

Re-thinking repairs





“Social landlords must keep tenants safe in their homes, listen to what they say and put things right when needed.”

Fiona MacGregor, Chief Executive of RSH

A changing landscape

- Consumer standards
- Awaab's Law
- Housing Ombudsman
- The Social Housing Regulation Bill
- TSMs
- And more...



How many of you think you've got repairs right?

What we see...

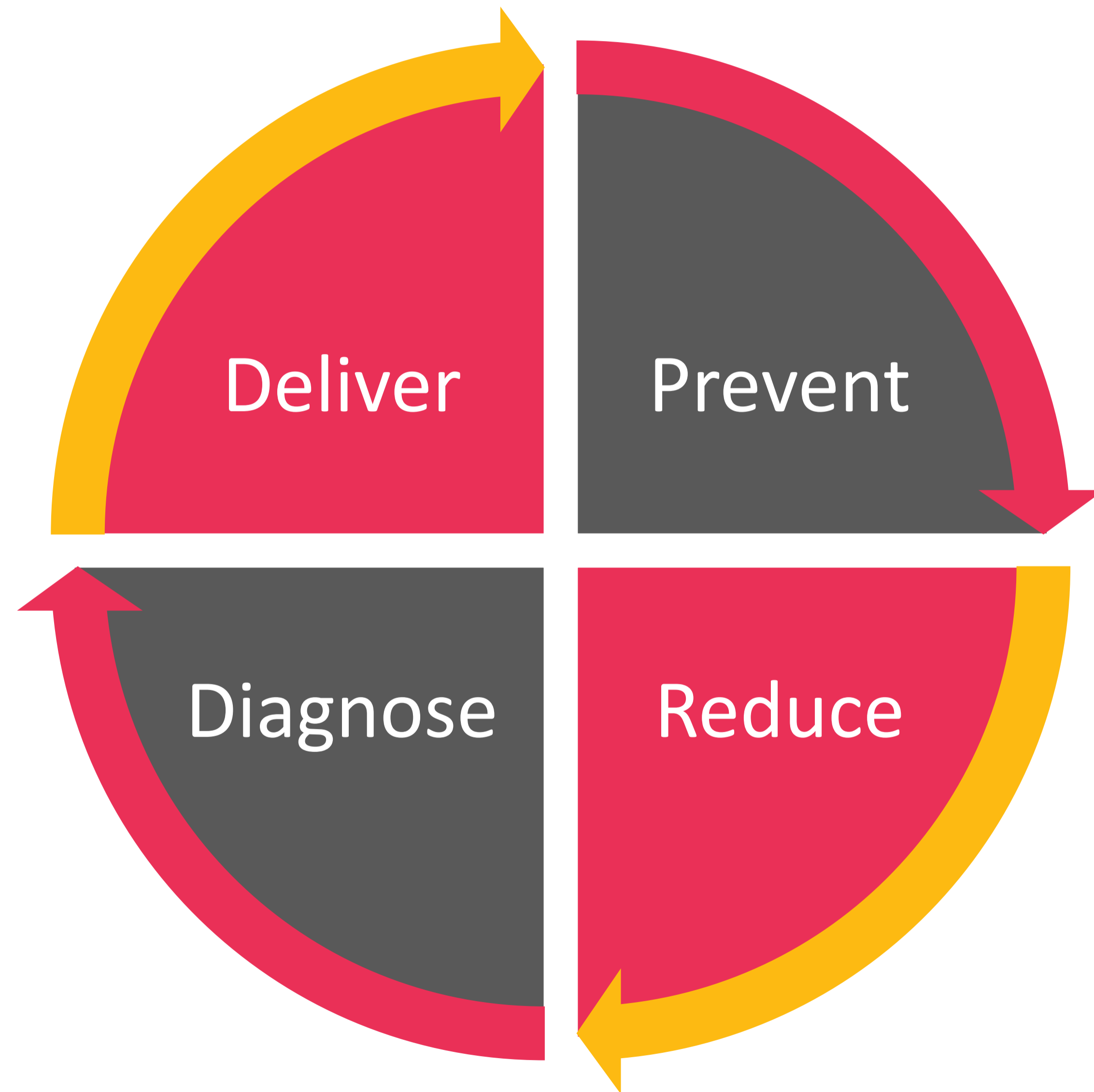
- Still a need to get the basics right
- Communication, communication, communication!
- Data led, co-production approaches
- Culture and changing workforce behaviours and 'norms' is a significant challenge for some
- Technology alone is not a 'silver bullet'



