

Cloch Scrutiny Group

A review of
Cloch Housing Association's
kitchen replacement programme

October 2018
www.clochhousing.org.uk



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1.0 | Introduction

1.1

Welcome to the first report from the CLOCH Scrutiny Group (CSG). We are delighted to present our findings of our independent review of the kitchen replacement programme. This scrutiny task was carried out between February to August 2018 and this report details the findings of our review and recommendations on the way forward.

1.2

We would like to thank the CSG team for their time and commitment to make this review happen. Also to thank Ilene Campbell, from the Tenants Information Service (TIS), who has supported us throughout this scrutiny project.

1.3

CLOCH staff have been very supportive throughout this process and we would like to give a special thanks to Paul McColgan who was the link person from CLOCH throughout this scrutiny task.

1.4

We hope that our findings and recommendations will support CLOCH to further develop tenant consultation on future planned maintenance projects.

2.0 | Launch of the CLOCH Scrutiny Group

2.1

The CSG team was launched at a meeting held by CLOCH in April 2017.

2.2

CLOCH participated in the FACE programme to improve its customer engagement and involvement. As part of this programme, it commissioned TIS to provide training and support to CLOCH staff and to the Board to identify customer engagement opportunities. CLOCH organised a successful Christmas Fayre event in November 2016 and a very well attended community cinema event held on April 2017. CLOCH carried out a short survey at both events, to identify customers' key issues and how they would like to become more involved. CLOCH then wrote to every household and invited them to attend a meeting with CLOCH to update on the work of the Association and to look at the scope to set up a new scrutiny group. 12 customers attended this initial meeting in April 2017 and a decision was taken to develop a customer scrutiny panel. TIS have provided independent training and support to the scrutiny group since its inception.

2.3

Our key aims:

- » To independently review and scrutinise the performance of CLOCH Housing Association's housing services to support service improvement;
- » To commission and review scrutiny activities through an annual programme and development of action and improvement plans;
- » To make recommendations and report progress on actions to the Association's Senior Management Team and the Management Board;
- » To report to tenants and other service users on progress being made;
- » To validate the Annual Performance Report on the Charter.

2.4

Our work is based on the following core standards:

- 1) Being accountable to customers;
- 2) Being transparent;
- 3) Reflecting the needs and aspirations of customers;
- 4) Respecting the decision making role of the Board.

2.5

To date, we have completed the following scrutiny activities:

- » A review of CLOCH's customer service standards which were approved at the AGM in 2017;
- » The consultation on the Rental Exchange Scheme;
- » A review of the format and content of the Customer Report Card for the Annual Report 2017 and 2018.

2.6

CSG have grown in confidence, knowledge and skills over the last year. We are delighted to work in partnership with CLOCH to improve our housing services.

3.0 | Scope of the Scrutiny Task

3.1

CSG gathered information from CLOCH'S Annual Return on the Charter 2017 and identified the following areas that would benefit from customer scrutiny:

- 1) Planned Maintenance
- 2) Painter work
- 3) Landscape Maintenance
- 4) Garden Maintenance
- 5) New Tenant Sign Up
- 6) Voids
- 7) Estate Inspections

3.2

Paul McVey the Chief Executive attended a scrutiny meeting and gave a presentation on the seven potential scrutiny topics and key issues facing the Housing Association.

3.3

The group discussed each item and scored their priorities and decided that the kitchen programme was the first priority. CSG agreed that future priorities will include reviewing estate inspections and landscape maintenance.

3.4

The scope the scrutiny task included:

- » To review how customers are informed about the kitchen programme before, during and after work is completed;
- » To identify how customers are involved in the decision making processes and options/choices;
- » To review how customer satisfaction is gathered during the kitchen replacement programme;
- » To identify how the delivery of the kitchen programme can be improved
- » To make recommendations on how customer consultation and communication can be improved.

4.0 | the Scrutiny Process

4.1

The following scrutiny tasks were undertaken:

- » A review of legislative and regulatory requirements regarding consultation on planned maintenance;
- » A review of performance information from the Annual Return on the Charter and tenant satisfaction survey results;
- » Meetings with CLOCH staff to review how the kitchen programme is working and key issues arising;
- » A meeting with the contactor;
- » A survey of customers who have recently had a new kitchen fitted.

