Scrutiny Group review findings - Repairs Transformation Project

March 2024

Summary

During March the tenant-led Scrutiny Group conducted a review of the customer benefits of the Repairs Transformation Project. This report details how the review was conducted, its findings and its recommendations.

The Review

In completing this review, the Scrutiny Group carried out the following activities:

- Review the expected customer benefits.
- Review the customer satisfaction data and comments from customers.
- Reality checking:
  - Check the wording for text messages to customers – is this clear, helpful and in the right tone?
  - Testing the Repairs Ordering App is back up and running.
  - Listen to repairs calls in Customer Hub.
  - See how planners work.
  - Go out 'on the vans' with an operative visiting customers.
- Interview the lead manager – Mel Sorley.

HOW

- **Customer Hub**

  Two Scrutiny members shadowed colleagues in the Customer hub for an hour.
  They listened to repairs calls and noted their observations.

- **Planners**

  Two Scrutiny members shadowed Repairs Work Planners and noted the role and actions taken.

- **Operatives**

  Two Scrutiny members shadowed Repairs Operatives. They travelled in their van to repair appointments and spoke to customers about the repair experience.

- **Desktop Review**

  Two Scrutiny members assessed transactional satisfaction and repairs performance data to understand if WCHG are achieving their targets.

Members sought to answer the following questions:

- What are the customer benefits that were expected from the Repairs Transformation Project?

- What evidence is there that these benefits have been achieved?

What?

Findings

Q1:What are the customer benefits that were expected from the repairs & maintenance transformation project?

The expected benefits are:

- Improved customer experience of the repairs service.

- More appointment choice to suit customer needs.

- More repairs completed on the first visit.

- Increased customer communication.

- A full understanding of the 'journey' of a repair.

- Clear completion targets for responsive repairs based on risk to people or property.

What?

Q2:What evidence is there that these benefits have been achieved?

Improved customer experience of the repairs service:

Findings:

- Customer Hub, Work Planners and Repairs Technicians are customer focused, pleasant and compassionate.

- Transactional customer satisfaction has increased by 4.5% on average since the Repairs Project began. 92.% of customers are now satisfied or very satisfied with their repair.

Areas for improvement:

- Customers feel they get a better service when reporting repairs during office hours, than out of hours – a review of the out of hours service is not in scope for the Repairs Project, however this will be fed into the relevant team for performance management of the out of hours contract.

- Some evidence of an external repair being completed without the customers knowledge.

Q2: What evidence is there that these benefits have been achieved?

More appointment choice to suit customer needs:

Findings:

- Customers now have an extra option to choose an appointment slot that avoids school run times, this had increased the options for all customers.

- Customers are now more likely to be available for their appointment. 'no access' instances have reduced by 5.3% since the Repairs Project began.

Areas for improvement:

- Saturday appointments are available for joinery repairs and gas servicing. Other repair types can be booked in Monday to Friday only.

- Some evidence of customers receiving a 'no access' due to their property being difficult to find. 'No access' cards posted through the wrong door.

Q2:What evidence is there that these benefits have been achieved?

<u>More repairs completed on the first visit:</u>

Findings:

- Right first time performance has improved by 5.5% since AccuServ was introduced.

- 89.6% of jobs were completed at the first visit during February 2024.

Areas for improvement:

- Performance on right first time appears to have levelled out in the last few months. The Scrutiny Group would like to continue to monitor this metric.

Q2:What evidence is there that these benefits have been achieved?

Increased customer communication:

Findings:

- Customers with mobile phones now receive a text message when a repairs appointment is booked, appointment reminders at 2 weeks, 3 days and day before (at 10am), plus an 'on way' message when the Operative begins their travel to the property.

- Before the Repairs Project one text message reminder was received at 7pm the day before the appointment.

Areas for improvement:

- Customers without mobile phones do not have access to the same messages.

Q2:What evidence is there that these benefits have been achieved?

A full understanding of the 'journey' of a repair :

Findings:

- Traditional reporting methods before the Repairs Project began meant that two job numbers would sometimes be raised for a repair. For example, an emergency and the follow on work related to the emergency.

- New processes mean that all visits to a repair can be held within the same job number, meaning that a job is only classed as complete in the system when all work elements have been finished.

Areas for improvement:

- None identified.

Q2: What evidence is there that these benefits have been achieved?

Clear completion targets for responsive repairs based on risk to people or property:

Findings:

- Repairs are now given a category when they are reported, each category has a target timescale for completion that can be shared with the customer:
  - Emergency repair – make safe within 24 hours
  - Urgent repair – complete the repair within 5 working days
  - Routine repair – complete the repair within 20 working days
  - Major repair – complete the repair within 40 working days

Areas for improvement:

- None identified

Recommendations

Scrutiny Group recommendations

- Ensure that a calling card is posted through the letter box if an external repair is completed when the customer is not at home.

- Undertake a cost-benefit analysis to consider opportunities for Saturday appointments across more trade types.

- Ensure that Operatives attempt to call the customer before posting a 'no access' card.

- Right first time performance metric to be added to the Scrutiny Group Pack for ongoing monitoring.

- Consider options, as part of the Pulse project, for communication with customers who do not have a mobile phone.

- <u>Emergencies, consideration needed for completing emergencies quicker when considering risk to vulnerable tenant?</u>Security issues quicker 2hrs suggested by SG and dependant on time of day as well

Wythenshawe

Community Housing Group