

## Appendix 2 – Consultation Report (HRA)

### 1. Introduction and Scope of Consultation

- 1.1. To support the development and design of the new Repairs and Maintenance contracts for the City of London (CoL) an extensive engagement process has been undertaken. This document sets out the summarised approach, findings and how these issues are being addressed through the new contracts.
- 1.2. To ensure the new contracts were developed effectively and took into consideration the existing issues facing the CoL, a project team was created. This group is made up of key representatives from the CoL, appointed resident representatives and Pennington Choices.
- 1.3. The project team has met monthly for the past few months and will continue to do so until the project is completed, and a new contractor is procured and embedded.
- 1.4. One of the key aspects of this project was ensuring we were able to engage with as many stakeholders as possible. A communication and engagement strategy were developed, alongside an operational plan.
- 1.5. Key stakeholder engagement took place during January to March 2024:
  - Two online webinars for residents – One for the North Estates and one for the South, with a total of 45 residents attending these sessions.
  - An online webinar for staff members who deliver the key services to the residents of the CoL to understand internal operational issues, and what they would like to see in the new contracts. A total of 51 staff attended these sessions.
  - Online Questionnaire that could be accessed by any resident which was distributed widely through email, posters, leaflets, and newsletters. This garnered 77 responses from residents.
  - A hybrid virtual and in person meeting with the Golden Lane Estate Residents Association (GLERA), where 20 residents attended.
- 1.6. This engagement piece was designed to focus on future solutions to the current issues being faced, and to understand the priorities of residents and staff. Although it was clear there are some service failings at present, engagement has been positive, with valuable feedback.

## 2. What Residents Would Like to See

2.1. During the webinars, and through the questionnaires several key themes have emerged in relation to the existing service. These are summarised below in the first two tables. The third table highlights what the stakeholder groups would like to see in the new contract.

Grouping	Detail
Accountability and Communication	Several respondents emphasize the importance of accountability in addressing repair issues promptly, with clear lines of communication to keep residents informed about progress and appointments.
Quality of Work	There are consistent calls for better quality repairs, including the use of qualified and skilled specialists, as well as the implementation of higher standards and materials.
Efficiency and Timeliness	Many respondents' expressed frustration with delays and inefficiencies in the repair process, advocating for shorter time slots, quicker response times, and more reliable appointments.
In-house Repair Roles	Some respondents suggest the employment of dedicated staff members onsite to oversee repairs, potentially improving efficiency and accountability.
Contractor Oversight	There are demands for better oversight of contractors, including suitably qualified managers, financial penalties for substandard work, and stronger involvement from CoL staff to ensure quality service.
Customer Service Improvement	Several respondents highlight the need for improved customer service, including better communication, clearer appointment scheduling, and respectful treatment of residents' homes.
Continuous Improvement	Residents stress the importance of ongoing maintenance and management to prevent issues from escalating, along with gathering resident feedback to drive continuous improvement.
Transparency and Supervision	Transparency in the repair process, access to building plans, and regular inspections are mentioned as essential for ensuring accountability and maintaining building standards.
Contractor Re-evaluation	Some respondents call for the termination of current repair service contracts and the introduction of new contractors with a focus on individual estate servicing, continuity, and resident safety.
Quality Assurance	There are suggestions for implementing quality assurance measures such as follow-up inspections, documentation of completed work, and repercussions for inadequate repairs or worker misconduct.

### 3. They Said, We Did

- 3.1. Based upon the feedback received, along side consultation and agreement with the working group we have identified key areas that can be addressed by the new contract. Although not an exhaustive list, the main areas are summarised below.
- **Introduction of Handyperson Service:** Addresses the need for a dedicated role for minor repairs, enhancing proactive maintenance and responsiveness to residents' needs.
  - **Clarity on Priority of Repairs:** Simplified reporting and categorizing of repairs, providing clear timelines for completion, thus improving timeliness and contractor accountability.
  - **Resident Representative Attendance at Operational Meetings:** Ensures direct resident feedback to contractors, promoting transparency, and accountability in service delivery.
  - **Automated Text Message Reminders:** Improves communication with residents, reduces no-access visits, and enhances efficiency and customer experience.
  - **Contractor Inspections and Reporting:** Ensures quality control, contractor accountability, and adherence to health & safety standards, addressing concerns about service quality and safety.
  - **Vetting of Operatives by CoL:** Ensures that only qualified personnel work on the contract, improving service quality and safety while allowing for the removal of underperforming or inappropriate personnel.
  - **Minimal Use of Sub-Contractors:** Reduces reliance on external parties, ensuring consistent service quality and accountability.
  - **Financial Penalties for Poor Performance:** Encourages meeting or exceeding performance targets, ensuring timely service delivery and customer satisfaction with quality repairs.
  - **Full IT Integration:** Provides visibility and transparency in repair processes, aiding both residents and CoL in managing repairs effectively.
  - **Introduction of Contractor Code of Conduct:** Sets clear standards for customer service, maintenance, and cleanliness, enhancing service quality and customer satisfaction.
  - **On-Site Booking of Follow-Up Visits:** Improves communication, accountability, and efficiency in completing repairs, addressing delays and inefficiencies.