

Housing Ombudsman Service Recommendations to Landlord Leadership:	Current Position:	Future Ambitions:
Systems		
<p>Implement advanced information management</p> <p>Landlords should ensure they know their residents as well as their homes and use this information to manage service delivery. This includes considering the information needed to support the core objectives of a high-quality, modern repairs and maintenance service. This may include allowing residents to track and reschedule appointments.</p>	<p>A stock condition survey has been mobilised across all tenanted properties and communal areas, with completion targeted for March 2026. Following this, a rolling programme covering 20% of the stock annually will be implemented. The data collected will provide accurate, up-to-date insights into property conditions and the status of building components, enabling informed planning for short-, medium-, and long-term maintenance strategies.</p> <p>In parallel, we are advancing our use of IoT smart technologies, including Building Management Systems, remote monitoring, and sensor-based diagnostics. These innovations will enhance the quality and timeliness of data, supporting greater efficiency and precision in the delivery of repairs and maintenance services.</p>	<p>The Housing Management Team is currently mobilising an audit to gather detailed and up-to-date information about our residents. This will support improved service delivery and ensure our records accurately reflect current household circumstances.</p> <p>We aim to assess the feasibility and implementation of online repairs booking, tracking, and appointment rescheduling through the Civica Customer Portal module. This initiative aligns with our commitments under the new Repairs and Maintenance contract that commenced in April 2025. Residents will be actively consulted throughout the design and implementation phases to ensure the portal meets their needs and expectations.</p> <p>As part of the procurement process for the new gas repairs, gas servicing, and electrical servicing contracts, we will also explore opportunities for IT system integration with the appointed contractor. This will include assessing further capabilities for online repairs booking</p>

		and tracking to enhance customer experience and operational efficiency.
Data and Analysis		
<p>Collect and analyse service-impacting data</p> <p>Gather qualitative and quantitative feedback to better analyse their repairs service and share with governance and Members Responsible for Complaints periodically.</p>	<p>Repairs-related issues continue to be the leading cause of complaints received by the Housing Service. The Housing Complaints Team actively uses insights from complaint handling to drive service improvements.</p> <p>Members responsible for complaints receive a weekly summary outlining the types of complaints received, alongside a comprehensive monthly report. This report includes key data such as:</p> <ul style="list-style-type: none"> • Complaint categories • Percentage adherence to acknowledgement and response timescales • Responsible service teams • Complaint outcomes • Compensation awarded <p>Regular complaints reporting is embedded within our governance structure, with updates shared at Housing Management Senior Management Team meetings and the Housing Management and Almshouses Sub-Committee.</p> <p>In addition to complaints data, we monitor and report monthly on wider service performance</p>	<p>Throughout 2025/26, the Housing Complaints Team will begin reporting more granular data to Members responsible for complaints. This will include:</p> <ul style="list-style-type: none"> • The contractor associated with each complaint (where applicable) • Accountability <p>This enhanced reporting will enable the team to provide more targeted feedback during contract monitoring meetings, supporting improved accountability and service delivery.</p> <p>Additionally, we aim to continuously expand our reporting on repairs performance data to better identify trends and inform the tailoring of repairs services to meet resident needs more effectively.</p>

	<p>indicators. These include call handling metrics, repair timescales, appointment scheduling, number of visits, inspections, quality assurance checks, and qualitative feedback from resident satisfaction surveys.</p>	
<p>Leverage insights for service improvements</p> <p>Use insights gained from data analysis to drive meaningful changes that enhance the repairs and maintenance service for residents. This should help identify any underlying factors stopping a high-quality repairs service. This may include issues such as failure to gain access, repeated resident contact for reassurance, or exceeding reasonable repair timescales and appointment frequencies</p>	<p>The Information, Performance and Quality Assurance Manager chairs a regular Complaints Learning Panel, attended by Heads of Service including the Head of Repairs & Maintenance and the Property Services Team Manager. These sessions focus on identifying recurring themes in complaints and establishing 'lessons learned' to inform and drive service improvements.</p> <p>The Head of Repairs & Maintenance has applied insights from previous complaints and lessons learned under the former Repairs & Maintenance contract to strengthen service delivery during the mobilisation of the new contract, which commenced in April 2025. This included a comprehensive review and update of core operational processes such as:</p> <ul style="list-style-type: none"> • Repair order requests • Triage and prioritisation of repairs • Appointment scheduling • Management of live jobs and variations • Completion and closure of repair jobs 	<p>In 2025/26, the Housing Complaints Team will begin reporting more detailed data, including the contractor associated with each complaint and their level of accountability. This enhanced granularity will enable more targeted feedback to be shared with contractors, supporting continuous service improvement through contract management and performance discussions.</p> <p>We also plan to expand our monitoring of repairs performance data, including tracking the volume of cancelled repairs. In parallel, we are developing our telephony system to capture and analyse repeat contact volumes, which will help identify areas where service delivery may be falling short and inform targeted interventions.</p>

