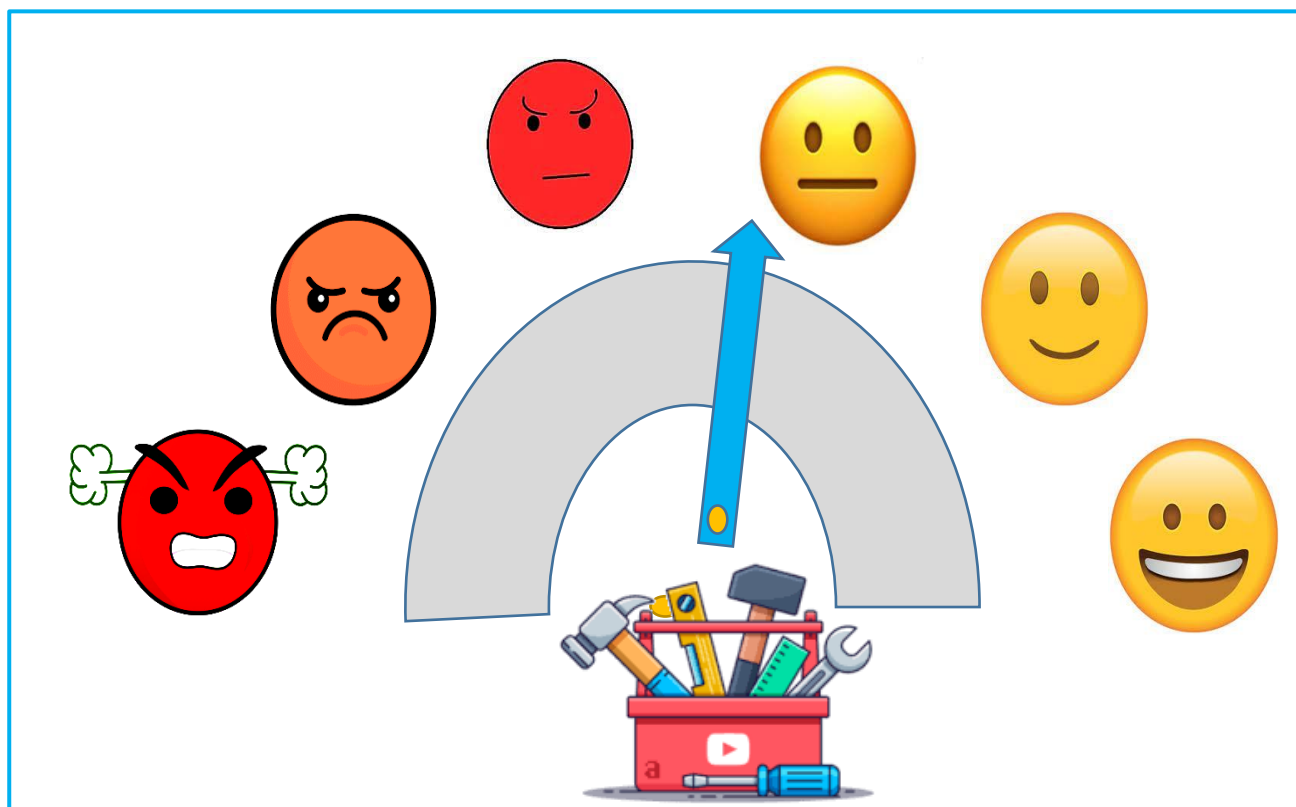




Rapid investigation into improving tenant satisfaction with the RMBC Repairs and Maintenance service



Report June 2021

Rotherham Federation



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1. Background

Rotherham Federation Tenant Scrutiny was formed in April 2016. Tenant Scrutiny provides an opportunity to build an effective partnership between Rotherham Council's tenants and their landlord in the spirit of co-regulation, resulting in a joint-win for all. The process is used to challenge landlords' services and standards with the aim of improving performance, value for money and tenant satisfaction.

The Tenant Scrutiny panel was approached in March 2021 to offer some support to officers on improving tenant satisfaction with RMBC Repairs and Maintenance services. It was agreed that a 'rapid' investigation would be carried out by the panel, completing the task within three months.

This is the fifth report of the Rotherham Federation Tenant Scrutiny panel. Previous reports have been submitted on the following topics:

1. Engaging Young Tenants in Rotherham (March 2017)
2. Responsive Repairs: Appointments, Communication Process and Customer Journey (February 2018)
3. Process of Dealing with Anti-social behaviour complaints (January 2019)
4. Home Aids and Adaptations for Tenants (November 2020)

Choice of topic

The Tenant Scrutiny panel was approached in March 2021 by Contract Managers for the Repairs and Maintenance service, to request some assistance with the way in which tenant satisfaction could be measured and then improved. The request was made following:

- the commissioning of a new Contract Manager in April 2020 leading to a review of the Key Performance Indicators for the repairs service.
- the publication of the Social Housing White Paper in November 2020

Social Housing White Paper November 2020

The White Paper includes seven core themes/chapters. The proposals that are most relevant to repairs are:

Chapter 1: To be safe in your home (including fire safety and gas/electrical safety)

Chapter 2: To know how your landlord is performing – regulator to introduce a set of tenant satisfaction measures for all landlords to know how their landlord is performing. Satisfaction will be measured on the things that matter most to tenants including *repairs, complaints and safety*.

The draft tenant satisfaction measures include:

- keeping properties in good repair,
- responsive repairs completed right first time,
- tenant satisfaction with landlord's repairs and maintenance service.

Chapter 3: Effective handling of complaints – complaints dealt with promptly and fairly

Chapter 5: To have your voice heard by your landlord - satisfaction that their landlord listens to their views and takes notice of them

Chapter 6: To have a good quality home and neighbourhood to live in – good quality decent homes

Key Performance Indicator: 2i Customer Satisfaction

With Chapter 2 in mind, the Council had agreed that customer satisfaction with the Repairs and Maintenance service would be assessed through the use of a text service, with a five-point scale (very satisfied, fairly satisfied, neutral, dissatisfied and very dissatisfied)

The target for the percentage of customers reporting that they are satisfied or very satisfied was set at:

Year	Target
2020/2021	88%
2021/2022	89%
2022/2023	90%
2023/2024	91%
2024/2025	92%

Previous Tenant Scrutiny report

An investigation into the Repairs and Maintenance service had been carried out by the Tenant Scrutiny panel in 2017/18. Recommendations had been made to the Council in February 2018 and an action plan had been completed and signed off in February 2020.

The recommendations made from this investigation related to:

- ✓ Accuracy of records in particular vulnerable tenants and current contact details
- ✓ Improvements to online reporting for repairs
- ✓ Improved appointment system
- ✓ Clearer definition of 'emergency repair'
- ✓ Monitoring of repeat visits
- ✓ Multiple ways of receiving customer feedback
- ✓ Means of assessing 'right first time' through visit data

It was agreed that the investigation would be a 'rapid' one limited to three panel meetings. This would allow the panel to move onto other topics swiftly in view of the time lost during the Covid pandemic.

2. The panel and officers

The panel was made up of representatives of various Tenant and Resident Associations and Councillors from across Rotherham:

David Ramsden (Chair)	Jo Workman	Winston Cook	Ann Hitchens
Mary Jacques	Wendy Birch	Cllr Kathleen Reeder	Shirley Dingwall
Winnie Billups	Jon Pearson	Mohammed Ramzan	Julie Sharp
Stella Parkin			

Many other tenant representatives took the time to respond to the survey. The panel would like to thank them for their contribution to this investigation.

Officer support was provided by:

Asim Munir, RMBC Tenant Involvement Coordinator
Phil Hayes, Rotherham Federation Chief Executive Officer
Laura Swift, Rotherham Federation Administrative Officer
Kiera Lambert, Rotherham Federation Community Organiser
Jane Owen, Rotherham Federation, Volunteer Coordinator
Nicola Evans, Rotherham Federation, Volunteer Coordinator
Rebecca Morrison Project Solutions

Valuable subject matter expertise was provided by four representatives of the Council:

Andy Lumb	Partnering Manager
Alison Fox	Partnering Manager
Janet Fox	Performance Analyst
Bethany Gould	Business Development Unit

3. Terms of Reference

Aim: To investigate how tenant satisfaction with the Repairs and Maintenance service could be improved.

Objectives:

To:

- Carry out a health check of the current Repairs and Maintenance services
- Comment on the current Key Performance Indicator as regards Customer Satisfaction and the targets set for future years
- Advise on the factors leading to tenant satisfaction with the repairs carried out on their homes
- Examine the text services used for feedback by the contract partners
- Consider the ways in which all tenants are made aware of how to make a complaint about the Repairs service if necessary
- Consider how learning from customer satisfaction surveys and complaints is shared with relevant teams to bring about improvements to the service

Scope

As the investigation was a 'rapid' review, it was limited to three meetings of the panel (April, May and June 2021). Due to the restricted time, it was agreed that the investigation would NOT include:

- ✗ Talking directly to contractors
- ✗ Conducting a full survey/ consultation with all tenants
- ✗ Carrying out a mystery shopping or similar exercise with tenants
- ✗ Any analysis of financial elements of the service

Measures of Success

The panel agreed to measure success of the investigation by ensuring that:

- ✓ The KPI targets are set at a reasonable level of customer satisfaction. The questions and arrangements for receiving customer feedback by both contract partners and the Council are robust
- ✓ Good systems are in place to share learning across Council and contract partners and to develop/improve the Repairs and Maintenance service
- ✓ A transparent and accessible way for tenants to be able to make complaints about the service received during repairs made at their homes is in place

Benefits

For tenants:

- An improved Repairs and Maintenance service that meets the satisfaction of most Council tenants, responding to customer feedback and offering access to a transparent complaints service if required

For the Council:

- Improved performance against the KPI targets and any new indicators set in response to the Social Housing White Paper Chapter 2: To know how your landlord is performing
- Learning points and recommendations that will help officers and contractors to further develop the Repairs and Maintenance service and improve Tenant Satisfaction
- Improved reputation for the Council

Risks

The panel acknowledged the following risks when embarking on this investigation. That:

- The time limitation may lead to some incomplete lines of enquiry
- The views of the Tenant Scrutiny panel may not fully represent the views of other tenants.
- Contractors may not feel that their voice has been sufficiently heard during this investigation
- The learning and recommendations made as a result of this investigation may lead to more costly services in delivering improved Tenant satisfaction

4. Methodology

The panel's rapid investigation was restricted to be conducted over three months; April to June 2021.

