



REVIEW OF GAS SERVICING

Objective:	To look at ways of improving communication between T Brown, Rosebery Housing Association and Customers
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Indicators	<ul style="list-style-type: none"> (i) To increase communication between T Brown and Rosebery Housing Association (ii) To increase communication between T Brown and Customers (iii) Make recommendations to improve services
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Recommendations To Rosebery Executive team.	See attached appendix 1 for snapshot of recommendations. More detailed analysis is contained within the report
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Context	<p>This is the sixth report conducted by the Residents Panel.</p> <p><u>Choosing a topic</u></p> <p>When deciding upon the review, it was clear to the Panel when looking at the Key Performance Information (KPI), satisfaction and benchmarking data that communication was still very important to customers in the three key service areas (repairs, quality of home and value for money). As communication covers a large area, it was decided this would be broken down. We have already looked at communication between Rosebery Housing Association (RHA) and Morrison in our second report. At that time T Brown was newly appointed by Rosebery and it was felt that we should give them an opportunity to settle before a report was undertaken.</p> <p>Rosebery as a Landlord has a legal obligation to test the gas supply and all applications for safety in their properties at least once a year under The Gas Safety Installation and Use Regulations 1998. It is extremely pleasing to note that currently Rosebery is 100% compliant in carrying out their annual gas safety checks and have been since April 2012.</p> <p>The KPI's that are produced quarterly and received by the board only highlight the gas certification compliancy. The Board are not given KPI's in relation to other areas of performance when it comes to gas servicing. Other customer satisfaction and T Brown performance information is collected and shown through the Voluntas information. However, there are limited comparators in the Voluntas information. This information is all we have to look at when it comes to reviewing the performance of T Brown in other areas other than gas compliancy.</p>
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	<p>Rosebery as a Landlord has a duty to ensure all gas safety checks are carried out. To do this they work in conjunction with T Brown to ensure that all the Landlord's Gas Safety Records (LGSRs) are completed and carried out correctly. This is then audited by the Gas Contract Service who checks 10% of the LGSR's.</p> <p>T Brown must ensure all their operatives are gas safe trained and are registered engineers. They have to supply copies of their registration as well as their company registration. LGSR certificates must be sent to all tenants annually and to Rosebery. All boiler installations must have warranties which are enforceable and Rosebery are sent a GasSafe Building Regulations Certificate as proof of instalment and registration. All engineers are GasSafe qualified and periodically have continuous professional development training by an approved GasSafe Trainer. T brown has a designated training room for this purpose. T Brown must adhere to a contracted schedule of rates in all pricing and supply monthly to Rosebery a CD-ROM with the previous month's LGSR so that it is added to Rosebery's system. Asset Management receives daily and monthly reports with all of the LGSR's. Each LGSR is checked to ensure it is accurate. Asset Management has recently introduced a new system where any new LGSR is scanned onto the system against the property.</p>
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<p>Methods & Documents</p>	<p>In this review a variety of methods were used to test the objective. The following methods were used to ensure all areas were covered.</p> <ul style="list-style-type: none"> ➤ Desk top review to familiarise with T Brown's policies, procedures and standards. <ul style="list-style-type: none"> ○ Key Performance Indicators/Reports dated March 2014 ○ Voluntas comments and statistics (Rated by Residents) ○ Example Compliments and complaints ➤ After the desk top review had been carried out, the desk top highlighted key areas for further exploration and questioning <ul style="list-style-type: none"> ○ Visit to the T Brown Office ○ Interviews with T Brown Operatives ○ Interviews with T Brown Management ○ Interview with Tenant Representative ○ Interviews with Asset Management ○ Interview with Customer Services Officer ○ Interview with Customer Services Manager ○ Mystery Shopping
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<p>Findings</p>	<p>The recommendations from the findings can be found in the next section. (Appendix 1 details a snapshot of recommendations).</p> <p><u>Voluntas Survey Information period April 2012 to March 2013 and April 2013 to March 2014</u></p> <p>The panel looked at the survey information provided by Voluntas.</p> <p>Although we have benchmarking statistics which relate to other comparators, the panel noted that there are a very limited number of</p>
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comparators. This may distort the validity of the statistics.

Questions that were asked are as follows:

How satisfied were you with the information you received from T Browns about the appointment and worked to be carried out?

