



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to the Town Hall on **21 March 2022 at 7.30 pm.**

Enquiries to : Ola Adeoye
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Despatched : 11 March 2022

Membership

Councillor Michael O'Sullivan (Chair)
Councillor Marian Spall (Vice-Chair)
Councillor Valerie Bossman-Quarshie
Councillor Theresa Debono
Councillor Osh Gantly
Councillor Phil Graham
Councillor Jason Jackson
Councillor Gulcin Ozdemir
Dean Donaghey (Resident Observer) (Co-Optee)
Rose Marie McDonald (Resident Observer) (Co-Optee)

Substitute Members

Councillor Gary Heather
Councillor Sara Hyde
Councillor Anjna Khurana
Councillor Roulin Khondoker
Councillor Matt Nathan
Councillor John Woolf
Councillor Mick Gilgunn

Quorum is 4 Councillors



A. Formal Matters

Page

1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interests

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences - Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous Meeting
5. Chair's Report
6. Order of Business

1 - 4

7. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

B. Items for Decision/Discussion	Page
1. Fire Brigade - Verbal	
2. Performance Report Quarter 3	5 - 10
3. Triage - Dip Sampling	11 - 16

C. Urgent non-exempt items (if any)

Any non- exempt items which the Chair agrees should be considered urgent by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D. Exclusion of press and public

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure Rules in the Constitution and, if so, whether to exclude the press and public during discussion thereof.

E. Confidential/exempt items	Page
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F. Urgent exempt items (if any)

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Housing Scrutiny Committee will be on 21 June 2022

WEBCASTING NOTICE

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If you participate in the meeting you will be deemed by the Council to have consented to being filmed. By entering the Council Chamber you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured you should sit in the public gallery area, overlooking the Chamber.

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Public Document Pack Agenda Item 4

London Borough of Islington

Housing Scrutiny Committee - 3 February 2022

Minutes of the meeting of the Housing Scrutiny Committee held at Town Hall on 3 February 2022 at 7.30 pm.

Present: Councillors: O'Sullivan (Chair), Bossman-Quarshie, Graham, Jackson and Ozdemir

Also Present: Co-opted Members: Dean Donaghey, Rose Marie McDonald

Councillor: Dairmaid Ward – Executive Member Housing

Councillor Michael O'Sullivan in the Chair

324 APOLOGIES FOR ABSENCE (Item 1)

Apologies were received from Councillor Spall and Councillor Valerie-Bossman Quarshie for lateness

325 DECLARATION OF SUBSTITUTE MEMBERS (Item 2)

There were no declarations of substitute members

326 DECLARATIONS OF INTERESTS (Item 3)

There were no declarations of interest

327 MINUTES OF PREVIOUS MEETING (Item 4)

RESOLVED:

That the minutes of the meeting held on 6 December 2021 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

328 CHAIR'S REPORT (Item 5)

The Chair stated that it was disappointing that Hyde Housing Association who had been invited to the meeting had chosen not to attend. Hyde had been subject to a number of complaints from Partners residents, and given that tenant satisfaction in Hyde is low it was felt that they should have had the courtesy to appear before the Committee. The Chair added that a survey of Housing Associations was currently taking place and Councils were being consulted with a date for submissions ending on 1 March. The Committee felt that the Chair should respond on the Committee's behalf

The Chair also referred to a Housing conference called Futurebuild that would be shortly taking place from 1 -3 March, and that details should be circulated to Members following the meeting

329 ORDER OF BUSINESS (Item 6)

The Chair stated that the order of business would be as per the agenda

330 PUBLIC QUESTIONS (Item 7)

The Chair outlined the procedure for Public questions

331 SCRUTINY REVIEW - FINAL REPORT , REINTEGRATION PROGRAMME OF PFI 2 SERVICES (Item B1)

The following officers were present for consideration of this item –
Maxine Holdsworth, Matt West, Hannah Bowman – Housing Directorate
Linda Nicholas - Human Resources
Lyne Stratton – Communications
Jon Cumming – Digital Services