The investigation consisted of:

4.1 Consideration of background information

Panel members discussed the information contained in the Social Housing White Paper and the previous Tenant Scrutiny investigation into the Repairs and Maintenance service.

4.2 Submission of officer information

Due to the time constraints, officers were requested to submit intelligence data on customer satisfaction and complaints relating to repairs, prior to the first panel meeting. Alongside this

data, information was requested on the wording of the contract with Mears and Engie and the way in which they use the text service for monitoring customer satisfaction.

This information, along with the background documents, was used to create a pre-investigation summary for panel members to peruse before the first meeting of the group.

4.3 Meetings

Three Tenant Scrutiny meetings took place in April, May and June, which focussed most of the agenda on this topic. Officers attended for part of these meetings and the information submitted was analysed and discussed. Further questions for officers were prepared at each meeting.

4.4 Survey of Tenant Scrutiny panel members

A telephone survey was conducted with 12 members of the Tenant Scrutiny panel to find out their views on the Repairs service; in particular concentrating on what are the factors affecting customer satisfaction, ways of assessing customer satisfaction, recent problems experienced with the service, knowledge of how to make a complaint, if necessary, whether performance updates would be useful, and if the current targets for customer satisfaction were reasonable. A copy of the survey questions can be found in Appendix A and the results can be found at appropriate points in the body of this report.

5. Summary of Evidence

5.1 Customer Satisfaction surveys

Text surveys have been sent out by contractor partners once the work is completed since April 2020? The panel requested to look at the responses to these surveys for the four months from November 2020 to February 2021. Previously, the council has used a handheld device for immediate customer feedback on completion of the repair. At the time of the Tenant Scrutiny investigation into repairs, this method was found to be quite threatening for some tenants. RMBC is looking to potentially resurrect this service to be used alongside other tenant satisfaction measurement methods.

Questions used

Two separate systems have been designed by the contractor partners to measure customer satisfaction. It was agreed at the launch of the text surveys that the questions would reflect the Housemark question used to assess customer satisfaction.

MEARS

1. Overall I was satisfied with the service I received from Mears; and
2. Mears made it easy to handle my issue.

Scores 1-10 where 1 is very dissatisfied and 10 is very satisfied

3. Housemark Question - Overall how satisfied are you with the repairs service you received on this occasion?

Follow-up

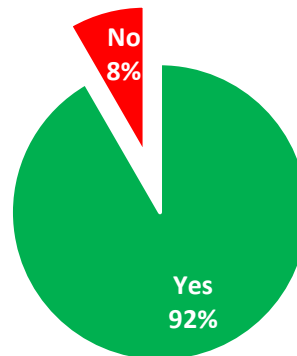
Any score of 1- 4 triggers an email alert which is logged on the IT system. Contact is made with the customer to discuss /address any issues. Three attempts are made to contact the

ENGIE

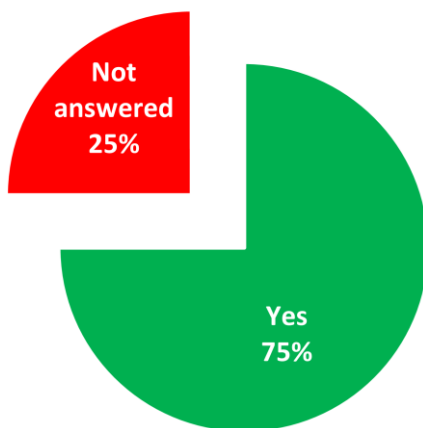
1. On a scale of 1 (very satisfied) and 5 (very dissatisfied): Overall how satisfied are you with the repairs service you received on this occasion?
2. What comments would you like to make in relation to your previous response?

Survey of tenant scrutiny panel members

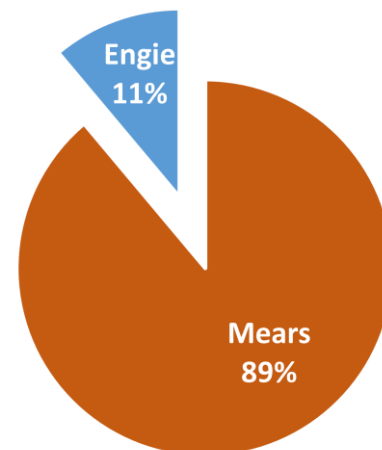
Are you happy answering questions by text service?



a) Do you think these questions are suitable?



b) Do you prefer the Mears or Engie questions?



General Comments:

- ? The questions need to be the same for both contractors x 5
- ? Checks are also needed on the treatment by the Call Centre x 2
- ? It is important to ask how the issue was handled x 2
- ? Need to be asked soon after the repair so fresh in my mind
- ? A scale of 1-10 is much better than 1-5 (x 2)

Suggestions for other questions:

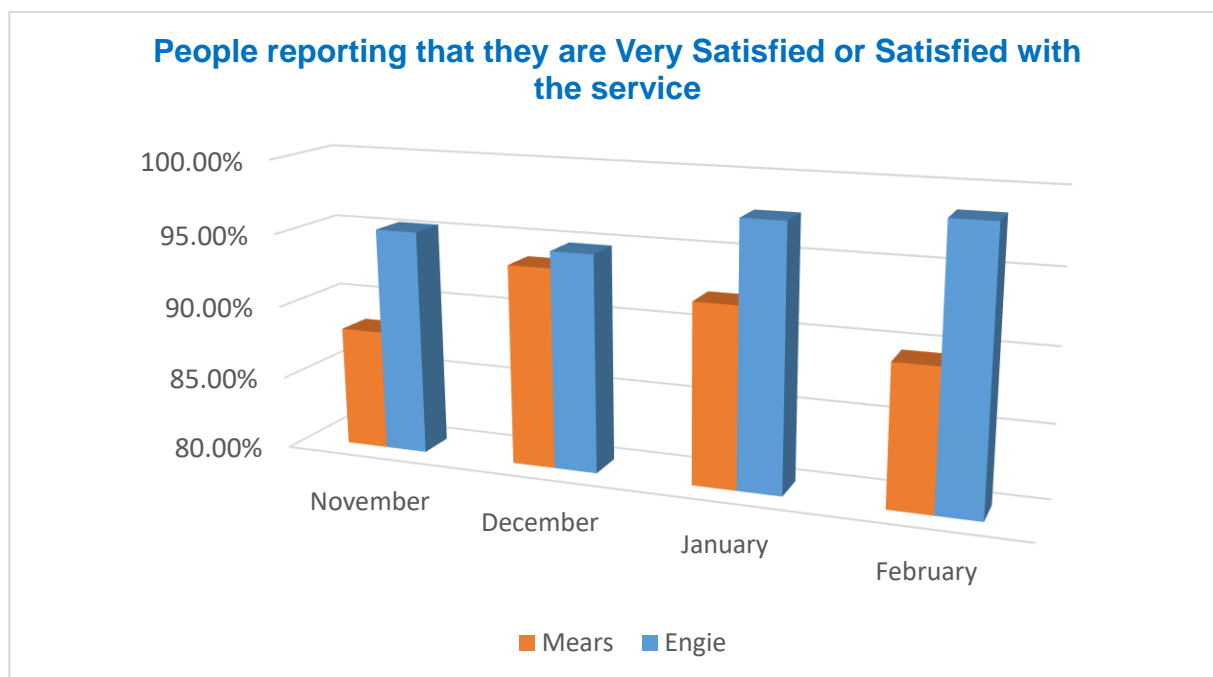
- ? How tidy was the operative?
- ? How pleasant was the operative?
- ? How was the service from the Call Centre?
- ? If happy with the time taken?

Return Rates

From the data received for the previous four months, it was evident that there were fewer survey responses from Mears than Engie. This was explored further and it was found that the response rates were:

MEARS	ENGIE
Total responses 439	Total responses 769
Monthly survey response rate	Monthly survey response rate
17-21%	41%

Satisfaction rates



The number of people reporting that they were very satisfied or satisfied with the Repairs and Maintenance service was high, being consistently above 85% of responses (2020/21 target 89%). However, the satisfaction rate for Mears' customers seemed to be consistently 5-15% lower than for Engie customers. It was not clear whether this was due to a poorer service being delivered or due to other factors such as the lower response rate, demographic/ resilience/ outlook of people living in those areas.