This showed an increase of 6.4% from the previous year. The benchmarking shows that this is 2.4% below average when compared to 1 comparator. Ranking 2nd place.

The panel recently reviewed and approved new tone of voiced appointment letters and are hopeful that this will improve customer satisfaction with regard to appointment information.

Were your appointments kept?

This showed an increase of 1.2%. The benchmarking shows this is 2.6% below average when compared to four other comparators. Ranking 4th place.

Were the works completed within the agreed timescale?

This showed an increase of 4.2%. The benchmarking shows 3.5% below the average when compared to 1 comparator. Ranking 2nd place.

Did the operative show their I.D badge?

This showed a decrease of 2.7%. The benchmarking shows 11.2% below average compared to 4 comparators. Ranking 5th place.

Was the operative polite and helpful?

This showed an increase of 0.1%. The benchmarking shows 0.7% below average compared to 2 comparators. Ranking 3rd place.

Was your home left clean and tidy?

This showed an increase of 0.3%. The benchmarking shows 0.3% below average compared to 2 comparators. Ranking 2nd place.

How satisfied were you with the overall quality of the works carried out?

This showed an increase of 4.9%. The benchmarking for this shows 4.4% below average compared to 7 comparators. Ranking 8th place.

If you had to contact Rosebery or T Brown about the work, did you receive the help and information you needed?

This showed an increase of 1.3%. There are no benchmarking stats.

Are there any outstanding problems or defects to be resolved?

This showed a decrease of 7.3%. There are no benchmarking stats.

How satisfied are you with the annual gas servicing arrangements?

This showed a decrease of 0.2%. There are no benchmarking stats.

The Voluntas information shows on the whole an increase, however the benchmarking in some cases has few comparators. The statistics show mainly below average scores for benchmarking. The panel were disappointed to note this. It has been explained to the panel how the Voluntas information is used, and that it is not known whether the comparators are like for like.

We are also aware that the Voluntas questions have recently been updated to be more specific so that, going forward, the information they collect is more useful. Fewer questions are asked but there is a greater emphasis on what the customer feels RHA did well and what they could improve on.

The more recent information that was looked at is detailed below.

Voluntas Survey Information period April 2014 to September 2014

How Satisfied were you with the recent repair / installation work carried out in your home by T Brown.

This showed a decrease of 1.3%. The benchmarking for this shows 5.7% below the average benchmarking ranking in 7th place.

The comments obtained by Voluntas were very mixed. The positive comments received were about the operatives and how they completed the jobs well.

The comments with regard to dissatisfaction were due to works not been completed or the operatives not knowing what they were doing and appointments not being kept.

Complaints/Compliments

The panel were shown some example complaint letters from April 13- April 14. When reviewing these examples, a number of the complaints made about T Brown were in relation to missed appointments and the jobs not being completed properly. Most complaints were resolved at stage 1. The panel have not seen any supporting information as to whether the complainant was satisfied but this may be due to the information being difficult to pinpoint accurately. In the past complaints were handled by the Gas Officer, however, the complaints procedure now sits with Customer Services so that they can take ownership of the case and ensure consistency. The Panel will consider carrying out a review of the complaints procedure to ascertain whether the new procedure is working.

As part of this review the panel looked at the previous years complaints (Apr 13- Mar14). Since then, there have been two complaints that relate to T Brown / Gas Servicing since April 2014. While this is a low number the panel realise that this represents the summer months. The panel would like to review the number of complaints that are received after the winter period to see if this increases.

T Brown has also received a number of compliments. Most are regarding the friendliness, efficiency and tidiness of the operatives. An example compliment "My Mum & sister would really much like to praise the outstanding work done by Adam & his colleague from T Brown when they, how we do not know, managed to install a brand new central heating system into the house within two days. They left no mess whatsoever, the carpets, floorboards etc. were all left exactly how they were found and my Mum is absolutely delighted with the finished result. As a family we can now begin to re-paint the house internally and look after it properly. You will never know what it means to us all to have radiators in the house after all this time"

Interviews with Operatives, Management of T Brown and Resident Representative

T Brown Visit

A tour of the T Brown office was undertaken which allowed an opportunity to interview key members of staff.

- A Gas engineer
- The Call Centre Manager
- Contracts Manager

The outcome of these interviews are as follows:

Gas Engineer from T Brown

T Brown engineers working times are 8am until 5.30pm with a 24 hour emergency facility. Each gas service is allocated 30 minutes. The engineers receive a list of jobs for the day via their PDA. Extra jobs are then added to this as and when possible.

