

Customer Journey - Planned maintenance service – progress summary

In the summer of 2020, The Riverside Customer Voice Executive (RCVE) Scrutiny Working Group completed their second scrutiny project. Moving their meetings online when the COVID-19 pandemic started to complete their project. Below are the recommendations made to Riverside on improving the customer experience when any planned works is being done in your home (e.g. new kitchens and bathrooms, new boilers installations etc.)

Here is the summary of the recommendations and what Riverside have done to implement them.

	Recommendation	Action
1	Develop a customer journey graphic - Customers would benefit from a visual which will set out the process and key timings.	Implemented Customer journey graphic introduced within the new Our Planned Standard (OPS), and we have also created a new customer brochure for all planned programmes.
2	Re-state the role of the customer liaison officer (CLO) and housing officers in the our Planned Standard.	Implemented The role of the CLO is clarified in the brochure as the principle point of customer contact. Housing officers are a support who may have specific customer knowledge.
3	Employ in-house CLO and appoint one to every contract. CLOs are the 'customer's friend' and a helpful intermediary between customer and contractor.	To be reviewed again in Sept 2021 across the business to implement improvements.
4	Introduce a Resident Charter for Planned Maintenance. Customers and other residents should be provided with a set of commitments and standards through which they can hold Riverside to account	Implemented We've produced a customer booklet which clearly sets out expectations of both parties. RCVE have seen this booklet and we hope this will empower customers to challenge poor behaviour as well as enable appropriate escalation.
5	Review the customer notification letter with iCommunity & RCVE	Implemented Letters have been reviewed with customers.

6	Send notifications to other landlords on multi-landlord estates.	<p>Implemented</p> <p>This is covered under a legal process called a “Party Wall Agreement” where we should contact adjoining neighbours to indicate work taking place that may impact upon neighbouring property. We also maintain regular contact and dialogue with other Registered Providers/local authorities in areas where we have properties to ascertain programmed schedules from all parties concerned regarding noise and disturbance/environmental/party wall.</p>
7	Create customer letters in a variety of formats and media.	<p>Since the review, we have been developing customer brochures (initial copies have been sent to RCVE for review) which are generic and work type specific. As we develop the use of this format we can also look to develop electronic versions.</p>
8	Explain the impact of a ‘No Access’ visits in correspondence	<p>Implemented</p> <p>Explained in the brochure FAQ’s and charter between Riverside and the customer. Also included in the insert.</p>
9	Issue surveyors with ‘Sorry we missed you’ cards	<p>Implemented</p> <p>These have now been printed and distributed across the group for all planned works – for CLO’s, Project Surveyors, Managers to use</p>
10	Ensure tenant contact is established before a property is passed over.	<p>Implemented</p> <p>We acknowledge that at present there is a “three knocks and you’re out” policy in place. We have made significant changes within the new our planned standard (OPS), in which there is a ‘No Access’ Procedure of three attempts,</p>

		and a 'Final No Access' Procedure, this will be when we speak with housing officer/housing management to assist where necessary to engage with our customers.
11	Work proactively with TARAs and community groups.	<p>Implemented</p> <p>We are happy to work with Tenant and Resident Associations (TARA) and community groups, if we are aware of them. We acknowledge that these groups offer a useful means of communications and should be acknowledged from the outset of a programme of works through consultation with housing management and set up of a neighbourhood meeting, if and where able to.</p>
12	Explain how to report planned maintenance issues to Customer Service Centre (CSC) in publications.	<p>Implemented</p> <p>Contact details are provided in the generic brochure to enhance customer's access to CSC.</p>
13	Include housing officers and Retirement Living Co-ordinators from the inception and at pre-start meetings.	<p>Implemented</p> <p>Prior to all planned works programmes internal stakeholders receive a project brief from the planned programme manager or Contracts Manager for the area of works.</p>
14	Reference the Equality and Diversity (E&D) Action Plan, Financial Redress and Compensation policy in the OPS.	<p>Implemented</p> <p>We have included the groups safeguarding policy within the OPS.</p> <p>Our E&D and Financial Redress Policy are not customer facing documents and only operational. However we could attach these to the OPS if it was thought to enhance the document.</p>

15	Produce a clear Respite policy and include the right to respite in the Planned Maintenance Resident Charter.	<p>In progress</p> <p>This is a service that rarely gets used, and is more often in Care and Support where we tend to use communal facilities.</p> <p>We do acknowledge that there is no formal policy on the delivery of respite and we will look into the development of such a policy. However, this would have to be agreed at board level as part of an overall policy review and not just at Asset Management level.</p> <p>In the meantime we are doing a benchmarking piece of work in the Standards team, looking at other RP's and housing organisations that may have a policy or procedure already in place.</p>
16	Introduce a stated timeframe for the contractor to notify the customer of the commencement of works.	<p>Implemented</p> <p>There are already three pinch points in the customer journey where they are to be notified by the contractor. These are: pre-entry stage (usually 4-6 weeks before), letter sent out by contractor stipulating start date approx.4 weeks before (agreed at pre-entry stage), another letter at 14 days before, then a phone call at 7 days before, and a call the day before starting.</p> <p>We have, however, made changes to the way we communicate as it was always letters and now there is less paper and more telephone comms.</p>
17	Clarify the Planned Maintenance complaints process.	<p>Implemented</p> <p>Housing officers, if they are being drawn into complaints will be dealing with low level issues</p>