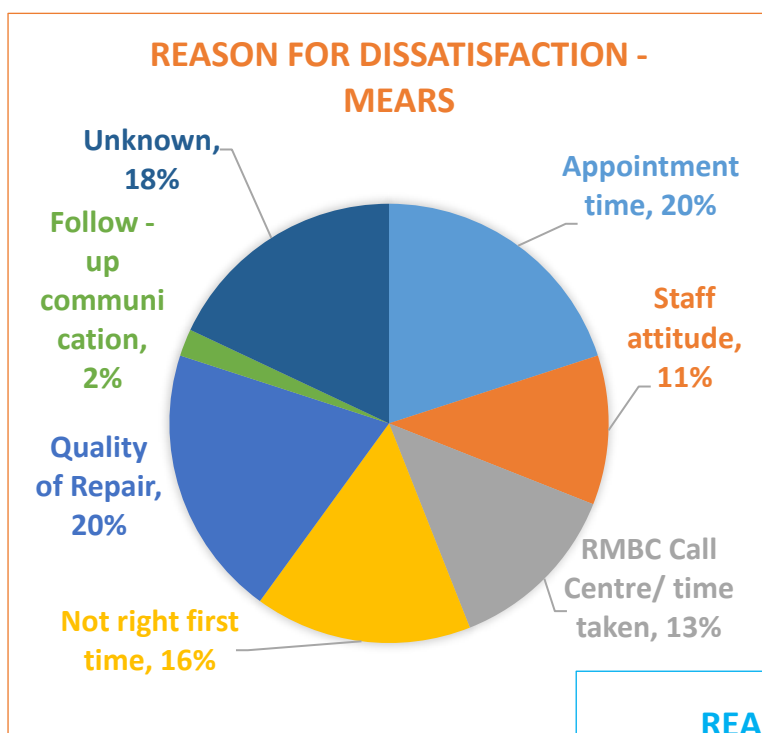
Dissatisfaction rates

The table below shows the survey scores showing either being neutral, dissatisfied or very dissatisfied with the Repairs and Maintenance service:

Contract Provider	Month			
	November 2020	December 2020	January 2021	February 2021
Mears	11.8%	6.4%	7.8%	10.5%
Engie	7.5%	4.8%	3.5%	2%

Reasons for dissatisfaction

The following charts break down the reasons for people to be dissatisfied with the Repairs and Maintenance service received by each of the contract partners:

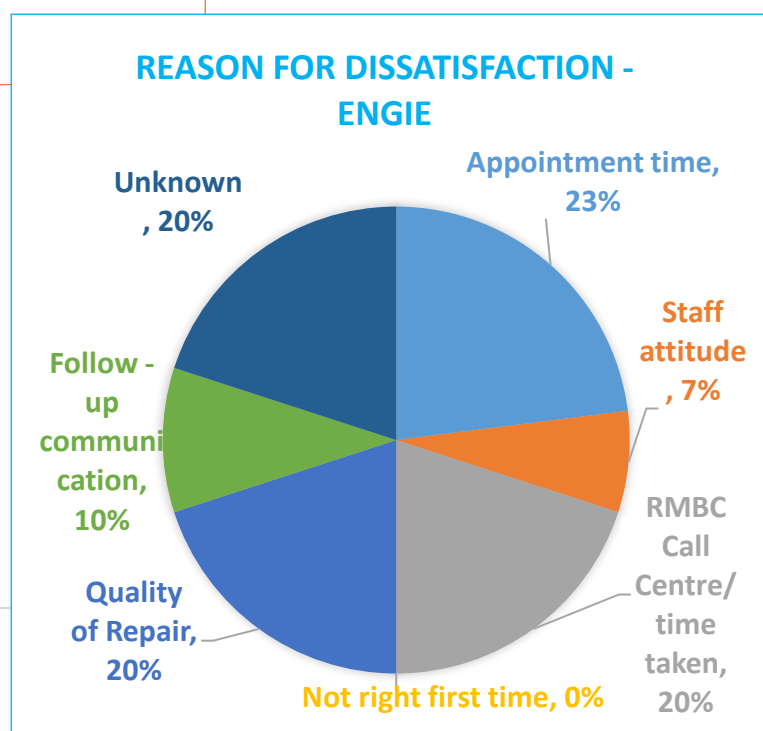


Compared to Engie, more Mears customers reported:

- problems with the repair not being right first time (16% higher than Engie)
- poor staff attitude (4% higher than Engie)

Compared to Mears, more Engie customers reported:

- Follow-up communication being unsatisfactory (8% higher than Mears)
- Problems with the RMBC call centre and the time taken for their repair to be arranged (7% higher than Mears)



Comments made:



Appointment Time

- Waited in all morning and the operative never arrived, even though the phone message said that he was on his way
- Received a text to say you would be there in 20 mins – you never turned up and didn't text to say why
- Waited in all morning and turned up at 2 p.m.
- Waited all day when they said they would be there at 11:30am
- Turned up an hour late and I had left my father's house
- Turned up early morning when I requested afternoon
- Only let know the day before that they were visiting – had to cancel as I was working
- Didn't turn up at agreed time twice and then turned up when I wasn't in

Staff attitude



- Found him somewhat rude
- Never told me what the issue was or if he'd fixed it
- Dirtied my carpets
- Didn't wear a mask



RMBC call centre/ time taken

- Wrong trades sent out to two of the jobs
- Only had option of morning or all day – I wanted afternoon
- Wasn't given an appointment time
- Told my repair would be next day and then waited a week
- Had to wait eight days for my shower repairing
- Poor office staff answering the phone
- Too long to get this repair completed (three months of re-scheduling)

Quality



- Needs replacing not patching up
- Bodged job
- Incomplete job
- Only left one key for the door
- Only fixed part of roof and ignored the guttering that is leaking
- The repair caused more damage to the door and looks a mess
- They tried to fix something and broke something else
- Doesn't feel secure
- Never solved
- Didn't stay long enough to check it was working
- Materials not good enough



Not right first time

- Outside light now constantly on – sensor not working
- Toilet started leaking again
- Have to order more parts which means I need to ring again to order
- Not completed first time and need to come back to complete it
- Thought they were installing the fans, but just came to take photos and measure up
- Said they would have to pass the job on to someone else

Follow-up communication

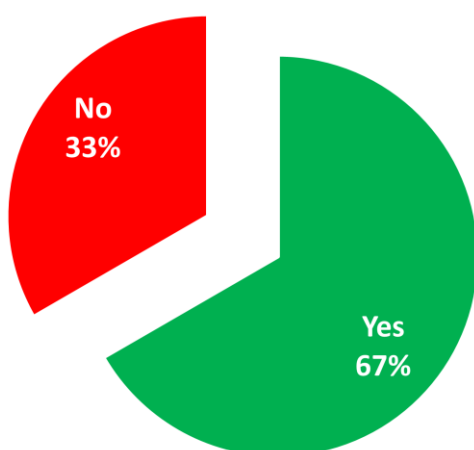


- Further repairs needed and there's been a lack of communication from RMBC
- Annoyed that they have sent a different agency back to the repairs instead of the original contractor – we weren't told this

We carried out an investigation into repairs in 2017/18 and at that time the most important things for customer satisfaction with repairs were found to be:

- A. Easy to report
- B. Good Quality
- C. Operatives arrive at agreed time
- D. Operatives having to come back (not completed first time)
- E. Not having long to wait between reporting the repair and it being completed

a) Do you agree with this priority list?









b) Do you think that it is in the wrong order/ should include something else?

67% agreed with the priority list as it was.

Suggestions received for changes were:

- Make them all equally important
- Wait time should be higher up / at the top of the list x 2
- Good quality should be at the top x 2
- Communication when a job has not been completed should be included. The tenant shouldn't need to keep chasing.
- The quality of the service received by the call centre should be included
- Updates when the appointment time is changed are really important
- People with disabilities should be prioritised

PANEL VIEWS:

-  It was surprising that the response rate on the text survey for Mears customers was so much lower (20%) than Engie customers. It was not clear whether this was due to the demographics or other factors.
 -  It was agreed that the text survey questions would be more meaningful if they were standardised across both contract partners. This would help with being able to compare data across the two companies.
 -  Up to five questions followed by comments boxes was thought to be an acceptable length for the text survey.
 -  The Tenant Scrutiny members survey suggested that other questions could be asked about tidiness, pleasantness, Call Centre service and time taken to complete the repair.
 -  Panel members also thought that the scoring methods required consistency; with a range of 0 to 10 being most useful.
 -  The panel was surprised by the number of comments received about appointment times not being kept, particularly about the lack of communication to let them know that things had changed. This was also highlighted in the survey of tenant scrutiny panel members. It was felt that further investigation was needed to assess the significance of this issue in terms of customer satisfaction.
-

Recommendations

Response rates

- Investigate the reasons for Mears customers being less likely to respond to the text survey than Engie customers

Text Questions

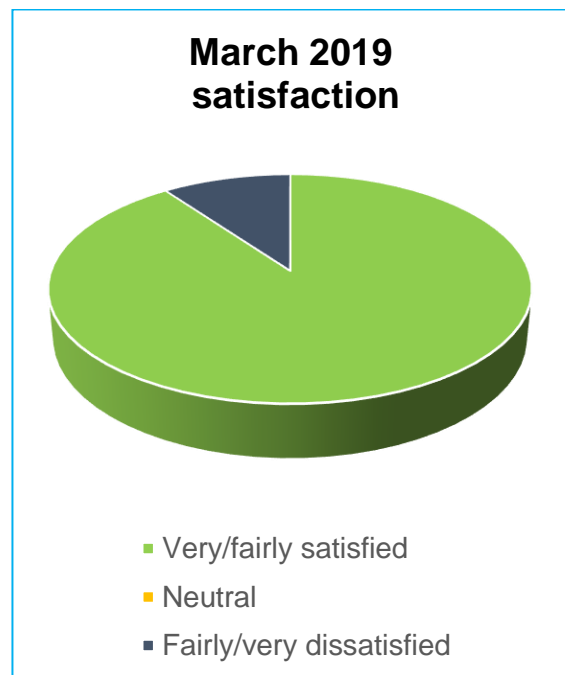
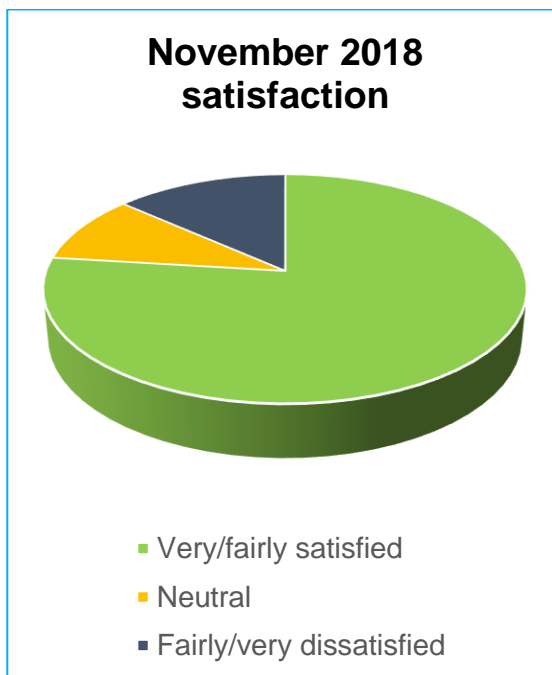
- Standardise the text survey questions and the scoring method used across both contract partners.