They have an up to date stock list which is regularly updated. The same engineers are used for the Rosebery contract.

When looking at the Voluntas comments, some of the feedback was about the engineer not knowing what type of boiler they were attending. This contradicts the information above regarding the stock lists they receive.

At the point of taking the call initially, the customer is asked if there is an error code showing in the digital display screen, this gives the engineer an insight into the possible fault.

All info is given through the PDA including any vulnerability issues of tenants. The admin team schedule jobs the day before the appointment which involves allocating jobs to each operative. The parts that are needed most often are generally carried in the vans and any other parts can be ordered by next day.

In some cases, parts are not easily accessible. They are acquired from the manufacturer and can take a week to arrive. This is generally for old boilers. However, these are being replaced over time through the boiler replacement programme. To ensure consistency, where a second appointment is required, the same operative is booked to re-attend where possible.

The estimated completion time for each job is taken into consideration and calculated by using specific job descriptions.

When scheduling appointments for boiler breakdowns, different options are available on their booking system which specifies an amount of time depending on the breakdown.

The system will recognise if an operative has longer jobs booked in so that overbooking does not happen.

In the event of a delay or to reschedule same day appointments the engineer will contact the office to inform them. The admin team also contact each operative every day at 11am and 3pm. This is an opportunity for the operative to mention any delays. The team should then call the resident and try to re schedule from an am to pm appointment.

The admin team can see when the operative has viewed the job through their PDA.

Jobs are prioritised depending on the job description and any vulnerability issues like no heating or hot water and young children.

The panel questions whether the Voluntas comments about longer waiting times are because delays are not being communicated to residents.

The panel has not been provided evidence of the call records to show that customers are being informed of delays. If there is no system in place for this then it may be worthwhile one being set up to monitor that calls have been made.

Operatives carry a supply of heaters in the eventuality of boilers not being repaired at first visit. T Brown aims to not leave any customer without hot water or heating for longer than 24 hours. If a customer is offered a heater and refuses it due to the cost, this should be noted on the customer's file held by Rosebery in case of a complaint being made.

It has been noted most operatives believe there is a good organisation of work and relationship with Rosebery & T Brown. The response times for first fix visits are same or next day during the summer months. His suggestion of an improvement is of a text alert system for residents.

T Brown does not use sub-contractors.

During the summer months T Brown has three regular allocated engineers in attendance for the RHA contract. Where call volumes increase particularly during winter months they will use engineers from the other contracts. T Brown employ extra call Centre staff to cover this period but not extra engineers. The panel question how T Brown response times are not affected when using engineers from their other contracts rather than increasing engineers during busier periods.

Gas Contract services are an independent company that carry out checks by cold calling the customer after T Brown have visited.

T Brown themselves carry out customer satisfaction surveys of which

10% of attended calls are surveyed. T Brown Contracts Manager also receives the Voluntas survey reports.

Call Centre Manager from T Brown

There are team leaders who carry out 1-2-1 interviews with staff members from the call centre. They are available throughout the day and evening hours. The role of the Call Centre Manager is to ensure staff availability and recruitment and ensures there is an escalation chain in place. The team leaders work a shift pattern to ensure management cover.

The Call Centre Manager is responsible for staff appraisals and is available 24 hours a day. He submits reports about call volumes.

The Manager has monthly meetings with Team Leaders. During these meetings they look at what can be improved and any suggestions are taken on board.

They have customer service training and equal opportunities. In cases where a difficult call cannot be resolved, they can escalate to Team Leader or Manager if necessary. T Brown also have a free phone line.

During the summer months T Brown have 11.5 call centre operators in place, 6 extra members are recruited for during the winter months. These contracts run from August to April which allows for sufficient training.

Call Centre monitoring is in place with each operator checked on 4 calls per month. They have incentive schemes in place with mystery shopping and a reward programme. They implement 2 side by side call monitoring sessions, which involve live customer calls as well as recorded calls.

They aim to make all boiler installations during the summer months.

We received call statistics from T Brown for the period Jan 14 to June 14. They range from:

For clarification, the Service Level Agreement (SLA) is T Brown's Target, when it comes to answering all calls within 30 seconds. Their target is currently set at 95%. This SLA is for all of T Browns contracts, not just RHA.

