

**Asset Management Strategy (Response Repairs)**  
**Review - Focus Group**



**9 customers attended**

<b>Discussion question</b>	<b>Managers response</b>	<b>Action Plan</b>
<b>Were you aware of our repairs offer?</b>		
4 - customers said yes 5 - customers said no	<p>While our service offer is available on our website and we report our performance against it, I understand that not everyone visits the site and most repairs are reported by phone.</p> <p>We could look at revisiting our repairs scripts to see if it's possible to let customers know when an appointment falls outside our target times. However, our current scheduling system doesn't alert Customer Support Officers when this happens, so it may not be feasible just yet. That said, customers are always offered the earliest available appointment.</p>	<p>Explore scripting options for explaining the offer at the point of customer contact.</p> <p>Include an article in our next customer newsletter about our repairs offer, outlining the timescales and then annually.</p>
<b>Discussion question</b>	<b>Managers response</b>	<b>Action Plan</b>
<b>Is the 30-day target important to you, or is it more about us attending when we say we will?</b>		
Emergency repairs are more important.  The majority of customers said it was more important that the repair is carried out on the day Selwood Housing says it will be.	We acknowledge the comments and fully recognise the importance of clear communication and delivering on our commitments.	
One customer said they are happy with the service and understand delays can happen. Not an issue as long as it is well communicated.  Maybe having a soft target keeps workload on track, but not an issue as long as the work is completed in a reasonable time.	As a registered provider, we're required by the Regulator of Social Housing to publish our repair timescales and report annually on our performance against them, so it's necessary for us to maintain some form of targets.	
<b>Discussion question</b>	<b>Managers response</b>	<b>Action Plan</b>
<b>Have you any experience of targets not being met?</b>		
The majority said they had not experienced delays, but unaware of the 30-day target.	<p>We are pleased that on the whole your experience has been good.</p> <p>Where things have fallen you have made it clear how good communication made a real difference.</p>	
One customer said they have experienced good and bad. One point raised was a number of misscommunications around trades not being able to complete the work required. This was approx. 2 years ago, have not had any other bad experiences since.		
One customer said they had occasions where the target was not met, but this was well communicated.		

Discussion question	Managers response	Action Plan
<b>Scenario 1: We extend the 30-day target</b>		
<b>Pros:</b> Less pressure on workforce Reduce complaints Would give flexibility to evaluate	<p>Response repairs is a pressurised environment but we give our operatives the right support to get the job right first time and we ensure we listen to their feedback and observations on how to improve.</p> <p>Our complaints levels remain quite low and our transactional survey feedback is very high. However when we do get a complaint / poor feedback it is most often about not doing a good job the first time around.</p>	
<b>Cons:</b> Customer satisfaction could be affected Could lower delivery standard Moving goal posts could be deemed as giving up Moving targets could have a knock on effect If a follow-up job is required, this could extend the repair completion too far Too much pressure on workforce to reach expected target, could result in poor workmanship	We agree that extending the target would give the wrong impression to both customer and staff.	
<b>Comment:</b> The targets do not need to be highlighted to customers, but keep internal targets to work towards	As mentioned above we are required by our regulator to publish our targets and report on them.	We will not look to extend the target.
Discussion question	Managers response	Action Plan
<b>Scenario 2: We invest more into this service (creating a trade-off against other services)</b>		
<b>Pros:</b> It would improve the target but could be seen as fire fighting You would need to get the right balance to work smart Invest in training/apprentices Invest short term to meet target, when needed	<p>We have 5 apprentices - this is a long term strategy to safeguard the capacity of the service.</p> <p>We could consider outsourcing more jobs to our external contractor, if we were sure this would deliver value for money for our customer.</p>	<p>Create a value for money case for outsourcing more jobs versus employing further staff to cover areas under staffed (electrician and damp and mould).</p> <p><b>Update:</b> Following our review of customer feedback, we have found potential savings from the budget by closing off outsourcing arrangements for electrical response work. This saving allows us to invest in one internal electrician, without affecting our planned works programmes.</p> <p>We will carefully monitor the budget and volumes of electrical jobs going forward to ensure there is no further need to outsource.</p>