		<p>which should be being captured by the CLO.</p> <p>The formal process for complaints is mentioned in the new brochure and we are engaging stakeholders more effectively with the new 'project brief' and monthly meetings to ensure that correct pathways are being used.</p>
18	Extend the time customers are given to make choices.	<p>Implemented</p> <p>Customer choices are discussed weeks before the installation date. Choices made during the initial induction can be changed, albeit we don't encourage this. There is a "cooling off" period of 14 calendar days.</p>
19	Introduce a customer sign-off process for expressions of dissatisfaction using tablets.	<p>Implemented</p> <p>Low level issues and comments are captured on our systems by the teams. All issues and comments captured in this manner are actioned or discussed in monthly meetings and then resolved in an agreed manner.</p>
20	Introduce a 'Lessons Learnt' tracking device on system	<p>Implemented</p> <p>At each monthly meeting there will be a review of issues and comments captured, along with satisfaction / dissatisfaction results captured by our external provider BMG. (This is collated by our research team and all planned investment colleagues have access to the BMG dashboard to retrieve the information.)</p>
21	Introduce standardised induction and site files for Riverside Direct projects.	<p>The new OPS provides an outline for standardised approach for the delivery of planned maintenance across the group. However all contractors will have their</p>

		bespoke risk assessments and method statements to deliver the wide variety of component replacements and cyclical works delivered by the group, to comply with current legislation.
22	Circulate the frequently asked questions (FAQs) sheet to all customers.	We currently send all FAQ's to all customers having works completed – this is included within the brochure they receive at the “pre-entry survey”. A number of the programmes are carried out on a pepper pot approach due to the phasing of the investment works therefore it doesn't lend itself to extensive communication. However, where appropriate, we will look to create a new bespoke letter that is to go to all customers in the surrounding areas where this is felt to be beneficial.
23	Improve safe-working practices and share information with contractors, and CLOs in particular.	Implemented We have systems and processes in place to support colleagues and contractors.
24	Introduce a locally based Tenant Inspectors scheme.	In progress There are plans for the Standards team to work alongside the tenant inspectors and customer engagement team in the future. The Standards team are currently creating a framework to be able to deliver this, and will be liaising with the RCVE and other regional stakeholders over the next financial year to pilot this.
25	Gather feedback about overall contractor behaviour in the location.	Implemented At each monthly meeting there will be a review of actions and comments captured on our system and satisfaction / dissatisfaction.

		As well as the monthly meetings, a comprehensive “lessons learnt” meeting follows the completion of all projects.
26	Put one department in charge of producing standard comms across the national area.	<p>We have a communications team business partner who has already been engaged with the suite of letters for approval and agreed the new brochure format, in collaboration with the Asset Management Standards Team.</p> <p>The suite of letters will now be embedded within the OPS document for end to end delivery of customer letters. The monitoring of this will also be picked up at the monthly meetings and throughout the work carried out by the customer inspectors/standards team improvement framework.</p>
27	Develop a Riverside quality mark scheme and logo.	<p>Will review/revisit in 12 months in conjunction with RCVE.</p> <p>All contractors that complete work for us are registered on Constructionline. Evolve are currently exempt from this, but we are always looking at the best practice initiatives that are within our sector to see how they can be incorporated for improving service and better customer perception. We will be happy to review options including TPAS/ISO in conjunction with RCVE in Sept 2021.</p>
28	Riverside to re-assess the ‘optimum’ time for the customer survey, allowing for the bedding-in period before feedback is gathered, and more work to be carried out on <i>Fairly Satisfied</i> and <i>Very Satisfied</i> responses to share the learning and praise staff.	<p>Implemented</p> <p>Surveys are created upon the contractor completing the work on our system. We are currently surveying twice per week, so surveys are not instantaneous (being reliant upon the contractor pushing the button and the day). The average</p>

		<p>survey response is 10 days after completion.</p> <p>What we can review is the time of when the surveys go out and how frequently, as you have recommended, and speak with our research colleagues to discuss the survey systems and criteria with the view of trialling a different approach.</p>
29	Asset Services cross references all our comments findings and recommendations against the later <i>our Planned Standard</i> document.	<p>Implemented</p> <p>RCVE and Asset services to jointly review going forward. The RCVE have appointed Cameron to assist the Standards Team and Investment & Delivery Team to fully review our latest OPS document and hold future meetings to discuss improvements and feedback on the procedures for all planned works.</p>

If you are interested in helping the RCVE with some of the work they are doing please get in [touch](#).