Jan 14

- 37,498 calls taken
- 3.5% abandoned calls
- 91.6% Service Level Agreement (SLA for all contracts not just RHA)

Feb 14

- 28,871 calls taken
- 4.2% abandoned calls
- 91% SLA (for all contracts not just RHA)

Mar 14

- 26,193 calls taken
- 2.5% abandoned
- 94.5% SLA (for all contracts not just RHA)

Apr 14

- 21,651 calls taken
- 2.1% abandoned calls
- 95.8% SLA (for all contracts not just RHA)

May 14

- 20,940 calls taken
- 2.4% abandoned calls
- 94.8% SLA (for all contracts not just RHA)

June 14

- 16,704 calls taken
- 2.1% abandoned calls
- 95.5% SLA (for all contracts not just RHA)

Generally, when call numbers reduce, so does the call abandoned rate.

The main theme for calls is boiler breakdowns or annual service change of appointment scheduling after the resident receives their first appointment letter.

T Brown has access to Rosebery's customer survey information which is created by Voluntas. This is seen by the Contract Manager once a month. This manager sends KPI's to Patrick Rogan at RHA. T Brown review the KPI's once a month. They have a complaints system in place.

As noted before T Brown are 100% compliant for gas servicing.

Customer Services Manager at Rosebery

The Customer Services Manager explained that during the summer periods customer services currently do not receive many calls regarding T Brown. However this does increase in the winter for obvious reasons. Calls usually go straight through to T Brown. This is more than likely because of the Phone options which allow residents to select who they need to speak with. (Press 1 for Morrison; 2 for T Brown or 3 for Customer Services).

Like many things with contracts they often only hear when things go wrong or the service has not met with expectation. The most common types of calls are to do with heating and hot water, especially when they have stopped working or when the customer is not satisfied with the response from T Brown. This is more common through winter months

Customer Services officers have to call the T Brown call Centre on average, once a week.

There is a mixed response from the operatives at the call centre in helpfulness. They are usually helpful and flexible, often arrange same day appointments to get things resolved It should be noted that when Rosebery first started with T.Browns they had recently upgraded their software and there were a lot of problems which caused us to contact the call centre a lot. At times Rosebery received a poor service. Since the early months things have calmed down. As there are relatively few calls the Customer Service Team tend to call the back office/contracts managers so their experience of the call centre is limited. On average

they do not tend to receive many complaints about T Brown or from Residents complaining about problems with their heating and hot water.

The most common complaint Rosebery receive normally relate to a delay in service, especially when heating or hot-water has stopped working and it has not been repaired quickly. An example of a complaint that was escalated to Julie Mitta's (T Browns Contract Manager) was that the thermostat was not communicating with the boiler. However this was resolved very quickly leaving the resident happy with the result.

Complaints are more common with heating in the winter as a lot of the hot water systems have an emersion as a backup. Customer Services have recently received an increase in call regarding the Air Source systems installed in some new build properties. They also receive compliments about T Brown as well such as the friendliness of the operatives and how they fixed their problem in a timely fashion.

Rosebery's Asset Management (Gas Officer)

Asset Management deal with the day to day running of the gas service programme. They receive daily reports from T Brown with the Landlord Gas Safety Records (LGSR's) from the previous day. Each individual certificate needs to be checked to make sure they are accurate and then up loaded onto the system against the relevant property.

Asset Management also manages the Boiler Installation programme. This programme looks at a list of the oldest boilers still installed so that they can be prioritised for replacement. The programme also looks at the decent homes standard and incorporates any properties that need to be addressed from this list. Both of these lists are combined to make sure the correct boilers are prioritised.

T Brown send quotes for boiler replacements. There are however some residents who have old boilers that need replacing but are struggling to come to terms with the idea of having a new one fitted. Therefore Asset Management schedules a visit. For example, they are currently speaking with an elderly resident who doesn't like disruption. A visit is arranged to explain the benefits of having a new boiler (more efficient/cheaper). Also shows them how to use them so that they are comfortable with the new one. On rare occasions boilers have to be shut down if the resident will not allow a replacement. Asset Management also checks any properties that T Brown has been unable to gain access to for Gas Services. They advise if there are any disabilities or vulnerabilities that need to be considered, and whether there is anything that can do to assist so that access can be gained.