4.2

For each part of our scrutiny work we carried out three key steps:

- » **Summary:** of what we did
- » **Findings:** an outline of our findings
- » **Positive points:** highlighting the good practice we found

4.3

Section 8 of the report provides our key recommendations for consideration by the CLOCH Board.

5.0 | Legislative and Regulatory Requirements

5.1

Summary

CSG reviewed the following documents to gather information about the legislative and regulatory requirements for tenant consultation on planned maintenance:

- » The Scottish Social Housing Charter;
- » The SHR landlord performance report (2016/17).

5.2

Findings

5.2.1

Regulatory requirements

The Scottish Parliament through the Scottish Social Housing Charter ('the Charter') sets the standards and outcomes that all social landlords in Scotland should aim to achieve when performing their housing activities.

The Charter outcomes on equalities, communications and participation are also relevant to the customer consultation process.

Outcome one of the Charter requires that social landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services. This includes landlords' responsibility for finding ways of understanding the needs of different customers and delivering services that recognise and meet these needs.

Outcome two of the Charter requires that social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides. And outcome three requires that social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

5.2.2

Tenant Satisfaction

In CLOCH's most recent tenant satisfaction survey:

- » 91.1% said they were satisfied with the overall service it provided, compared to the Scottish average of 89.7%;
- » 95.8% felt that CLOCH was good at keeping them informed about its services compared to the Scottish average of 91.1%;
- » 92.4% of tenants were satisfied with the opportunities to participate in CLOCH's decision making processes, compared to the Scottish average of 83.8%.

5.3

Positive Points

5.3.1

Our independent review concluded that CLOCH **meets the current legislative and regulatory requirements** with regards to tenant consultation on planned maintenance.

5.3.2

CLOCH achieved higher than the Scottish average for levels of tenant satisfaction with the **overall service, keeping them informed and opportunities to participate**.

6.0 | Review of current practice

6.1

Summary

The group undertook the following tasks to understand CLOCH's approach to the planning, consultation and delivery of the kitchen programme:

- » They met with Paul McColgan from CLOCH who has responsibility for the delivery of the kitchen programme;
- » Reviewed the correspondence given to customers before, during and after the kitchen has been fitted;
- » Met with the contractor;
- » Site visit to two properties where new kitchens had been fitted.

6.2

Findings

Overview of the Kitchen Programme

Paul McColgan gave a very useful presentation to CSG detailing the kitchen programme from the planning, to the delivery and completion stages. The following points were noted:

- » Kitchens are replaced after 15 years (they have a life cycle of 15 years);
- » CLOCH goes to procurement every three years to commission a contractor to provide high quality services that provide value for money | - *QUALITY + COST*
- » CLOCH have selected a high standard of new kitchens, which costs more but are built to last longer;
- » CLOCH writes to each household to advise that they are on the kitchen programme for that year and that the contractor will contact them to arrange a survey visit; - *website + newsletter*
- » The clerk of Works at CLOCH visits each property to inspect the property and identify what is required to fit a new kitchen. This is known as the "March In" | *with contractor + materials to agree a date.*
- » CLOCH commission Moore's to design the kitchen and they provide a 3d drawing when the design is completed;
- » The contractor sends out a letter to customers to explain when the kitchen will be fitted;
- » A new kitchen takes on average 3 days to fit;
- » CLOCH does not provide new flooring or flooring allowances
- » CLOCH provides a £50.00 decoration allowance
- » CLOCH requires all contractors to have a strict code of conduct in place for its staff;
- » CLOCH's clerk of work inspects every kitchen that is completed.

6.2.1

The contractor carries out a customer satisfaction survey return when each kitchen is fitted to seek feedback

6.2.2

Correspondence to Customers

First letter to customers

CLOCH sends a letter to every customer to advise them that they are currently on the kitchen programme. We reviewed the letter and concluded that the letter is clear and easy to read. However it would be useful to include a telephone number and email contact in the letter as the telephone number and email address at the foot of the letter is in small print and is very difficult to read. *done !!
NSU !!*

Second letter to customers: Access issues to your home

This letter is easy to read and understand. However, there are a few spelling errors that need to be amended (programme). *→ Review.*

"March In" Condition Log

There is a spelling error on the form (diets instead of debts) which needs to be changed. It would also be helpful to have a section to record photographic evidence that has been gathered during the "March In" phase. *- credits, held in drive.*

The Disclaimer Letter

The text of this is very small and difficult to read. It is recorded that this letter is redrafted using plain English. *- provided at March in.*

The 3D drawing

This is a very useful tool for customers to visualise their new kitchen.

