

RESIDENT FOCUS PROJECT
(Customer Service and Repairs Review)
City of London, Department of Community & Children's Services
Housing Division
UPDATED 1 April 2025

>> 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>Proposals for the Asset Management Strategy have been submitted by an external contractor for consideration.</p> <p>The work Ark Consultants have completed will be combined with other business information to form the final version of the Asset Management Strategy.</p>	Q1 2024/5

	This is being developed as an Investment Strategy and is in progress.	
<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>Consultation events were held with staff in June 2023 and 40 people contributed.</p> <p>Following further discussion, the work has been separated into three documents:</p> <ol style="list-style-type: none"> 1. Asset Management Strategy (see recommendation 1) 2. Housing Strategy (this is currently being formulated – it will cover all aspects of our local authority housing functions and provide high level priorities for the coming 4/5 years) 3. Housing management service plan (this is the result of the work completed in 2023 – it will be a housing/repairs service plan for the next 3/4 years and is being finalised as of January 2024) <p>Staff met again in March to discuss the Housing Action Plan. Staff will meet again in this format in</p>	<p>Asset Management Strategy and Housing Strategy: Q1 2025</p> <p>Housing management service plan: March 2024</p>

	May. The Asset Management / Investment Strategy is still being developed.	
Recommendation 3 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>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>	Completed June 2023.
Recommendation 4 Following recommendation 3, develop a policy for each of these areas. Ensure each policy is developed by a senior manager with input from 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>This recommendation will be adopted.</p> <p>The following policies will be developed:</p> <ul style="list-style-type: none"> - Fire Safety (completed) - Repairs and Maintenance (completed) - Leasehold Management (drafted) - Tenancy Sustainment & Management (drafted) - Equality, Diversity and Inclusion (completed) - Electrical Safety (completed) - Asbestos Management (completed) - Water Hygiene (completed) - Lift Safety (completed) - Resident Engagement - Recharges (drafted) - Damp & Mould (completed) - Void (completed) <p>Some existing policies will be amended in light of recommendations from this review.</p>	<p>Drafts being completed as part of ongoing programme.</p> <p>Policy approval is subject to the committee timetable.</p>

	<p>The next set of drafted policies will be going to the next committee.</p> <p>Existing policies are being reviewed for amendments as they approach the review date.</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>Further operational procedures have been drafted.</p>	Ongoing programme
<p>Recommendation 6</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 recommendation will be adopted. Any service standards that require development will be introduced.</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) 	Completed June 2023

	<ul style="list-style-type: none"> - Tenancy Management and Support (drafted) <p>This exercise is complete.</p>	
<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>Service Standards have been rolled out to residents and staff.</p>	Completed July 2024
<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>	Completed July 2024
<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</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</p>	November 2024

<p>document is live and regularly reviewed to map any departmental changes.</p>	<p>role profiles outlining key responsibilities of each role type.</p> <p>Work has started to review the current resource and deliver improvements.</p> <p>Completed and being updated with new procedures and links to useful information.</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>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>The Starter Hub has been relaunched within the Housing Division. Both Corporate and job-specific information and resources have been included to assist new staff and their managers with their induction.</p>	<p>October 2024</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</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>Mid-2025</p>

queries.	<p>This recommendation affects several teams and work will begin shortly to refine options, evaluate their impact and select the preferred model.</p> <p>Several options are being presented to best utilise staff and resources. Once finalised a proposal will be drafted for approval.</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>Staff continue to work with Civica to make improvements to the system, lots of progress has been made so far and a timeline being developed to implement phase 2 which has more modules.</p> <p>After staff completed testing for a newer version of Civica the upgrade was applied in January 2025.</p> <p>Preparation for the new Repairs contract and year-end are being prioritised whilst making system improvements.</p> <p>Phase 2 planning & implementation scheduled for after this.</p>	Q1 of 2024/5
<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</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>	July 2023

consider suitable to improve the service.	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.	
Recommendation 14 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.	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. The compliance review is on hold until staff are available to facilitate it. The Compliance Manager has started in their role. The Compliance Board meet regularly to discuss best practices, reviewing and adopting enhanced procedures relating to the 'big 6'	March 2025
Recommendation 15 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 scorecards to support your Asset Strategy and	Agreed. Once we have finalised the new Housing Strategy and the Asset Strategy, we will implement effective ways of measuring the outcomes and ensure that performance data is published at regular intervals.	Completed January 2024

