

No.	Recommendation	Action	How we will measure completion	Lead owner	Timeframe
<b>Cross cutting issues</b>					
1	Take a consistently SMART approach to improvement measures, using active language to plan and to drive accountability, with regular oversight from senior staff.	<p>All action plans to be implemented using SMART methodology. Director led review.</p> <p>New consolidated Service Improvement Board Action Plan to be created using SMART methodology. Progress against plan to be monitored by Service Improvement Board and reports on progress to Housing Scrutiny Committee.</p>	<p>Confirmation that all live action plans have been updated.</p> <p>Action plan will be developed with this approach – amending any action points that are not SMART.</p>	<p>SRO - Hannah Bowman</p> <p>PMs Abul Hussain and Rebecca Nicholson</p>	Completed by December 2023
2	Enable and empower services to work together effectively, both internally and with external agencies. This should include allocating ownership of cross departmental issues, to co-ordinate the investigation and analyse the issue before planning the most effective response.	<p>Departmental practice of allocating a Senior Responsible Officer for all significant improvement project – who is responsible for strategic ownership and ensuring buy in from all services.</p> <p>To undertake a pulse survey in November 2023, for all officers across the Homes and Neighbourhoods service led by Human Resources to produce an</p>	<p>Work SRO identified on Departmental Improvement Plan</p> <p>Completion of the survey in November and publicising the finding of the pulse survey in December 2023, with an</p>	<p>SROs - Housing Management Team</p> <p>Director of Housing Operations</p>	<p>Completed by December 2023</p> <p>Completed by April 2024, and to be conducted</p>

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		<p>action plan to promote empowerment, autonomy and promoting a coaching environment.</p>	<p>action plan to promote the findings.</p> <p>To undertake a further pulse survey in March 2024 to monitor progress.</p>		<p>annually thereafter.</p>
3	<p>Improve the quality of the investigations into service requests carried out by its staff or contractors to address the failings identified in this report.</p>	<p>As per the action points throughout this action plan:</p> <ul style="list-style-type: none"> <li>• implementation of formal procedures for proactive management oversight,</li> <li>• auditing and record-keeping,</li> <li>• staff to complete training related to knowledge and information highlighting the importance of taking ownership of a request through promptly querying the information held about the resident,</li> <li>• communication and learning from complaints; and</li> </ul>	<p>Reduction in complaints escalating through the complaints process.</p> <p>Improved overall satisfaction and satisfaction with landlord's approach to complaint handling in TSM resident survey.</p>	<p>SRO – Ian Swift</p> <p>PM – Hannah Bowman</p>	<p>Timeframes included for specific actions throughout the plan</p> <p>Satisfaction improvements to be monitored with annually through TSM survey</p>

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		<ul style="list-style-type: none"> <li>contractors have correct access to systems and have recorded relevant information.</li> </ul>			
4	Train its staff and its contractors on how to communicate clearly and appropriately with residents about who will do what, why, and when.	<p>Develop a programme of communications training offer for Frontline staff and managers.</p> <p>Deliver a compulsory training programme with staff to attend identified by each service. Setting out clear standards for communicating, the need to adapt communication to the needs of the resident, agreeing a lead communicator and emphasising how important it is to keep residents informed.</p>	<p>Monitor all required staff have attended the training.</p> <p>See a downward trend in the number of complaints involving communication failure.</p> <p>Ensure all e-learning Housing Ombudsman training is undertaken by all front-line officers and the Leaders of each service area across the Homes and Neighbourhood service</p>	<p>SRO – Hannah Bowman</p> <p>PM – Maria Abbasi</p> <p>Maria Abbasi</p>	<p>December 2023</p> <p>Completed by July 2024</p> <p>August 2024.</p>
5	Put in place formal procedures for proactive managerial oversight of record keeping designed to ensure records are complete and accurate, and stored in the correct place.	<p>Develop a simple procedure for record keeping for all key areas of service – setting the standard for the department.</p> <p>Managers to audit notes taken by staff members and feedback on quality and quantity to staff</p>	<p>Procedure in place, which has been tested and reviewed by frontline managers.</p> <p>Evidence shared of audit activity with next line managers.</p>	<p>SRO – Ian Swift PM – TBC</p> <p>SROs – Ian Swift and Matt West PMs - All 3<sup>rd</sup> tier managers who</p>	<p>December 2023</p> <p>Arrangements in place from December</p>