6.2.3

Meeting with the Contractors

Our group had a very useful meeting with the contractors CCG on May 21st 2017. **The following points were noted:**

- 1) CCG noted that the contract is going very well. CCG have worked previously with CLOCH and have a working relationship;
- 2) CCG meets regularly with CLOCH to plan and deliver this work;
- 3) The CCG foreman issues weekly progress sheets;
- 4) CCG adhere to their code of Conduct and no smoking policy;
- 5) CCG staff carry ID at all times;
- 6) CCG produce monthly progress reports and meet regularly with CLOCH;
- 7) CCG attend the survey visit with (Moore's) and the customer; *---*
- 8) Customers are given at least 7 days' notice of the survey and start date;
- 9) CCG text customers to remind them of the survey date;
- 10) Getting access to houses to fit new kitchens has not been a problem;
- 11) CCG have a Tenant Liaison Officer on-site to address any issues;
- 12) CCG identified that communication is good between themselves, CLOCH and customers;

- 13) CCG have fitted better quality kitchens than previous programmes reflecting the higher specification set by CLOCH;
- 14) Customers are required to sign a "March In" disclaimer before the work starts;
- 15) The main issue that tenants raise is the flooring. The footprint of the new kitchen units is usually different from the old kitchen which sometimes leaves gaps in lino or floor coverings. CCG highlighted that not many Registered Social Landlords provide flooring as it has cost implications;
- 16) CCG have not received many complaints during the kitchen programme;
- 17) CCG use a very detailed spread sheet system to plan, deliver and monitor its work;
- 18) CCG give customers a satisfaction survey to complete when the kitchen is finished and CCG checks the comments from these forms;
- 19) Complaints are given to the TLO on site. If they are unable to resolve these it is then escalated to the Contracts Manager;
- 20) CCG identified the key barriers to getting work done includes; No access, late deliveries or incomplete deliveries;
- 21) CCG use a tenant satisfaction sheet which is a useful starting point but the information is very limited and it was not clear how this information is shared with CLOCH to improve future projects;
- 22) It would be useful if CLOCH provide customers with a written checklist of what to do and what to expect throughout the kitchen programme process

*Take from +
March at Mock in*

6.2.4

Site Visits to Auchendarroch Street, Greenock

Our group visited two properties in Auchendarroch Street in Greenock that had recently had a new kitchen fitted. One property was currently awaiting new tenants and in the other property, we had the opportunity to speak directly to the customers. Key points noted from our visits;

- » The quality of the new kitchens was excellent;
- » The layout was excellent;
- » Customer feedback was very positive in terms of the quality of the work, the consultation process and the timescales taken;
- » Flooring was not identified by the customers as a problem.

6.3

Positive Points

6.3.1

CLOCH and CCG have a good working relationship.

6.3.2

CLOCH has set a high specification for new kitchens.

6.3.3

Customers have a choice of doors, worktops, handles, units and kitchen panels.

6.3.4

Customers have an opportunity to give their view in a satisfaction survey when work is completed, but this could be developed to improve the data that is gathered to use in a more systematic way.