<p><b>Cons:</b>            Taking money from other service areas            Increase in unhappy customers across the business            False economy            Not an ongoing requirement - may not be needed further down the line</p>	<p>Comments are noted.</p>	<p>See above</p>
<p><b>Suggestion:</b>            Produce a maintenance schedule to keep up to date with properties</p>	<p>Planned works - currently working through back log. This could be causing an increase in repairs.             We have a thirty year investment and maintenance plan and an asset management database which tells us the condition and age of all the elements in our homes.            We visit our homes every five year to make sure that this information is still correct, and of course our maintenance and servicing operatives and surveyors also feedback issues when they visit homes.             The above statement is correct in sofar as we need to get through our investment backlog as well as tackle the recurring damp and mould in our homes to ease pressure on the response repairs service.</p>	<p>Ensure we deliver our programmes as planned each year.            These are reported to the board.            We could also report on progress to customers.</p>
Discussion question	Managers response	Action Plan
<p><b>Scenario 3: We continue with the current target knowing we are unlikely to meet it.</b></p> <p><b>Pros:</b>            Customers are satisfied overall            Customers not aware of targets - work is completed within a reasonable timeframe</p>	<p>Noted</p>	<p>Explore scripting options for explaining the offer at the point of customer contact.</p>
<p><b>Cons:</b>            Not meeting targets, could continue to increase            Customer satisfaction could diminish            Could affect staff morale if consistently below target            Could reduce the number of jobs carried out, putting an increased pressure on workforce</p>	<p>We agree it would be difficult to continue with the current target knowing what the issues are and not considering options to address it.</p>	
<p><b>Suggestion:</b>            Keep supplies stocked on vans to reduce follow-up calls            Moving electricians to 60-day target could rebalance the 30-day target            Include a contingency of 5 days to the 30-day target</p>	<p>We have new materials contracts in place that ensure our van stocks are automatically refreshed. This should reduce jobs being followed-on for not having the right part.            Most frequently jobs are followed-on currently by ops not having enough time to complete in the time available or needing other members of the team (different trades) to assist.</p>	

Discussion question	Managers response	Action Plan
<b>Following everything you have heard and discussed today, what would you change about the 30-day target?</b>		
Include a contingency of 5 days - trial for 6 months to evaluate	We will look at the impact this will have by using our current data.	Conduct analysis to see what the impact on response delivery 30 day would have with a contingency of 5 days.
Invest in additional trades - short term to bring targets back on track (reducing trade off value)	There is certainly an option to bring in other trades on a temporary or permanent basis.	Create a value for money case for outsourcing more jobs versus employing further staff to cover areas under strain (electrical and damp and mould).
Consider offering overtime to staff for call-outs to reduce costs of using out of hours contractors	We already use our own internal team for call-outs, managed through a rota system. External contractors are only engaged in specialist circumstances, such as with services like Metrorod. Additionally, we do offer overtime to operatives for weekend work; however, uptake has been relatively low.	
Keep targets internal	We are required by our regulator to publish our targets and report on them.	
Recategorise repairs/jobs to fit into the 30 & 60 day targets	Explore making electrical jobs 60 days	Conduct impact analysis of making electrical jobs 60 days. Compare these results with the value for money case described above.
Other questions/comments	Managers response	Action Plan
Is a follow-up repair expected to be completed within the same 30 day target?	Yes, a follow-up repair is expected to be completed within the same 30-day target if it relates directly to the original repair—such as needing additional time, materials, or a return visit to complete the job. However, if the follow-up identifies additional work that is unrelated to the original issue, then that will be raised as a new job with its own appropriate timescale, either 30 or 60 days depending on the nature of the repair.	
What do the trades feel about the target?	Our operatives are not necessarily aware of the 30/60 day targets. Their working day/week is planned on a scheduler and new repairs booked into the next available appointment.	
Can apprentices be multi-skill trained?	We offer further training to our basic level multi-trades and our plumbers to learn more trades. This approach is designed to future-proof the service better.	Roll out further tiered levels of multi-skilled.
Could you include a middle ground, between 30 and 60 days for certain jobs?	We could look to see how many jobs this would affect if we explored a middle ground and how many days it would take to ensure our routine jobs are done with the 90% target.	Conduct analysis to see how many days it would take to ensure our routine jobs are done with the 90% target.