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		<p>as part of the monthly check-in process. Measuring staff against the procedure.</p> <p>Housing Ombudsman Knowledge and Information Management training made mandatory for all staff</p> <p>Include the importance of record keeping as part of the compulsory complaints training.</p> <p>Include record keeping failures in quarterly complaints reports and alert service managers where trend identified within a specific team.</p> <p>Ensure the new single view IT system for Homes and Neighbourhood addresses the findings of the Housing</p>	<p>Adit to be carried out by local service support team – to check impact of system and that information is reliably recorded.</p> <p>New IT system to enable analysis of complaints and show trends in this area.</p> <p>New IT system in place with the required functionality</p>	<p>will ensure arrangements in place to measures impact on quality.</p> <p>PM – Rebecca Nicholson/Maria Abbasi</p> <p>SRO – Hannah Bowman</p> <p>PM – Anna Turvey</p> <p>SRO – Ian Swift</p> <p>PM - Sinem Yanik/Rebecca Nicholson</p>	<p>Arrangements in place from January First audit to be carried out April 2023</p> <p>Complete by April 2024</p> <p>Awaiting confirmation of new IT system delivery</p> <p>December 2025</p>

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		<p>Ombudsman for all management of records and data</p> <p>Undertake spot audits of our ASB and tenancy management records</p> <p>Action for repairs service</p> <ul style="list-style-type: none"> <li>- All orders are to be managed on OneServe and records are kept up to date on jobs.</li> <li>- All orders are closed following job completion. Works in progress team manage these jobs to completion and call over meeting in place weekly.</li> <li>- Additional works in progress call over tracker meetings in place weekly specifically for Legal, D&amp;M and high risk cases including leaks.</li> </ul>	<p>Audit outcome show clear improvement of recording.</p> <p>Improvement in record keeping evidenced through audit process and overseen by the Group Leaders meetings.</p>	<p>PM - Rebecca Nicholson</p> <p>SRO - Mike Hall PM – Daniel Watkins</p>	<p>On-going</p> <p>In place</p>

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		Carry out quarterly audits to ensure all actions are being implemented.			
6	Ensure that its staff are properly considering any vulnerabilities of a resident and how that might impact the landlord's response.	<p>Develop a vulnerability policy with colleagues across the council that reflects Islington's needs and levels of vulnerability and consolidate our vulnerability data.</p> <p>Promote the new policy with staff and embed with local training within team meetings.</p> <p>Review the implementation of the policy through complaints reviews and managerial audits. Ensuring all home visit audits record vulnerabilities and these are recorded onto core IT system.</p> <p>Undertake annual training for front line staff on empathy and trauma informed service provision for people with vulnerabilities</p>	<p>Review of implementation to demonstrate the policy is being used and benefitting residents.</p> <p>Reduction in the number of complaints and HO determinations (after full implementation) which include findings that vulnerabilities not properly responded to.</p>	<p>SRO – Ian Swift PM – Rebecca Nicholson</p> <p>PM - Sinem Yanik</p> <p>PM – Sinem Yanik</p> <p>PM - Maria Abbasi</p>	<p>December 2023</p> <p>January 2023</p> <p>June 2023</p> <p>Throughout 2024 and on-going</p>

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<b>Disrepair</b>					
7	Carry out comprehensive research into the reasons for ineffective appointments and create an action plan to reduce the number.	<p>Complete a review of missed appointments across the repairs and surveying teams. Identifying the:</p> <ul style="list-style-type: none"> <li>• Main reasons for missed appointments</li> <li>• Timings of missed appointments</li> <li>• Areas of work for missed appointments</li> <li>• Any correlation on type of works were missed appointments that are common</li> <li>• Any correlation between missed appointments and resident vulnerabilities</li> <li>• % of rebooking of missed appointments</li> </ul> <p>Back stop team in place that are working through live work orders. A new process that is ongoing with Housing Direct to ensure missed appointments are minimised.</p>	<p>Reduction in % of missed appointments, though service monitoring within the council and Partners.</p> <p>Downward trend in complaints referencing missed appointments.</p> <p>Downward trend in follow up calls.</p> <p>Increase in customer satisfaction.</p>	<p>SRO – Mike Hall PM – Daniel Watkins</p> <p>SRO – Mike Hall PM – Daniel Watkins</p>	<p>November 2023</p> <p>In place</p>