During consideration of the report and presentation, copies interleaved, the following main points were made –

Programme Progress overview – progressing well, with significant progress against key milestones, and the closing down of issues encountered along the way
Working closely with Partners, Hyde, Rydon, and United Living, on the transfer of services.
Organisational structures are in place for the delivery of services
Data transfer has progressed well. TUPE discussions are ongoing with staff and Trade Unions, and induction plans are developed. The programme is entering its final phase and receiving teams are working on detailed case handovers for key areas of work
Risk profile of the programme has significantly reduced, with only a few remaining high risk items. These risks concern the retained PFI2 structure, a peak of repairs being needed at handover, not being well prepared for the TUPE transfer, and transfer of data. Most risks have been mitigated through preparation for the transfer
Closely monitoring the delivery of the handback survey works. Sums have been retained for 1253 repairs at 895 homes identified by the survey, and outstanding on 11 January 2021
Each month complete repairs are checked and sums paid back to Partners for completed works. At the end of December 402 repairs were outstanding at 283 homes. 68% complete, 32% remaining. Access to COVID continues to be a problem for completion. Damp cases and major works are being closely monitored to ensure they are being progressed, and Rydon will continue to carry out these works until the end of the contract. Sums will be retained at the end of the contract for any incomplete works
Noted that it was felt that data transfer had gone well, and that there would be a comprehensive set of data at the time of transfer
The view was expressed that it repairs would improve now that the Council is handling the properties, and that a positive meeting had been held with staff transferring, and that standards could be raised in the future on both Partners and Council properties
In response to a question it was stated that work could take place with local community organisations, including community centres, in order to provide translation facilities in relation to the handover of properties
Reference was made to the 'first time' fix rate and that the target was currently being exceeded. However it should be noted that all repairs could not be completed first time. It was felt important that residents had a 'voice' following transfer, and that the existing PFI 1 contract did not get diminished. There is also work to be done on leaseholder recharges, and the Council would need to communicate with leaseholders in connection with the Council's charging policy
It was noted that the Council had engaged a specialist contractor to work on street properties, who had specialist expertise in dealing with these
In response to a question it was stated that surveys of properties had taken place and disrepair issues picked up, however there were still issues in relation to vulnerable residents, and the Homes and Communities team were looking at this
A Member indicated that she wished to have details of those properties that had disrepair issues in Bunhill ward, and it was stated that this could be provided

Reference was made to energy efficiency issues in street properties, and it was stated that Government funding was being accessed wherever possible, and in addition works would be identified to be included in the capital programme. A solar strategy was also being looked at

In response to a question it was stated that the confidence of data transfer being effective was high, however there were always risks associated with a cyber attack

Noted that where appropriate properties would be adapted for disabled residents

In response to a question it was stated that the staff transferring had expertise on working with street properties, and there would also be multi trade training offered to staff to enable them to work on all types of properties

RESOLVED:

- (a) That the report be approved and referred to the Executive for consideration
- (b) That a progress report on transfer be submitted to the Committee at a future date
- (c) That details of Bunhill properties with disrepair issues be sent to Bunhill ward Councillors

332 MINI SCRUTINY REVIEW - COMMUNAL HEATING FINAL REPORT AND DRAFT RECOMMENDATIONS (Item B2)

Matt West and Garrett McEntee, Housing Directorate were present for discussion of this item

Following consideration of the report it was -

RESOLVED:

That, subject to the amendments detailed below, the report be approved, and referred to the Executive for consideration

Recommendation 7 – the inclusion of the words at the end of the recommendation ‘ that the Council should make sure that, where there is one, the Energy Performance Compliance Certificate is made available for all properties, including street properties, to the resident

Recommendation 8 – after the words ‘carried out’ add the words ‘rapid resetting of boiler plant’

Recommendation 10 – add after the word heat pumps add the words ‘and heat meters’

Add additional recommendation 14 – ‘That on blocks where external sensors are used to control a boiler plant, a check is undertaken to ensure that these sensors are in the correction location, and giving representative readings’

