



Scrutiny Topic:	Planned Investment Work
Start / End Date:	February – May 2017
Board:	Thursday 27 <sup>th</sup> July 2017
Judgement:	A 'Good' Service

## 1. Introduction

We are a committed group of volunteer customers interested in improving services delivered by Great Places Housing Group (GPHG). We came together as a working group in July 2014; we currently comprise of four full-time and two part-time members. We scrutinise specific services in detail and act as a critical friend reporting findings and suggesting recommendations for Board.

## 2. Review Service Area

We selected 'Planned Investment Work' as the focus of our fifth scrutiny review. This service area was chosen as the topic to scrutinise for the following reasons:

- Asset Management and Major Repairs is an important and critical service to customers and can greatly influence satisfaction with the condition of their property, as well as satisfaction overall;
- the service has undergone significant change over previous years and, with this in mind, it was felt it was timely to test whether the service is performing satisfactorily from a customer perspective, and
- whilst scrutinising compliance with the HCA's Consumer Standards in late 2016, 'insight' judged the Repairs and Maintenance section of the 'Home standard' as being compliant, while acknowledging that greater detail was essential before a better, more informed judgement could be agreed. It was our intention to gather further detail during our review. The detail we were interested in relates to whether the service 'provides choice' 'treats customers fairly' and 'is cost-effective'

## 3. Aim and scope of our review

The aim of our review was to focus on planned investment arrangements, for the renewal of kitchens and bathrooms only, to attempt to understand the customer experience of service delivery.

We set a clear scope to gather and consider intelligence relating to the following areas;

- customer expectations and satisfaction levels
- review communication throughout the process before, during and after work
- consider value for money - cost efficiencies and standards of quality
- contract management and performance relating to service delivery
- customer health and safety implications

## 4. Our Approach

We conducted our scrutiny of this service by gathering a range of information / evidence using the following 3 point approach;

<b>Where are GPHG?</b> (current position/baseline)	Intelligence from staff, performance information and customer feedback
<b>Where do GPHG want to be?</b> (Vision/aspiration)	Asset Management Strategy, Corporate Plan
<b>How does GPHG get there?</b>	Recommendations based on evidence from findings

Listed below are the various ways we collected the evidence:

### a. Presentation by the Director of Business Intelligence

The Director of Business Intelligence provided an overview of Great Places' performance, any planned audits and a brief outline of some benchmarking information, to enable 'insight' to make an informed decision about our review scrutiny topic.

### b. Desktop Review

Our review started with us completing a desktop review to familiarise ourselves with the basic functionality, purpose and scope of the service as outlined in the aims of Great Places asset management strategy. We reviewed other relevant documentation such as customer communication, customer feedback and latest performance information collected during the last two financial years.

### c. Presentation by Head of Asset Management and Compliance

We invited the head of the planned investment service to present an overview of the service to provide key information, establishing points of contact for various key areas of the service.

### d. Presentation by Head of Procurement Services

We heard a summary of the way Great Places procure contractor services, which was to provide us with an appreciation of the importance of this stage of the process, particularly in relation to achieving value for money and a quality service.

### e. Presentation by a Customer Liaison Officer (CLO)

We invited a customer liaison officer to present an overview of their role to help us gain further understanding of this function and its significance, the support the CLO role offers to service delivery as well as define the customer journey. We also requested that a Tenant Liaison Officer representing one of contractors, joined the CLO at this presentation.

### f. Presentation by Senior Contract Surveyor and Contract Surveyor

We heard a presentation from the senior contract surveyor and a contract surveyor about their roles within the team; they explained the importance of their function when delivering the service and how they work in partnership with relevant contractors and monitor the contracts. We asked for a Site Manager representing the contractor, to join us at this presentation.

#### **g. Met with Scheme Manager of an Independence and Wellbeing project**

We were provided with a summary from a Scheme Manager of one of Great Places' Independence and Wellbeing projects, which was to receive investment works to communal kitchen and bathrooms.

#### **h. Surveyed Staff**

We conducted an anonymous staff survey to enquire of any potential impact of this service on staffs' ability to deliver front line services.

#### **i. Job shadowed a Customer Liaison Officer (CLO)**

We requested to job shadow a CLO to observe and collect feedback from customers about their experience of the pre-work visit stage of the process.

#### **j. Consulted with customers**

Following the desktop review and presentations from staff, we consulted with customers, which we find a vital part of our review to fully appreciate and hear if the service meets GPHGs' customer needs and expectations.

#### **k. Presentation and Q&A session with a manager from our Internal Auditors, PWC**

We met with PWC to hear detail of their purpose and how they work in partnership with Great Places to audit service areas, as well as more specific feedback from their recent audit into the Asset Management function.

## **5. Review of findings**

### **Presentation by the Director of Business Intelligence**

#### **Areas of good practice**

- Great Places has a comprehensive asset management strategy in place for period 2016-19
- GPHG look to invest circa £42m over the next three years as outlined in the strategy
- A target has been set that 100% of properties will undergo a stock condition survey by March 2018, providing a complete set of data to enable a program of investment to be reliably planned
- Great Places would renew kitchens on a 15 year cycle, this has been reviewed to 20 years, which is in-line with our peers, leading to a reduction in costs while maintaining quality.