	<p>Additionally, analysis of data from the Repairs Performance Dashboard supports the identification of problem areas and informs targeted interventions to improve service outcomes.</p>	
<p>Conduct learning exercises post-contract termination</p> <p>When a repairs or maintenance contract ends, conduct an in-depth learning exercise. Use the insights gained to improve future contract management practices or inform any re-procurement. This includes how the complaints team will support recovery of any repairs backlogs.</p>	<p>The Housing Complaints Team holds weekly meetings with the Property Services Team to review current complaints and those with outstanding actions. These sessions help manage the backlog and ensure residents are kept informed about the status of their outstanding repairs.</p> <p>During the mobilisation of the new Repairs and Maintenance contract, which commenced in April 2025, lessons learned from the previous contract were embedded into process reviews and service redesign. Key improvements included:</p> <ul style="list-style-type: none"> • Co-location of the main contractor to support prompt communication and faster decision-making • Integration of IT systems to enable real-time information sharing • Streamlined priorities and service level agreements (SLAs) to improve the accuracy of initial repair allocation • An expanded suite of performance KPIs to measure various aspects of service delivery <p>Additionally, analysis of data from the Repairs Performance Dashboard continues to play a vital</p>	<p>In 2025/26, we will be re-procuring several key compliance and maintenance contracts, including lift maintenance, water safety, asbestos management, and gas repairs and servicing. To strengthen contract management and ensure improved service delivery, we have appointed a dedicated Compliance M&E Contracts Manager.</p> <p>As part of the new procurement process, we are embedding more robust Key Performance Indicators (KPIs), enhanced contract terms, and clear provisions for IT integration and data development. These improvements will support better performance monitoring, accountability, and continuous service enhancement across all compliance areas.</p>

	role in identifying problem areas and informing targeted service improvements.	
Policy and Procedures		
<p>Collaborative policy review</p> <p>Involve residents in reviewing repairs and maintenance policies to ensure alignment with the recommendations in this report.</p>	<p>Draft Repairs and Compliance policies are shared with the Housing User Board (HUB) consultation group for review. Feedback from HUB members, focused on clarity, fairness, and alignment with resident priorities, is carefully considered and integrated into the final versions of the policies. Once approved by the Housing Management and Almshouses Sub-Committee (HMASC), a summary of the final policies and an explanation of how resident feedback was incorporated is reported back to the HUB, ensuring transparency and closing the feedback loop.</p> <p>Two online workshops were held as part of the Tenant Handbook consultation. These sessions gave residents the opportunity to shape key sections of the handbook, including responsibilities for repairs, expectations for communal areas, and escalation procedures. Feedback from these workshops directly informed the final version of the handbook and was acknowledged in committee reporting.</p>	<p>To enhance resident involvement, the service is mobilising the use of the Commonplace platform across 2025/26. This will enable broader, more inclusive consultation on policy drafts, service standards, and estate-specific issues, making engagement more accessible and data-driven.</p> <p>Policy reviews will embed co-design principles, ensuring residents are not only consulted but actively involved in shaping the content and structure of repairs policies. This approach includes piloting digital forms and feedback tools and leveraging Commonplace analytics to identify emerging trends and resident priorities.</p>
<p>Develop and review a code of conduct</p> <p>Create and promote a Code of Conduct for all staff and contractors visiting residents' homes. Regularly review this code with resident involvement and</p>	<p>The City of London already operates a Code of Conduct for staff and contractors visiting residents' homes. This code is reinforced through contract management and forms a key part of our</p>	<p>In 2025/26, we aim to undertake a review of the Code of Conduct for staff and contractors visiting residents' homes, ensuring it reflects current sector guidance and incorporates</p>