The Chair thanked Matt West and Garrett McEntee for attending

333 TRIAGE SYSTEM - END OF CALL SURVEYS (Item B3)

Ian Swift, Director Housing Needs and Strategy outlined the report

During consideration of the report the following main points were made –

Housing Scrutiny Committee - 3 February 2022

- Noted that only 67% of completed the questionnaire and that details of the number of calls in relation to completed surveys would be provided at the next meeting of the Committee
- Noted that the questionnaire could be completed if the call was abandoned

RESOLVED:

That the report be noted

The Chair thanked Ian Swift for attending

334 WORK PROGRAMME 2021/22 (Item B4)

RESOLVED:

That the report be noted

The meeting ended at Time Not Specified

CHAIR



Chief Executive Department
Town Hall, London N1 2UD

Report of:

Meeting of:	Date:	Ward(s):
Housing Scrutiny Committee	21 March 2022	All

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SUBJECT: Quarter 3 Performance Report: Housing

1. Synopsis

- 1.1 The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the council's Corporate Plan. Progress on key performance measures is reported through the Council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out Quarter 3 progress against targets for those performance indicators that fall within the Housing outcome area, for which the Housing Scrutiny Committee has responsibility.

2. Recommendations

- 2.1 To note performance against targets in Quarter 3, 2021/22 for measures relating to Housing.

3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board and Joint Board, and externally through the Scrutiny Committees.
- 3.2 The Housing Scrutiny Committee is responsible for monitoring and challenging performance for the following key outcome area: Housing: Delivering decent and genuinely affordable homes for all.

4. Quarter 3 performance update – Housing

4.1 Key performance indicators relating to Housing.

#	Indicator	2019/ 20 Actual	2020/ 21 Actual	2021/ 22 Target	2021/ 22 Q3	On target?	Q3 last year	Better than Q3 last year?
H1	Number of planning permissions agreed for new council housing	63	53	103	30	Yes	3	Better
H2	Number of new council homes started on site	89	118	95	36	No	New	New
H3	Number of affordable new homes (social rented or shared ownership) completed by the council	0	3	68	2	No	0	Better
H4	Number of affordable new homes (social rented or shared ownership) completed by Developers	25	17	34	37	Yes	70	Worse
H5	Percentage of homeless decisions made in the target timeframe	New	40%	90%	60%	No	New	New
H6	Number of households in nightly booked temporary accommodation	316	468	365	463	No	386	Worse
H7	Number of homeless preventions	717	947	994	486	No	771	Worse
H8	Number of people sleeping rough	New	11	0	7	No	New	New
H9	Percentage of all lettings provided to council tenants securing a transfer	38%	35%	36%	30%	No	37%	Worse
H10	Percentage of LBI repairs fixed first time	87.7%	92.9%	85%	88.5%	Yes	93.7%	Worse
H11	Rent arrears as a proportion of the rent roll - LBI (%)	3.92%	4.71%	4.71%	4.77%	Yes	4.84%	Lower
H12	Rent arrears as a proportion of the rent roll - partner properties	3.70%	4.91%	4.91%	5.38%	No	5.08%	Worse