Appointments

- Investigate further the significance of the lack of communication around re-arranging or cancelling appointments, and then look to improve the current system.

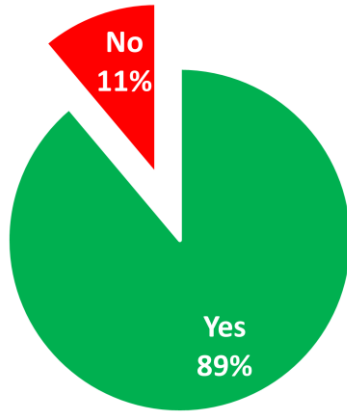
5.2 Mystery Shopping

Previously, the Council has conducted mystery shopping exercises to check with 10 people who have recently used the repairs service provided by Mears. The most recent exercises were completed in November 2018 and March 2019 (another was commenced in June 2019, but was only conducted with two people. It has therefore been excluded from this report).



Survey of tenant scrutiny panel members

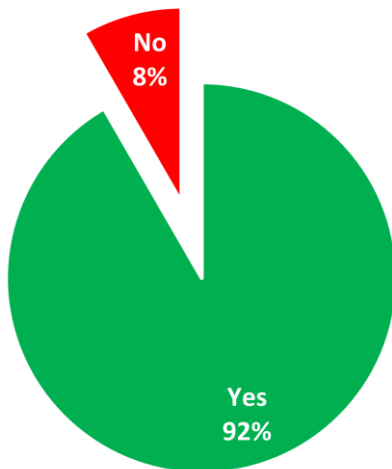
Would you be happy completing a survey when the contractor is at your home?



Comments:

- Would only want to speak to the operative if the service was good – would feel intimidated otherwise
- Tenants should be given the option of how to feed back
- Sometimes don't know how good the repair is till the operative has left
- Less pressure and easier by text
- Would not want to give feedback to operative direct and I don't think many other tenants would either.








Happy for mystery shopping to contact you?



Comments:

- Would need to be quick and simple (20 mins max) x 3
- Need time to be arranged in advance x 2
- Would prefer to be able to ring them at my convenience
- Doorstep interview could be an option

PANEL VIEWS:

-  It is disappointing that Mystery Shopping has not taken place since March 2019, when it provides an opportunity to check with people who may not wish to give direct feedback to the contractor.
-  Panel members felt that it was important to contact the other 60-80% of people who do not complete the text surveys after having a repair carried out at their home. Any future Mystery Shopping should concentrate on this cohort of people.
-  The panel also thought that Mystery Shopping should take place at least quarterly each year and should contact approximately 10 – 20 people each time. This would complement the other methods of receiving customer satisfaction data which are received directly by the contract partners and not from neutral sources i.e. other tenants.
-  The comments from the Tenant Scrutiny members survey around time taken and arranging in advance should be borne in mind
-  The panel were also keen to explore using a range of other methods of receiving feedback, such as resurrecting the handheld device used by operatives previously. This was reinforced by the comments received from the Tenant Scrutiny members survey.
-  It was also felt that some feedback should be requested approximately three weeks after a repair being completed, to assess the quality and longevity of the work and the materials.
-  Do we need to overcome the issue of people not answering the phone to mystery shoppers etc as they don't recognise the number?

Recommendations

Customer satisfaction measurement

- Find additional ways of measuring tenant satisfaction with the repairs service, rather than relying only on the text service.

5.3 Complaints

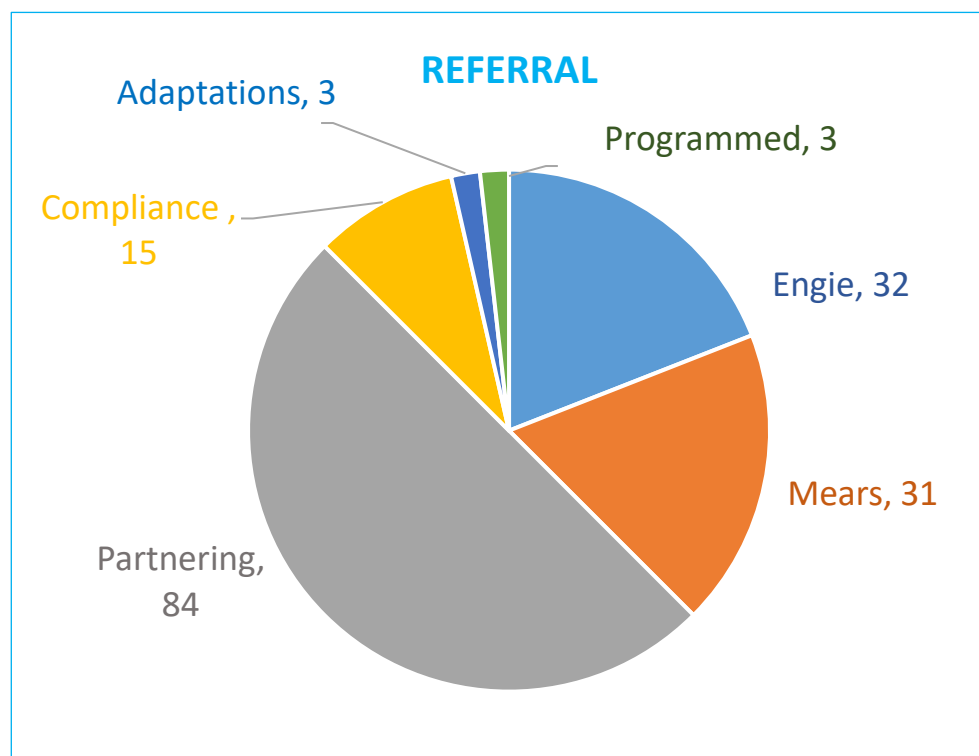
How to complain

There are five ways in which tenants know how to complain about a service currently:

1. Information on how to make a complaint is on the RMBC website,
2. Some people will 'phone the Customer Service Centre and after reporting any shortfall in service, they will be asked if they wish to make a formal complaint,
3. The complainant will 'phone the Contract Partner direct if they know who has completed the work,
4. Others may email the service directly if they have a contact email address, or
5. Complaints can be referred on to the service by Councillors and MPs:

Number of complaints by different sources (April 2020 to March 2021)		
Council	Contract Partner	Councillor/MP *
107	63	33

* Councillor and MP complaints are not counted in the following section as they are reported separately and data was not available to break down the reason for these complaints

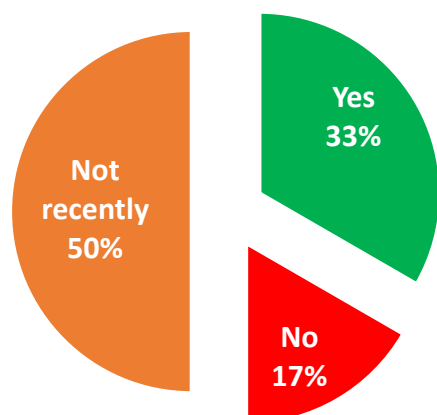


RMBC are endeavouring to be paper-free during repairs visits and do not leave any paperwork behind such as leaflets for customers.

Survey of tenant scrutiny panel members

**Have you ever experienced problems with getting a repair done to your home?
What caused the problem?**

Experienced repair problems?

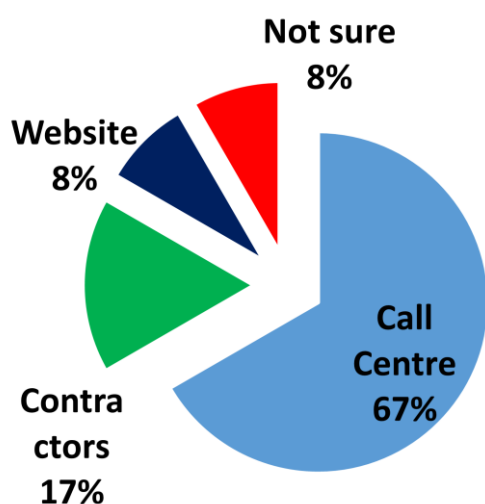


Comments:

- Call Centre rings for ages
- Call Centre didn't understand the importance
- Online service said it wouldn't be fixed for a month – had to raise as an emergency
- Operatives didn't turn up
- Someone locked in bathroom - weren't going to treat this as an emergency
- Had to wait three weeks for my toilet to be repaired
- Need a timeframe for jobs to be completed once they have been started
- Had to chase a job for them to complete it when waiting for parts x 2
- Made to feel like a second-class citizen previously

If you were going to complain about a repair, who would you contact?






Who would you contact?



