

The Economy

Lessons Learnt Log

Lessons Learnt Log

HOUSING MANAGEMENT	
REPAIRS	Update
What have you learned during the crisis?	<ul style="list-style-type: none"> • That the service is robust and has the ability to adapt quickly. We did this by revising Business Continuity and were able to deliver service in known COVID properties, following Government Guidance and internal Health and Safety recommendations inclusive of Risk Assessments. The requirement to capture non productive time better ie Site Inspections and productivity
What have we changed that we want to keep?	<ul style="list-style-type: none"> • Additional remote working and more online/Whatsapp surveys and meetings - Teams to be a frequent platform for engagement. Flexible working reduction of demand on desk/office space. • Less pressure for meeting rooms.
What have we stopped that we can let go?	<ul style="list-style-type: none"> • Promotion of weekly and monthly meetings at office, bi monthly to reduce but still meet to develop professional relationships.
What needs to return in some form?	<ul style="list-style-type: none"> • Team face to face interaction may lead to low moral or team members feeling slightly isolated. On site Surveyor inspections will re-commence with immediate effect.
What needs to be re-imagined to respond to the new world and financial resources?	<ul style="list-style-type: none"> • We are currently reviewing the team structure concentrating on both the financials and the efficiencies savings where elements can work remotely - however, the majority of the service requires a hand on approach.
HOUSING MANAGEMENT	Update
What have you learned during the crisis?	<ul style="list-style-type: none"> • We have a committed workforce, that adapted quickly to the situation and focused on delivering a service in a new way. Change to a more solution focused and risk taking approach in changing service delivery, to find an alternative quickly. • The need for increased IT support to transform the quickly moved remote processes into long term solutions. • That residents have been amazingly resilient but need further support to develop IT capabilities and confidence to adapt to the new ways of working by all sectors of the community. • That residents still want to see us and want increased access, some are feeling abandoned and isolated, especially as other services and shops close their face to face contact. Lack of break clauses in accommodation and employment contracts hinders us when adapting to the changed environment.
What have we changed that we want to keep?	<ul style="list-style-type: none"> • more working from home, keep reduced face to face interaction where there is an effective alternative, move to daily and weekly team meetings to combat remote working isolation, IT up-skilling focus, additional phone lines, freedom for managers to change and manage service - more trust and autonomy, delivering change effectively and without bureaucracy. using chat facilities, instead of emails.
What have we stopped that we can let go?	<ul style="list-style-type: none"> • Potentially the need for area housing offices/receptions. reliance on face to face meetings. paper forms and processes. email volume.

Lessons Learnt Log continued...

Service impacts: impacts on service delivery, works in progress, pent up demand and any statutory and contractual risks

Lessons learnt; what we've learnt from the crisis, have changed and want to keep, stopped and can let go, need to return to in some form and need re-imagining.

Consistencies and observations across the department

- That Economy services are robust and have adapted quickly to a more solution-based and risk-focused approach to service delivery.
- That we have a committed workforce that has adapted quickly to the situation and is focused on delivering services in new ways.
- That staffs transition to remote working has been made easier by those technology systems in place which have been functioning well.
- That our residents have proven to be amazingly resilient but need further support to develop IT capabilities and the confidence to adapt to new ways of working.

Economic Development

Business & Enterprise Team – Success Factors & Lessons Learnt

- **Enhanced communication with businesses;** the team have undertaken an extensive communications drive to inform as many businesses as possible about available national, regional and local support.
- **Direct interventions including;** introducing a three-month rent holiday to commercial tenants and market traders, providing stewards to North End Road market to enforce social distancing, and distributing PPE, handwashing facilities and ‘safe distancing posters’ to traders and local businesses.
- **Continuation of Enterprise Clubs and 1-2-1 business clinics,** with meetings moving to an online platform as well as delivering themed webinars to support businesses navigating lockdown.

Growth

Development Team - Success Factors & Lessons Learnt

- **Positive/alternative methods of consulting with residents and stakeholders;** trialling live/online consultations, which will be recorded and available to view on the Councils website for a further 2 weeks.
- Moving forward, the team hope to include **‘fly-through’ (virtual journeys)** of developments as part of the overall commissioning agreement with architects. Allowing anyone to view a virtual impression of the development anytime online.
- **Virtual conferencing**, and in particular through the use of **MS Teams** has allowed the Development Team to continue delivering meaningful / uninterrupted public consultation, successfully engaging with a broad range of stakeholders, from residents and businesses, to schools and governors.

Planning

Planning Services - Success Factors & Lessons Learnt

- **Planning services can be delivered almost entirely remotely**, with decisions continuing to be made to enable development/regen in the borough.
- **Virtual Design Review Panels** have worked well and could be an opportunity for future income generation.
- Managing relationships with developers and investors remotely is more time-consuming but has continued uninterrupted and is essential in building trust between developers and the Council.

Housing Services

Resident Involvement Team – Success Factors & Lessons Learnt:

- **Positive/alternative methods of consulting with residents and resident Forums;** The Resident Involvement Team has been supporting a **drive towards online meetings** (considering accessibility and ability) across our six (6) large resident groups.
- All meetings have now moved online, with an estimated 45+ residents / practitioners set to participate in our first online Housing Representatives Forum on 16th June.
- Working with residents and IT to facilitate online resident forums via web-based platforms has been hugely challenging, but incredibly empowering for residents.

Housing Services

Neighbourhood Services - Success Factors & Lessons Learnt

- **Improving resident welfare and minimising impacts to Sheltered Housing residents moving forward;** increased the number of phone lines open to residents to compensate for reception closures and remote working, and supported residents by carrying out a schedule of telephone welfare checks and delivering regular service update newsletters to sheltered residents.
- The team are carrying out **phone surveys with all 950 Sheltered residents to address the current gap in direct customer feedback about our service.** The survey lets residents tell us what has worked well during this time, where we need to improve/rethink our service delivery, as well as their support needs and their digital capability in this changing environment.
- We're using this direct feedback to test our delivery model during covid, retain what is working, remove what isn't, identify those residents who need extra support from us now and to inform the next phase of service delivery as service move to remote working to ensure residents are not left behind.

Housing Services

Homelessness – Success Factors & Lessons Learnt

- **Improving the welfare of rough sleepers;** Enhanced Partnerships with voluntary sector, businesses and statutory agencies; offered emergency accommodation to over 275 rough sleepers and people at risk of rough sleeping at pace into good quality emergency accommodation; 52 people accommodated without recourse to public funds.
- **110 have moved on from emergency accommodation;** 24 have abandoned the accommodation. There are 144 current people requiring move-on accommodation.
- Homelessness services continue to keep people safe. Preventing major outbreaks of Covid amongst vulnerable rough sleepers and other homeless people.
- Ongoing challenge is to move people from hotels into sustainable accommodation at pace, and support options so they do not return to rough sleeping.
- Recent weeks has seen an increase in ASB and serious incidents in the hotels. Multi-agency action group established to address issues.
- Implementing track and Implementing a track and trace response plan in the event of a Covid outbreak amongst homeless people.

Housing Services

Customer Service Centre – Success Factors & Key learnings:

- **Mobilisation of CSC (40 staff) from Office based to entirely working from home** over a matter of days, and fully tested over a 2-week period.
- The CSC is currently receiving approximately 70% fewer calls and has experienced some efficiency issues in relation to; longer call connection times for customers, staff not having the required kit (double screens, headsets) and IT issues in relation to performance management/workforce planning software.
- Overall performance is good, but is being closely monitored given the reduction in customer calls and reduction in routine repairs which although hasn't impacted certain KPIs will likely change when full services resume.

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