7.0 | Customer Survey: Improving our Kitchen Programmes

7.1

Summary

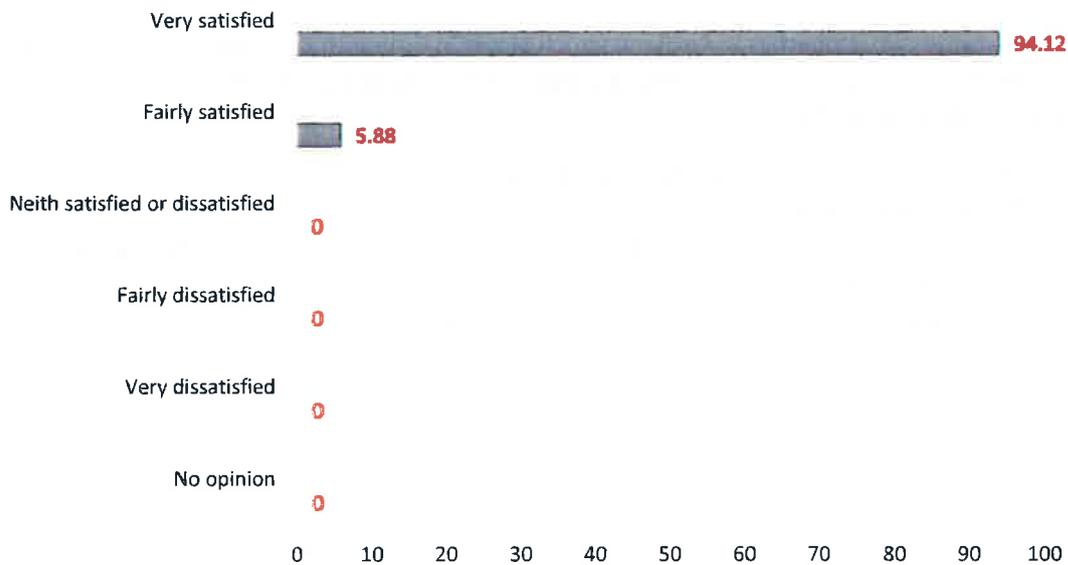
CSG developed a survey to seek customers' views of the recent kitchen they had fitted and to identify what could be improved. The survey was sent to 70 households with a prepaid envelope to return to TIS. It was sent by post to 70 households and we received a high return of 22%.

7.2

Findings

Question 1

Thinking about the new kitchen you have had fitted, how satisfied were you with your new kitchen



- 1) Very satisfied **94.12%**
- 2) Fairly satisfied **5.88%**
- 3) Neither Satisfied or Dissatisfied **0%**
- 4) Very Dissatisfied **0%**
- 5) No Opinion **0%**

Question 2

Still thinking about your new kitchen, how satisfied were you with the following areas:

The information provided to inform you that you were part of the programme	
Very Satisfied	55.56%
Fairly Satisfied	44.44%
Neither Satisfied or Dissatisfied	0%
Fairly Dissatisfied	0%
Very Dissatisfied	0%
No Opinion	0%

The survey carried out by the contractors	
Very Satisfied	64.71%
Fairly Satisfied	35.29%
Neither Satisfied or Dissatisfied	0%
Fairly Dissatisfied	0%
Very Dissatisfied	0%
No Opinion	0%

The information you received explaining what was involved	
Very Satisfied	55.56%
Fairly Satisfied	27.78%
Neither Satisfied or Dissatisfied	5.56%
Fairly Dissatisfied	0%
Very Dissatisfied	5.56%
No Opinion	0%

The choice you had in selecting worktops, units etc.	
Very Satisfied	76.47%
Fairly Satisfied	23.53%
Neither Satisfied or Dissatisfied	5.56%
Fairly Dissatisfied	0%
Very Dissatisfied	5.56%
No Opinion	0%

The choice you had in selecting worktops, units etc.	
Very Satisfied	77.78%
Fairly Satisfied	16.67%
Neither Satisfied or Dissatisfied	0%
Fairly Dissatisfied	0%
Very Dissatisfied	5.56%
No Opinion	0%

Keeping dirt and mess in your house to a minimum	
Very Satisfied	66.67%
Fairly Satisfied	22.22%
Neither Satisfied or Dissatisfied	0%
Fairly Dissatisfied	5.56%
Very Dissatisfied	5.56%
No Opinion	0%

The quality of wok provided in your new kitchen	
Very Satisfied	83.33%
Fairly Satisfied	11.11%
Neither Satisfied or Dissatisfied	5.56%
Fairly Dissatisfied	0%
Very Dissatisfied	0%
No Opinion	0%

The overall length of time that the work took to complete	
Very Satisfied	66.67%
Fairly Satisfied	27.78%
Neither Satisfied or Dissatisfied	5.56%
Fairly Dissatisfied	0%
Very Dissatisfied	0%
No Opinion	0%

