

**RESIDENT FOCUS PROJECT**  
**(Customer Service and Repairs Review)**  
 City of London, Department of Community & Children’s Services  
 Housing Division  
**UPDATED 6 March 2024**

>> The latest updates are in green <<

**Key to projected timescales**

	Not started
	In progress
	Completed

Recommendation	Management Response	Projected Timescale
<p><b>Recommendation 1</b></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 style="color: green;">Proposals for the Asset Management Strategy have been submitted by an external contractor for consideration.</p>	<p>Q1 2024/5</p>

<p><b>Recommendation 2</b></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"><li>1. Asset Management Strategy (see recommendation 1)</li><li>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)</li><li>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)</li></ol> <p>The Senior Management Team met with Gerri Scott to discuss the Housing Management Strategy. The new strategy reflects feedback from residents, staff and Members and will shape our policy direction for housing for the next 5 years.</p>	<p>Asset Management Strategy and Housing Strategy:</p> <p>Housing management service plan: March 2024</p>
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	<p>The draft will go to Committee next month and will be available to everyone then.</p>	
<p><b>Recommendation 3</b></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><b>Recommendation 4</b></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 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>	<p>This recommendation will be adopted.</p> <p>The following policies will be developed:</p> <ul style="list-style-type: none"> <li>- Fire Safety (drafted)</li> <li>- Repairs and Maintenance (drafted)</li> <li>- Leasehold Management (drafted)</li> <li>- Tenancy Sustainment &amp; Management (drafted)</li> <li>- Equality, Diversity and Inclusion (drafted)</li> <li>- Electrical Safety (drafted)</li> <li>- Asbestos Management (drafted)</li> <li>- Water Hygiene (drafted)</li> <li>- Lift Safety (drafted)</li> <li>- Resident Engagement</li> <li>- Recharges (drafted)</li> <li>- Damp &amp; Mould (new policy added)</li> <li>- Void (new policy added)</li> </ul> <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 policies are almost complete. Completed policies will be submitted for approval from April 2024.</p>	
<p><b>Recommendation 5</b></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>The contractor Post Inspections procedure has been completed and rolled out. Other procedures are in development stage.</p>	<p>Ongoing programme</p>
<p><b>Recommendation 6</b></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"> <li>- Customer Service Standards (drafted)</li> <li>- Complaints</li> <li>- Allocations &amp; Lettings (drafted)</li> <li>- Rents and Money Matters (drafted)</li> <li>- Antisocial behaviour (drafted)</li> <li>- Resident Involvement and Influence</li> <li>- Repairs (drafted)</li> <li>- Estate Services (drafted)</li> <li>- Home Ownership (drafted)</li> </ul>	<p>Completed June 2023</p>

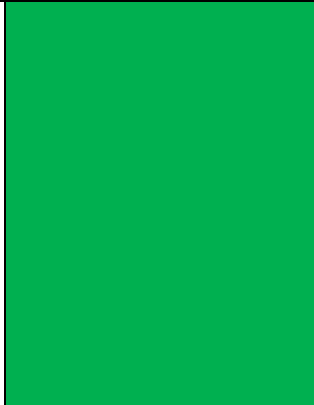
	<ul style="list-style-type: none"> <li>- The Lettings Standard (drafted)</li> <li>- Tenancy Management and Support (drafted)</li> </ul> <p>This exercise is complete.</p>	
<p><b>Recommendation 7</b></p> <p>Once you have identified your key service areas, implement a program to develop these service standards. 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>9 Standards are finalised and due to be published in March 2024.</p>	<p>March 2024</p>
<p><b>Recommendation 8</b></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><b>Recommendation 9</b></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</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>	<p>March 2024</p>

<p>with examples of common issues. Ensure this 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>The formatting has been agreed and being developed. Staff will be asked to submit additional requirements to include in the index once the site has been relaunched.</p>	
<p><b>Recommendation 10</b></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>March 2024</p>
<p><b>Recommendation 11</b></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>Staff met in February 2024 to discuss the design principles for a proposed contact centre function.</p>	<p>Mid-2024</p>