<p>consider any relevant national or sector guidance, especially by any future national resident body.</p>	<p>expectations for professional behaviour and respectful engagement.</p> <p>Where a potential breach of conduct is reported, typically through a complaint, each case is reviewed individually in collaboration with the relevant parties. This ensures a fair and thorough approach to resolving concerns and maintaining high standards of service delivery.</p>	<p>resident input. This review will be carried out in collaboration with residents to ensure the code remains fair, clear, and aligned with community expectations.</p> <p>As outlined above, the Commonplace platform will be used continuously to support resident engagement in the development and updating of policies and procedures. This will help ensure that future revisions are inclusive, transparent, and informed by real-time feedback and priorities.</p>
<p>Involved procurement design</p> <p>Engage residents in designing the procurement criteria and process for selecting repairs and maintenance contractors.</p>	<p>The procurement of our new Repairs and Maintenance contract included active participation from a panel of residents. Their involvement was embedded throughout the process, including the evaluation of contractors' quality submissions. This collaborative approach ensured that resident priorities and expectations were reflected in the selection and mobilisation of the new service provider.</p>	<p>As part of the re-procurement of the new gas and electrical servicing contracts in 2025/26, we aim to establish a resident panel who can take part in the tender responses and evaluation process. This panel will help ensure that resident perspectives are embedded in key stages of procurement, from shaping service expectations to reviewing contractor proposals and performance standards.</p>
<p>Establish a damage compensation procedure</p> <p>Implement a clear procedure to determine responsibility for replacing or compensating damaged items.</p>	<p>The Housing Compensation Policy outlines the City of London's approach to direct reimbursements or replacements for loss or damage to residents' belongings caused by CoL staff or contractors. The policy states that the City will repair, replace, or offer compensation equivalent to the current value of the item.</p>	<p>To support consistent decision-making, the Housing Complaints Team has developed a Compensation Calculator aligned with the updated compensation policy. This tool ensures fair and consistent application of compensation across all cases.</p> <p>In 2025/26, the team will deliver updated investigator training, reinforcing the use of the</p>

	<p>This updated policy was formally reviewed and approved by the Housing Management and Almshouses Sub-Committee in June 2025.</p>	<p>calculator and promoting consistent implementation of the policy across the service.</p>
<p>Clarify repairs procedures</p> <p>Ensure repairs policies include:</p> <ul style="list-style-type: none"> • documented justification, adhering to legal obligations, including around hazards, for deferring responsive repairs in anticipation of planned works • a detailed schedule for complex works, including anticipated timelines, shared with residents before commencement 	<p>Our Repairs and Maintenance (R&M) policy clearly states that where repairs are required to support compliance responsibilities, such as gas servicing, asbestos management, or fire prevention, those compliance policies take precedence. Responsive repairs not impacted by these requirements will proceed under the R&M policy. This approach provides a clear, documented rationale for deferring certain repairs in favour of planned or compliance-led works, ensuring legal obligations are met.</p> <p>The policy explicitly references compliance with a wide range of statutory health and safety regulations, including:</p> <ul style="list-style-type: none"> • Health and Safety at Work Act 1974 • Control of Asbestos Regulations 2012 • Gas Safety (Installation and Use) Regulations 2018 <p>While the policy does not include a standalone section titled “complex works,” it does outline the following provisions:</p> <ul style="list-style-type: none"> • Certain jobs may require a pre-inspection to determine the scope of work. • Following inspection, tenants will be informed of the required repair and its assigned priority. 	<p>Planned upgrades to the asset management system will enhance our ability to track deferred repairs and integrate with the CRM platform. This will enable automated updates to residents and ensure all communications are logged and auditable, improving transparency and accountability.</p> <p>In 2025/26, we will also review our approach to complex repair work, establishing clear procedures for how such repairs are identified and managed, both operationally and through IT systems. This will support a Case Management approach, ensuring complex repairs are handled consistently and efficiently, with improved oversight and resident communication.</p>

	<ul style="list-style-type: none"> Planned maintenance programmes, such as kitchen or bathroom replacements, are managed separately and include tenant consultation and communication regarding scheduling. 	
Quality assurance		
Implement robust quality assurance processes Develop comprehensive quality assurance processes to evaluate completed works, ensuring they meet established standards.	<p>Quality assurance and post-inspection processes are embedded across our Repairs and Maintenance service to ensure standards are met and issues are identified promptly.</p> <ul style="list-style-type: none"> Property Services Officers are expected to carry out sample post-inspections based on the value of completed works orders: <ul style="list-style-type: none"> Repairs under £500: 10% sample Repairs under £3,000: 20% sample Repairs over £3,000: 100% inspection Void works: 100% inspection Our Repairs and Maintenance contractor is required to undertake a 20% sample of post-inspections, as set out in the contract terms and conditions. An independent consultant conducts monthly sample audits of completed gas safety checks, providing an external layer of assurance. We have also recently implemented independent audits of lift servicing and 	<p>In September 2025, a post-inspection module was implemented in Civica CX, resulting in a significant increase in the number of recorded post-inspections. We will continue to closely monitor this data to ensure quality assurance and identify any emerging trends.</p> <p>Throughout 2025/26, we are also introducing transactional surveys on completed repair orders. These surveys are conducted monthly by an independent consultant to promote transparency and encourage honest resident feedback. As data is collected, it will be subject to continuous analysis to inform service improvements and enhance the resident experience.</p>