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		<p>Check list has been provided to staff to ensure appointment issues such as sickness/timescales are signed off by supervisors – to reduced missed appointments.</p> <p>Through clienting arrangements, discuss with Partners a mirrored review of missed appointments within their repairs service. Seek best shared practise with directly managed service.</p> <p>Work with Partners to report through the clienting team, on missed appointments and measures and improvements they are implementing to reduce.</p>		<p>SRO – Mike Hall PM – Daniel Watkins</p> <p>SRO – Hannah Bowman PM - Stacey Payne</p> <p>SRO – Hannah Bowman PM - Stacey Payne</p>	<p>December 2023</p> <p>December 2023</p> <p>December 2023</p>
8	Improve oversight of repairs which involve third party contractors or managing agents.	Ensuring monthly operational meetings with contractors to go through and focus on Works in Progress and ensuring they update the systems. 100% of contractor repairs are post inspected. Reviewed through	Audit demonstrate that information in the system is of a consistent quality where third parties are delivering repairs.	SRO – Mike Hall PM – Daniel Watkins (for directly managed actions below)	In place



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		<p>Property Service Management Team meetings.</p> <p>Moving forward, looking at ways where contractors can access Oneserve remotely so the council can have live updates on work orders.</p> <p>Increased oversight and quality assurance of the repairs process.</p> <p>Ensure record keeping is maintained to a consistent standard to in-house delivery. Include in audits of jobs to check this is happening.</p> <p>SPV and Clienting monthly audits of repairs delivery.</p> <p>Annual report to HMT/Housing Scrutiny as part of Partners clienting arrangements and performance Report. Last report submitted in July '23.</p> <p>Rydon's repairs supervisors carry out 10% technical sample checks</p>		<p>SRO – Hannah Bowman for all Partners points</p> <p>PM – Stacey Payne</p>	<p>In line with contractor procurement</p> <p>In place, with greater focus</p> <p>In place but expectations of staff being reiterated</p> <p>In place</p> <p>Next report July 2024</p> <p>In place</p>

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		<p>of responsive repairs and 100% of major repairs. The SPV carries out a 10% sample check of repairs data to analyse for repeat repairs to identify failures. The SPV post inspect 5% of responsive and 50% of major works to communal areas.</p> <p>The clienting team will carry out a monthly sample audit using Rydons repairs system Planet to validate and check their data and that repairs are carried out within the contract target timescales. The sample audit will include: Emergency (24-hour), 3-day, 7-day, 28-day and Communal repairs</p> <p>The Clienting team will also carry out a 50% sample check of cases deemed as Major Works within the PFI contract.</p> <p>The clienting team will implement a process to seek an expert technical opinion on the quality or standard of a repair or</p>		<p>PM – John Venning – SPV</p> <p>PM – Stacey Payne</p> <p>PM – Stacey Payne</p> <p>PM – Stacey Payne</p>	<p>In place but will extend audit to carry out a wider range of sampled repairs</p> <p>November 2023</p> <p>December 2023</p>





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		<p>Support this work with culture change – include process flexibility as part of the roll out and training for the vulnerability policy see recommendation 6.</p> <p>Communication training – including within this the need to adapt how we communicate with people and finding out their needs – see recommendation 4.</p>		<p>SRO – Ian Swift PM – Rebecca Nicholson/Sinem Yanik</p> <p>SRO – Hannah Bowman PM – Maria Abbasi</p>	
10	<p>Include in its damp and mould procedure an early risk-assessment that specifically factors in any vulnerabilities, with corresponding timescales for a surveyor visit dependent on the preliminary risk assessment. The damp and mould procedure should also clarify the escalation trigger points and be clear about ownership and accountability for ensuring a final resolution for the resident.</p>	<p>Develop a short risk assessment for use in Housing Direct to identify and record risk factors and share with Partners. The Damp and Mould Team Manager to use this to prioritise property visits.</p> <p>Update the damp and mould procedure to include trigger points.</p> <p>Flags currently on system ensure HD prioritise property visits.</p> <p>Further work with Colleagues in Public Health to identify</p>	<p>Monitor the use of the risk assessment to ensure it is being used by the call centre. DAM24 work orders are raised when applicable or from site following diagnostic inspection.</p> <p>Further work with Colleagues in Public Health to identify residents that are vulnerable to add to the system.</p>	<p>SRO – Mike Hall PM - Daniel Watkins</p>	<p>December 2023</p> <p>In place</p> <p>In place</p> <p>In place</p>