#### **Summary of findings**

- *'House mark' benchmarking information from 2015 - 16 demonstrated that GPHG had delivered a low cost service, which was performing slightly below average during that year*
- *In the same year, 81.4 % of respondents said they were fairly or very satisfied with the overall quality of their home, a figure based on a random survey not limited to customers who have had recent work undertaken).*

### **Desktop Review**

#### **Areas of good practice**

- The planned investment service is in place to ensure effective investment in the group's assets and customers' homes as outlined in the asset management strategy
- Great Places has committed to ensuring housing stock meets the needs of customers both now and in the future, which is outlined in the Asset Management strategy

- A comprehensive communication process has been developed, which comprises i) written confirmation that investment work will be carried out to customers' homes, ii) a proposed pre-work visit appointment, and iii) written notification sent 14 and 7 days prior to work starting
- Great Places' CLO attends the pre-work visit to introduce themselves to the customer, provide information and note any details of specific requirements of the customer, that will assist the smooth delivery of work whilst limiting any inequality
- A kitchen designer attends the pre-work visit to support customers make their choices of components and design layout along with the Tenant Liaison Officer of the relevant contractor, who will inform customers what's involved with renewal of a kitchen and / or bathroom
- A (pre-work) customer information pack is provided, which sets out the process of work the customer can expect, contacts and other useful information. Great Places attempt to provide information, which is tailored to customers' needs; for example information is presented at a consultation event, at a face to face visit with CLO or translation into relevant language

#### Summary of findings

- ***Although related strategies, policies and procedures exist, currently there doesn't appear to be a policy in place to support consistent delivery of planned investment work in accordance with the asset management strategy***
- ***The in-house repairs team collect customer feedback; the most recent satisfaction report was produced in February 2017. The sample size reported within the document was 62 of 2000 customers who received works over a 12 month period, we questioned if this sample provides robust intelligence, to enable adequate challenge to contractor performance – a similar point was identified and outlined by PWC during their audit of the service***
- ***There is no set target in place for the number of customers to be surveyed by GPHG or options provided of ways for customers to feedback in relation to the service***
- ***GPHGs' customer survey asks for a 'yes or no' answer to a number of questions, testing if aspects of the service were performed, however this doesn't allow scope for customers to express satisfaction or dissatisfaction***
- ***Customer feedback suggests an amount of dissatisfaction exists, in relation to GPHG communicating plans when investment in homes will be carried out***

#### Presentation by Head of Asset Management and Compliance

##### Areas of good practice

- More of the contract management is carried out in-house, resulting in a decrease of professional fees from £400k to £60k for program management
- Work is procured using a detailed specification and specialist kitchen planners
- Introduction of a dedicated Customer Liaison Officer from GPHG, in addition to a Tenant Liaison Officer and site manager representing the contractor
- Procurement process assesses contractor competency in relation to H&S
- Greater customer involvement such as group consultation events at schemes prior to works
- Arrangements in place to monitor contractors' outputs and associated spend at regular meetings
- Established cash flow forecast monitoring processes in place
- 100% of investment work is inspected unless there is no access provided to the customers' home

#### Summary of findings

- ***Incomplete stock condition information – target set for 100% of homes to have a stock condition survey carried out by March 2018, which is a newly established Critical Success Factor (CSF). At the time of our work the figure was at 92%.***
- ***Unable to reliably plan future investment work plus there are no current arrangement in place to communicate future investment with customers an objective outlined within the strategy***

- ***Low levels of customer feedback collected by Great Places, no clear target of customers to survey, resulting in a lack of understanding of the customers' reasons for dissatisfaction and insufficient feedback to challenge contractor performance***

#### **Presentation by Head of Procurement Services**

##### **Areas of good practice**

- Development of a comprehensive procurement process based on 60% (quality) v 40% (cost) split
- Contractor tenders are scored, using a pre-determined weighted range of scores, by 4 members of staff and a GPHG customer, to ensure the process is fair, open and transparent
- GPHG has a framework agreement for a 4 year period, which conforms to European Law
- There are a number of KPIs in place to assist with measuring contractor performance
- Contract clause to allow arrangements to be ended at any time within 3 months
- Cost savings and good performance resulted in further contracts being awarded for 2016 - 17

##### **Summary of findings**

- ***Contractors use sub-contractors, feedback reports inconsistency in standards***
- ***Small sample of customer feedback collected by GPHG available for robust challenge of contractor performance and no set target for the number of customers to survey***

#### **Presentation by a Customer Liaison Officer (CLO)**

##### **Areas of good practice**

- An extensive restructure of the team has occurred over the last two years, including;
  - a CLO role brought in-house to deal with day to day issues
  - development of a written notification process and a customer information pack, which includes contact details, health and safety and security information and detail of aftercare
  - offer of a range of customer choices in relation to the renewal of kitchens and bathrooms
- Pre-work home visits are arranged by the CLO, who informs the customer in writing the duration of the visit and what they can expect from the visit including an opportunity to ask questions
- A kitchen designer and a Tenant Liaison Officer jointly attend the pre-work visit with the CLO
- Kitchens are designed to customers' requirements and a print-out is provided for signature to agree the design - customers can change their choices within a reasonable timescale
- To help customers with their selection of kitchen or bathroom choices, images of installations are shown to illustrate how different combinations look when put together
- During the home visit the CLO records any specific requirements in relation to the customer, which will help to limit any inequality of service delivery
- Dependent on circumstances a decant can be considered, if deemed necessary
- Photographs are taken at all properties with the customers' consent, prior to work being carried out, which has proven beneficial for a number of reasons
  - the contractor records the condition of the property; useful for both parties in case of any situations of dispute or allegations of damage
  - GPHG use as evidence to support cases with the contractor of non like-for-like work, such as a variance in the quality of components
- Any asbestos found at customers' homes, which would be disturbed by works will be removed prior to work being carried out
- CLO is a customer centred role, which often goes the extra mile, offering support to customers where necessary, when resources and capacity permit