The Gas Officer also organises any mail merges for gas servicing appointments. T Brown also sends quotes for work for approval. T Brown then book in the appointments once they have been approved. He is manages the Gas budget.

Meetings are held monthly with T Browns Contracts Manager and the Rosebery Gas Officer speaks with the Contracts Manager on a daily basis. He also liaises with the surveyor to discuss cases with him.

At meetings with T Brown a disk with the monthly services details is received. This included the current KPI's. At the moment :-

- customer service is 100%
- 1st time fix 88% (this is currently above industry standard which is 86%)

Also discussed at the meeting is:-

- missed appointments
- call centre figures
- emergency attendances 99%
- appointments made -v- appointments kept
- timings for boiler fittings

Currently this is 100% compliant. To ensure compliance in gas safety the following is adhered to:-

- The Gas Officer has experience working in gas and has previously worked for other housing providers such as Paragon and Circle
- Has to ensure the Certificates that are sent across to him are ok
- 10 month Programme
- Three letters sent by T Brown to organise an appointment so they can gain access.

If access has not been gained through the initial three letters, the case is passed to the Gas Officer to deal with. He then explains to the tenant the risk and potential court consequences.

A fourth letter is hand delivered (and photographed) which usually results in access being made. In the past three months two of these letters have been hand delivered. There has only been 1 case that has gone to Court in the last 12 months.

30 minutes is allocated for a boiler service which the Gas Officer believes is a reasonable period of time.

An independent company called Gas Contract Services (GCS) carry out quality control checks on T Brown. It is industry standard for these checks to be carried out. - When carrying out gas audits, we legally have to check 5% but most organisations do 10%. A GCS disk is sent which details all gas services for the previous month. They then pick 10% of these at random to audit/check. Any feedback given, for example if the resident is unhappy is given to the Gas Officer so that he can call them to find out what went wrong. - GCS book their own appointments with the residents.

T Brown has an inspector who visits the property to check new boiler installations within 1 month of them being fitted.

When replacing and prioritising the right boilers the breakdown history is checked. If there are regular breakdown appointments being made day to day, they may be added to the replacement list. Planned work lists are also looked at. They will pick the oldest boilers as these are often the hardest to source parts for when things go wrong. Parts are also often more expensive. Value for money also needs to be borne in mind. The void list is checked against his replacement list in case there are any void properties where he can ensure the boiler replacement takes place during the void period where possible.

The Gas Officer reconfirmed that T Brown keep up to date stock lists that

they use to make sure their engineers are as well prepared as they can be when they visit a property. However when comparing this to some of the comments that were received through the Voluntas customer feedback survey's, some residents feel engineers are unaware of the type of boiler that is at the property until they arrive. However operatives should know what boiler they are going to although on some occasions which is very rare there may be a boiler which operatives are not familiar with. To ensure this is rare, T Brown have a dedicated training room for their operatives so are very well equipped. This training room has lots of different boilers fitted so that they can ensure they are adequately trained.

Since the Gas Officer's started in post in April 2014 there have been 3 missed appointments. The most common reason for a missed appointment is more often than not due to over running appointments. It is important that calls are made to notify the resident if this happens. Trackers are on vehicles and they have PDA's which are tracked so the Contact Centre should be aware if someone is running behind schedule. Each operative must call in at 11am and 3 pm as a safety call. These calls are also an opportunity to monitor progress on jobs and to establish whether any appointments are likely to be rescheduled. Missed appointments are discussed during each monthly meeting when they arise. There is a compensation payment of £10 for missed appointments. Looking at some of the information provided where appointments have been missed, no payment was made. Payments should be offered regardless. However if the payment was not made this is likely to be because they haven't notified T Brown of their missed appointment. T Brown will not necessarily proactively pay for every missed appointment; the resident would need to contact them.

One particularly bad example of missed appointments is where a tenant made in total three appointments for their annual gas safety check and on each occasion an operative did not attend. T Brown was notified of each and every missed appointment. Rosebery had to intervene to ensure the fourth appointment was met. At no stage was compensation offered to the tenant even though the tenant made a formal complaint. The tenant was a working tenant and had to take three days holiday for each occasion. Rosebery should also have ensured a compensation payment was made which they didn't. To make the situation worse when the annual service check fell due the following year, T Brown failed to turn up twice, again the tenant having to turn to Rosebery due to appointment failures and no compensation was offered either.

It is in T Brown's contract that £10 is payable for missed appointments.

