

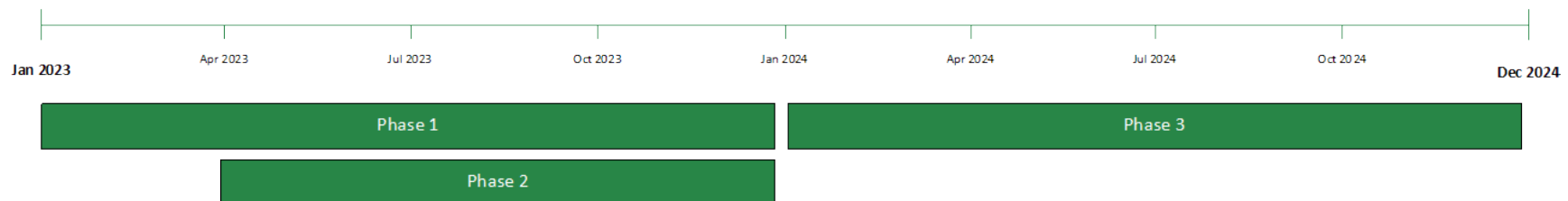
Resident Experience Programme

The Resident Experience Programme aims to deliver real transformation to the Council's resident services. The programme scope ensures that the resident experience is considered from end to end and includes; contact channels, the way the council is organised, staff, leadership, processes and data.

Phase 1: focus on improvements to the Council's telephone and face to face resident services and delivery of tactical changes to improve resident satisfaction by the end of 2023.

Phase 2: define our future resident experience offer and identify the business case, roadmap and funding required to implement the offer for Executive approval, currently scheduled by the end of 2023.

Phase 3: focus on the more complex work required to make significant improvements to our digital offer to residents and operating model.



Phase 1 Improvements

New **telephony routing** implemented to ensure callers to the right person as quickly as possible. As a result we have seen a 16% reduction in call volumes and a 67% reduction in abandoned calls.

New **contact centre technology** will provide access to additional channels such as web chat and Whatsapp and will provide data and insights on every contact received from our residents.

To help provide contact centre resilience and high quality telephone support a bespoke **programme of training** and development has been created. Customer Service Training and service specific training is being rolled out.

End to end **service reviews** for all resident facing services are being undertaken to identify areas for improvement. Quick win improvements will be delivered immediately and longer term solutions will be delivered during phase 3 of the programme

All pages on the **Council's website** are being reviewed to, remove out of date content and re-create focused, engaging content to enable residents to find information more efficiently, and by themselves online.

Resident Experience Programme: Complaints Focus

Service and Complaints context

- Access Islington, as the council's primary resident experience function, handles approximately 390,000 calls and welcomes an average of 4,500 visits to the council's Customer Centre every month. In addition, last year circa 280,000 calls were made to Housing Repairs and 70,000 to Housing Tenancy Services.
- Post covid, and with the return of PFI street properties under direct management, we have seen a significant increase in housing repairs reported, including a rise in damp and mould cases. In line with demand, complaints have increased but satisfaction and first -time fix have been sustained at above average performance in comparison to other London councils.
- The increase in demand and complaints led to a backlog of stage 2 complaints, where customers have a right to an independent review of their service. This was 1st flagged by the Local Government and Social Care Ombudsman (LGSCO) in August 2022, when delays were noted and the backlog peaked at 200 stage 2 complaints in January 2023. The LGSCO report was published in June 2023 on the ombudsman website and presented at an executive meeting. It is now presented at scrutiny for assurance.
- Additionally, in December 2022, the Independent Housing Ombudsman (IHO), who specifically monitor repairs complaints, contacted the council to advise that a significant number of damp and mould cases were progressing through stage 2 to them for review. This followed 2 high profile media cases on damp and mould in the UK. A review of the volumes indicated there was a backlog of stage 1 cases primarily in housing repairs

Resident Experience Programme: Complaints Focus

A dedicated complaints improvement programme has been established to address service challenges:

- **Clearing the stage 2 backlog:** Complaints teams in housing and CE&W have focused on clearing the Stage 2 backlog. The backlog was successfully cleared by 16th May 2023 with 0 currently overdue.
- **Increase resources for complaint management:** Recognising the need to address the challenges faced in complaint handling, we have significantly increased resources allocated to managing complaints. This allocation is continuously reviewed and adjusted to meet the demand effectively.
- **Appointment of a project manager:** A project manager with experience in complaints and related customer services has been appointed to revise the complaint policies and processes. A new case-management system is under procurement to ensure a more efficient and streamlined approach.
- **Consolidation of housing complaints team:** To provide clearer lines of accountability and a more consistent service with improved reporting and governance, housing complaints teams have been consolidated under the same leadership. This aims to improve accountability and provide a more joined up and efficient service.
- **Overall:** An improvement plan is in place to address the end-to-end customer journey with additional governance and reporting in place. Training is taking place to support staff with engagement planned for resident codesign.

Resident Experience Programme: Complaints Focus

Discovery & Quick Wins	Define & Build	Deliver
May 2023	June - July 2023	July – September 2023
<ul style="list-style-type: none"> • As-is process mapping • Root cause analysis • Current issue identification • Quick win identification • Delivery of quick wins to deliver changes to processes and procedures to support immediate improvements to the resident experience. • Designing to-be resident journey • Requirements gathered for interim technology solution • Dashboard established to monitor performance at all stages 	<ul style="list-style-type: none"> • Further delivery of quick wins • Initiate procurement of interim technology solution • Design of new governance, performance and reporting arrangements. • Changes to processes and procedures to support immediate improvements to the resident experience. • Identification of initiatives and activities to improve the number of complaints satisfactorily resolved at stage 1 of the process and the associated reduction in those escalating to stage 2 of the process • Development of new Target Operating Model for the management of complaints at all stages. 	<ul style="list-style-type: none"> • Delivery of interim technology solution • Cultural and behavioural change. • Implementation of new Service Level Agreements. • Staff training and development. • Improvements to system architecture. • Establishment of new governance, performance and reporting arrangement • Development of a new Customer Charter/Promise.