

Customer Panel Scrutiny Report

The Customer Experience Through the Planned Maintenance Process

Report compiled by: Cairn Customer Panel
Date of issue:
Date of review:



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1. Introduction

1.1 What are the benefits of scrutiny?

Tenant scrutiny gives the following benefits:

- Continuous monitoring of performance allows the customer and association to improve the services customers receive
- Customers have the opportunity to take part in monitoring the organisation and influencing how services are carried out
- Customers can offer a valuable perspective on the actual experience of customers which can help shape and improve Cairn's services

Tenant scrutiny can bring benefits for all, including:

- Customers – it improves services
- Cairn – it identifies underperforming areas
- Regulator – it demonstrates compliance with regulatory standards
- Partners and stakeholders – it illustrates the benefits of partnership working and continued improvement

1.2 Selecting a service for scrutiny

This topic was selected by the Customer Panel because it was a service area which they felt could benefit from scrutiny.

The Customer Panel members involved in this scrutiny project were:

Dawn Beaton
Anne Arnott
Eddie Phillips
Alison Harvey
Deborah Docherty
David Johnstone



2. Scope of the Review

This review looks at the customer experience through the planned maintenance programme. This includes communications received by tenants, such as letters, meetings and face to face contact. The panel looked at these aspects at various points through a number of selected projects, and spoke to a number of tenants about their experiences.



3. Scrutiny Process

The panel scrutinised communications received by tenants, such as letters, meetings and face to face contact. They looked at these aspects at various points through a number of selected projects, and spoke to a number of tenants about their experiences.

The following methods were used:

- Meetings with staff in the planned maintenance team
- Reviewing various letters and communications which went to tenants
- Visits to sites and speaking to tenants
 - Devlin Court, Stirling - Bathrooms
 - Abbotsford Court, Galashiels - Kitchens
 - Abbotsford Court, Galashiels - Boiler replacement
 - Wade Road, Inverness – bathroom replacements
 - Townhead – bathroom refurbishment
 - Stuart Court / Stuart Square, Edinburgh – kitchens
 - Stuart Square, Edinburgh – kitchens and heating replacement
 - Falconer Court, Inverness – window replacements
- A focus group at Abbotsford Court, where a panel member and a member of Cairn staff sat at a number of tables, and spoke in detail to a small number of tenants



4. Customer Panel's Statement

The Customer Panel undertook this Planned Maintenance review with an ambitious plan to consult multiply sources and staff as a preliminary stage of the process. Unfortunately, work and life intervened and the volume and level of input was compromised. So this report is issued with one qualification; it is the best that could be done, given the above circumstances.

The Panel feel that although some aspects of this project could have run a little smoother, the recommendations they are putting forward to Cairn are valuable. If they are accepted and worked on, they could have a real impact on the process tenants go through when getting planned improvement works on their property.

There was praise for the professionalism of Cairn and Keepmoat staff, but many of the recommendations could be summarised as a need for Cairn to be clearer with what tenants can expect from planned maintenance projects, both in terms of specification and how the work will be carried out.



5. Findings, Recommendations and Actions

It is worth mentioning that as well as findings which lead to recommendations for improvements, the panel also noted positives (particularly during speaking to tenants at Abbotsford Court in the focus group):

- High praise for Keepmoat
- Afternoon tea was well received
- Problems during initial installation and follow up were dealt with quickly
- During initial consultation, recommendation from a tenant (tiles to splashback) acted on by Heather Drummond
- Keepmoat's letters to tenants well laid out and concise with all necessary information
- 8 week, 2 week letters sent on time, workers diligent and working hard, helpful with any problems, suggestions taken on board by HD and etc. No delays, quick and tidy, no slacking, good lads, polite
- Any queries/problems at installation were passed on by court co-ordinator
- Court co-ordinator (at Stuart court) went above and beyond normal duties to help tenants while kitchens were being installed