- 4.2 *H1: Number of planning permissions agreed for new council housing*
This figure is on target at this point in the year – the Stacey Street development was granted planning permission in Q1, and no further permissions were expected in this quarter. The remainder are expected to receive planning permission in the final quarters of the year.
- 4.3 *H2: Number of new council homes started on site*
This indicator is behind schedule at this point in the year – three separate projects each encountered delays before they could start on site, for upgraded fire safety design and to minimise disruption in discussion with local resident groups. These projects are now expected to start on site in Quarter 4 (two have already done so at the time of writing) so the annual target should still be met.
- 4.4 *H3: Number of affordable new homes (social rented or shared ownership) completed by the council*
This figure is behind schedule at this point in the year, with two projects currently held up in the final pre-completion tests before they can be accepted and let to new tenants. Projects are now forecast to complete in Q4 so the annual target should still be met.
- 4.5 *H4: Number of affordable new homes (social rented or shared ownership) completed by Developers*
This figure is ahead of target for the year, with 25 homes for Council rent completed by the Peabody Trust, at Finsbury Tower.
- 4.6 *H5: Percentage of homeless decisions made in the target timeframe*
Performance has improved this quarter, and is significantly better than the position at the start of year (40%) but still falls below the yearly target of 90%.
As noted above, weekly monitoring, performance surgeries, and best practice training have been implemented to deliver this improvement.
- 4.7 *H6: Number of households in nightly booked temporary accommodation*
This figure is off-target, however it is down by 29 this quarter, and back in line with the position at the start of the year.
The team are working to discharge ineligible households as quickly as possible and bring this number down further, in an effort to return to the target of pre-pandemic levels.
- 4.8 *H7: Number of homeless preventions*
This figure is off-target at this point in the year – the target is to prevent 994 households from becoming homeless this year, an increase of 5% on last year's performance. It is worth noting that the number of applications received is down this year – 8% lower than this point last year – so under-performance here is partly attributable to the smaller number of cases coming in.
There is also service improvement work ongoing - homelessness prevention is now monitored weekly and targets established for each service. The target is stretching, but performance surgeries are taking place with staff to meet the council's best practice expectations. Best practice training has been arranged for all officers in the service.
- 4.9 *H8: Number of people sleeping rough*
This figure is off-target at this point in the year – however the rough sleepers found in the most recent rough sleeping counts have only been sleeping rough for one or two weeks. This shows that

our prevention work is succeeding, ensuring that there are currently no long-term street homeless in the borough.

4.10 *H9: Percentage of all lettings provided to council tenants securing a transfer*

This indicator shows how many of the council's existing tenants have been successful in moving to a more suitable social rented home, alleviating overcrowding for example and freeing up council homes for those in need.

However, in the run up to Christmas efforts were diverted to reducing the number of households in temporary accommodation, which meant that this indicator took a small hit.

4.11 *H10: Percentage of LBI repairs fixed first time*

This figure is above target at this point in the year – we have fixed 88.5% of repairs first time against a target of 85%. This is below the same point last year, however the comparison is not like-with-like. Performance last year was artificially inflated given that the pandemic enforced a focus on emergency repairs, which have a higher first time fix rate.

4.12 *H11: Rent arrears as a proportion of the rent roll – LBI*

This indicator is on target – arrears have increased very slightly to 4.77%. Arrears increasing at Christmas time is an established trend, however this was a smaller increase than in previous years and still leaves the team within touching distance of the annual target.

4.13 *H12: Rent arrears as a proportion of the rent roll - Partner properties*

Partners have also seen the usual Christmas increase in rent arrears. This is a contractual point for Partners and will continue to be monitored closely.

5. **Implications**

Financial implications:

5.1 The cost of providing resources to monitor performance is met within each service's core budget.

Legal Implications:

5.2 There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

5.3 There are no environmental impact arising from monitoring performance.

Resident Impact Assessment:

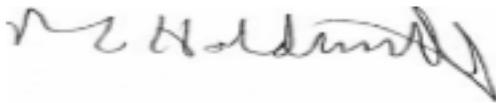
5.4 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).

5.5 The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

6. **Conclusion**

6.1 The Council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take over the next four years to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

Signed by:



Corporate Director, Homes and Neighbourhoods

Date: 8/3/2022

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**Resources Department
Town Hall, Upper Street
London N1 2UD**

Report of: Jo Murphy – Service Director – Homes and Communities

Meeting of	Date	Ward(s)
Housing Scrutiny Committee		All

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Subject: Housing Triage Service – Quality Assurance Dip Sampling

1. Synopsis

1.1 This report provides an update to the Housing Scrutiny Committee about this review.

2. Recommendations

2.1 That the report be received.

3. Background

3.1 In January 2021, the Housing Scrutiny Committee started their review of the Housing Triage and Enquiries Service. The SID was agreed by the committee on 12/01/21 and evidence was submitted to the committee on 02/03/21. This initial evidence focused on explanations of the duties of the Triage Service and Enquires Service.