	maintenance activity, carried out by our appointed lift consultant.	
Communication and relationships		
Communication strategies Review communication to ensure it is timely, transparent, tailored, and the tone is respectful of residents.	<p>The Tenant Satisfaction Measures (TSM) 2024/25 report highlights that residents consistently request more empathetic, timely, and clear communication, particularly around repairs and emergency contact procedures. Many residents expressed a desire to be listened to more attentively and to receive updates without needing to chase for information.</p> <p>To address these concerns, a regular Complaints Learning Panel brings together senior officers, including the Head of Repairs & Maintenance, to review recurring communication issues. Common themes, such as repeated contact for reassurance or lack of timely updates, are used to inform and drive service improvements.</p> <p>The Housing Complaints Policy reinforces our commitment to using plain language, making outcomes clear, and acknowledging service failures with appropriate remedies.</p> <p>In addition, internal customer service workshops have been delivered to reinforce best practice in communication. Staff are encouraged to adopt a respectful tone, practice active listening, take</p>	<p>We have now begun collecting transactional survey data on completed repairs, as well as complaints and are actively analysing resident feedback. This insight will be brought into Complaints Learning Panel discussions to inform service improvements and implement resident-led suggestions.</p> <p>In 2025/26, Housing Complaints Investigator training will reinforce the importance of transparent, tailored, and respectful communication with residents. Investigators will be encouraged to adapt their approach to meet individual needs, ensuring that communication is clear, empathetic, and aligned with our commitment to high-quality service.</p>

	ownership of issues, avoid jargon, provide honest updates, and follow through on commitments.	
Publicise maintenance and improvement plans Regularly publish and update planned maintenance and major improvement programmes as they evolve.	<p>The City of London currently publishes updated information about planned maintenance and major improvement works through multiple channels to ensure accessibility and transparency. These include:</p> <ul style="list-style-type: none"> • The City’s website, where residents can view programme updates • Face-to-face engagement sessions, held both during and outside of working hours to accommodate different schedules • Information letters sent directly to residents affected by upcoming works <p>This multi-channel approach supports proactive communication and helps ensure residents are well-informed about planned activities in their homes and communities.</p>	<p>Where residents express dissatisfaction with communication or gaps are identified, we will use this feedback to improve our approach. Feedback from transactional surveys, complaints, and engagement activities will be reviewed regularly and used to inform changes to how we communicate, ensuring updates are timely, clear, and responsive to resident needs.</p>
Address communication gaps Consider mandatory communication training for operatives or contractors and test effectiveness via feedback.	<p>Where communication gaps are identified—such as recurring complaint trends linked to specific areas, feedback is shared directly with relevant teams to support targeted improvements.</p> <p>To support quick and consistent messaging, shared communication templates have been provided to estate offices and Property Services for common issues such as communal outages. These templates</p>	<p>Starting in October 2025, the Complaints Team began circulating a monthly ‘lessons learned’ summary to Team Managers. This summary highlights recurring issues identified through complaints, with a particular focus on communication gaps.</p> <p>By sharing these insights, we aim to support continuous improvement and ensure that</p>

	<p>help ensure timely and clear communication with residents.</p> <p>Complaints data continues to be a valuable source for identifying areas of improvement, particularly around communication practices.</p> <p>In addition, internal customer service workshops have been delivered to reinforce best practice. Staff are encouraged to:</p> <ul style="list-style-type: none"> • Use a respectful and empathetic tone • Practice active listening • Take ownership of issues • Avoid jargon • Provide honest, timely updates • Follow through on commitments 	<p>feedback is used proactively to enhance service delivery.</p>
<p>Facilitate feedback sharing</p> <p>Establish mechanisms for sharing feedback about performance outside the Key Performance Indicator (KPI) process. Include discussions on successes, emerging issues, and potential improvements</p>	<p>Contract management meetings regularly review performance and service delivery, including feedback from complaints and compliments.</p> <p>The Complaints Learning Panel also reviews both complaints and compliments to identify recurring themes and areas for improvement, particularly around communication and resident experience.</p> <p>The Performance Dashboard is presented at internal meetings, the Housing Management and Almshouses Sub-Committee, and the Housing</p>	<p>A simplified version of the Performance Dashboard is currently being developed to support future meetings. This version will highlight areas of strong performance and those requiring improvement, making the data more digestible and accessible for a wider range of stakeholders.</p> <p>In addition, the monthly 'Lessons Learned' summary, introduced in October, is being shared in a straightforward format with Team Managers. This helps teams quickly identify key</p>