The Gas Officer will receive details of multiple visits. This is often down to parts being needed or delays in the parts being received. A new report has been introduced in the last couple of weeks which looks at multiple appointments so that they can assure these are properly addressed.

The Gas Officer believes T Brown is very good. This is the first contract he has worked on where he has come in to 100% compliance. He feels they are very helpful and co-operative. He believes the current contract is good overall. The current contract is a 3 star contract however it has been suggested this moves to a 5 star contract, but this is unlikely at the moment as Rosebery need to have 50% of the boilers under 10 years

old. There is still a way for us to go to achieve this. There is not a 4 star contract, only 3 and then 5.

Head of Asset Management

The Head of Asset Management is currently the Interim Head of Asset Management. Gas repairs, servicing and contact all fall under HAM.

The Head of AM attends the monthly Strategic Core Group meeting. He gives a snap shot of what is happening in the contact. He looks at the KPI's and Voluntas results. The resident representative also attends this group.

He needs to ensure the following:-

- Viability
- Gas compliancy (we have been 100% compliant for a number of years now)
- Reinforce – 9 month contract with 3 month buffer to ensure they are given access. The Head of AM usually knows those who won't allow access.

To ensure Rosebery remains compliant when it comes to gas safety the following is adhered to:-

- Weekly report (RHA)
- Weekly report (T Brown)
- Report 'no access' so they can get on straight away.
- Once a 7 day access letter has been issued, we usually gain quick access.
- The Gas Officer is customer focused. Currently working with a resident who he is 'hand holding' through the process and really going the extra mile.

Presently the Head of Asset Management is not aware of many missed appointments this is due to the fact that they are not raised very often (sometimes residents are out when T Brown try to attend). He believes if he is provided examples they would be really useful for their monthly meetings. This panel struggles to fully understand due to the information provided by Voluntas with many tenants complaining of missed appointments. During the summer months missed appointments would be few and far between but as the cold weather starts to set in more examples may be easier obtained.

With regard to the compensation of £10 for missed appointments where appointments have been missed, but payments have not been made, payments only made if the resident questions the missed appointment which is the case with many contractors. - It would not be financially viable for them to pay £10 compensation automatically. It would also not be possible for T Brown to promote the £10 compensation as this could encourage people to miss appointments so that they get a payment. There needs to be a balance. - There is also often a lot of admin associated with compensation payments. However it could work both ways with a £10 compensation payment being made for missed appointments and then a £10 fine when people are not home at the time of an appointment. This is what some other associations do. However, this can become difficult to manage and photographs would need to be taken to evidence time of attendance etc.

T Brown recruits extra members of staff during the busier months of the year (in winter). This does not have an effect on Rosebery as this is already accounted for in the contract. Most contacts work in this way. - We pay a set fee so there is no change to the cost.

To improve the service offered by T Brown there needs to be a stronger interface between the systems (i.e. between Rosebery Systems and T Brown Systems). Also all new properties are loaded into the system. As with the Gas Officer the Head of Asset Management believes this is one of the best contracts he has worked with.

The only thing that he would change about the current contract with T Brown is remove water testing for communal water tanks from the contract and have this as a separate programme. (Legionnaires testing)

Interview with Resident Representative

Rosebery has a tenant representative who attends T Brown meetings with the Gas Officer and the T Brown Contract Manager. At these meetings the Minutes and progress on actions from the previous meetings is discussed. The resident has an opportunity to ask questions about any of the outstanding actions. Senior Core Group meeting usually takes place on a quarterly basis and some of the outstanding actions may relate to actions from the Senior Core Group. The group also discuss Performance percentages and how T Brown are doing.

In the resident representative's opinion they are doing well

The resident representative asked in the past how Rosebery selects the residents they survey through Voluntas and was informed that they are selected at random.

A current theme that they have been discussing is about ways of improving first time fixes. One of the suggestions they have had is to try to standardise boilers where they can which would result in them having similar/more commonly sourced parts. However, this will take time for them to do as it has to be inline with their budget. However, there has been an increase in the number of boiler replacements taking place over recent months.