3.2 This report provides an update to the committee on Quality Assurance Dip Sampling that the Triage Team have been carrying out since December 2021, to help assess the quality of the service.

4.0 End of call surveys

4.1 All calls to the 5300 telephone number are recorded and can be listened to at a later date. From December onwards, 10 calls per month have been pulled at random and assigned to a Tenancy Services manager to audit. Managers assess the quality of the advice given against a set of questions, with an overall % score allocated to each call. This work now forms part of the core monitoring for Tenancy Services and is reported in the monthly Performance management Meeting, chaired by the Head of Service.

4.2 Feedback is used to inform both the service development and training plans for the team moving forwards, as well as to provide constructive feedback and enable performance management of individual officers within the team.

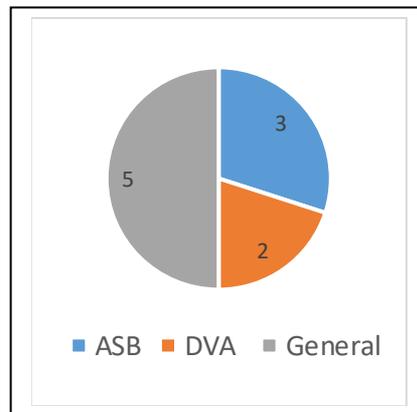
4.3 To note, there is always a manager on duty sitting alongside the officers in the triage team. Part of their role is to listen to calls 'in real time' and provide coaching and support to staff as needed. Where it is apparent that a call is proving challenging, managers will intervene and where necessary will take over the call. In these circumstances, officers will be given feedback on where things went wrong after the call is ended. Additionally, managers will always listen back to calls as part of any response to a complaint. The triage team work full time in the office in order to enable this support; which was much more difficult to provide while staff were working from home during the pandemic.

4.4 The template auditing worksheet can be found at appendix 1.

5.0 Summary of results

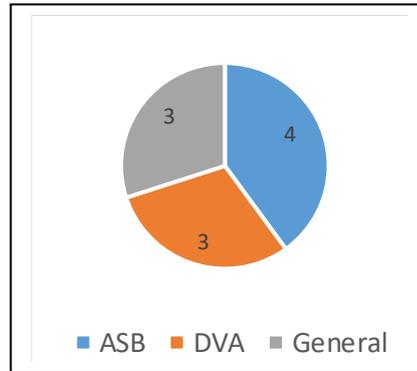
Score 90% or higher	Achieving target – green
Score 80% to 89%	Approaching target – more training needed
Score 0% to 79%	Underperformance

Month	Area	Score	% achieved
Dec-21	Greeting	104.0	87%
	Handle contact	160.5	89%
	Solution info	78.0	87%
	Transaction info	112.5	94%
	Hold & Transfer	60.0	100%
	Notification	15.0	50%
	End call	52.5	88%
	Soft skills	185.0	88%
	Total	767.5	88%



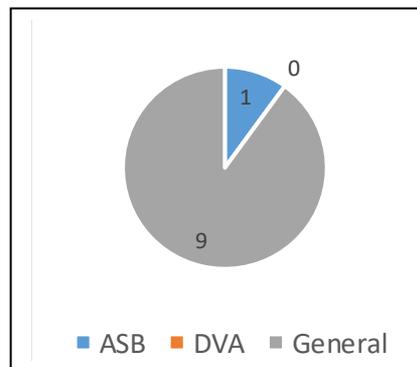
90%+	7 calls
80-89%	1 call
0-79%	2 calls

Jan-22	Greeting	105.0	88%
	Handle contact	154.5	86%
	Solution info	79.5	88%
	Transaction info	112.5	94%
	Hold & Transfer	60.0	100%
	Notification	21.0	70%
	End call	58.5	98%
	Soft skills	198.0	94%
	Total	789	91%