In terms of customers being very satisfied the following areas were rated as the highest:

- 1) The quality of work provided (83.33%)
- 2) The attitude of workers (77.78%)
- 3) The choice to choose worktops etc. (76.47%)
- 4) Keeping dust and mess to a minimum (66.67%)
- 5) The overall length of time the work took to complete (66.67%)
- 6) The survey work carried out by the contractors (55.56%)
- 7) The information provided to inform you that you were part of the programme (55.56%)
- 8) The information you received explaining what was involved (55.56%)

Question 3

Customers gave the following views why they were satisfied or dissatisfied:

- » Happy with my new kitchen (more than) if I asked a question work force happy to answer;
- » I was not informed I had to lift my kitchen floor as my house is open plan it was fitted all through
- » My living room I had to lift the flooring also;
- » Everyone who came into the house were very courteous and made things very clear;
- » We were told 3 days and it went on for 7 days which meant having to arrange days off from work;
- » Everything went as planned with no hiccups;

- » I was very satisfied with my kitchen;
- » I am very satisfied with kitchen and the workmen were very professional;
- » Cooker behind door not suitable, reported it to staff but felt ignored
- » All workers were great;
- » Over all the workers were polite they done their part fast and very good. I would personally recommend them;
- » I recommend the workers and contractor;
- » Over the moon with the work done guys were nice ;
- » The workmen were careless and had no respect for people's homes;
- » The workers were very nice and did a great job also cleaned up after them;
- » I could not fault anything about the whole process of my new kitchen being installed;
- » From start to finish the contractors were great! I had my baby the day after they were finished the work, great timing.

Question 4

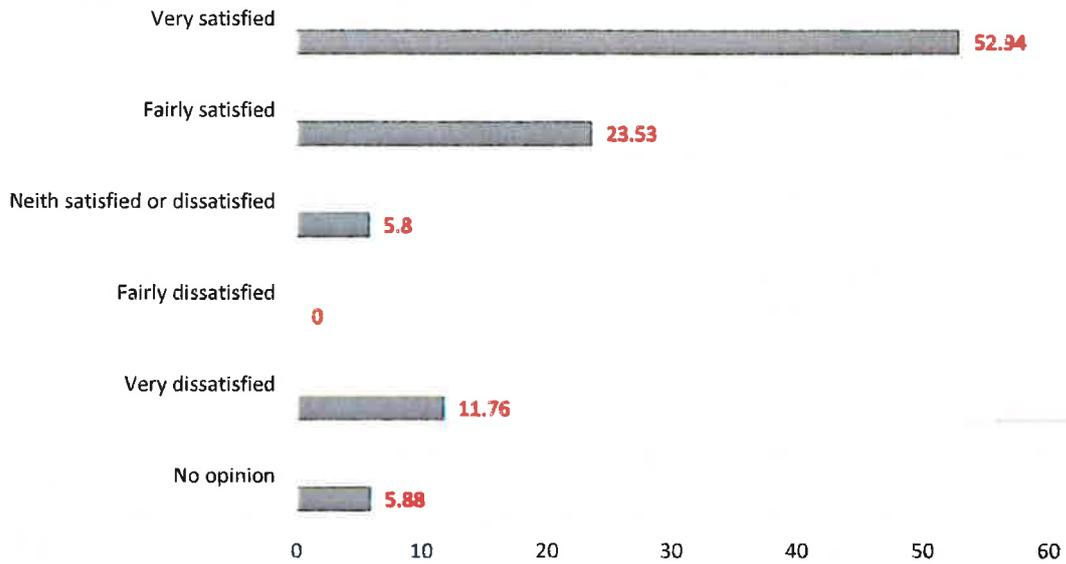
What areas do you think worked well and/or could be improved?

- » I think they should have put up dust sheets as my living room was a mess with dust;
- » Everything was well done;
- » Still need my kitchen painted and floored;
- » Loved the whole kitchen;
- » Pleased with all areas;
- » It all went well, no complaints;
- » Finished to a good standard, being able to get my roof finished and painted;
- » Less hurry, less errors;
- » Everything went well from the kitchen to the people who worked on it.

