement mechanisms for residents.</p> <p>This will be subject to further consultation and work with residents, staff and Members.</p> <p>It will result in a clear strategy document and measurable outcomes.</p> <p>We have appointed TPAS to assist with the creation of our new Involvement Strategy and we will include residents in this process, as well as using feedback received during the Customer Service and Repairs Review.</p> <p>TPAS will begin work in October 2023 on formulating the new strategy and supporting mechanisms. The work, which will require input from residents and other stakeholders, is due to complete in January 2024.</p>	<p>November 2023 January 2024</p>
<p>Recommendation 19</p> <p>Develop a standardized approach to each operational role to determine the correct</p>	<p>This will be addressed as part of the analysis carried out in recommendation 20 below.</p> <p>Please see recommendation 20 below.</p>	<p>See # 20</p>

<p>equipment (including IT) that should be provided to deliver the role effectively. If any gaps are found, the relevant equipment should be provided to staff members.</p>		
<p>Recommendation 20</p> <p>Review operational roles to determine the relevant training each role should receive. Once this is developed ensure all staff are trained appropriately and that this is reviewed as a minimum annually.</p>	<p>Agreed. We have a training plan and will review each role to ensure that recurrent and one-off training and development needs are captured and held in one place.</p> <p>Training needs have been analysed by operational role, across Housing and Repairs. A training plan is being drafted in a calendar format, to ensure recurrent training is scheduled. This is now due to be finalised in October 2023.</p>	<p>July 2023 October 2023</p>
<p>Recommendation 21</p> <p>Prior to the implementation of the proposed contact centre structure, undertake an assessment of the current volume of customer enquires to ensure the proposed level of resource is accurate.</p>	<p>Agreed. This will be completed as part of recommendation 11.</p> <p>Customer enquiries are being logged through the Civica system. This information will be used to inform work completed as part of recommendation 11.</p>	<p>Ongoing</p>
<p>Recommendation 22</p> <p>Formally review the new job descriptions proposed to ensure they meet the requirements of the City of London.</p>	<p>Agreed. Will be reviewed as part of the proposed structure</p> <p>The review of job descriptions has been completed.</p>	<p>July 2023</p>
<p>Recommendation 23</p> <p>Review job description and structure in relation to</p>	<p>Agreed. Will be reviewed as part of the proposed structure.</p>	<p>July 2023</p>

<p>the role of Customer and Service Support Officer. Currently these documents conflict on who the role should be reporting in to.</p>	<p>Complete. These posts report to the Customer Service and Support Manager.</p>	
<p>Recommendation 24</p> <p>Formally review the implementation plan before the commencement of any major improvements. This should take in to account the wider priorities of the organisation, especially in relation to any time frames recommended.</p>	<p>Agreed. A project plan will be created and corporate, departmental and divisional strategic priorities given due consideration as part of this work.</p>	<p>Ongoing – will be reviewed monthly and before any major changes are made</p>
<p>Recommendation 25</p> <p>Repairs and Maintenance – regular operational meetings, post-inspection of works, works in progress reviews, review of accreditations and qualifications</p>	<p>This work is tied in with the re-procurement of the responsive repairs contract, which is underway.</p> <p>Further consideration being given to current operational oversight of repairs and maintenance functions.</p> <p>Timescale yet to be confirmed.</p>	<p>To be confirmed</p>
<p>Recommendation 26</p> <p>Robust monitoring and measuring approach that provides assurance properties are habitable and free from Category 1 hazards.</p>	<p>The most recent stock condition survey identified no category 1 or 2 hazards in City Corporation housing stock.</p> <p>Monitoring of hazards takes place through responsive repairs orders, contractor reports following visits, and reporting from tenants. Tenancy visits by staff will also be used to carry out checks for hazards and repairs issues.</p> <p>A protocol will be drafted to address monitoring of category 1 and 2 hazards/habitability and codify</p>	<p>December 2023</p>

	current practice.	
<p>Recommendation 27</p> <p>Plan to ensure that housing management staff are suitably qualified as per new government requirement.</p>	Section 21 of the Social Housing Regulation act 2023 (which is not yet in force) outlines the requirements. Work is being undertaken to ensure that relevant managers are qualified or working towards a qualification. This is included in recommendation 20.	October 2023
<p>Recommendation 28</p> <p>Review methodology for collecting repairs customer satisfaction data to ensure that it is an accurate reflection of performance.</p>	This recommendation is agreed. Satisfaction data gathering across housing and repairs is being reviewed as part of our response to the Tenant Satisfaction Measures regime.	March 2024
<p>Recommendation 29</p> <p>System for monitoring and reporting on service performance, including regular transactional customer surveys</p>	See recommendation 28 above. Surveys are being composed for transactions in specific service areas	March 2024
<p>Recommendation 30</p> <p>Add workflow management to Civica to record resident contacts and an auditable trail</p>	Resident contacts are currently recorded on the system. Workflow management (CRM) capability was procured as part of the Civica system and is due to be introduced in the 2024/25 financial year.	Q1 of 2024/5
<p>Recommendation 31</p> <p>Improving and developing a digital offering alongside chosen delivery model</p>	Priority is being given to the implementation and improvement of the Civica system. Work on developing a digital offering will progress alongside recommendation 11.	Q1 of 2024/5