The resident representative also gave an example of an issue they have been discussing at the meetings. This involves some of Rosebery's older residents who have older boilers that need replacing. The replacement of the boilers would require removal of ceiling/floor tiles where an asbestos check would be required. As this would be a more invasive process, they are often reluctant to go ahead with the replacement. It is agreed that they should be persuaded to go ahead with the boiler replacement and that Rosebery should do all they can to explain the benefits of this. They discuss this at the meetings as well as suggestions for how they could do this such as Neighbourhood Officer Visits etc. The panel feel it would be useful for Rosebery to consider whether front line Rosebery Staff (in particular those who are dealing with this type of situation) would benefit from receiving dementia or other age related training. This section of the community is affected by this and it could be beneficial for the staff to be more aware of this growing condition.

The Resident Representative feels the meetings are very beneficial. He feels he is able to demonstrate through the meetings that Rosebery Residents are on the ball.

The meetings have really improved over the time he has been attending them. Things are getting done and new things put in place. The list of actions at the meetings has really reduced over time. He feels it is important for resident's point of view to the contractor. The Panel believe that it is important that in order for these meetings to be successful the Resident Representative should have some form of gas/engineering background otherwise T Brown are therefore not being challenged enough. The Panel is informed that the Resident Representative does have an engineering background.

The Resident Representative gave an example of how the meetings highlight any daily problems that residents regularly experience.

For example there was a resident issue which related to an appointment that had been booked for between the hours of 8.30am and 13:00pm. The Resident subsequently booked a half day off work so that they would be available for the appointment. However, the operative did not attend until 12.50 and the work took more than an hour to complete. This meant that the resident had to call work to extend their time off to a full day. Although the Operative attended within the time they had given, the learning in this example was that they had not factored in the time it would take for the job to be completed. The Resident Representative felt that they should do as much as they can to ensure Operatives are prepared for their appointments and that this should include having an idea of how long they are likely to take to complete.

He also referred to the example he gave in question one about the older residents and the need to work with them to replace their boilers.

The Resident Representative feels he is able to 'make a difference' by attending these meetings because he has been told they like his feedback at the meetings and feels that his engineering background really helps with his understanding of the issues discussed at the meeting. He has also suggested at meetings that T Brown look at how they organise their Gas Services to see if this can be organised to focus more on area so that they can reduce travel times.

When making reference to the resident who's appointment over ran (detailed under question 4) an apology letter was subsequently sent to the resident which he feels is an example of 'making a difference'.

He also gave an example of a difference he has made by attending the meetings. During a recent meeting, the group discussed an issue with the warm air valves that are used in Rosebery's Sheltered Schemes. The existing valves needed to be replaced every year at a cost of approximately £1,000 each time. He suggested they look for an alternative solution which resulted in the seals on the valves being replaced rather than the whole valve needing replacement. This solution was put in place and resulted in a very positive cost saving.

The Resident Representative is not aware of the systems currently used but feels that the meetings they hold would help with this as they are

	<p>able to discuss any issues.</p> <p>The Resident Representative feels he is able to see things from both sides and he tries to be fair. But he will always 'say it as it is'.</p> <p>He also feels T Brown do their job very well and try very hard.</p> <p>The resident representative was asked if there is anything that he thinks T Brown could do better. He suggested that they work on organising jobs to make them as efficient as possible. They could look at organising this area wise and try to prepare operatives with an accurate idea of how long the job is likely to take.</p> <p>Also he feels they could ensure Senior Core Groups take place quarterly.</p> <p>Mystery Shopping</p> <p>A resident described 4 different visits from T Brown. All were very satisfactory with a Saturday appointment being offered, when the resident said she could not take time off work.</p> <p>One of the calls was for a winter emergency. The temperature was -3 at 8.30pm and the heating stopped working. The call centre operator said because her dependant was 13 years old and not considered a young dependent the engineer would not be out until the following morning. The resident disagreed and asked to speak to a manager. The situation was resolved and an operative attended within two hours and fixed the problem. Although the panel understand that the operative was working within the guidelines, where weather conditions are extreme and have been for a period of time, there should be sufficient emergency provisions in place.</p> <p>The panel feel that in extreme cold weather conditions, where a resident is not considered vulnerable and in need of an emergency appointment, an offer should be made for heaters to be delivered to the resident or collected by them.</p> <p>It should be noted that when temperatures drop below freezing no heating could result in burst pipes causing further damage to the property. This would result in additional repair costs to Rosebery.</p> <p>Another resident described their experience with T Brown. Having checked with Rosebery about not having a radiator in their downstairs WC, Rosebery agreed for T Brown to install a small radiator. T Brown arranged an appointment within a few days to assess the work required. They confirmed that they would liaise with Rosebery and revert back to the resident. There was approximately a two month wait before an update was given and no explanation was given for this. The resident therefore chased Rosebery who spoke with T Brown and the radiator was installed a few days later. All in all, the resident's experience was fine; their only comment was about the delay between assessing the work and communicating this with the resident.</p>
Recommendations	<p>Based on the findings, the panel have made recommendations to the Executive team at Rosebery to improve communication between Morrison, Rosebery Housing Association and Customers. Appendix 1 also provides a snapshot of these recommendations.</p>

