

Performance Advisory Group (PAG)

Monday 7 September 2020

Video Conference Meeting

Main Meeting 6:30pm until 8:00pm

Present:

Aruna Bhatt	(AB)	Vice Chair
Zac Gonis	(ZG)	Member
Elizabeth Fitzgerald	(EF)	Member
Maxwell Doku	(MD)	Member
Angela Shine	(AS)	Member
Norah Fallon	(NF)	Member
Carol Douet	(CD)	Member

Deborah Beckford	(DB)	Customer Engagement Co-Ordinator
Tim Blanc	(TB)	Head of Community Engagement
Laura Davison	(LD)	Head of Customer Experience
Ryan Bolton	(RB)	Head of Repairs and Estates
Camille Yerles	(CY)	Trainee Project Officer

Item	Title	Action
1	Apologies and welcome Apology received from JD. AB to chair the meeting in JD absence TB introduced Camille to the members, she is joining the Community Engagement team and will be supporting DB with admin on the new Resident Board and the team generally. She will also have some CE projects to lead on herself	
2	Minute Approval All agreed the minutes were a true reflection.	Minutes to be published on website
3	Matters Arising	

	No matters arising	
4	<p>Why a new approach to satisfaction surveying?</p> <p>Improving customer satisfaction surveying is a priority customer experience activity which will support our strategic customer experience goals by:</p> <ul style="list-style-type: none"> • Regularly gathering feedback from customers to check that the changes we are progressing are making the customer experience easier and better. For leaseholders this is important as in 20/21 we are changing how we provide services to them including having the Customer Contact team directly assist with a wider range of their enquiries • Improving our understanding of what is most important to customers so that we can support teams to focus on consistently getting these things right • Informing and shaping our ongoing service improvement work <p>Our previous approach to surveying leaseholders was a big postal survey every two years, with the last survey completed in November 2018. The previous approach was not frequent enough and did not capture a lot of insight about recent experience of our services</p> <p>The previous approach limited our capacity to have a responsive approach to resident feedback and a proactive approach to continuous improvement</p> <p>What is the new approach?</p> <p>For 2020/21 Barnet Homes is carrying out two types of satisfaction surveys with leaseholders:</p> <ol style="list-style-type: none"> 1. Transactional surveys each month c. 40 leaseholders who have recently contacted us are surveyed over the phone by our Customer Care Officer about their most recent experience; questions are focussed on aspects of the recent transaction and service/ information provided related to this such as how easy it was to access advice and be assisted 2. Perception surveys each quarter 129 leaseholders (selected randomly) are contacted by an independent company, TLF, to complete a short questionnaire with them over the phone; questions are focussed on how leaseholders view/ perceive/ feel about Barnet Homes in a number of areas including overall service provided 	

	<ul style="list-style-type: none"> • These surveys have replaced the biennial postal/ phone surveys. These sampling sizes will allow us to benchmark with others at the end of the year • A sample of tenants are also being contacted by TLF to complete perception surveys and TLF will also start surveying non-secure tenants in this way from September/October. <p>For quarter 1:</p> <p>Transactional surveys completed with 93 leaseholders (not all questions responded to)</p> <p>Perception surveys completed with 129 resident leaseholders (all questions responded to)</p>	
4.3	<p>Key findings from Q1 surveys</p> <p>Overall satisfaction</p> <ul style="list-style-type: none"> • At 51.2%, overall satisfaction for leaseholders was 3.8% higher in quarter 1 than the 2018 result (47.4%) • However, the sample size for quarter 1 was smaller (129 respondents compared to 759 respondents in 2018) and the quarter 1 result is below our 2020/21 target of 55% <p>Key themes</p> <ul style="list-style-type: none"> • Across the quarter 1 results for the perception and transactional surveys, the following areas have been identified as key areas of concern for leaseholders: <ol style="list-style-type: none"> 1. Ease of access/ experience at first contact 2. Ease of getting full assistance/ full customer experience 3. Clarity and value for money of charges 4. Safety and security 	
4.4	<p>Ease of access/ experience at first contact</p> <ul style="list-style-type: none"> • A lot of low scoring results for this area in the transactional survey: • 70.0% satisfied with how their call was handled • 69.6% satisfied with the way their email was handled • 66.3% found it easy to report their issue/ make their enquiry • 36.3% said that their issue was resolved at first contact <ol style="list-style-type: none"> 1. Customers faced difficulties contacting the Customer Contact Team (CCT) due to a significant increase in call demand which 	