Implications

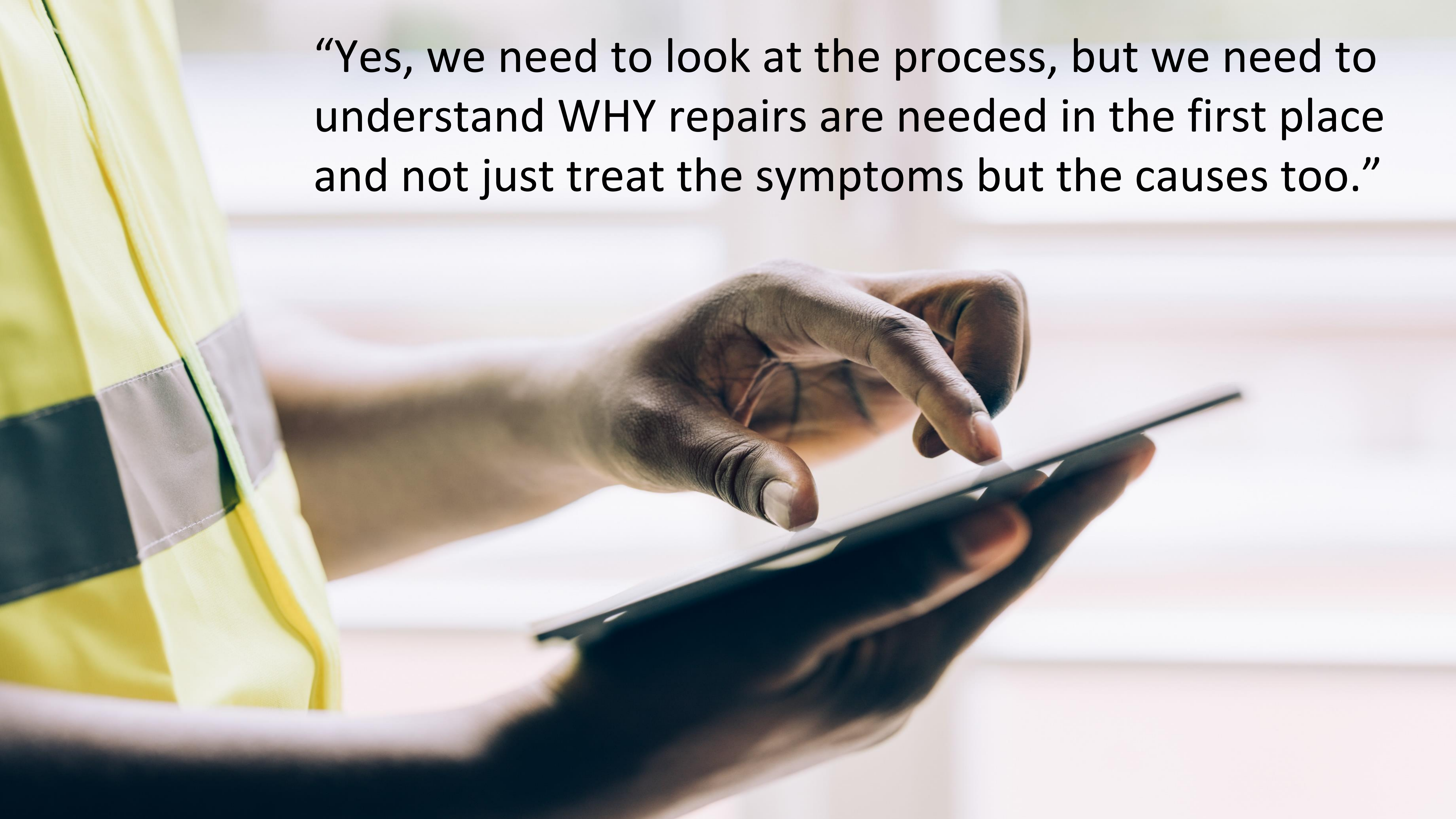
- Effective change only happens with people, process and technology in combination
- Start with a blank sheet – don't 'tinker'
- Design end to end and focus on tenant experience
- Involve tenants – and front-line teams
- Communicate 'til your teeth bleed!'
- Use data to understand & manage performance

No one wants repairs!



- **Prevent:** Think big picture first - no point having a slick repairs process if the reason things keep breaking isn't also addressed!
- **Reduce:** The need for repairs and the severity of them – what can tenants do, what can teams do?
- **Diagnose:** The problem properly to get it right first time.
- **Deliver:** Efficiently, with effective tenant choice and communication throughout.

“Yes, we need to look at the process, but we need to understand WHY repairs are needed in the first place and not just treat the symptoms but the causes too.”