##### **Summary of findings**

- ***we enquired if a TLO could provide an overview of their role from a contractor perspective, it was agreed to invite a TLO to the CLO presentation. We were later informed this arrangement couldn't be kept so we are unable to report any findings direct about the contractor***

- *Refusal of work and no access to 10% of properties, disrupts the planned timetable of work resulting with the CLO working closely with housing teams and customers, or additional properties being added towards the end of the program*
- *No specific training given to equip CLO with skills to deal with challenging situations or behaviour*
- *Overlap of CLO patches mainly, if work is added during the later stages of the program, which can result in time consuming travel across different regions*
- *Customers often contact the CLO, if experiencing difficulties reaching a resolution with the contractor regarding work*

## **Presentation by Senior Contract Surveyor and Contract Surveyor**

### **Areas of good practice**

- Budget for kitchens and bathrooms was £7-8 million during 2016 - 17
- Condition of kitchens / bathrooms is considered plus age, introducing flexibility to the program
- To enable work to be consolidated to be carried out at the same time, customers whose properties are in a good condition are asked, if they'd be willing to wait for renewal of a kitchen for example for 12 months whilst other investment work will be brought forward
- GPHG has a framework of contractors who complete a pre-qualification questionnaire to ensure standards are met by the contractors performance
- Regular progress meetings are attended by a Great Places' contract surveyor and a site manager for the relevant contractor to monitor performance including day to day customer issues
- Component costs are fixed and a schedule of work used – regular finance meetings to monitor costs, spend and work completed
- Good support given by housing management teams when customer refuses work
- Customer receives a Diary of Work, to be completed and signed by visitors to customers' homes
- Arrangements can be agreed with contractors for access to carry out work, if customers are unable to be present during the duration of the work
- Customer complaints follow GPHGs' standard complaints process, if the customer hasn't been able to deal and resolve the matter with the contractor
- If any health & safety concerns contractors will come out of properties, immediately
- Operative working on-site are CSCS registered and carry a card, site trained in health and safety
- All work is inspected jointly by GPHG and the relevant contractor site manager following a details snagging checklist

### **Summary of findings**

- *We requested a representative from the contractor provide an overview of the functionality of their role, it was agreed to invite a site manager to the presentation. We were informed this arrangement couldn't be kept so we are unable to report any findings relating to the contractor*
- *GPHG's stock is wide spread including a number of pepper potted properties, the program therefore doesn't easily lend itself to economies of scale*
- *Refusal of work and no access to properties can be a complicated balancing act*
- *Greater customer intelligence of customer vulnerabilities, to enable GPHG to plan effective service delivery taking a more pro-active approach to customer refusals – particularly important in a period of Local Authority cuts*
- *Customer satisfaction feedback is collected by the contractor and reported to GPHG at progress meeting including daily interactions with customers*
- *Service delivered by larger contractors managing workload over a large regional spread of stock, using sub-contractors*

## Feedback from Independence and Wellbeing project

### Areas of good practice

- The projects communal kitchen and bathrooms required modernisation and refurbishment work. We were informed the condition of cleaning facilities can impact greatly on the wellbeing of residents with high support needs. Therefore, it is crucial GPHG provide facilities, which are easily accessible for everybody particularly since the facilities are communal
- Scheme manager attended a pre-work meeting to discuss residents' needs, to ensure a safe working environment, which is mindful of residents' well being and health and safety
- Residents were given choice of colours and tiles. The selection offered to residents paid careful attention to triggers to specific colours such as red, which can be related to feelings of paranoia or danger, whereas blue can remind residents of traumatic times in hospital
- Most residents didn't show a strong opinion towards the choices offered, since they consider their accommodation as temporary, because it is their aim to move on, into independent living
- The investment programme was communicated verbally and in writing to residents, who were given opportunity to ask questions and raise any concerns in relation to the proposed work
- It was agreed with contractors, no tools were to be left unattended whilst on site and bathrooms needed to be closed or a barrier placed across the doorway to prevent use
- The contractors showed respect of residents' privacy, their health needs and that some residents may have experienced times of crisis, whilst work was on-going. Any concerns the contractors may have had were reported directly to staff
- The work has been completed to an excellent standard; a significant improvement to the living environment. The bathrooms look modern, welcoming and I fully agree with our tenant comments on the brightness
- Weekly drop in sessions were held for residents to provide opportunity to discuss how residents feel the work was going and to check their satisfaction, no negative comments were raised by residents

*Feedback collected from 7 of the tenants living at the project, which comprises of 14 living spaces:*