Finding	No.	Customer Panel Recommendation	Executive Team Action	Implementation Date
Tenants are unclear about what their options are, and what's included in a bathroom or kitchen refurbishment	1	Cairn should produce a leaflet about kitchens and bathrooms to explain to tenants what their options are, and what the project will and won't include (e.g. extractor fans, etc). This leaflet should also explain about the possibility of delays due to unforeseen issues, to	Officer led group will revisit kitchen/bathroom specifications and produce leaflet indicating minimum works expected and indicate what options may or may not be possible. Leaflet will highlight how unforeseen issues can affect timescales and how we will keep tenants informed.	End of Sep 2017

		manage tenant's expectations		
The Panel felt that sometimes tenants with extra needs are treated the same as all other tenants	2	Planned maintenance team should hold a list of tenants with extra needs (such as vulnerability, disability, extra support needed) and they should be visited before the start of a project (may need to get permission from tenant to share information in terms of data protection)	Improved tenant profiles are contained within the CXM and planned team access this information and verify issues with Tenancy Services colleagues at Pre Meeting stage. This will be added into the planned investment project procedure. In reality, every house is visited planned staff at survey stage and assessments of tenants' needs are made at that point.	End of June 2017
At Galashiels there were complaints of noise and equipment/pipes lying around which was hazardous	3	Cairn to ensure that contractors adhere to health and safety guidelines and there are no trip hazards etc while work is taking place	Cairn staff not able to be on site every day, so H&S guidelines are reinforced at pre start meetings and via consultants, where used. In court environments, court co-ordinators are encouraged to challenge contractors on any issues of concern and to report back to Planned Investment Officer.	At every contract start meeting.
The Panel spoke to one tenant who had waited 18 years for a kitchen – had been	4	Cairn to ensure that tenants are not made promises about	Regular budget changes have taught Planned Investment staff not inform tenants of work	To be re-inforced at bi-monthly

told when moved in that it would be 'this year'		maintenance works until they are 100% definite and planned	to be done until absolutely definite, usually 8 weeks before. Work to be done to re-inforce this with tenancy colleagues and court co-ordinators to avoid raising expectations.	project update meetings with tenancy colleagues.
Court Co-ordinator mentioned that a lot of work is required to bring flats up to standard. She is not now receiving a copy of the planned maintenance programme – she did previously	5	Cairn to ensure plans are shared with Court Co-ordinators at earliest possible time when plans are confirmed	This is often what led to tenants' expectations being dashed and given uncertainty on budgets, court co-ordinators will be informed of definite works at the earliest opportunity	To be relayed to co-ordinators by TOs/Mgrs following project update meetings with tenancy colleagues.
No minutes of consultation meeting with Cairn	6	Cairn to produce a note from each meeting. This will be displayed on the noticeboard in the court, and tenants will be informed that this will happen when they receive the invite letter.	Issuing bullet point notes of tenancy consultation meetings started happening during the panel's review and are continuing.	Complete
Two wet rooms denied due to being categorised as 'not essential'. (Being referred to stage 3 adaptations via social services).	7	Cairn to ensure that tenants are aware of the Medical Adaptations leaflet, which tells them how to access the	Our medical adaptations leaflet will appear within a link on our website and tenants' attention to this will be brought via our newsletter.	End of Aug 2017

		help they may need to make changes to their home		
Delay to the start as asbestos had been found in 4 flats once project started, despite the fact that a pre-work survey had been done. This meant that those four flats had to be left to the end.	8	Cairn to ensure any delay is communicated to affected tenants, with an explanation of why the issue wasn't known about, and timescales.	Any delay that will be significant to a tenant will be explained to tenants, with regular updates to be provided. To be reinforced at pre start meetings.	At every contract start meeting.
The panel found that at one location, downstairs and upstairs sinks were a poor design – the flow from the taps is too harsh and spills over the sinks.	9	Cairn to liaise with contractor on further bathroom projects to ensure this doesn't happen again	Issue was accepted, learnt from and resulted in a changed specification.	Complete
<p>The Customer Panel found a few examples of letters not being up to standard:</p> <ul style="list-style-type: none"> - Language in letters is very formal and does not manage tenants' expectations - Initial Keepmoat letter, providing a date and time for attending premises, did not have a date on it. - Tenant rang to advise would not be available and received a follow 	10	<p>Cairn to review letters to ensure they are of a consistently good quality and use the right tone</p> <p>Should all letters come from Cairn rather than from contractors?</p> <p>Cairn to ensure letters are sent to the main contact, who may not be the tenant (i.e.</p>	<p>Agreed – Template letters to be reviewed in-house by focus group, to help determination clarity of information being provided.</p> <p>No. We do not have the admin capacity for this and in larger contracts, contractors have Tenant Liaison Officers who are better placed to inform tenants, rather than Cairn being “a postbox”.</p>	By end of July 2017