Comments:

- Call Centre wait is too long and staff can be surly/ rude x 3
- Need to know clear process of what happens to my complaint

PANEL VIEWS:

-  The panel was disappointed that no information is handed out to tenants on completion of work on what they should do if they have any concerns or wish to make a complaint about the repair. The panel agreed that leaving a card saying *'Your repair is now completed; Hope it's to your satisfaction, but if you wish to complain please contact.....'* would be useful for RMBC customers.
-  It was agreed that if RMBC was not keen on introducing a leaflet or card on how to raise a concern/make a complaint, this could perhaps be done by text message instead. Alternatively it could be added to the message on the handheld device message if re-introduced.
-  The panel felt that the information on *'how to complain'* only being available on the website restricted many people who are not comfortable with using the internet, have disabilities preventing them from reading from a screen, or people who do not have access to the internet/ suitable device.
-  It was also thought that many people are reluctant to use the telephone to complain when waiting times are generally long.
-  It was interesting to see how many people complained directly to the contractor (38%) even though they did not have their contact details.

Recommendations

Complaints processes

- Provide some further clarity to tenants about how to complain about a repair.

Arrangement with Contract Partner

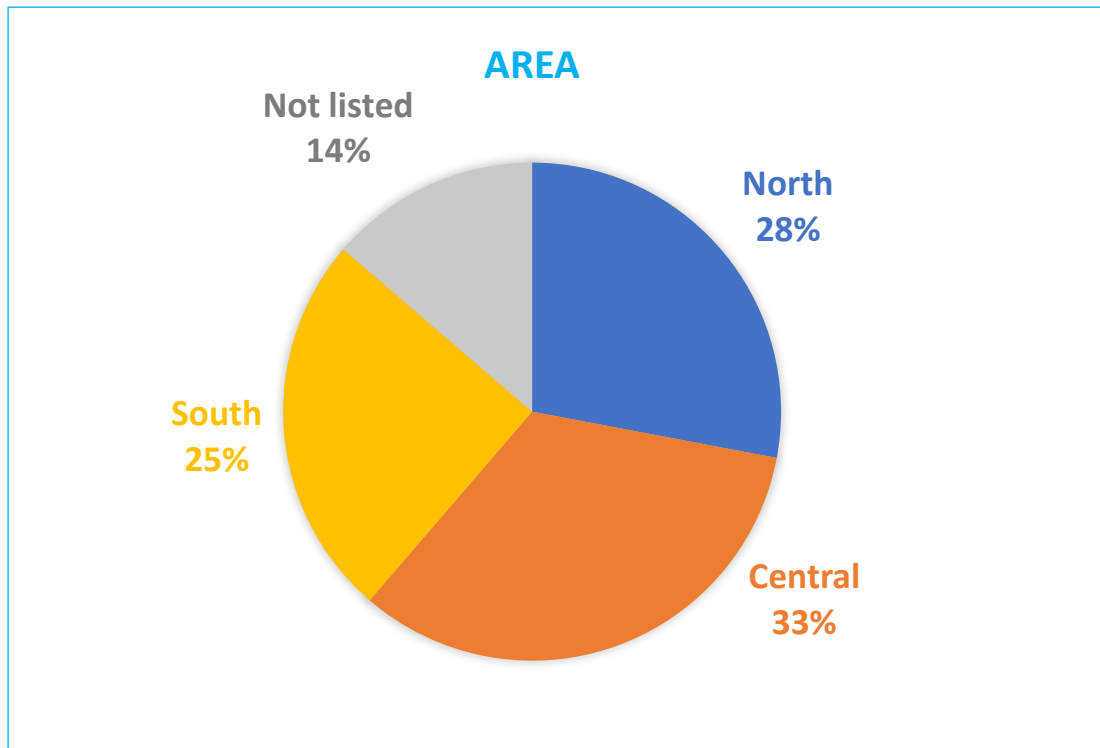
The Repairs and Maintenance contract states:

'If a customer complains directly to the Service Provider, they will be answered in full by a nominated Officer who must investigate and respond in accordance with the Client's Service Standards and Complaints Policy and timelines. It is imperative that the Service Provider holds this at the heart of their service. The Service Provider must make the Client aware of any complaints received directly to them, to be transparent and help improve the service.'

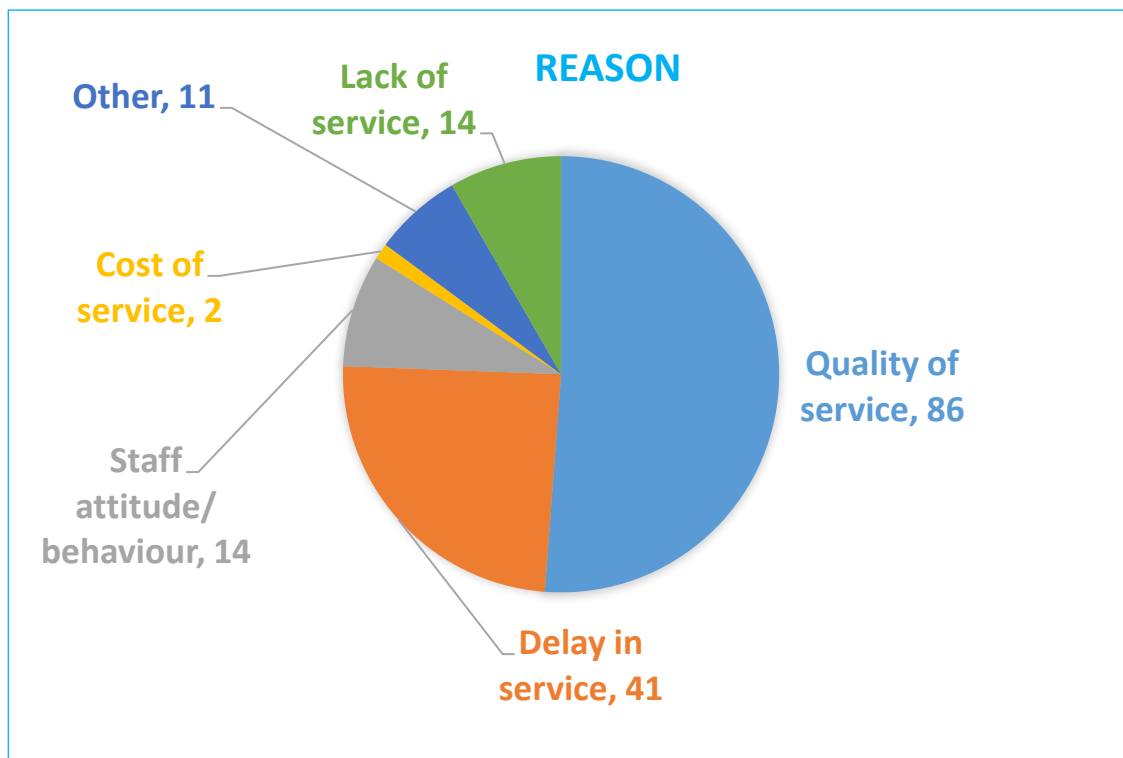
However, no audits are carried out on the number of complaints received by contractors and whether these have all been reported through to RMBC.

Number of Complaints

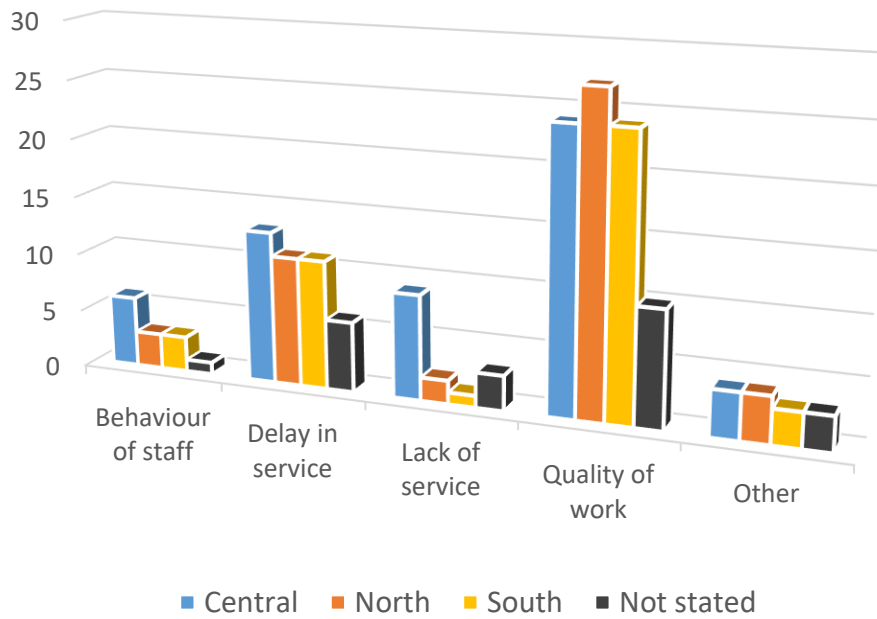
The total number of complaints received by the Council and Contract Partners between April 2020 and March 2021 about repairs and maintenance was 168.