*In Conn
left @
March.*

Question 5

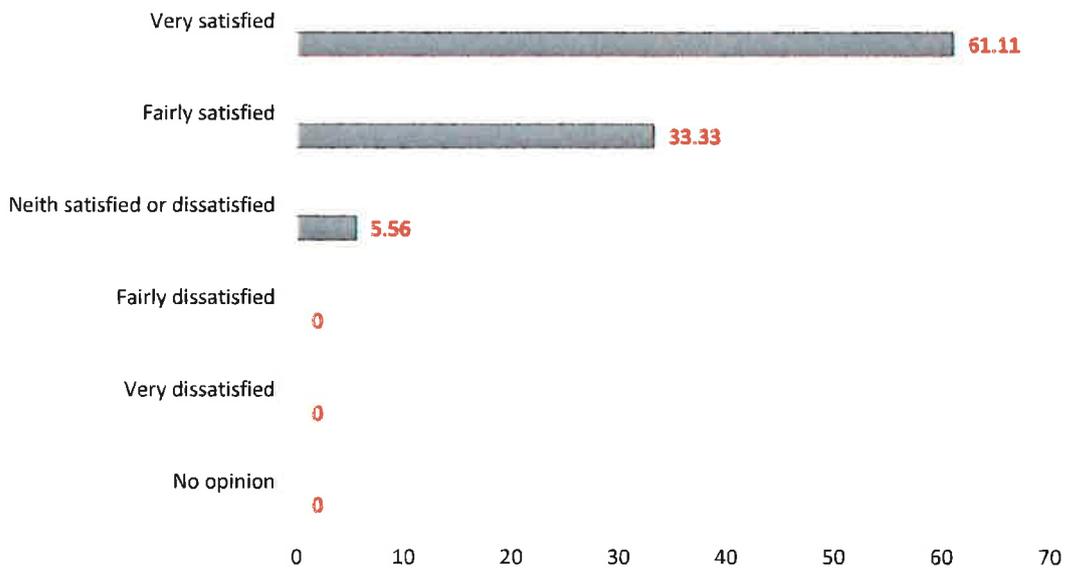
How satisfied were you with the disturbance allowance?



- 1) Very Satisfied **52.94%**
- 2) Fairly Satisfied **23.53%**
- 3) Neither Satisfied or Dissatisfied **5.88%**
- 4) Fairly Dissatisfied **0%**
- 5) Very Dissatisfied **11.76%**
- 6) No Opinion **5.88%**

Question 6

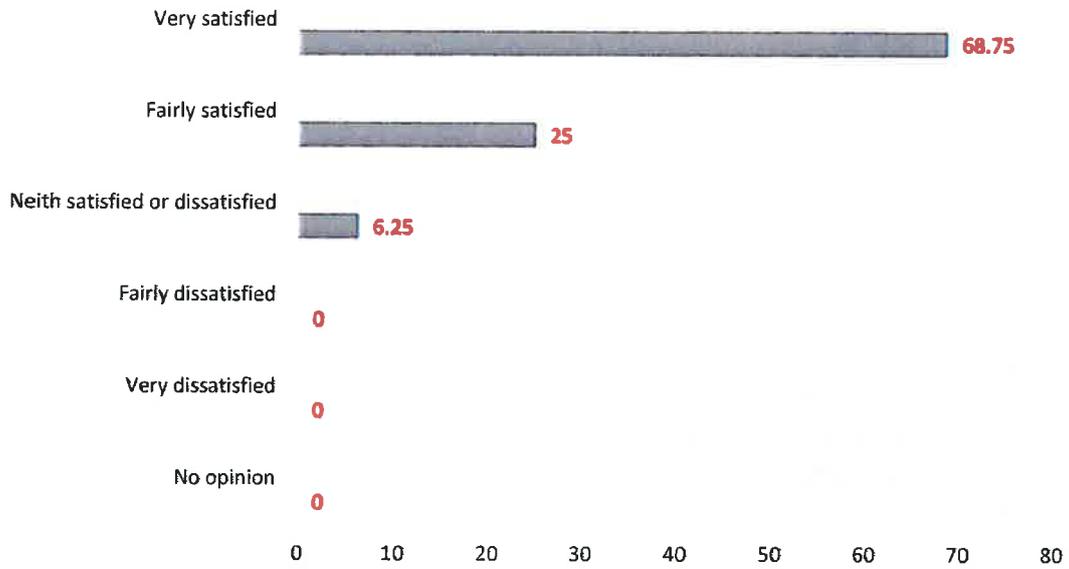
In terms of how you were kept up to date, how satisfied were you with CLOCH housing staff;