- Contractor worked quickly and professionally at all times, whilst on site
- The work was completed to a high standard
- The new bathrooms are excellent, they look brighter and are fresh and more spacious  
Customer quote: 'it makes having a shower very exciting in a clean environment and it helps with mental health issues to be in a better environment as it lifts your mood'
- We were able to carry on as usual, there were no real disturbances and no issues
- I had to leave my room whilst work was carried out, which was okay
- Investment work was well planned; we were notified in both writing and in person

### Summary of findings

- ***The area and building wasn't always adequately cleaned when the contractors had left at the end of the day, who were subsequently reminded the project is the residents' home and consequently, staff had had to rectify any concerns with residents***
- ***The contractor displayed difficulties understanding how the bathroom had been left by residents after the facilities were used. It was emphasised the residents are relearning skills and their actions weren't intentional, which the contractor respected***

### Surveyed Staff

#### Summary of findings

A survey was posted on Flo for staff to complete, to find out whether planned work impacts on their ability to deliver frontline services. We received 11 completed surveys with 2 responding 'yes' which gave comments of their experiences and 9 stating that they hadn't experienced any direct impact.

The 2 responses that answered ‘yes’ outlined better working relationships between GNTSS and the investment team would improve the service for customers – comments are included in appendix 3

	Yes	No	Total
Does the planned investment service impact on your ability to deliver frontline services?	2	9	11

### **Job shadowed a Customer Liaison Officer (CLO)**

As part of our review, we requested a member of ‘insight’ be able to job shadow a CLO on a home visit to a sample of customers to observe this stage of the process. It was our intention to follow the CLO presentation to observe and note how the customers respond to the choices offered and the different information discussed and provided during this visit

We were informed our request that customer home visits were completed for 2016 – 17. Later during our review, we were advised appointments were being confirmed with customers for the 2017 - 18 investment work programme. Unfortunately, we aren’t able to include any findings relating to this stage of the service because it was confirmed appointments hadn’t been agreed by the contractor with customers

### **Consulted with customers**

#### **Summary of findings**

We commissioned the Customer Involvement Team to collect feedback from customers of their experiences of having a new kitchen and / or bathroom fitted in their home. A number of the questions on the survey focussed on specific aspects of the service, identified on the satisfaction report as poorer performing, to determine reasons for dissatisfaction.

The survey asked customers to score from 1 to 10, their satisfaction with specific aspects of service delivery, which was broken down into sections as follows; before, during and after completion of work. Customers were invited to provide suggestions for what could have been done differently to make the service better for them. Customers were invited to score the importance to them of each of the aspects using a 10 point scale, where 10 is defined as ‘very important’.

We hoped to identify from the feedback, any reasons for customer dissatisfaction, enabling improvements to be prioritised in order of importance to customers.

We surveyed 750 customers who had had a new kitchen and / or bathroom fitted in 2016 – 17 and we received feedback from 93 customers.

The table shows the number of respondents who had had a kitchen and / or a bathroom renewed; 64 kitchens and 60 bathrooms in total. Respondents who had a kitchen and bathroom renewal were asked to answer questions for each set of works.

	Number of respondents
New kitchen	33
New bathroom	29
New kitchen and bathroom	31
Total	93

### **Customer Feedback for Renewal of Kitchen and Bathrooms**

Listed below are key points summarising customer satisfaction feedback with specific aspects of the service and the importance of each aspect to the customer. Customers were asked to provide a



score for satisfaction and a rating of the importance of this aspect of the service on a scale of 1 – 10, where 10 equate to ‘very satisfied / very important’ respectively. By asking customers to provide a satisfaction and importance rating allows GPHG to identify and prioritise areas for improvement, based upon customers’ needs and expectations for the service

### **Kitchen**

- Average satisfaction score for kitchens on a scale of 1 to 10 was 6.84
- 72% of respondents scored their satisfaction with the kitchen installation, 6 or over
- Customers indicated all aspects of the service were of importance, with average scores ranging between 7.5 and 9
- Average score of customer satisfaction ‘with works finishing on time’ was 5.11 and average rating of importance was 8.09 – see appendix one
- Customer satisfaction with ‘being kept informed during work’ scored an average of 5.40, and rated an average of 8.50 in relation to importance. This aspect of the service demonstrated the greatest ‘satisfaction gap’ of 3.1 – see appendix one
- Other aspects where dissatisfaction was expressed were with quality of work, ability to deal with problems easily with the contractor, homes being left clean and tidy at the end of the day and inspection upon completion of the work – see appendix one
- Least expressions of dissatisfaction were in relation to the customer information pack, the amount of notice provided before works started and the CLO visit

### **Bathroom**

- Average satisfaction score for bathrooms on a scale of 1 to 10 was 6.89
- 71% of respondents scored their satisfaction with the bathroom installation, 6 or over
- Customers indicated all aspects of the service were of importance, with average scores ranging between 7.5 and 9.16
- Average score of customer satisfaction ‘with new bathroom’ was 6.89 and average rating of importance was 8.70. This aspect of the service demonstrated the greatest ‘satisfaction gap’ of 1.81 – see appendix one
- Customer satisfaction with ‘ability to deal with problems easily with the contractor’ scored an average of 7.55, and rated an average of 9.04 in relation to importance – see appendix
- Other aspects where dissatisfaction was expressed were with quality of work, design choices offered, quality of materials, and being kept informed during the work – see appendix one
- Least expressions of dissatisfaction were in relation to the visit to inspect completed work, that the work finished on time, and the CLO visit