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		<p>residents that are vulnerable to add to the system.</p> <p>Stand alone damp and mould team, that carry works out two types of priority. DAM20 &amp; DAM24. If members are contacting us with regards to vulnerabilities DAM24s are raised which means we will be attending that property within 24 hours.</p> <p>Produce a revised repairs policy including a damp and mould Section for agreement by Executive.</p> <p>Partners have implemented Damp and Mould processes in line with the required framework. The Clienting Team to carry out a comparison exercise with the councils processes to ensure that there are no gaps.</p>	<p>Monitor the success of the use of trigger points through a damp and mould case review.</p>	<p>SRO – Hannah Bowman PM – Stacey Payne</p>	<p>In place</p> <p>February 2024</p> <p>Exercise to be completed by December 2023</p> <p>To be shared once repairs</p>

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		<p>The team to share the councils short term risk assessment with Partners to adopt.</p> <p>The team to work closely with the repairs service to understand updates and improvements made to the Damp and Mould process and ensure Partners capture these within their service.</p> <p>Link Partners with colleagues in Public Health to identify and improve their data on vulnerable residents.</p> <p>Ensure Partners adopt the same attendance targets where cases of damp are reported, for residents with vulnerabilities.</p> <p>Share councils revised repairs policies with Tenant Management Organisations. Organise briefings through Managers Forum and other joint TMO platforms.</p>			<p>policy has been signed off</p> <p>Joint shared practise meetings in place by November '23</p> <p>December '23</p> <p>January '24</p> <p>With immediate effect upon policies being signed off</p>





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		<p>A recent audit of Partners voids service carried out by the Clienting team included recommendations to make the process for signing off significant costs, more efficient. Report back on delays to the Clienting team. Commission stand-by contractors to deliver swifter specialised works such as asbestos removal. To identify complex or lengthy works to the property such as damp and mould early on in the voids servicing to avoid delays where structural works are required.</p> <p>Share council's revised voids policies with Tenant Management Organisations. Organise briefings through Managers Forum and other joint TMO platforms.</p>			<p>Final audit report to be agreed by December 2023</p> <p>With immediate effect upon revised policies being signed off (December 2023)</p>
12	Review its mutual exchange policy to ensure it does not place unreasonable onus on the	Review the council's policy and procedure, which is used by the council and Partners.	Policy updates complete and changes promoted with tenancy officers in	SRO – Hannah Bowman	December 2023



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		approach. Partners to report cases back to Clienting team through CRM reporting.			
<b>ASB and noise</b>					
14	Self-assess against the recommendations in <i>Time to be Heard</i> and use this insight in its policy development. In particular, the landlord should ensure its Good Neighbourhood policy and ASB policy work together coherently.	<p>Self-assessment against these recommendations began in August 2023 and is due to be finalised by the end of October 2023.</p> <p>The report outlines that the Noise App does not feature in policies or procedures – we will have an action when this work is complete which is likely to include promotion it on our <a href="#">Noise and neighbour nuisance webpage</a> as proactive action for tenants to use as part of their report of noise to us.</p> <p>Conduct monthly audits to ensure best practice is taking place.</p> <p>Attend the Policy and Performance Scrutiny committee in November 2023, to provide a transparent</p>	<p>Assessment will be completed and shared with senior leaders of the Council and the Housing Ombudsman. Actions that arise from the self-assessment will be tracked via a departmental action plan and will pass through the governance structure of Housing Management Team, Political Leadership Meeting.</p> <p>Present to policy and Performance Scrutiny Committee 2<sup>nd</sup> November 2023 and</p>	<p>SRO – Ian Swift</p> <p>PM - Rebecca Nicholson</p> <p>SRO/PM – Ian Swift</p>	<p>Aug 2023 – October 2023</p> <p>From January 2024</p> <p>November 2023</p>

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		presentation on ASB within Housing Management services considering the Housing Ombudsman report.	incorporate their feedback.		
15	Ensure that relevant staff are fully empowered and supported in applying the procedures for responding to reports of ASB or noise.	<p>Develop staff and frontline manager training programme on the ASB and Noise policy and applying this –using case study examples.</p> <p>Ensure all staff are trained and follow up on cases in check-in meetings.</p> <p>Audit cases across the team to ensure that processes are being correctly followed and follow up through staff check ins.</p> <p>Complaints team to identify with Service Head any failures to adhere to the ASB and related policies identified through complaints investigation.</p> <p>Conduct annual staff opinion surveys to monitor empowerment, satisfaction etc.</p>	<p>All relevant staff are trained across the council and Partners.</p> <p>Audits show that staff are implementing the procedure consistently.</p> <p>Staff survey shows staff feel empowered in their roles and are supported</p>	<p>SRO – Ian Swift PM – Sinem Yanik</p> <p>SRO – Ian Swift PM - TBC</p>	<p>November 2023</p> <p>February 2024</p> <p>May 2024</p> <p>Immediate effect</p> <p>Annually in Autumn/Winter</p>