<p>–up letter, ignoring any contact by the tenant and underlined/in black wording which was not appropriate in those circumstances.</p> <ul style="list-style-type: none"> - Initial letter, sent by Cairn to tenants, was obviously printed when the printer ink was low. Although readable at a struggle, this is not the quality expected by Tenants. - Though pre-work letters were sent out, not all tenants received every letter. Some received first, some not, others received second and not others. Consistency by cairn and contractors required - 		<p>when a relative has power of attorney and has asked to be contacted)</p>	<p>Whilst Tenancy Services have obtained improved customer information and this is held in the CXM, this needs to be replicated in Openhousing and designated reports available to Investment staff. This will be raised with BI Team.</p>	<p>By End of June 2017</p>
<p>The Panel identified some instances where the communications they received did not provide enough information:</p> <ul style="list-style-type: none"> - Tenants unclear about whether they need to cover their own furnishings etc with dustsheets or whether the contractor will do this 	<p>11</p>	<p>Cairn to review communications to ensure:</p> <ul style="list-style-type: none"> - Tenants know what will happen during the planned maintenance 	<p>The leaflet to be produced on Kitchens/Bathrooms shall include some basic information on what to expect during the process. More detailed information will be given during consultation/survey meetings by Planned Investment officer</p>	<p>End of August 2017</p>

<ul style="list-style-type: none"> - Tenants did not know that they wouldn't have a kitchen (i.e. cooking facilities) for 24 hours - At Falconer Court in Inverness, tenants were told they would be getting new windows and measurements were taken. There was then a very long delay before they were told that the project was delayed and they wouldn't get windows until Spring 2017 - Upstairs bathrooms needed shower pumps (was this known before project start?) - Cairn to communicate any delays or changes with tenants - The Panel identified an instance where a tenant had just moved in and then 3 weeks later had to clear out kitchen - After starting first kitchen, found out that electrics needed doing in flats. Why was this not known? - project took longer as a result. - Some residents had expected corner basin due to bathroom layout but got normal basins 		<p>process – and what they need to do</p> <ul style="list-style-type: none"> - Tenants are kept up to date with any changes in scheduling, and explanations are given for delays - New tenants are told about any planned maintenance which is due to take place 	<p>(PIO) or contractor's Tenant Liaison Officer (TLO).</p> <p>Tenants to be informed of scheduling changes or reasons for any significant delays, by PIO or TLO, will be incorporated into Planned Project procedures. .</p> <p>Given that budget changes do occur we are reluctant to give tenants less than 8 weeks' notice. If a new tenant is being signed up and works are known, then we will expect tenancy colleagues to inform the incoming tenant</p>	<p>End of June 2017</p> <p>Will reinforce at update meetings with tenancy by end of June 2017.</p>
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6. Next Steps

Item	Timescale
Report issued to John Davidson and the Senior Management	24 th Feb
Report to be discussed at Senior Management Team meeting.	TBC
Chief Executive to issue draft response and action plan to Customer Panel, via C&E Team.	TBC
Customer Panel given an opportunity to review and comment on Cairn's response to the report.	TBC
Communicate report and action plan to staff and tenants:- <ul style="list-style-type: none"> • Staff newsletter • Cairn Focus • Website and social media 	TBC
Evaluation and review of the action plan outcomes.	TBC