### **Summary**

- Overall feedback illustrates customers were more satisfied with the service provided overall when renewing the bathroom compared to kitchen renewals
- Aspects of the service customers expressed dissatisfaction with in relation to both sets of work was ‘being kept informed during work, quality of work and deal with problems easily with the contractor ‘
- Appendix 2 charts average customer satisfaction scores for the service aspects broken down by contractor. Overall feedback illustrates slightly greater customer satisfaction with the overall service provided by Keepmoat when compared to satisfaction with the service provided by Kier

### **Presentation from Independent Auditor, PWC**

We were offered an opportunity to meet with GPHG’s independent internal auditors, PWC, who had recently carried out an internal audit of Asset Management: Investment Programme. PWC provided an overview of their role, which we found was to act as an independent critical friend to assist GPHG to manage risk. Following each audit, feedback is discussed and presented in a report, highlighting

findings of strengths, weaknesses with an allocated weighting to risk and related best practice across the sector. PWC provide challenge to GPHG, if there is a fall short of agreed targets, which would be assessed to identify any related risk with the action.

We discussed, potential opportunities of working collaboratively, particularly if service areas of under performance are identified during an audit, by PWC

## **6. Recommendations**

Based on the findings from the review investigation, we propose the following recommendations to improve this service for customers:

1. Communicate the program of planned work on GPHG website for customers
2. Assess and evaluate the accessibility of the pre-entry visit to customers:
  - a. customer choice offered
  - b. review the content and format of the information pack
  - c. offer choice of methods to receive information
3. Review the mechanisms in place to manage the standard of service delivered by contractors
  - a. monitor day-to-day performance
  - b. communications; no response to issues raised and customers not being kept informed
  - c. rubbish left, area left untidy, respecting homes
4. GPHG to collect customer satisfaction data in relation to the quality of the planned program
  - a. challenge impartiality of data
  - b. set a target for % of customers to be surveyed, reflecting GPHG's diverse customer profile
  - c. make use of a range of methods incl. digital
  - d. explore benefits of data collection throughout duration at various stages
5. Ensure inspections are carried out at 100% of properties receiving work and snagging work is completed in a reasonable time period, providing assurance of quality control
6. Explore key reasons customers refuse work with a view to removing any barriers and / or developing mechanisms to better manage refusals. Assess any subsequent impact of refusals on service delivery standard and quality of work, if additional units are added towards the end of the program
7. Understand and identify customers' specific needs in addition to property intelligence to ensure service provision can be tailored to limit inequality
8. Consider customer vulnerability, in addition to age and condition of components when developing and setting planned program

## **7. Overall Judgement**

In order to provide context to our review, we used evidence gathered to score 6 customer focussed measures as a 'strength or weakness' then gave an overall judgement from a 4-point scale of 'poor, fair, good and excellent'

Criteria	Score
Awareness of future planning	Weakness
Ease of access to service	Strength
Customer service	Strength
Overall communication	Strength
Outcome of service	Strength
Customer satisfaction of experience	Weakness

Overall, 'insight' awarded the Investment Programme service a **'Good'** status

## 8. Acknowledgements

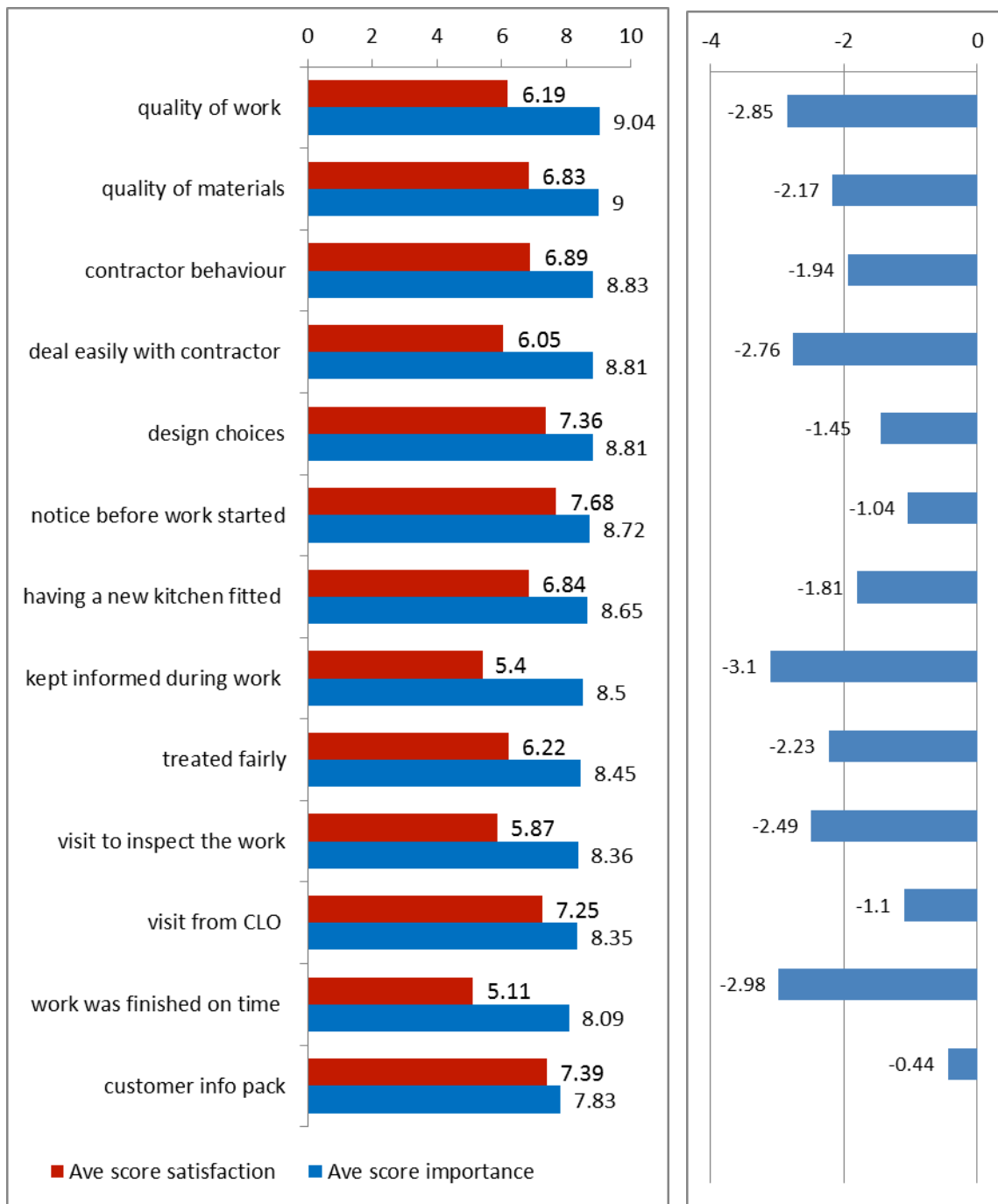
Insight would like to thank all the Great Places management and staff who gave their time to support our scrutiny activity, including the support and guidance of Tracy Gregory, involvement co-ordinator.