Gap Analysis Report

- The panel feel that Rosebery should consider carrying out a gap analysis for the T Brown contract. The panel found the gap analysis that was undertaken for their review of repairs particularly useful, and feel that a similar exercise would be beneficial.

Complaints/Compliments

- As part of the panel's programme of reviews, we would like to carry out a review of the new complaints procedure.
- The panel would like to receive information about the number of complaints received about gas services after the winter period.
- The panel feel that residents should not be responsible for requesting compensation payments when there have been multiple missed appointments. The panel understand that compensation can not be openly promoted, but feel payments should be made more proactively when multiple appointments have been missed.

Interviews

- The panel suggests that where parts are not immediately available and need to be ordered, a call is made to the resident to ensure they know how long this will take.
- Rosebery should consider what compensation is offered through the existing compensation policy for the cost of running temporary heaters, and how this can be better promoted to residents.
- Rosebery and T Brown should consider whether it is possible to introduce a Text Alert System.
- Rosebery should consider how the types of boilers in homes are recorded, and what they can do to improve how this is communicated to operatives. This should also include a proactive approach from the operative to ensure they are as prepared as possible for their appointments.
- T Brown and Rosebery should consider how they can ensure any missed appointments are raised at their Core Group meetings.
- Rosebery and T Brown should consider how they can improve their internal systems to be compatible with each other.
- Rosebery should consider whether front line staff would benefit from receiving dementia or other age related training.
- Rosebery should consider how operatives can be made more accountable when it comes to communicating delayed or late appointments. This should also take into account long delays between multiple appointments.

- T Brown should consider how they can improve how they communicate late appointments. For example, where an engineer is due to attend between 9am-12pm but is likely to arrive late.
- The panel feel T Brown should consider whether PDA's could be replaced by smart phones that would have better functionality. This could include photos to show that they have attended a property, and also photos of boilers to help with the diagnosis. Email accounts could also be set up to help with part orders and further appointment bookings.
- The panel feel that T Brown should consider whether it would be cost effective to recruit additional engineers during busier periods such as winter months (in the same way that the call centre do) as it would increase customer satisfaction due to more responsive fix times.
- The panel recommend that T Brown inform RHA where temporary heaters have been issued, so that this can be recorded in case of any complaints.

Mystery Shopping

- The panel feel that T Brown should consider offering temporary heaters for all boiler breakdowns that are reported during extreme cold weather conditions.
- The panel would like all future mystery shopping recommendations to be reported to them.
- Where possible, future Mystery Shopping exercises should test the T Brown Service.

Conclusion

In conclusion, the panel can see that there have been improvements in T Browns performance since the contract started. The panel are also pleased that T Brown continue to maintain their compliancy level when it comes to gas safety.

The panel feel that there is still room for improvement when it comes to communication, in particular when it comes to delayed or missed appointments.

In this review, communication has again been at the fore front of where improvements could be made. Communication is key when it comes to improving and maintaining high levels of customer satisfaction. Rosebery should continue to work closely with T Brown to ensure that levels of communication are improved, and continue to monitor the contract to ensure this happens.

Customer expectations should be set by ensuring T Brown communicate the correct information at the first point of contact. Realistic timescales must be communicated to the customer at all times. Where an appointment time changes or is delayed, new timescales should be communicated to the customer immediately.

	<p>Rosebery should consider how they can monitor the customer's experience of the service they receive from T Brown. This could be done through Mystery Shopping exercises and other forms of testing the customer's experience.</p>
<p>Equality & Diversity</p>	<p>Checked against the Single Equality Policy, and suggestions are:</p> <p>The Panel are due to attend Equality and Diversity training on 10th November. They will use this training to reflect on the above recommendations once completed.</p>

Appendix

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