90%+	7 calls
80-89%	2 calls
0-79%	1 call

Feb-22	Greeting	108.0	90%
	Handle contact	174.0	97%
	Solution info	88.5	98%
	Transaction info	115.5	96%
	Hold & Transfer	60.0	100%
	Notification	24.0	80%
	End call	58.5	98%
	Soft skills	203.0	97%
	Total	831.5	96%



90%+	7 calls
80-89%	1 call
0-79%	2 calls

Analysis

Area	Observation	Any action required
Greeting	Officers are not using a set script when answering hence some discrepancies in greetings	Basic greeting script to be used at all times: 'Good morning/afternoon Islington Council Tenancy Services team, (name) speaking how can I help?
Handle contact	<p>In general, staff are dealing with GDPR and verification well, always checking who they are speaking with</p> <p>Some opportunities to capture / verify emails or tel numbers missed, but in general this is because to ask these questions would go against the 'flow' of the call / were not relevant to the call in question</p>	
Solution info	<p>Month on month improvement in this area, which is the 'bread and butter' of the service, reflecting ongoing training the team has been receiving</p> <p>Officers generally ask relevant questions and provide accurate information / solutions but it is noted (perhaps unsurprisingly) that more complex calls score less strongly here, (ie weakest scores here are in ASB calls) reflecting less confidence from team in responding to more complex issues</p> <p>Officers need to take a believing approach to all calls, but must be appropriately bounded and careful not to appear to 'confirm' ASB is happening based purely on the caller's info. In one call, the officer appeared to 'collude' with a caller who was being derogatory about their neighbour – we must remain objective until full facts are known and must never appear to endorse derogatory comments. Doing so is unprofessional and can inadvertently exacerbate, for example, a neighbour dispute ('the council agreed you were doing x,y,z').</p> <p>Response to DVA calls is hearteningly positive, likely due to the extensive training the team have received, and the DVA quick risk assessment officers are using.</p>	<p>Ongoing training programme for team</p> <p>Shadowing opportunities to be created where capacity allows</p> <p>Responding better to ASB calls is a key objective for the team for 22/23. Actions will include:</p> <ul style="list-style-type: none"> - Quick risk assessment (reflecting the DVA QRA) - Training around responding to low level ASB at 'first touch' (ie not passing through) - Training from experienced ASB staff on what to look out for when listening to ASB calls and how best to respond – development of easy to follow training resources for the team on ASB <p>Specific feedback to the officer in question on what happened in this call and where it could have been improved</p> <p>Ongoing focus on DVA, ensuring that all new staff quickly receive the level of training we expect in this critical area</p>

	Some great signposting in evidence – including to support services where a caller reported feeling depressed / low	From April 2022/23 all Tenancy Officers are required to produce a quarterly case study that sets out how they have assisted and supported a resident with their issue – to be used as a learning tool for others. This call would have made a good case study.
Transaction info	<p>Officers are generally good at updating the system with the caller info, this is linked to the fact we have a triage form that officers complete and add to the system when logging their work</p> <p>Again, on more complex calls, some officers appear less confident about advising what will happen next (beyond informing the caller that they will get a call back).</p> <p>Fantastic, personalised solution given to a disabled caller regarding his parking issue – officer gave her name and arranged to personally collect the necessary documentation from the caller later that day. Caller was very happy with the customer service he received.</p>	<p>As above, in-depth training and shadowing on key areas where complexity (ASB & DVA) to continue into 2022 / 23</p> <p>Development of simple guides and training resources for the team on these key areas to be developed</p> <p>Where such personalised transactions can be arranged, this is to be encouraged</p>
Hold and transfer	No issues identified in this area – officers are generally polite and explain what is happening when asking a caller to hold or when transferring.	
Notification	Contact reference numbers are not being provided consistently	Staff will be reminded to provide the contact reference number in 100% of cases where this is appropriate
End call	Generally good performance in this area – no concerns identified	
Soft skills	<p>Officers generally score well in this area, appearing customer focussed, sensitive and able to adapt their responses to the caller, including where they demonstrate vulnerabilities.</p> <p>Very pleased to see little to no use of jargon by the team, officers generally are using plain English and explaining anything more complex clearly</p> <p>Sometimes during a challenging call, officers can appear to get flustered which can then affect their responses.</p>	Where capacity allows, officers who have had a difficult call are encouraged to step away from their desk and take time for their wellbeing