	<p>Housing Team to meet to finalise structure and agree next steps.</p>	
<p><b>Recommendation 12</b></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>Civica has been upgraded to a newer version. Staff continue to meet regularly to discuss and resolve any system issues.</p> <p>An independent review of Civica functionality has been completed and a report submitted with findings and recommendations.</p>	<p>Q1 of 2024/5</p>
<p><b>Recommendation 13</b></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><b>Recommendation 14</b></p> <p>Undertake a full review of your compliance activities for the 'big 6'. The outcome should be to</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</p>	<p>March 2024</p>

<p>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>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>Pennington Choices are still set to complete the 'Big Six' review (by end of March 2024).</p>	
<p><b>Recommendation 15</b></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 scorecards to support your Asset Strategy and ensure these two documents are aligned.</p>	<p>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.</p> <p>KPIs and metrics will be aligned with strategic aims, to enable tracking of progress towards achieving the relevant outcomes.</p>	<p>See recommendations 1 and 2</p>
<p><b>Recommendation 16</b></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>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>Completed June 2023</p>



<p>These KPIs should be subject to a periodic review.</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><b>Recommendation 17</b></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 is/isn't included under the KPI.</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 from April 2023 (and will include previous years' performance where data exists).</p> <p>The KPI dashboard has been created to provide numerical and visual performance data. Final issues are being ironed out and we aim to go live with the dashboard later in March.</p>	<p>February 2024 (for completion of testing)</p>
<p><b>Recommendation 18</b></p> <p>Develop a clear and transparent resident communication strategy and plan. This should be communicated with residents,</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</p>	<p>February 2024</p>

<p>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>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>The Resident Involvement Team have received the TPAS report and reviewing the findings and outcomes.</p>	<p></p>
<p><b>Recommendation 19</b></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>	<p>See # 20</p>
<p><b>Recommendation 20</b></p>	<p>Agreed. We have a training plan and will review each role to ensure that recurrent and one-off</p>	<p>Completed          December 2023</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>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>Positive Impact (Customer service) training days have been completed. Line managers to continue with embedding sessions for their teams.</p>	
<p><b>Recommendation 21</b></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>Data readily available for the repairs team. Phase 2 of the Civica implementation plan is to introduce a CRM system to allow accurate data recording.</p>	Ongoing
<p><b>Recommendation 22</b></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>	Completed July 2023
<p><b>Recommendation 23</b></p>	<p>Agreed. Will be reviewed as part of the proposed structure.</p>	Completed July 2023

<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>Complete. These posts report to the Customer Service and Support Manager.</p>	
<p><b>Recommendation 24</b></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><b>Recommendation 25</b></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>Contract meetings have been scheduled for the year.</p>	<p>To be confirmed</p>
<p><b>Recommendation 26</b></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.</p>	<p>Q1/2 2024-25</p>

	<p>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 current practice.</p> <p>Pennington Choices are still set to complete the 'Big Six' review (by end of March 2024). The Housing Compliance Manager role has been graded, the role will soon be advertised.</p>	
<p><b>Recommendation 27</b></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>	<p>Completed January 2024.</p>
<p><b>Recommendation 28</b></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>The interim Head of Repairs and Maintenance will review the methodology and this will work alongside recommendation 12</p>	<p>March 2024</p>

<p><b>Recommendation 29</b></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>March 2024</p>
<p><b>Recommendation 30</b></p> <p>Add workflow management to Civica to record resident contacts and an auditable trail</p>	<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.</p> <p>To work alongside recommendation 12</p>	<p>Q1 of 2024/5</p>
<p><b>Recommendation 31</b></p> <p>Improving and developing a digital offering alongside chosen delivery model</p>	<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.</p>	<p>Q1 of 2024/5</p>