	<p>Improvement Board. The Dashboard's creation and contextualisation is a collaborative process involving Heads of Service. This enables:</p> <ul style="list-style-type: none"> • Identification of areas falling below expected standards • Discussion of emerging trends • Agreement on targets and actions for improvement <p>This integrated approach ensures that performance data, resident feedback, and service insights are used collectively to drive continuous improvement.</p>	<p>areas for improvement, particularly where communication gaps or recurring service issues are identified through complaints and resident feedback.</p>
<p>Develop trust recovery plans</p> <p>When a repairs or maintenance contract is terminated, implement a recovery plan to rebuild trust among affected residents.</p>	<p>The main Repairs and Maintenance contract concluded on 31 March 2025, with a new provider appointed and the contract implemented from 1 April 2025.</p> <p>As part of the mobilisation process and our commitment to continuous improvement, a Repairs Recovery Action Plan has been developed. This plan incorporates feedback from residents, colleagues, and stakeholders, and is focused on improving service delivery and rebuilding trust in the repairs service.</p>	<p>The service will focus on strengthening communication, enhancing resident engagement, and improving service delivery.</p> <p>Resident feedback, gathered through transactional surveys, complaints, and platforms like Commonplace, will be actively analysed and used to shape improvements.</p>
Training		
<p>Invest in operative training</p> <p>Commit to a cyclical training programme for operatives, ensuring they remain informed about</p>	<p>Ongoing training is being delivered to Property Services Officers and operatives on the Repairs Service Desk to ensure alignment with new</p>	<p>Resident feedback, insights from the Performance Dashboard, and evolving statutory requirements will continue to shape future</p>

evolving technologies. Encourage contractors to adopt similar training practices.	legislation and evolving best practice. This includes continuous development in preparation for the implementation of Awaab's Law procedures, reinforcing the importance of timely, safe, and legally compliant responses to repair requests. Training is designed to support staff in delivering a responsive, resident-focused service that meets both regulatory requirements and organisational standards.	training needs across the service. This feedback will be regularly shared with contractors to ensure alignment and drive service improvements. By incorporating these insights into training programmes, we aim to strengthen communication, responsiveness, and compliance across all aspects of the Repairs and Maintenance service. Our new Repairs Contracts Manager will continue to work closely with our contractor to ensure that operative training meets the need of the current and future service and that evidence of training is regularly provided.
Positive actions taken by landlords to improve empathy and understanding		
Proactive Maintenance They keep homes and shared spaces in good condition to help prevent bigger problems later.	The Estate Services Teams, based at local estate offices, carry out regular maintenance and compliance inspections of shared spaces. These inspections are digitally recorded, and any identified repairs or health and safety issues are raised for further action. In addition, estate walkabouts are periodically conducted with City of London staff and resident representatives, providing an opportunity for collaborative review of estate conditions and resident concerns.	The ongoing stock condition survey will further support this work by identifying priority areas and informing the actions required to improve the quality and safety of the housing stock. The Estate Services team is expanding to include staff dedicated to compliance-related inspections. Other team members will focus on cleaning, maintaining standards, reporting issues, and following up on repairs.
Clear Communication They let residents know what to expect regarding repairs and maintenance. This includes:	The Repairs and Maintenance (R&M) Policy, approved by the Housing Management and Almshouses Sub-Committee (HMASC) in November	The Tenancy Handbook and Agreement is currently being updated and will reinforce key information about repairs and resident

