

Tenant Scrutiny Review - Customer satisfaction with the repairs and maintenance service.

Progress/indicator RAG status	
	Work is significantly behind schedule and no progress has been made, and/or Progress has been made but the timescale has not been achieved
	Progress is being made, progress is good and the action is likely to be achieved within timescale. Or the action has been completed but evidence is required to demonstrate achievement
	The action has been completed and there is a record of evidence to support its completion.

Recommendation	Lead Officers	Actions	Update	Target Date	RAG Status	Outcomes
<p><u>Appointments</u></p> <p>Investigate further the significance of the lack of communication around re-arranging or cancelling appointments, and then look to improve the current system.</p>	<p>Andrew Lumb (AL) supported by Rachel Severn (RS)</p>	<p>Ensure that up to date customer contact details are held, to aid effective communication.</p>	<p>Considerable progress since June 2021.</p> <p>Customer Contact Centre staff have been trained on the new housing management IT system and periodically briefed on the importance of ensuring that up to date customer information is captured and updated on the system.</p> <p>Discussions are regularly held at the Repairs & Maintenance team meeting with Team Leaders and also discussion with Contract Partners during operational meetings.</p> <p>June 2022 - Track my operative (Mears) and Localz (EQUANS) rolled out to tenants for specific work categories (responsive – Mears, gas servicing – EQUANS) to enable tenants to see when operative is on their way.</p>	<p>Complete</p> <p>(Ongoing review)</p>		<p>Improved customer satisfaction response rates with the service, demonstrates more correct phone numbers on file.</p> <p>Fewer complaints referencing poor communication as an issue.</p> <p>In May 2022, 95% of customers were satisfied with the repairs service, similar to the average for 2021-22 which was also 95%.</p>

<p>Complaints processes</p> <p>Provide some further clarity to tenants about how to complain about a repair.</p>	<p>Andrew Lumb supported by Rachel Severn</p>	<p>Ensure that customers know how to make a complaint.</p>	<p>The July 2022 edition of Home Matters tenant's magazine features an article setting out how customers can make a complaint about a repair, or other service issue.</p> <p>Complaint's handling training was carried out in April 2022 for Housing Repairs and Contract Partner staff involved in handling complaints.</p> <p>The Corporate Complaints Team will be meeting periodically with the Acting Asst Director of Housing to review complaints and learning points for the service.</p>	<p>Complete</p>		<p>Increased tenant awareness of how to make a complaint and the various ways to get in touch.</p> <p>Increased knowledge/refresh of how to deal with tenant complaints efficiently and in a customer focused manner. Emphasis on timescales and meeting all deadlines.</p> <p>Regular review of complaints and learning points.</p>
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<p>Customer satisfaction measurement</p> <p>Find additional ways of measuring tenant satisfaction with the repairs service, rather than relying only on the text service.</p>	<p>Andrew Lumb supported by Rachel Severn</p> <p>Equans – Roy O Connor (RO'C)</p> <p>Mears – Diane Keay (DK)</p>	<p>Identify and implement additional methods of capturing customer satisfaction with the repairs and maintenance service.</p>	<p>Continuous improvement since June 2021 in terms of number of responses received.</p> <p>The Housing Contracts, Investment and Compliance Service Technical Support Officers have trialled customer satisfaction surveys via telephone. It was agreed that they would target customers who had not responded to text message surveys from the Contract Partners and try to ascertain the reason for this in order to look at better ways of working.</p> <p>The Technical Support Officers phoned 10 Equans customers who have not responded to the customer satisfaction texts – of the 10 that were called, all gave feedback between scores 1-3 which is very high to good.</p> <p>The Technical Support Officers will carry out the same exercise for Mears</p>	<p>Complete (and ongoing)</p>		<p>Increase in customer satisfaction data returned, any poor scores received, Mears and EQUANS contact tenants by phone call to understand why the score received was poor, to learn from issues in order to drive, service improvement and further increase performance.</p> <p>In May 2022, 95% of customers were satisfied with the repairs service, similar to the average for 2021-22 which was also 95%.</p>
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			and thereafter will endeavour to do this monthly on receipt of repairs completion reports from Contract Partners.			
<p>‘Right First Time’ measurement</p> <p>To expand on the ways in which ‘Right First Time’ is measured.</p>	<p>Andrew Lumb supported by Rachel Severn</p> <p>Equans – Roy O Connor (RO’C)</p> <p>Mears – Diane Keay (DK)</p>	<p>To continue to strengthen the ‘Right First Time’ approach to repairs, wherever practically possible.</p> <p>Continue to measure the proportion of Council housing repairs completed ‘Right First Time’</p>	<p>This is a Key Performance Indicator for the service and partners, which has continually improved since June 2021.</p> <p>Discussions are regularly held with contract partners with regard to achieving the highest possible level of performance, through briefing staff and carrying impressed stock in vehicles.</p> <p>Unfortunately, some repairs may need a further visit, such as following an emergency board up pending reglazing or where a specific part is required and needs to be ordered.</p>	Complete		<p>Increased awareness of issues that impact completion of repairs ‘Right First Time’ through the Tenant Scrutiny group.</p> <p>Monthly monitoring of the KPI.</p> <p>In May 22, 90.51% of repairs were completed right first time against a target of 87% This has increased from 89.29% in June 2021 (month of review).</p>

