

## Management Response: Horizon Residents Improvement Group

### Repairs Service Satisfaction Scrutiny Project Interim Report July 2020

APO – Asset Planning Officer
CST – Customer Services Team
AM – Asset Manager
HoH – Head of Housing
CSM – Corporate Services Manager

Findings	Item	Recommendation	Response	Action	Responsible	Implementation Timescale
	1	All Horizon staff and Board members continue to work to improve the delivery of the repairs service to increase tenant satisfaction and reduce complaints received.	Agreed	KPI reporting to board to highlight any lessons learned.  All staff received new complaints training.  New model complaint policy to be presented to Oct Board	CR/MT  All  CSM	Ongoing  Complete  Oct 2020 Board
<b>4: Horizon does not record whether tenants report repairs directly</b>	2	Horizon establishes a system that identifies whether tenants have reported the repair to Horizon, Link or Gas Sure and uses this and follow up information to track the repair	Partially agree - Repairs issued can be identified by the 'created by' category on aareon. Also, all	Analysis to be carried out on dissatisfaction by 'created by' on Q2 KPI Report to identify any	AM/CSM	November 2020

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to Horizon or to Link. However, many of the communication complaints relate to when Link sub - contractors are responsible for work, with whom Horizon does not have a direct working relationship.		journey and satisfaction levels. The aim of this is to assist Horizon identify and evidence any issues or concerns.	Gas Repairs go direct to the contractor.	training issues for repairs diagnostics.	AM	November 2020
			Satisfaction is monitored by main contractor and discussed at the progress meeting	Review targeted satisfaction surveys for LCCC repairs to identify any learning points to share with the Group.	HoH	TBC
			<b>Update 16/09/20</b> following RIG meeting – this refers to the overspill calls going to Link Customer Contact Centre and that they had less knowledge of HHA properties and tenants	Consideration of this to be included as part of the Housing with Heart Strategy.		
<b>6: Some complaints are about the services provided by Gas Sure, particularly around delays in sourcing</b>	<b>3</b>	Horizon instructs Gas Sure or future contractor to increase parts in stock to ensure less delays in getting work done, reduce the level of complaints and increase tenant satisfaction.	Agreed – new contractor KG already has a wide stock base and has excellent links with local merchants throughout our areas which means they can collect locally any	Monitor not right first time jobs with new contractor as part of monthly progress and performance meetings.  Feedback on Gas performance as well as progress for actions from the management response to RIG in approx. 6 mths	APO  AM	Already in place  Feb 2021

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parts for boiler repairs.			part they do not have on the day and return			
	4	Horizon considers advising tenants to report all boiler related repairs direct to Gas Sure or future contractor to improve repair timescales and satisfaction as well as reduction in call handling.	Agreed – option added to call system to direct tenants straight to KG for gas repairs.	Monitor any calls that come to our CST for gas repairs and advise tenant of direct routes to contractor.		Already in place
<b>10: There sometimes seems to be poor information to and from Horizon and contractors.</b>	5	Horizon sets up a clear and robust system for staff to advise what stages of the repairs process has been done, by whom and further action required, by whom and when. This should be a simple system that staff, and managers should be able to access daily to check progress and deal with any issues.	<p>Not sure what this means?</p> <p>Staff can access opti time for LP to see more information on the status of the repair.</p> <p>We have automatic reports that are generated from the system to show repairs due in 7 and 2 days to allow us time to chase these up to make sure they are booked in or complete on time.</p>			

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			<p><b>Update 16/09/20</b> following RIG Meeting – this is in relation to follow up from inspections or works carried out but not completed.</p>	<p>All staff to be reminded and to log all contacts on aareon – both incoming and outgoing calls and emails to allow others to see progress and updated information or actions.</p> <p>Link Property to provide information on protocol around notifying tenants re follow up works required.</p>	HoH	<p>October 2020</p> <p>December 2020</p>
	<b>6</b>	Horizon provides training and support for staff to ensure implementation of the new system (point 5) is successful and addresses issues such as officers not following through with the required steps or tasks.	<p>Agreed once clarity sought on item 5</p> <p>Update 16/09/20 This is in relation to follow up actions as indicated above .</p>	All staff to receive refresher training on how to log incoming and outgoing contacts and adding notes to Aareon.	HoH	December 2020
<b>8: There is an East / West split on types of complaints, with more complaints in the East for</b>	<b>7</b>	Horizon investigates the issues regarding the East / West split regarding types of complaints and puts measures in place to address this.	Agreed – this is done as part of the lesson learned approach to our complaint	Continue to identify issues of dissatisfaction by area and address with staff	AM	Ongoing

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failed action with standard of workmanship in West being higher.						
<b>13: Appointments are missed, with both tenants and contractors at fault.</b>	<b>8</b>	Horizon considers using text or email reminders to tenants for repairs appointments to reduce the number of “no access” calls by operatives.	Agree – satisfaction surveys are now done by text.	Investigate how to send out apt reminders by text. (recognise that this is only available via opti time so not all contractors would be on this)	AM	December 2020
	<b>9</b>	Horizon provides tenant contact details to operatives to allow them to call tenants if they will be late for the appointment, ask to come at an earlier time or cancel.	Agree – this is already part of the protocol so need to ensure that it is adhered to.	Investigate contact information is passed to operatives to allow them to call ahead if running late or early.	AM	November 2020
<b>9: Horizon does not post inspect work carried out.</b>	<b>10</b>	Horizon to consider introducing post repair inspections to assess standard of contractor and operative work and address any issues or concerns.	Agree – Post inspections are part of the PSO remit and our policy however lack of resource means that we do not routinely carry	Review on resources within the AM team to address this	HoH	December 2020