<ul style="list-style-type: none"> • clear agreements outlining landlord and tenant responsibilities • easy-to-find repair policies and timelines. • codes of conduct for staff and contractors 	<p>2024, sets out clear expectations, responsibilities, and timescales for repairs. It provides a transparent framework for service delivery and resident understanding.</p> <p>A Code of Conduct is embedded within contracts with contractors, while City of London staff are governed by the corporate Code of Conduct. These standards ensure professional and respectful behaviour during all resident interactions.</p> <p>In addition, the R&M Service Standards outline specific expectations for service quality, communication, and response times, supporting consistent delivery and accountability across the service: City of London Corporation Housing Service Standards: Repairs</p> <p>These are all available online.</p>	<p>expectations. This includes clearer guidance on responsibilities, service standards, and communication procedures, helping residents better understand what to expect and how to engage with the Repairs and Maintenance service.</p> <p>In the November @Home Newsletter, a safety and security reminder is being issued to residents about checking contractor ID and refers residents to the contractor code of conduct.</p>
<p>Appointment Communication</p> <p>They provide a clear schedule for repair visits, so residents know what to expect.</p>	<p>Appointments for repairs are currently scheduled and communicated directly to residents by our contractors, including the main Repairs and Maintenance provider. Through IT system integrations, details of scheduled or cancelled appointments are visible within the Civica CX system, allowing staff to access real-time updates and maintain accurate records.</p> <p>This supports improved coordination and transparency across the service.</p> <p>Tenants receive a text message to confirm when an operative is on route to an appointment</p>	<p>There is an ongoing ambition to assess the feasibility and implementation of online repairs booking, tracking, and appointment rescheduling through the Civica Customer Portal module. This initiative aligns with our commitments under the new Repairs and Maintenance contract that commenced in April 2025.</p>

<p>Consider Resident Experience</p> <p>If past issues exist, these landlords consider appointing a liaison officer to help manage repairs smoothly.</p>	<p>To support improved communication and engagement, a dedicated Liaison Officer has been appointed for the Golden Lane Estate, in response to the high volume of communal repair issues and the scale of upcoming major works programmes. This role ensures consistent, proactive communication with residents, Residents' Associations, and other stakeholders.</p> <p>A similar approach has been adopted at the York Way Estate, where a resident and staff working group has been established. This group focuses on strengthening communication around repairs, planned major works, and new development programmes, ensuring residents are informed and involved throughout.</p>	<p>We will closely monitor trends across estates to determine whether similar approaches, such as appointing dedicated liaison officers or establishing resident-staff working groups, are required elsewhere. This will ensure that estates experiencing high volumes of repairs or major works receive tailored communication and engagement support, helping to maintain transparency and build resident trust.</p>
<p>Access to Information</p> <p>They ensure staff have information about the resident and property history, including any individual needs of the household or ongoing repairs.</p>	<p>Staff have access to detailed resident and property history via the Civica CX Housing Management system, which includes all live repair orders. This allows staff to view key information such as the date the order was raised, a description of the repair, expected completion dates, and any notes or documents added. For the main Repairs and Maintenance contractor, IT integrations provide additional real-time data, including scheduled appointment dates, orders awaiting approval, and completion dates. Upon completion, operative notes and before-and-after photos are also available in CX.</p> <p>To further support transparency and coordination, all Repairs and Estates team staff have direct access to the main contractor's client portal, as well as the</p>	<p>In August 2025, we piloted the use of the CX Contractor Portal with an additional contractor. This portal allows contractors to directly update repair order information in CX, including adding notes, appointment details, photos, and requesting variations. They can also mark orders as complete. If successful, we plan to roll out this functionality to other regular repair providers, aiming to reduce administrative burden and improve the quality of real-time data.</p> <p>Currently, there is no standardised format for conveying household needs or service adjustments to contractors. Addressing this gap will be a priority to ensure that contractors are</p>

	portal for the gas repairs provider , enabling them to view detailed progress on live orders.	equipped to respond appropriately to individual resident circumstances.
Ensuring Quality Work After repairs, they gather feedback from residents and contractors, and conduct inspections to ensure the work is satisfactory. This is crucial, especially if the repair was part of a complaint, to avoid further issues and build trust.	Transactional surveys on completed repair orders are carried out monthly by an independent consultant, with a target of surveying at least 65 residents. This represents approximately 10–15% of all repair orders raised each month and supports transparent, resident-led service evaluation. To ensure quality assurance, post-inspections are automatically generated by the Civica CX system for completed repairs across all contractors. A percentage sample is selected based on the value of the completed work, ensuring proportional oversight.	Where repairs are linked to formal complaints, an inspection is carried out wherever possible upon completion. While this is not yet guaranteed in every case, it remains a priority area for strengthening quality assurance and resident confidence.

Version Control:

Version	Date
Version 1 – Housing Management and Almshouses Sub Committee	26 November 2025