- 1) Very Satisfied **61.11%**
- 2) Fairly Satisfied **33.33%**
- 3) Neither Satisfied or Dissatisfied **5.56%**
- 4) Fairly Dissatisfied **0%**
- 5) Very Dissatisfied **0%**
- 6) No Opinion **0%**

Question 6 (continued)

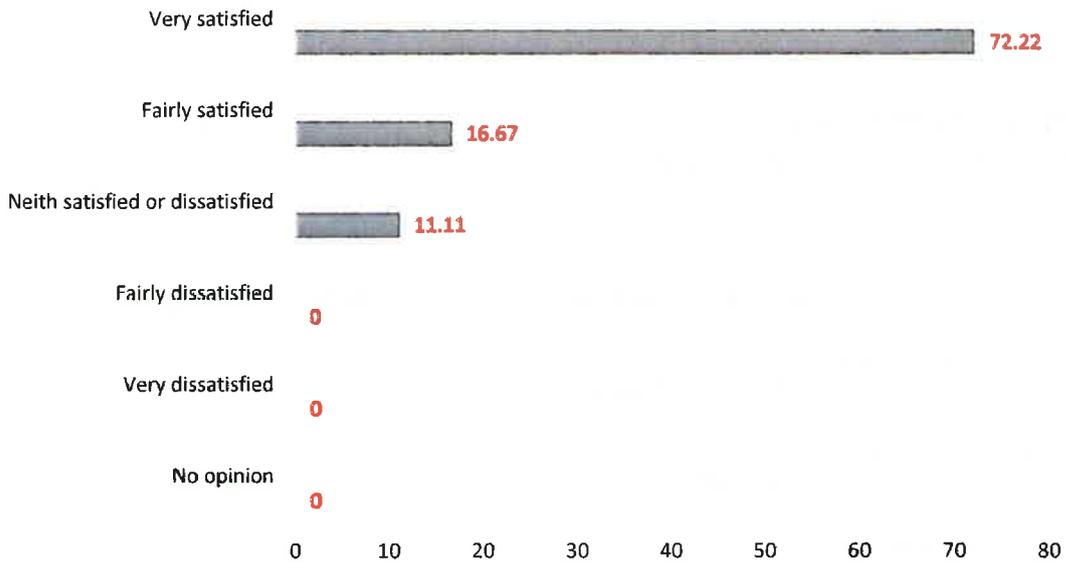
In terms of how you were kept up to date, how satisfied you were with the contractor;



- 1) Very Satisfied **68.75%**
- 2) Fairly Satisfied **25.00%**
- 3) Neither Satisfied or Dissatisfied **6.25%**
- 4) Fairly Dissatisfied **0%**
- 5) Very Dissatisfied **0%**
- 6) No Opinion **0%**

Question 7

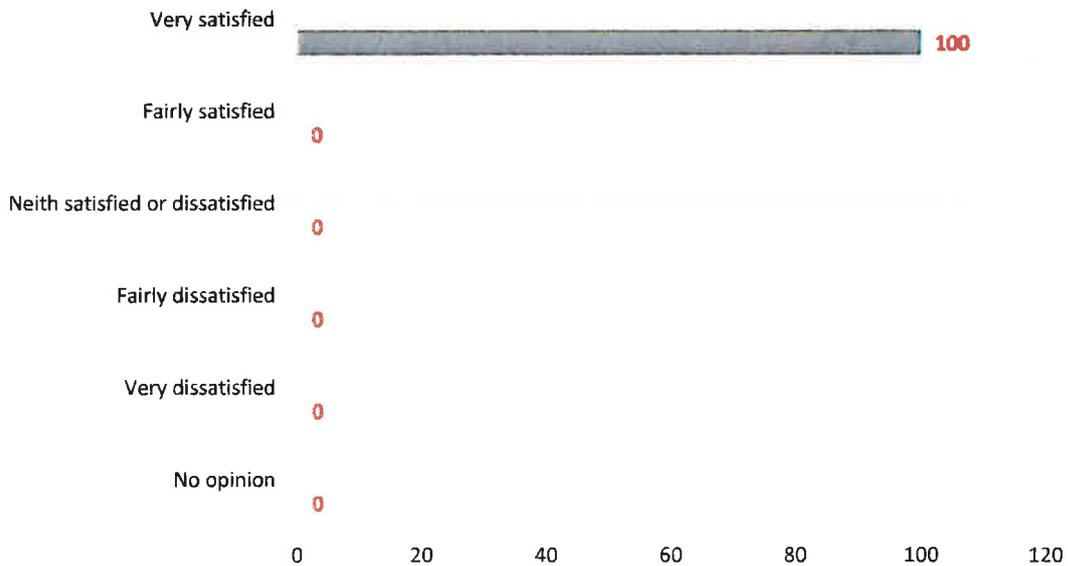
Did you get the opportunity to complete a tenant satisfaction survey when the kitchen was finished?