	<p>adversely affected call handling and email handling performance, particularly in June</p> <p>2. These difficulties were reflected in perception survey feedback about how easy it is to deal with BH – leaseholders and tenants expressed frustration with getting through on the phone and having to call multiple times</p> <p>We expect to see improvement in resolution of issues/enquiries at first contact as we embed the changes to the Customer Contact service.</p> <p>Initial analysis shows examples where better assistance at first contact should have been provided including enquiries about repairs, antisocial behaviour and making payments</p>	
4.5	<p>Ease of getting full assistance/ full customer experience</p> <ul style="list-style-type: none"> • For the perception survey, only 47.3% of leaseholders were satisfied that BH is easy to deal with (compared to 73.8% for tenants asked the same question) • For the transactional survey, there were a number of low scoring questions for this area: • Only 35.4% said their enquiry or issue had been fully resolved • 58.3% satisfied with the time taken to fully resolve • 65.6% when thinking about resolution of their issue/query said it was easy for them to get what they needed • 64.5% satisfied that on this occasion Barnet Homes had been easy to deal with 	
4.6	<p>Recurring concerns identified so far include:</p> <ul style="list-style-type: none"> • BH not fulfilling actions they have told the leaseholder they will take • Having to wait a long time to be updated/ receiving no update/ having to then chase things up about what is happening or not receiving any update about the issue they have raised • Being passed around teams to get the correct information • Feeling that they are not listened to and that Barnet Homes does not act when required <p>As we gather more insight we will review whether there are any particular enquiries or issues where leaseholders are finding it more difficult to get the full assistance they require</p>	
4.7	<p>Clarity and value for money of charges</p> <ul style="list-style-type: none"> • 41.9% of leaseholders satisfied that service charges provide value for money, a 14.4% improvement on the 2018 result but a number of key concerns: 	

4.8	<ul style="list-style-type: none"> • confusion and lack of communication about what the bill covers and evidence that that work has been done; information provided about charges not always helpful • an itemised bill or more clarity on the exact spend on what is being paid for is needed • communal area cleaning mentioned as being not done despite being paid for • not answering queries relating to bills and value for money queries <p>Safety and security</p> <ul style="list-style-type: none"> • New question asked via perception survey showed only 68.2% satisfied that Barnet Homes provides a home that is safe and secure (tenant satisfaction was 80.8%) • Themes of concerns identified from a review of comments: <ol style="list-style-type: none"> 1. security of the communal doors and potential antisocial behaviour in the blocks 2. this also impacts on cleanliness of and damage in communal areas 3. slow or no response to requests for repairs and cleans in the communal areas 4. crime, antisocial behaviour and theft/ criminal damage is detailed in some comments and are related to specific blocks <p>Improvements – in progress and planned</p>	
4.9	<p>Ease of Access/Experience at first contact</p> <ul style="list-style-type: none"> • Embedding the changes that we have made to the Customer Contact team to ensure the team is assisting leaseholders with a wider range of enquiries; using survey feedback to identify further enquiries that the Customer Contact team can help with • Increased focus on service quality by the Customer Contact team for calls and emails including through regular quality assessment checks • Implementation of a new Email Management System to help improve our responsiveness to customer emails (target date November 2020) • Temporarily increasing resource in the Customer Contact team to deal with higher demand caused by changes to the repairs and gas services <p>Ease of getting full assistance/full customer experience</p> <ul style="list-style-type: none"> • Embedding the changes that we have made to providing services to leaseholders when the Customer Contact team is not able to assist (dedicated team for collecting income for leaseholders and 	

4.10	<p>assisting those struggling to pay; closer working between Major Works and Leasehold Development to improve advice for leaseholders having major works; one Housing Management team assisting tenants and leaseholders with ASB and other housing management enquiries)</p> <ul style="list-style-type: none"> • Further analysis of survey feedback to identify most problematic areas that need to be improved • A review of leaseholder alterations process (already identified as problematic) <p>Clarity and value for money of charges</p> <ul style="list-style-type: none"> • Survey feedback will be used to improve communications regarding charges • Review of service charges by the end of 2020/21 (what this will include will be defined in quarter 3) <p>Safety and Security</p> <ul style="list-style-type: none"> • We will use insight from the satisfaction surveys to map the blocks/estates where tenants and leaseholders have greatest safety and security concerns • We will focus the Customer Contact team on providing quality assistance at first contact to requests for communal repairs and communal cleaning from leaseholders <p>Building capacity to improve</p> <ul style="list-style-type: none"> • A supporting key activity for the next 3-6 months is increasing capacity for completing required improvement work so that service improvement work becomes business as usual after phase 1 of the Customer Experience Project • We are also working to improve supporting technology to make it easier to use insight from surveys <p>AB – Suggested that LD was invited back in 6 months to give an update on this to see if further improvements made.</p>	
5 5.1	<p>Repairs & Gas Insourcing Update</p> <p>Mobilisation of Repairs & Voids</p> <ul style="list-style-type: none"> • Received TBG Board approval to proceed with insourcing in Sept 19 • Procured and configured a cloud based repairs IT system – Connect 	

