



# We're Listening

An in-depth scrutiny review of our approach to repairs undertaken by contractors

## Who are QulP and what do we do?

We're a group of customers that together form the Quality and Improvement Panel, QulP for short. We provide a scrutiny and assurance role, working alongside Livv's Board, through the Customer Services Committee. This means we can tell Livv, from a customer perspective, what they're doing well and where they need to improve. We also hold Livv accountable for the decisions and actions they take, and provide influence and recommendations to improve services.

Each year we complete a programme of in-depth reviews. We choose what we focus on by using performance data, risk information and feedback from surveys such as the Tenant Satisfaction Measures. Put simply - we concentrate on what's important to Livv customers.

Our in-depth reviews are an opportunity for us to dig deeper. We take a detailed look at services, collect evidence about how they work, and where needed, we 'commission' further engagement work to understand more about what Livv customers think about the service. We then present our findings and recommendations, together with Livv's response and agreed actions directly to the Board, (through the Customer Services Committee). The Committee is kept updated about the progress of the agreed actions at its quarterly meetings.

## Why did we choose this area?

In September 2024 we were presented with a range of performance information including feedback from transactional surveys (customer satisfaction), the latest customer perception data from the Tenant Satisfaction Measures and Livv's internal key performance indicators.

The feedback highlighted that repairs had one of the lowest areas of customer satisfaction and one of the highest areas of customer dissatisfaction.

Through our own experience we felt that the level of customer satisfaction for repairs was being adversely affected by the work of contractors.

Before deciding to formally review this issue, we wanted to make sure that our own experiences of contractors were similar to other customers. A report from Livv confirmed that they were.

## What did we do?

We:

- received a presentation from the Head of Repairs and Maintenance
- held a Q&A session with the Director of Livv Maintenance and the Head of Commercial Services
- looked at when, why and for what contractors are used
- reviewed the approach to contractor management

- reviewed the procurement process
- reviewed the quality assurance process
- commissioned a customer journey mapping exercise
- reviewed complaint feedback
- looked at the process map of a contractor repair
- looked at the root causes for customer dissatisfaction.



## What did we find?



- Contractors are used to support existing services when there is high demand, for example increased calls for boiler repairs during the winter, or when specialist skills are needed.
- That Livv is aiming for 90% of repairs to be completed in house, with the remaining 10% completed by contractors.
- Robust procurement processes are in place.



- Customer satisfaction and complaints data for contractors (and individual contractors) was not available
- Key Performance Indicators and associated targets relating to customer satisfaction are not utilised in the procurement process, meaning they do not later form part of contract management.
- Customers are not involved in procurement processes
- The customer journey for repairs undertaken by contractors is different and more complex.
- The repairs process often stalls where follow up works are needed, and customers are not kept updated.
- Contractors are giving inconsistent messaging and customer service when visiting customers' homes.
- Dissatisfaction with communication is greater when the contractor is not on the Repairs Portal.

## What did we recommend and what happened?

In May 2025 we presented a report to the Customer Service Committee. The report detailed our findings and recommendations, and included Livv's responses to the recommendations - including actions and proposed timeframes.

We agreed 26 actions which would help to improve Livv's approach to repairs undertaken by contractors.

Since the end of the review, actions that have been completed or are in progress include:

- improving how we use customer satisfaction and complaint data to monitor contractor's performance
- involving customers in procurement processes
- reviewing the process of repairs from beginning to end, to improve the customer's experience
- providing additional guidance to contractors about customer service, relaying information and raising customer complaints
- adding contractors to our Repairs Portal.

## Thank you

We'd like to thank all at Livv who provided us with information and support to complete our review.