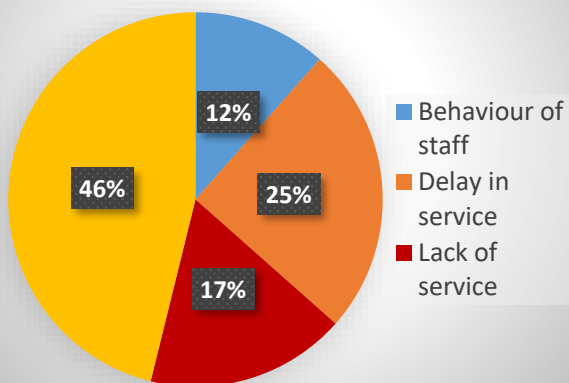
Type of Complaints



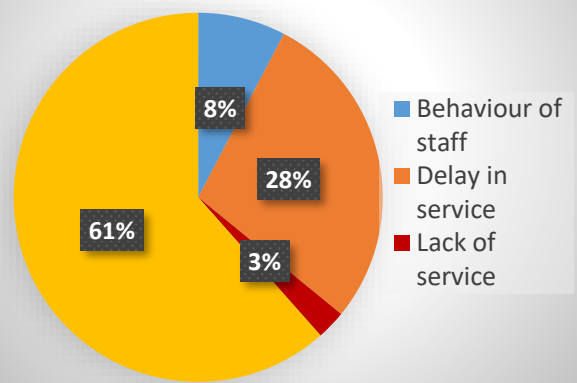
Type of Complaint by area



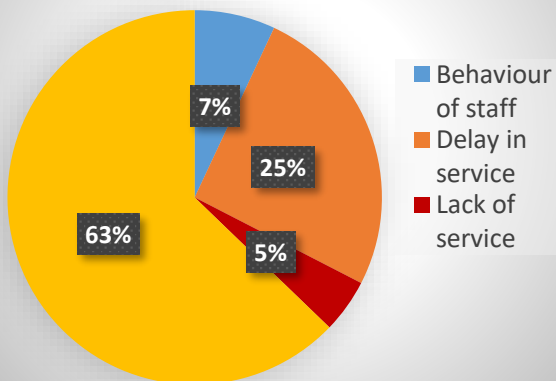
Central (55 complaints)



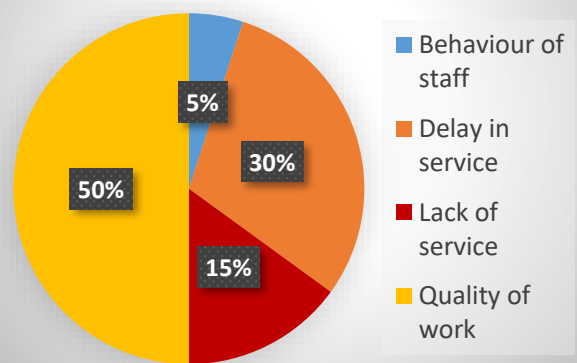
South (42 complaints)



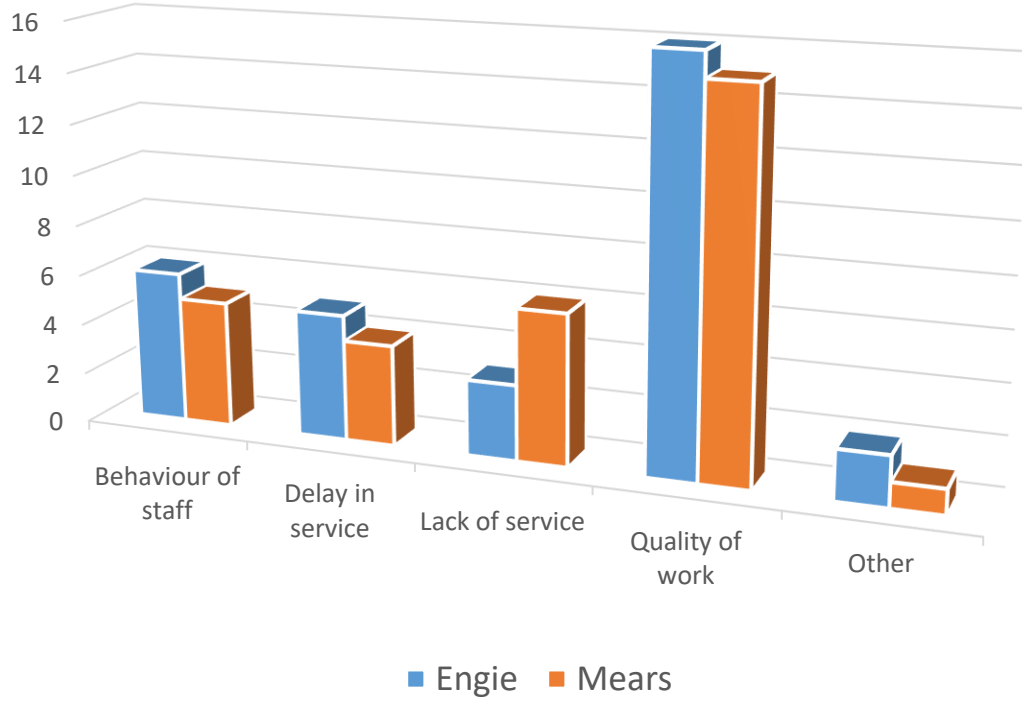
North (47 complaints)



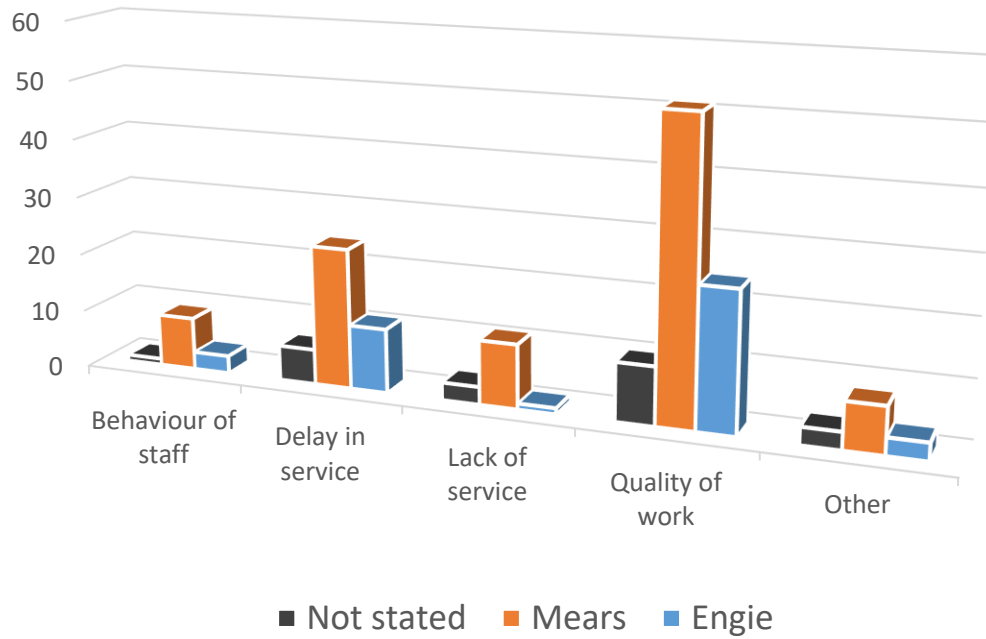
Area not stated (24 complaints)

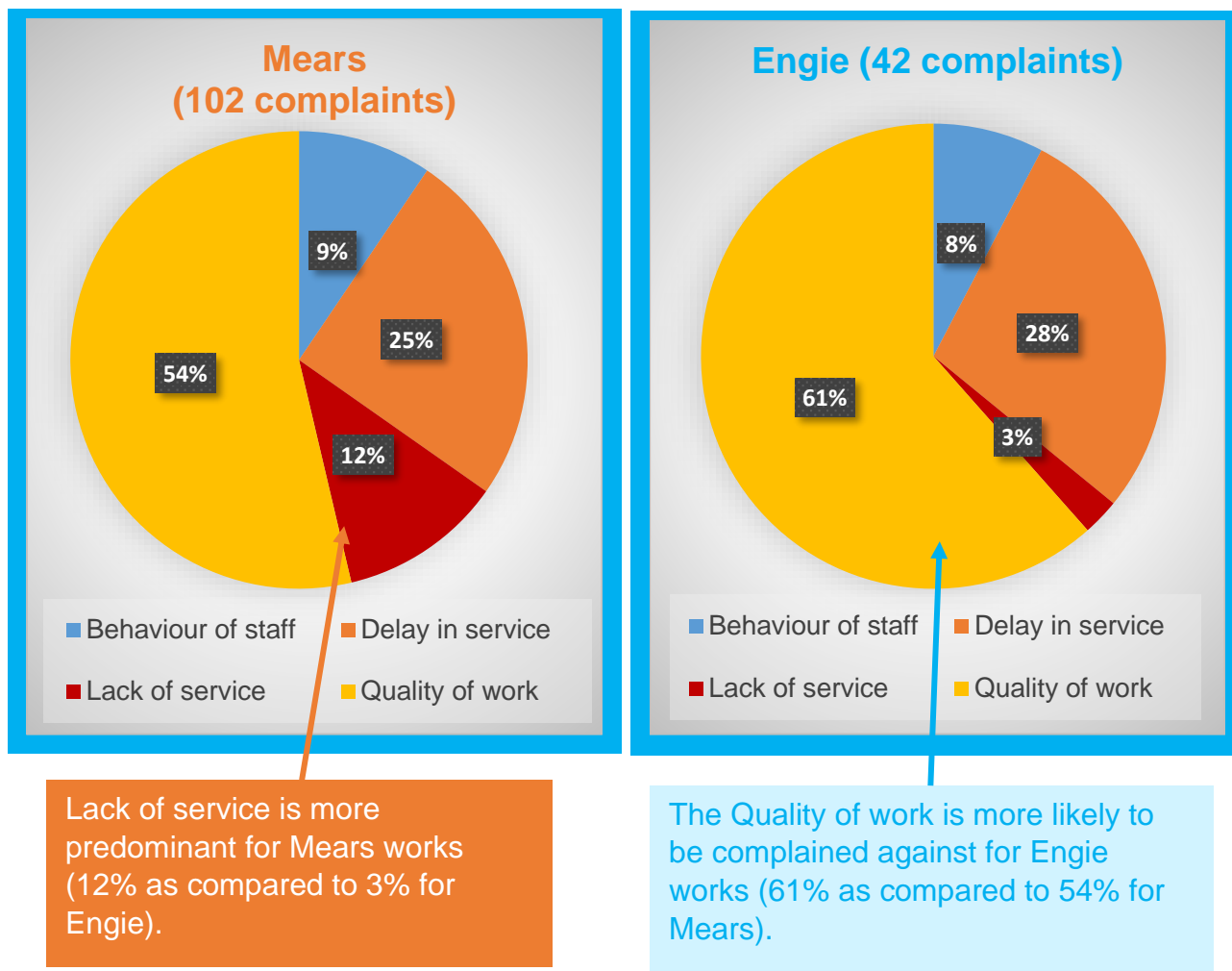


Type of Complaint *received* directly by contractor (number)