<p>Text Questions</p> <p>Standardise the text survey questions and the scoring method used across both contract partners.</p>	<p>Andrew Lumb supported by Rachel Severn</p> <p>Equans – Roy O Connor (RO'C)</p> <p>Mears – Diane Keay (DK)</p>	<p>Both contract partners to adopt the same text survey questions.</p> <p>To analyse questions asked and how this will increase performance to ensure the questions are meaningful.</p>	<p>Mears have now adopted the same scoring system as Equans 1-5 due to the success rate in receiving feedback.</p> <p>They have also adopted asking 2 key questions to encourage customers to participate rather than multiple questions.</p> <p>A monthly meeting has been established with the complaints team to identify any areas of discussion/progression and trends/learning.</p>	<p>Complete</p>		<p>The number of customer satisfaction surveys completed has increased from 227 in June 2021, to 438 in April 2022 and 672 in May 2022.</p> <p>In May 2022, 95% of customers were satisfied with the repairs service, similar to the average for 2021-22 which was also 95%.</p>
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<p>Response rates</p> <p>Investigate the reasons for Mears customers being less likely to respond to the text survey than Engie customers.</p>	<p>Andrew Lumb supported by Rachel Severn</p> <p>Equans – Roy O'Connor (RO'C)</p> <p>Mears – Diane Keay (DK)</p>	<p>Review how both contract partners approach text surveys, and associated completion rates, to determine any issues preventing completion and adopt a unified approach.</p>	<p>Mears have now adopted the same scoring system as Equans 1-5 due to the success rate in receiving feedback. Response rates have continually improved since June 2021 (see outcomes).</p> <p>They have also adopted asking 2 key questions to encourage customers to participate rather than multiple questions.</p> <p>The previous system used by Mears where the customer had to download a link to the survey has been discontinued as it is thought that this is why response rates were lower.</p> <p>A monthly meeting has been established with the complaints team to identify any areas of discussion/progression and trends/learning.</p>	<p>Complete</p>		<p>The number of customer satisfaction surveys completed has increased from 227 in June 2021 (month of review taking place) to 672 in May 2022.</p> <p>In June 2021, only 84 surveys were returned to Mears, which has increased to 412 in May 2022.</p> <p>In May 2022, 95% of customers were satisfied with the repairs service, similar to the average for 2021-22 which was also 95%.</p>
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<p>Customer satisfaction sub-group</p> <p>Form a further sub-group for the Repairs and Maintenance service that considers quality and tenant satisfaction, including representatives from Rotherham Federation and contract partners.</p>	<p>Andrew Lumb supported by Rachel Severn</p>	<p>Establish a tenant scrutiny sub-group for Repairs and Maintenance Services</p>	<p>Customer Scrutiny Group established since Jan 2022 and meet monthly, facilitated by Rotherfed and including representation for the Council's Tenant Involvement Team.</p> <p>The issues raised at this group feed into the monthly meeting that has been established with the Corporate Complaints Team to identify any areas of discussion/progression and trends/learning.</p> <p>Monthly meetings ongoing – meetings have minute notes taken for distribution.</p>	<p>Complete</p>		<p>Collaborative working with tenant representatives encouraged and fully scheduled.</p> <p>This has increased tenant knowledge and understanding of Council and contract partner processes, enabling an arena to allow open and honest feedback to the Council from tenant groups.</p>
<p>Publicity about the learning</p> <p>Publicise the learning from tenants about improving the repairs and maintenance service.</p>	<p>Andrew Lumb supported by Rachel Severn</p>	<p>Create a 'You said, we did' article to go in Home Matters showing improvements implemented as a consequence of customer satisfaction feedback.</p>	<p>The current Summer edition of Home Matters now features priority information regarding fuel poverty/disrepair/cost of living issues, as well as detail on how to report a complaint.</p> <p>An article will be planned for the next edition of Home Matters due in Autumn 2022.</p>	<p>October 22</p>		<p>Positive publication of how complaints and customer feedback has resulted in service improvements.</p>

Staff Behaviours	<p>Andrew Lumb (AL) supported by Rachel Severn</p>	<p>Review incidents of complaints about staff behaviours; Council/Mears/Engie; including Customer Contact Centre staff.</p> <p>Identify learning and incorporate into staff briefing/training.</p> <p>Improve customer service delivery and reduce incidents of complaints where staff behaviour/conduct is a factor.</p>	<p>Both contract partners are committed to ensuring customer satisfaction is raised during toolbox talks and this is ongoing to ensure customer focus is key throughout the service.</p> <p>A monthly meeting has been established with the complaints team to identify any areas of discussion/progression and trends/learning.</p> <p>Complaints and customer care training carried out in April 2022 for all CIC/Partner management and Technical Officers.</p> <p>Contact centre manager attended full customer service training, in addition to Contracts, Investment & Compliance (CIC) service staff in April 2022; this has since been relayed to contact centre staff.</p>	<p>Complete (and ongoing)</p>		<p>Improved understanding of the customer journey and how the service the Council provides impacts upon this.</p> <p>Complaints have reduced from 16 received in March 2022 to 11 in May 2022.</p> <p>Staff better equipped to support customers, delivering a better service to all.</p> <p>Training undertaken including actions for resolution, with improved appearance and behaviours.</p> <p>Reiterating to staff the importance of respecting tenants' homes, opinions and needs. All visiting staff now equipped with</p>
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			<p>Follow up session on Customer Care Part 2 to be rolled out to staff.</p>		<p>overshoes and PPE.</p> <p>Ensuring staff have the confidence to fully explain decisions, identify and understand what the outcomes of these complaints are, including why a decision to uphold or not uphold a complaint has been reached in order to provide a thorough and well organised complaint response.</p> <p>Monthly feedback on how the CIC Service can learn from complaints arranged with operational staff, where any patterns identified are swiftly acted upon.</p>
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