## Appendix One - Customer Feedback

### Satisfaction Gap – Kitchen

This chart compares average satisfaction scores with importance scores for the service element customers were surveyed on during the review, in relation to kitchen renewals.

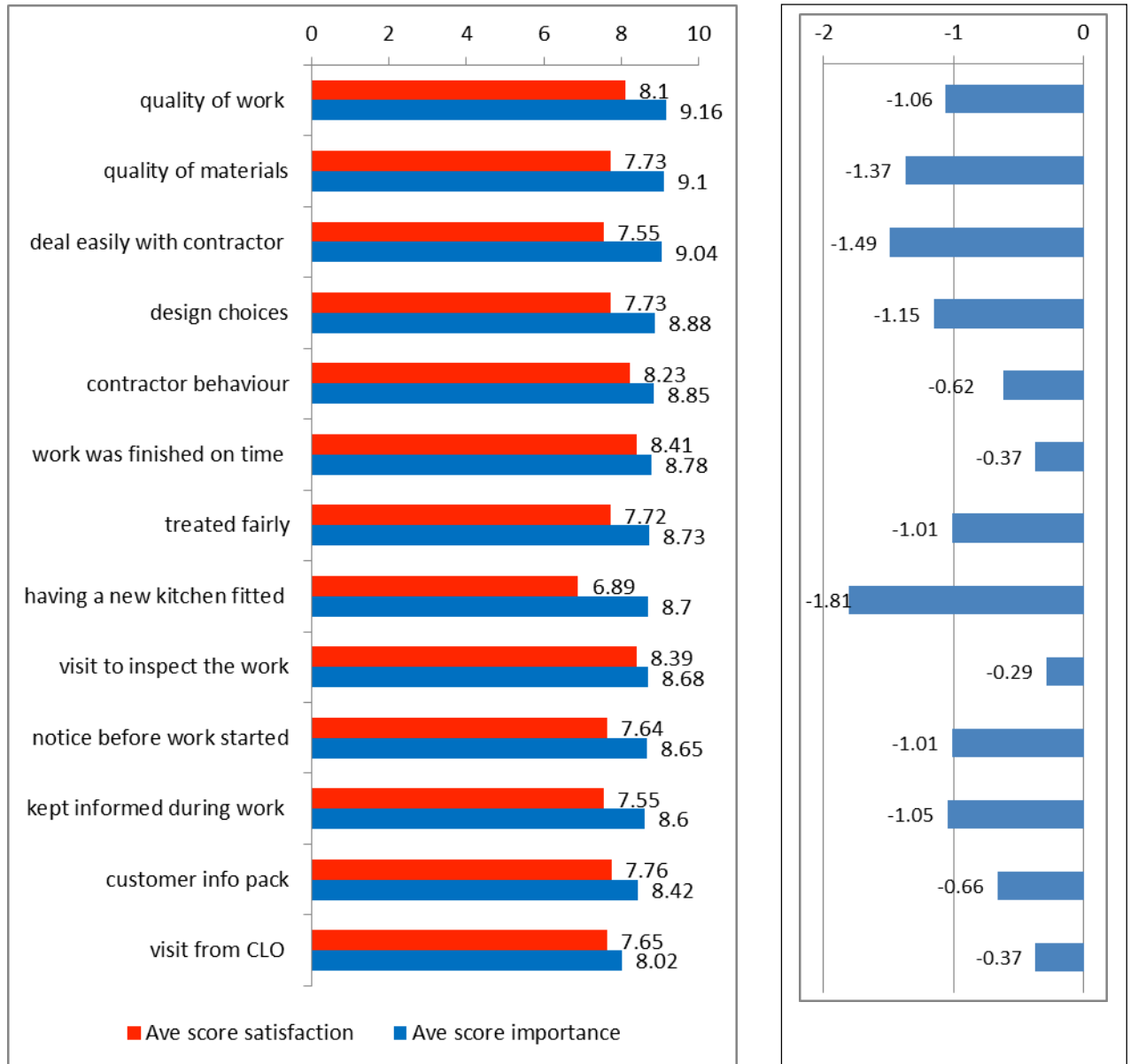
The chart shows the order of importance in descending order including the 'satisfaction gap' to the right hand side