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			out post inspections pro-actively.			
<b>10: There sometimes seems to be poor information to and from Horizon and contractors.</b>	<b>11</b>	Horizon improves communication systems between Tenant / Horizon / Contractor. This could include, use of the Horizon App, text messaging, email as well as telephone and written information.	<p>Agree - although clarity needed from RIG with regards to what additional information tenants would like to see. Confirmation of repair/appt reminders.</p> <p>Aareon 'iAppoint' system being considered to allow tenants to book appointments/repairs directly online.</p> <p><b>Update 16/09/20</b> This is in relation to the preferred method of communications as per the survey carried out by Research Resource</p>	<p>TBC once clarity sought on the additional communication tenants would like to see</p> <p>Agreed that this will form part of our Digital Inclusion Strategy and Action Plan</p>	HoH	
	<b>12</b>	Where repair reports are received via email, Horizon to ensure that the	Agree – email inbox now has an	Procedure to be amended to include email	AM/AMA	December 2020

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		system is set up to provide a return email that repair has been recorded and detail of when repair is issued and will be carried out.	automatic message on acknowledging the email and gives timescales for action.	confirmation of repair issued		
<b>5: In terms of new build repairs, we note that as properties are built via Almond Housing Association. This means that Horizon does not have direct contact or contracts with the developers or their sub - contractors. This has led to issues for tenants and Horizon, with people unaware of or in control of</b>	<b>13</b>	For future new build developments, Horizon to investigate potential to work with an alternative organisation, other than Almond / West Lothian Alliance.	Partially Agree – WLDA is the only option for development in the WL area.	<p>Horizon to give consideration to development/growth through other routes as part of its business planning process.</p> <p>Internal project team to be in place for future WLDA projects to ensure better outcomes.</p>	<p>HoH/CEO</p> <p>HoH</p>	<p>April 2021</p> <p>When required for new development projects with WLDA.</p>

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<b>“defects” timescales and repair responsibilities.</b>						
<b>11: In terms of complaints regarding drainage issues, we note that Horizon does not have a contract with this company, therefore they cannot or do not always deal with issues within Horizon target timescales.</b>	<b>14</b>	In terms of drainage repairs and maintenance, Horizon investigates opportunities to improve this and develop a contract with the company to suit HHA repairs and maintenance timescales.	Agree	Investigate companies that provide drainage repairs in our areas and seek to set in place a framework of support with agreed service level and key performance indicators.	AM	March 2021
	<b>15</b>	Horizon to review contractor agreements with a view to: <ul style="list-style-type: none"> <li>Improving speed of when work is carried out</li> <li>Increase monitoring of repairs and maintenance contracts</li> </ul>	Agree Although ave time to complete is within target and better that Scottish average although we continue	<ul style="list-style-type: none"> <li>Tighten up progress meeting for all main contractors and minute these.</li> <li>Analysis of ‘not right first time’ carried out</li> </ul>	AM	Immediately  December 2020

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		<ul style="list-style-type: none"> <li>Improving “first time fix” figures and satisfaction levels</li> <li>Reduce levels of repeat repairs</li> <li>Assisting Horizon terminate poor performing contractors quickly and effectively</li> </ul>	to seek improvement wherever possible.	<p>and action plan to be put in place.</p> <ul style="list-style-type: none"> <li>New contracts to have clear KPI for meeting a high standard of performance</li> </ul>		As new contracts are issued
	<b>16</b>	Horizon to introduce a new You Said We Did report for tenants to demonstrate how complaints information leads to improved services and how lower satisfaction levels will be or have been addressed and to demonstrate the value of tenant feedback when repairs carried out.	Agree	Create a new regular section within newsletter for feedback focus on service delivery areas (not just repairs).	HoH/AM	Winter 2020 newsletter
<b>Seeking Tenants Views – 1: The RIG understands that not all tenants return the repairs satisfaction cards, which would assist Horizon check what is</b>	<b>17</b>	<p>Horizon to pilot alternative ways to seek tenant satisfaction levels such as:</p> <ul style="list-style-type: none"> <li>Text message questionnaire</li> <li>Telephone calls</li> <li>Survey Monkey (via email)</li> </ul>	Agree - Text survey already in place and returns at a good level (47%).	<p>Telephone Surveys to be carried out if returns to text satisfaction drop below 30%.</p> <p>Continue to focus on digital communications for tenants as part of our Digital Inclusion Action Plan</p>	AM  HoH/MT	As required  March 2021

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working well and what could be improved on a regular basis.						
Seeking Tenants Views – 1: The RIG understands that not all tenants return the repairs satisfaction cards, which would assist Horizon check what is working well and what could be improved on a regular basis.	18	Horizon to continue to seek tenant views via free post card and review this and alternative methods once above pilot completed.	Not required as text feedback now being collected. Although we will review this and provide postal survey when requested	Provide postal satisfaction only when requested	CSM	As required
	19	Horizon ensures staff update tenant contact details and communication preferences (i.e. telephone call, text message, email, or letter) each time contact is made.	Agree – there has been a concentrated effort in this area during lockdown and contact information	Continue to monitor number of tenants with email and preferred method of communication	HoH/MT	On going

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			in particular email and phone has been updated.			