<p>General observations</p>	<p>Failure demand in other parts of the council (including but not limited to Tenancy Services) is in evidence; HTS staff can do little to address this as the solutions callers are seeking sit outside their direct control</p> <p>It is noticeable that callers do contact 5300 when they cannot get through on other lines or to teams where there is not a single point of access in operation.</p> <p>It was heartening that some star performers have emerged from this audit who have consistently scored 100% on all their calls. Some weaker performers have also been identified, one of whom has now left the service.</p>	<p>From a Tenancy perspective, it is essential that we address poor performance on call backs; i.e. where a caller has been promised a returned call, this must happen within 24 hours. Reporting on this KPI has not been possible to date, but this is being addressed and data will be available on call back performance from April. Failure to call people back when we say we will is the primary source of caller frustration that is noted through these calls.</p> <p>Other teams and services to ensure that they have adequate systems in place to manage their demand directly.</p> <p>Approach to recognition and reward for consistently high performing staff who demonstrate excellent standards of work at all times, in what is a challenging and high pressure environment. Weaker performers to be supported with training and development opportunities as part of their wider performance management.</p>
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Appendix 1 – template auditing worksheet

Housing Triage Call Monitoring Form

Name

Officer

Date

Greeting		Met	Partially Met	Not Met	N/A
1	Did the officer say thank you for calling or apply a local greeting?				
2	Did the officer mention the council's name?				
3	Did the officer mention his/ her name?				
4	Has GDPR been checked and customer verification been completed?				

Handle Contact		Met	Partially Met	Not Met	N/A
5	Did the officer ask for / confirm the caller's name?				
6	Did the officer ask for / confirm the caller's company Name?				
7	Did the officer ask for / confirm the caller's telephone number and/ or e-mail address?				
8	Did the officer note any Vulnerabilities or Equalities issues				
9	Did the officer correctly identify the nature of the call				
10	Did the officer miss an opportunity to resolve the issue, without referring				

Solution information		Met	Partially Met	Not Met	N/A
11	Did the officer use effective questioning skills?				
12	Was the most appropriate solution offered to meet the caller's needs?				
13	Did the officer answer the questions correctly?				

Transaction information		Met	Partially Met	Not Met	N/A
14	Self serve alternatives promoted?				
15	Customer informed what action would be taken/ what would happen next?				
16	All relevant systems updated?				
17	Agreed procedures/protocols followed?				

Hold and Transfer Procedure		Met	Partially Met	Not Met	N/A
18	Did the agent follow the correct procedures for placing a customer on hold?				
19	Did the agent follow the correct procedures for transferring a call?				

Notifications		Met	Partially Met	Not Met	N/A
20	Did the officer offer/ advise the contact reference number?				

End call/Corporate Close		Met	Partially Met	Not Met	N/A
21	Did the officer offer assistance at the end of the call?				
22	Did the officer close the call in an appropriate manner?				

Soft skills		Met	Partially Met	Not Met	N/A
23	Use of Customer Name/ appropriate greeting?				
24	Did the officer demonstrate active listening?				
25	Did the officer use a professional tone/ sound friendly, polite and welcoming?				
26	Did the officer not interrupt/ talk over the customer/ use positive language?				
27	Did the officer avoid long silences during the call?				
28	Did the officer refrain from using jargon throughout the call?				
29	Did the officer adapt to the customer?				

Total 0

Percent call quality score 0%

Call Monitoring Completed

Call Summary - Homes and Communities

Summary of the enquiry :-

Call Analysis / Officer Feedback

What worked well and what could be improved and how improvements can be made.

Domestic Violence Abuse	
Antisocial Behavior	
General Calls	