	<ul style="list-style-type: none"> • Procured and configured mobile working platform with smartphones and tablets • Procured and mobilised materials supplier – Travis Perkins • Procured, modified and liveried a fleet of lease vehicles • Procured a number of specialist contractors to support the service • Agreed a 3 month contract extension with Mears due to CV-19 impact (April – July) • Delivered a TUPE transfer to bring in all eligible Mears staff and operatives • Went live on Wednesday 1st July with a socially distanced induction day • First jobs completed by the in house operatives the following day 	Action LD to provide figures of comparison with Peers
5.2	<p>Current Repairs Delivery Status</p> <ul style="list-style-type: none"> • TUPE Transfer took place 1st July, 46 staff and operatives came across • 25 direct operatives delivering repairs, 20 contractors delivering specialist works • Temporary staff structure in place, consultation on long term structure started today. • 2000 jobs in WIP- work in progress (some pent up Covid demand), position stabilised and should start to come down • Appointments kept is running at 89% since we went live. • Transactional satisfaction is running at 90% based on directly delivered jobs. 	
5.3	<p>Working on presently</p> <ul style="list-style-type: none"> • Training on systems • Refining processes in consultation with teams • Recruitment on-going for good quality operatives • Implementing video link and recording for remote inspections in Connect • Chasing Benchmarx for date we can commence refurb for the training hub, BT line installed and ready. • Setting early standards of behaviour and expectations 	
5.4	<p>Mobilisation of Gas Insourcing</p> <ul style="list-style-type: none"> • Received TBG Board approval to proceed with insourcing in Sept 19 • Procured and currently configuring a cloud based repairs IT system – Connect • Procured and configured mobile working platform with smartphones and tablets • Procured a modified and liveried a fleet of lease vehicles • Procured a number of specialist contractors to support the service 	

	<ul style="list-style-type: none"> • Procured a preferred materials supplier - Wolseley • Delivered a TUPE transfer to bring in all eligible Mears staff and operatives • This was brought forward from Oct 2020 due to Mears terminating the contract • Received Substantial Assurance from auditors on the gas pre-implementation audit 	
5.5	<p>Current Gas Delivery Status</p> <ul style="list-style-type: none"> • TUPE Transfer took place 28th August, 20 staff and engineers came across • Delivered a socially distanced induction day • 12 direct engineers delivering repairs, 4 contractors evaluated to deliver specialist works • Actively recruiting gas engineers now to meet demand in the winter months • 100% compliancy achieved on LGSR's in August with all CV-19 related cases accessed. • Call handling now moved to BH CCT for gas breakdown calls • Temporary staff structure in place, consultation on long term structure started today. • Currently setting up reporting to look at WIP, completions in time and customer satisfaction • Systems training continues with both staff and engineers 	
5.6	<p>Challenges & Mitigations</p> <p>Covid 19 impact</p> <p>Agreed contract variation and adopted ways of working safely</p> <p>Delivering inductions in small socially distanced groups</p> <p>Adopted CV-19 specific RA/MS</p> <p>Agreement to operating at a reduced headcount at the GPO and Colindale</p> <p>Large stockpile of PPE obtained</p> <p>Short term lease vans available if required</p> <p>Mears repairs demobilisation</p> <p>Alternative supporting contractors in place to pick up shortfall</p> <p>Mears gas demobilisation</p>	

<p>5.7</p>	<p>Alternative supporting contractors in place to pick up shortfall</p> <p>Creating required efficiencies</p> <p>Formal restructure commences 7th September</p> <p>Keep the focus on our residents</p> <ul style="list-style-type: none"> • Improve appointments kept rate • Complete the job right first time • Reduce average time to complete repairs • Send the right operative with the right tools to do the job • Make it easy for residents to tell us what is not right • Early real time satisfaction score from SMS surveys on repairs is 90% <p>RB said there was 2000 jobs outstanding this month but thinks this is a backlash from the Covid 19 as some residents did not report repairs in the early days as they were shielding.</p> <p>MD asked if there had been any break-in's to the vans as there were fully stocked. RB said not to date but we are of course insured for this.</p> <p>DB acknowledged the incredible amount of Ryan and his team had done in difficult circumstances to go live with both services.</p> <p>AS re-laid an issue she had with getting a gas appointment and RB thanked her and assured her that this would be looked into</p>	
<p>6</p>	<p>Members Update</p> <p>AS took part in this year's Finest Flower competition, which was a virtual one due to the Covid 19. She said it went well</p> <p>NF has been involved in the interviews for the new contractor for the development on the Fosters Estate. She enjoyed this and thought it was good for residents to be involved with this moving forward</p>	
<p>7</p>	<p>AOB</p> <p>DB reminded members about the development session on the 21 September</p> <p>Date of next meeting</p> <p>Monday 9 November Zoom meeting</p>	