**Type of Complaint by contractor
(total number of *all* complaints)**



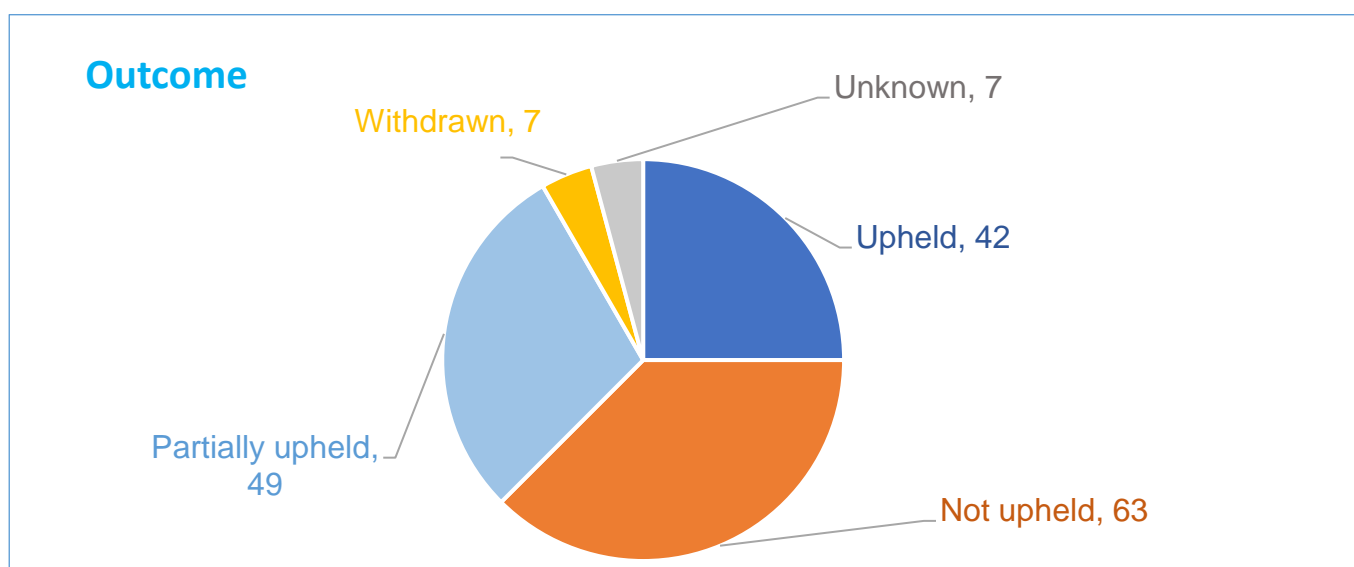


Outcome of Complaints

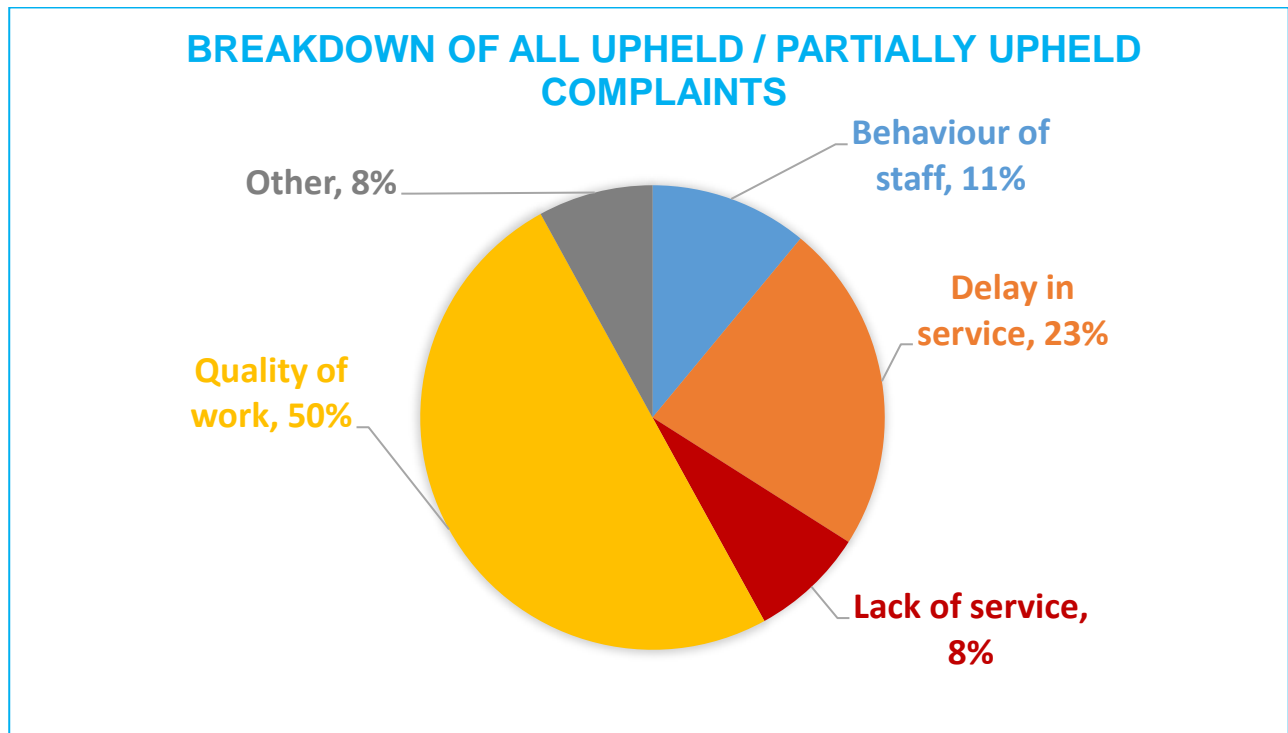
Once each complaint has been investigated, it is decided whether it is justified and is classed as:

- Upheld
- Partially upheld
- Not upheld

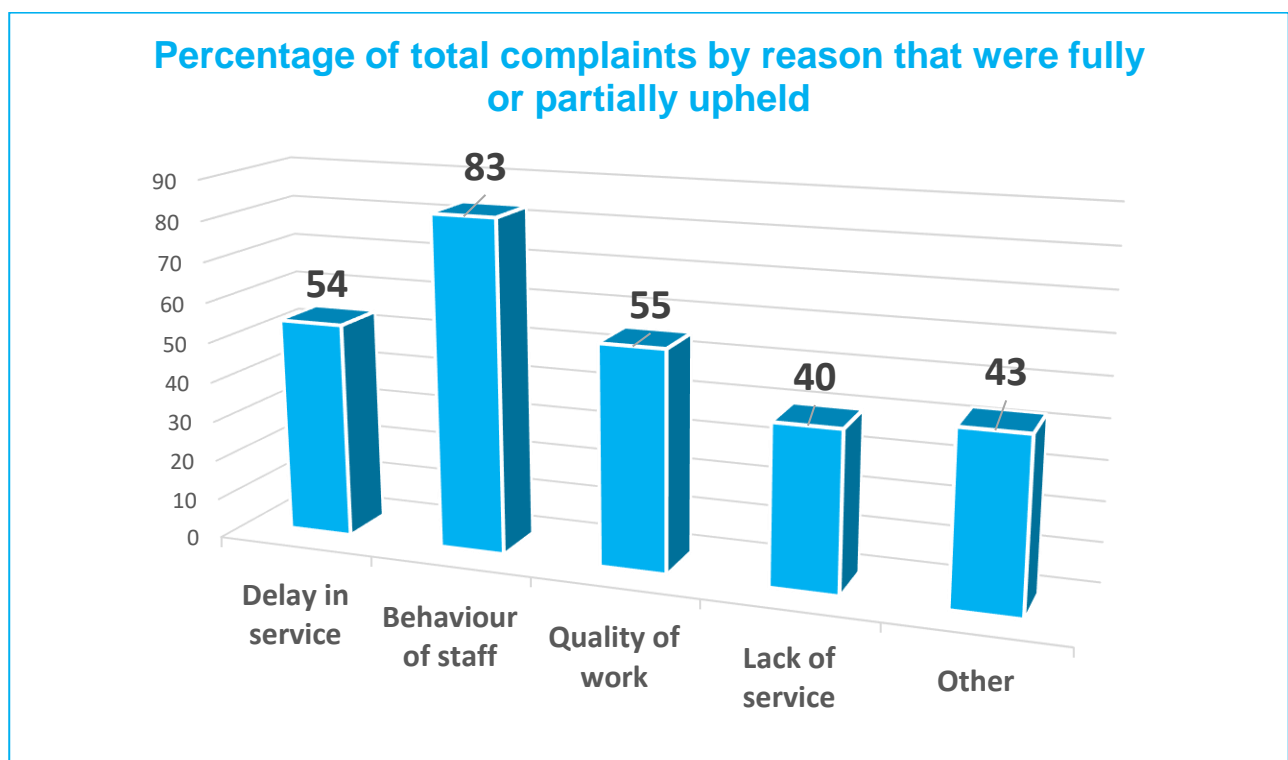
In some situations, the complaint may also be withdrawn by the tenant.



Between April 2020 and March 2021, 91 (54%) of the 168 complaints were either upheld or partially upheld.