### Satisfaction Gap – Bathroom

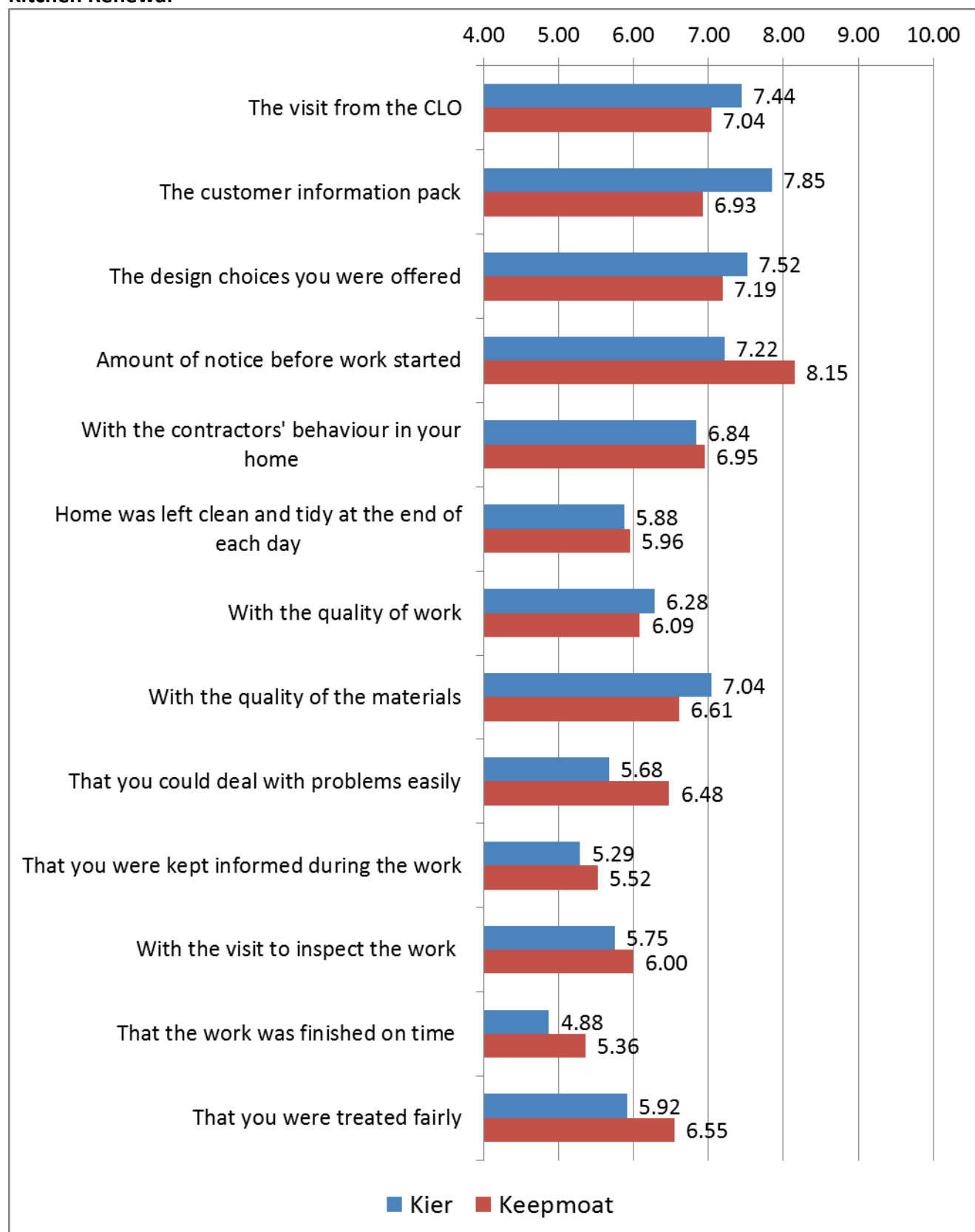
This chart compares average satisfaction scores with importance scores for the service element customers were surveyed on during the review, in relation to bathroom renewals.