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			by their managers in this.		
16	Put in place structured proactive processes for monitoring officers' compliance with its policy and effectively addressing any failure to do so.	See action 15 above plans for audit of cases and address issues of non-adherence through one to ones.		SRO – Ian Swift PM – Sinem Yanik	May 2024
<b>Complaint handling</b>					
17	Put in place more effective executive and board level oversight, including its member responsible for complaints, to ensure accountability, and effective and timely learning from complaints.	<p>Housing Management Team quarterly complaints report – consistent approach to learning from complaints to be implemented – moving away from case studies towards trends across the board.</p> <p>Reports to be shared with Executive Member through Political Leadership Meeting – Quarterly.</p> <p>Significant actions from complaints learning to be incorporated into Divisional Action Plan. Outcomes of actions to be measured through the</p>	<p>Reports in updated format.</p> <p>Learning from complaints incorporated into departmental action plan and measurements of success included in objectives.</p>	SRO – Jed Young PM – Anna Turvey	Immediate implementation from Q2 report.

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		<p>SMART approach to action planning.</p> <p>Produce an annual report to the Housing Scrutiny covering all Housing Ombudsman outcomes, complaints and compliments. Ensure this report is transparent on areas of underperformance and failure and also allows the council to learn from this work.</p>	<p>Reports in place and on forward plan</p>	<p>SRO Jed Young PM – Anna Turvey</p>	<p>November 2023</p>
18	<p>Provide mandatory complaint handling training to all staff, even those not directly involved in responding to complaints, to promote the benefits of complaints and ensure all staff appreciate the importance of complaints, as well as raising the standard of investigation and response.</p>	<p>Develop a programme of complaints handling training over the next year.</p> <p>Train staff in priority order and include training as mandatory for new starters.</p> <p>Maintain records of staff who have had the training.</p> <p>Undertake benchmarking against best in class in England for the management of complaints</p>	<p>Ensure that all staff have been trained in complaints handling and the importance of complaints.</p> <p>Monitor impacts on quality and timeliness of responses within the complaints process to ensure improvement.</p> <p>Assess the benchmark results annually going forward</p>	<p>SRO – Jed Young</p> <p>PM – Anna Turvey/Maria Abassi</p> <p>PM - Stacey Payne/Anna Turvey</p>	<p>November 2023</p> <p>November 2024</p> <p>On-going</p>

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		Undertake independent and external facilitated annual mystery shopping exercises across all Homes and Neighbourhood services	To further improve the quality of our services	SRO/PM - Ian Swift	On-going.
19	Put in place a coherent complaints process and procedure with clear expectations of quality.	<p>Review complaints procedure and enhance quality requirements.</p> <p>Restructure complaints team to include two team leaders to review quality of complaints and identify staff who need to improve the quality of responses.</p> <p>Work with service teams to improve the quality of information provided to complaints investigators.</p> <p>Carry out quality audits of complaints responses at all levels, feed findings into team and departmental improvement plans.</p>	<p>Quality audits see an improvement in responses.</p> <p>Lower levels of escalation through the complaints process.</p>	<p>SRO – Jed Young</p> <p>PM – Anna Turvey</p>	<p>December 2023</p> <p>January 2024</p> <p>On-going</p> <p>February 2024</p>

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20	Ensure that complaint response letters that are escalated to Stage 2, or apology letters in response to orders from an Ombudsman, are brought to the attention of the Chief Executive and are signed off by a suitably senior member of staff.	Council's Corporate Complaints Unit to lead on implement.  A member of HMT to sign-off all stage 2 responses.	That CCU can demonstrate these have been shared with the CE  Housing complaints team to maintain records to show HMT sign-off of stage 2 responses.	SRO – Corporate Director, Fairer Together PM – Manny Lewis  SRO – Ian Swift PM – Anna Turvey	Immediately  Immediately