The majority (50%) of upheld complaints concerned the 'Quality of Work' carried out. However, when compared to the quantity of complaints made in each category, the highest percentage (83%) of upheld complaints related to the 'Behaviour of Staff':



- Told would have to wait 2.5 weeks for hot water and heating to be reinstated
- Not kept informed of likely delay due to asbestos
- Delay repairing stairlift left the tenant stranded upstairs



Delays

- Appointment changed – wrong date given in letter
- Didn't phone when they said they would
- Operatives attended earlier than arranged
- Time brought forward without notifying tenant
- Attendance unannounced



Appointments

EXAMPLES OF UPHELD COMPLAINTS

- Workmen didn't turn up to complete the repair
- Failure to attend on two appointments to repair heating/ hot water
- Twice missed appointment with no contact



Lack of Service

- Spoken to in a rude manner when on phone reporting damage
- Nails and packaging left on site after works
- Litter dropped in neighbour's garden
- Failure to wear mask and shoe defenders
- Damage to carpets






Behaviour of Staff

- Work to guttering left tenant with no TV reception
- New step is wobbly
- Loss of frozen/ chilled foods following electrical works
- Damage to wallpaper while replacing cistern
- Door doesn't fit
- Scaffolding erected in wrong place leading to a delay in starting the work
- Repeated failure to fix leak causing ceiling to collapse



Quality

PANEL VIEWS:

-  The panel agreed that many of the 'quality' issue raised by customers concerning their repairs were referring to the work not being 'right first time'. They were surprised that this is not included as a separate category for complaints, although appreciated that this is a separate KPI that is measured through other means.
 -  Panel members would like to see 'right first time' included in feedback for customer satisfaction. This could perhaps be obtained through a mystery shopping exercise approximately three weeks after completion of the repair.
 -  There was some concern that the largest number of upheld/ partially upheld complaints related to staff behaviour. The panel was keen for this to be explored further and to check whether the staff they were unhappy with were contractor staff or RMBC staff e.g. call centre staff. This needs deeper investigation and analysis. There is a need to focus on reducing the number of complaints about staff behaviours.
-

Recommendations

'Right First Time' measurement

- To expand on the ways in which 'Right First Time' is measured.

Staff behaviours

- Further investigate the incidence of complaints about staff behaviours and provide a strategy and tools to reduce the number of complaints received.

5.4 Learning from Feedback

Data from complaints and from customer surveys are forwarded to the contract managers for RMBC. They will then consider the responses and follow-up as necessary or contact the tenant directly for further exploration. Any lessons to be learned are noted and shared if thought appropriate, but this is not on a structured basis.

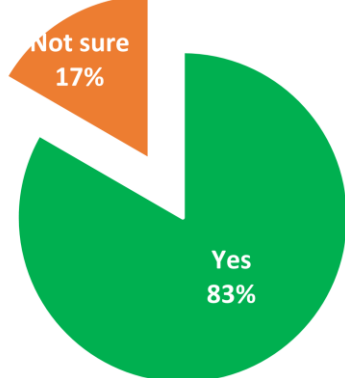
There is a Core Group that meets to discuss the whole of the Repairs and Maintenance service on a monthly basis. Any risks, operational issues, safeguarding concerns etc. are discussed at the Core Group. There are also Sub-groups feeding into the Core group, but none of this specifically leads on customer satisfaction.

Survey of tenant scrutiny panel members

Rotherham Council are expecting 89% of tenants to be satisfied or very satisfied with their repairs in 2021/2022. By 2024/25 they would like satisfaction to have increased to 92%

Do you think this is a reasonable target?

Satisfaction target reasonable?

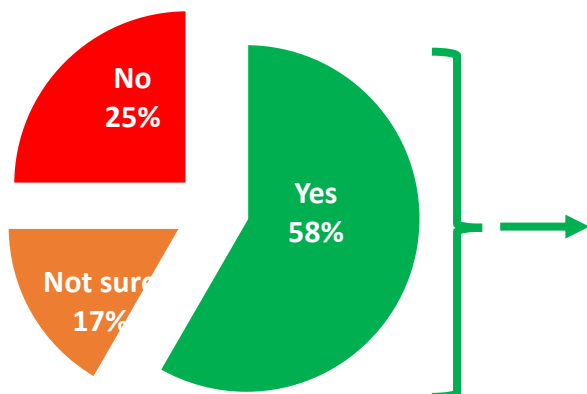


Comments:

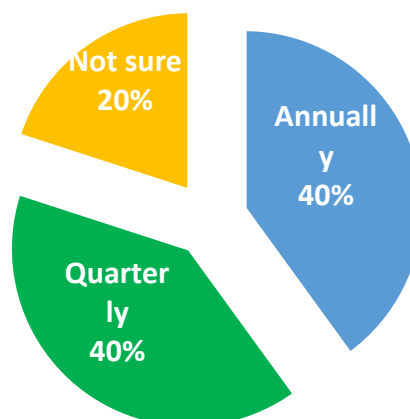
- 100% would be better but might not be achievable x 3
- Anything above 90% is good
- Ongoing improvements by the contractors is good. They are heading in the right direction to achieve this
- High targets will improve contractor services

Would you like to receive regular updates on how the repairs service is performing?
If yes, how would you like to receive this e.g. newsletters, annual reports, leaflets?




Want to receive updates?



How often?



PANEL VIEWS:

-  It came to light that there is no working group that considers the feedback coming from any complaints and survey information relating to the Repairs and Maintenance service which could discuss how to improve tenant satisfaction.
 -  The panel was of the view that, to focus on tenant satisfaction with the service, a group consisting of representatives of the Council, Rotherham Federation and contact partners would be useful. This group could report to the Core Group (Council Assistant Directors, Rotherham Federation Chief Officer and senior managers for the contract partners)
 -  Panel members felt that it would be useful to share the learning from customers concerning the service and publicise the actions taken by the Council. This would lead to more confidence in the Council's Repairs and Maintenance service amongst tenants. The survey suggested that this should be done either quarterly or annually.
-

Recommendations

Customer satisfaction sub-group

- 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.

Publicity about the learning

- Publicise the learning from tenants about improving the repairs and maintenance service.

6. Recommendations

Recommendations (in order of priority):

Priority ranking	Recommendation	Page Number
A	Appointments Investigate further the significance of the lack of communication around re-arranging or cancelling appointments, and then look to improve the current system.	15
B	Complaints processes Provide some further clarity to tenants about how to complain about a repair.	21
C	Customer satisfaction measurement Find additional ways of measuring tenant satisfaction with the repairs service, rather than relying only on the text service.	18
D	'Right First Time' measurement To expand on the ways in which 'Right First Time' is measured.	28
E	Text Questions Standardise the text survey questions and the scoring method used across both contract partners.	15
F	Response rates Investigate the reasons for Mears customers being less likely to respond to the text survey than Engie customers.	15
G	Customer satisfaction sub-group 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.	31
H	Publicity about the learning Publicise the learning from tenants about improving the repairs and maintenance service.	31
I	Staff behaviours Further investigate the incidence of complaints about staff behaviours and provide a strategy and tools to reduce the number of complaints received.	28

7. Appendices

A – Survey questions for Tenant Scrutiny panel members

The Rotherham Federation Tenant Scrutiny panel is currently undertaking a short investigation into how tenant satisfaction is measured for repairs carried out by the Council's contractors – Engie and Mears.

As some members of the Tenant Scrutiny panel are struggling to join the online meetings, we wondered if you would be happy to share your views by completing the following questions and returning this to the Rotherham Federation offices.

It would be appreciated if you could return this before **2 May 2021**

1. We carried out an investigation into repairs in 2017/18 and at that time the most important things for customer satisfaction with repairs were found to be:

- A. Easy to report
- B. Good Quality
- C. Operatives arrive at agreed time
- D. Operatives having to come back (not completed first time)
- E. Not having long to wait between reporting the repair and it being completed

Do you agree with this priority list?

Do you think that it is in the wrong order/ should include something else?

Answer/ Comments:

2. Tenant satisfaction with repairs is being tested by the contractor sending a text out following completion of a repair. The wording for each contractor differs slightly:

Mears ask three questions:

- ? Overall, I was satisfied with the service I received from Mears (scale of 1 to 10);
- ? Mears made it easy to handle my issue (score 1-10), and
- ? Overall, how satisfied are you with the repairs service you received on this occasion?

Engie ask two questions:

- ? On a scale of 1 (very dissatisfied) and 5 (very satisfied): Overall how satisfied are you with the repairs service you received on this occasion?
- ? What comments would you like to make in relation to your previous response?

Do you think that these questions are suitable? Do you prefer the Mears or Engie questions?

Answer/ Comments:

If you had just had a repair completed, would you be happy to answer these questions by text service? Would you prefer another method e.g. written survey or completing a survey while the contractor is there?

Answer/ Comments:

3. If you didn't respond to a survey about the repair you'd had done, how would you feel if someone else such as a mystery shopper got in touch with you to ask questions about satisfaction with the repair?

Answer/ Comments:

4. Have you ever experienced problems with getting a repair done to your home? What caused the problem? How long ago was the repair completed?

Answer/ Comments:

5. If you were going to complain about a repair, who would you contact?

Answer/ Comments:

6. Would you like to receive regular updates on how the repairs service is performing?
If yes, how would you like to receive this e.g. newsletters, annual reports, leaflets?

Answer/ Comments:

7. Rotherham Council are expecting 89% of tenants to be satisfied or very satisfied with their repairs in 2021/2022. By 2024/25 they would like satisfaction to have increased to 92%

Do you think this is a reasonable target?

Answer/ Comments:

Thank you for your time – all information will be useful for the investigation and for making recommendations to the Council repairs teams on how tenant satisfaction can be improved.

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