The chart shows the order of importance in descending order including the 'satisfaction gap' to the right hand side

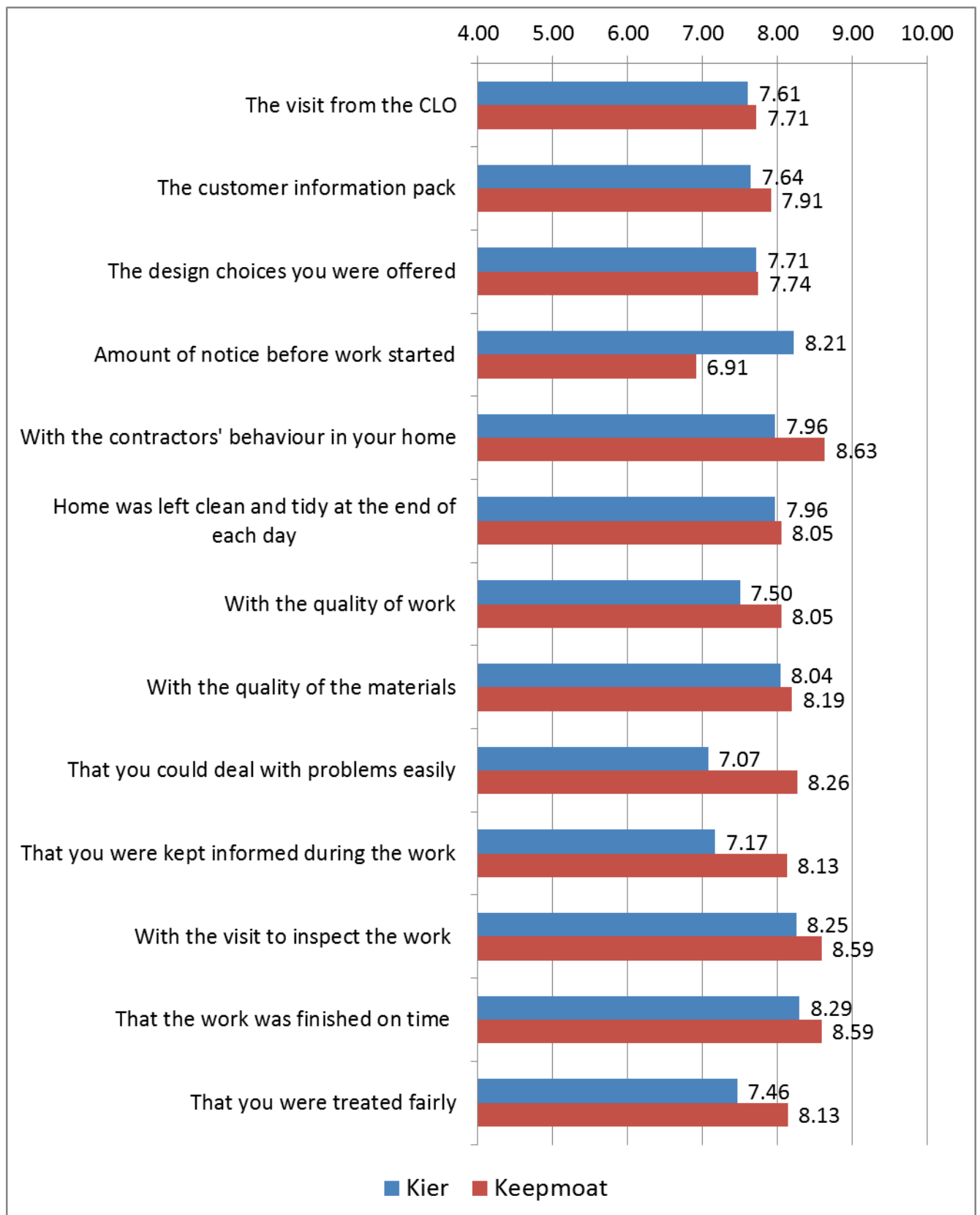


## Appendix Two – satisfaction by contractor

### Kitchen Renewal



## Bathroom Renewal



## Appendix Three

Below are two comments provided by staff working in Independence and Wellbeing regarding the experience of customers and planned investment work

	Explain the impact of the investment service on your ability to deliver frontline services?	What changes would improve the issues you mention in the previous question?
Survey 1	<p>Currently through support we come across some of the most vulnerable tenants who are in crisis. As part of supporting them it is becoming a trend that they are missed off or taken off lists for investment works due the issues they are experiencing in their lives' and sometimes this is visual in the condition of their home. This is normally something that the person needs help and support to address, but instead in a high number of occasions they feel 'punished' by not being able to have the same investment works as their neighbours'.</p> <p>This exacerbates their conditions / crisis. As support workers we then have a lot of interdepartmental liaison / and discussion to take place to try and get the tenant back on the list for the works, alongside working with the tenants to get themselves and property ready for works.</p>	<p>Better working links between the GNTSS and the investment team.</p> <p>Investment teams to have a better understanding of support needs and not refusing or removing someone from a list but referring them into the GNTSS to work together and improve the property of our tenants.</p>
Survey 2	<p>This is not negative or positive just basic stuff sheltered tenants need lots of extra support when change occurs, that said scheme managers work load is impacted massively.</p> <p>Tenants cannot concentrate on anything else and demand full time attention. Often scheme managers are the last to know work is going to happen, even if it's been planned a while. Including scheme managers in the planning part could reduce pitfalls when work is being completed and smooth the way.</p>	<p>Include scheme managers and focus group of tenants to pave the way of change early in planning.</p> <p>Offer choice and be open to scheme manager and tenant suggestions.</p>