- 1) Very Satisfied **72.22%**
- 2) Fairly Satisfied **16.67%**
- 3) Neither Satisfied or Dissatisfied **11.11%**
- 4) Fairly Dissatisfied **0%**
- 5) Very Dissatisfied **0%**
- 6) No Opinion **0%**

Question 8

Did a member of CLOCH check the kitchen when the work was complete?



- 1) Very Satisfied **100%**
- 2) Fairly Satisfied **0%**
- 3) Neither Satisfied or Dissatisfied **0%**
- 4) Fairly Dissatisfied **0%**
- 5) Very Dissatisfied **0%**
- 6) No Opinion **0%**

Question 8

Did a member of CLOCH check the kitchen when the work was complete?

- » Have wanted to let CLOCH know contractors satisfied with work done. Favourite bit was choice of splash back;
- » Colour brilliant and no tiles (nice one) very happy;
- » The disturbance allowance would have been better if it was from B&M or Wilko as they are cheaper for decorating supplies;
- » Satisfied with the work;
- » Was flooded out from above but all was rectified satisfactory;
- » The finished kitchen is beautiful but the workmen didn't care for the tenants or their property;
- » Kitchen is beautiful and everyone involved were great.

7.3

Positive points

There were high levels of customer satisfaction with the quality of the work; the choices offered and the attitude of workers

There were high levels of satisfaction with the quality of the kitchens provided.

CLOCH checked 100% of the kitchens in the survey sample.

Customers had an opportunity to give their feedback in the satisfaction survey provided by the contractor and the survey data can be developed to use this information to shape future planned maintenance projects.

8.0 | Recommendations

8.1

CSG found this scrutiny process to be invaluable in understanding the kitchen programme process. Our group would like CLOCH to consider the following recommendations.

- 1) CLOCH to review all of the correspondence provided to customers about planned maintenance to ensure it is clear to read and understand, in plain English and will easy to read telephone and email contacts. (This is to include all information provided before, during and after the work is completed and Information from CLOCH and the contactors.)
- 2) **CLOCH to produce an information pack to every household detailing what to expect during the kitchen programme work and what they can do to prepare for this. This can be rolled out to be used and adapted for other planned maintenance contracts.**
- 3) CLOCH to work with the contractor to develop the customer satisfaction survey to include the data included in the kitchen survey designed by CSG.]
- 4) CLOCH to continue to use the high specification kitchens it currently uses and to involve CSG in any future changes to the specification.
- 5) CLOCH to provide decoration allowances for B and M or Wilko. *- decorated or by cook.*
- 6) **CSG to be involved in reviewing progress made with kitchen programme at the end of 2019.**

We look forward to getting feedback from CLOCH regarding our scrutiny findings and recommendations.

9.0 | Conclusion

CSG would like to thank its members and TIS for their support in producing this scrutiny report. We hope our recommendations will help to drive forward CLOCH's future kitchen programmes.

Appendix 1 | CLOCH Scrutiny Group Members

- » Grace Dawson
- » Caroline De Latour
- » Anna Ellis
- » Isobel McCarney
- » Elisabeth Sloan
- » Martin Sloan
- » Marion Strachan