<p>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>The action plan was approved at January's Committee and rolled out to staff in February 2025.</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</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>Completed June 2024</p>

<p>person(s), which system data is extracted from, and what is/isn't included under the KPI.</p>	<p>Reporting will take place monthly, showing data from April 2023 (and will include previous years' performance where data exists).</p> <p>The KPI dashboard has been completed and is now live. The dashboard has been created to provide an overview of numerical and visual performance data.</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>February 2025</p>

	<p>The Resident Involvement Team have received the TPAS report and reviewing the recommendations.</p> <p>A Resident Involvement Strategy will be uploaded to new platform Commonplace for consultation shortly.</p>	
<p>Recommendation 19</p> <p>Develop a standardized approach to each operational role to determine the correct 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>This will be addressed as part of the analysis carried out in recommendation 20 below.</p> <p>Please see recommendation 20 below.</p>	See # 20
<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>A list of required training has been produced and training being rolled out.</p>	Completed December 2023
<p>Recommendation 21</p>	<p>Agreed. This will be completed as part of recommendation 11.</p>	Ongoing

<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>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>Explored options of adopting alternative telephony which is not feasible at this time. The Business Assistant will provide training for staff to record contact via Civica.</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>Completed July 2023</p>
<p>Recommendation 23</p> <p>Review job description and structure in relation to the role of Customer and Service Support Officer. Currently these documents conflict on who the role should be reporting in to.</p>	<p>Agreed. Will be reviewed as part of the proposed structure.</p> <p>Complete. These posts report to the Customer Service and Support Manager.</p>	<p>Completed July 2023</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>The new Head of Major Works has started in their role.</p> <p>A project collaboration guide has been shared with relevant teams to better work together to roll out</p>	<p>Ongoing – will be reviewed monthly and before any major changes are made</p>

	<p>projects on our estates.</p> <p>A New Builds document will also be developed.</p> <p>The Major Works team are reviewing the staff structure including exploring option for a Resident Liaison Officer.</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. Further consideration being given to current operational oversight of repairs and maintenance functions.</p> <p>Timescale yet to be confirmed.</p> <p>The new Head of Repairs and Maintenance has now started in their role.</p> <p>Staff continue to work toward the mobilisation of the new Repairs & Maintenance contract due to commence in April 2025.</p>	May 2025
<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>	March 2025

	<p>A protocol will be drafted to address monitoring of category 1 and 2 hazards/habitability and codify current practice.</p> <p>See recommendation 14.</p>	
<p>Recommendation 27</p> <p>Plan to ensure that housing management staff are suitably qualified as per new government requirement.</p>	<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.</p> <p>The assessment is complete. Any training needs identified will be addressed in personal development plans.</p>	Completed January 2024.
<p>Recommendation 28</p> <p>Review methodology for collecting repairs customer satisfaction data to ensure that it is an accurate reflection of performance.</p>	<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.</p> <p>Moving forward with procuring external supplier to facilitate this.</p>	March 2025
<p>Recommendation 29</p> <p>System for monitoring and reporting on service performance, including regular transactional customer surveys</p>	<p>See recommendation 28 above. Surveys are being composed for transactions in specific service areas.</p> <p>Moving forward with procuring external supplier to facilitate this.</p>	March 2025

Recommendation 30 Add workflow management to Civica to record resident contacts and an auditable trail	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. To work alongside recommendation 12	Q1 of 2024/5
Recommendation 31 Improving and developing a digital offering alongside chosen delivery model	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