A holistic approach

- Improving cultures and behaviours
- Inclusivity and tackling discrimination
- Structuring your engagement
- Involving colleagues
- Understanding your performance
- Closing the loop.

[Rethinking repairs and maintenance | Chartered Institute of Housing \(cih.org\)](#)



So how?

Discover

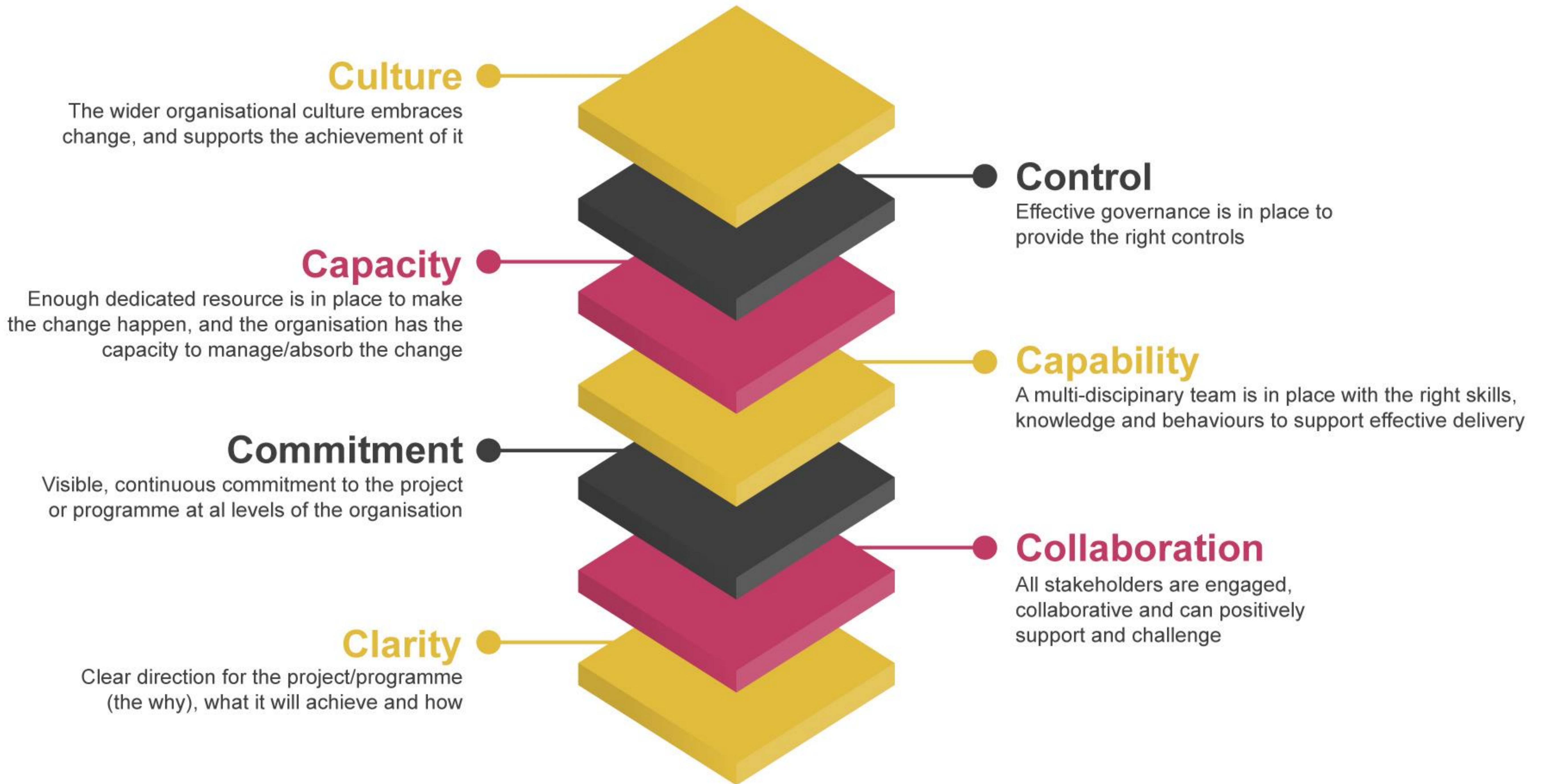
- Current performance / responsiveness, first time fix etc.
- Current demand
- Complaints
- Tenant and staff experience
- Costs
- Overall stock condition
- Process / journey
- Tenant needs
- Business needs
- Skillsets
- Behaviours
- Technology used
- Readiness for change

Analyse and plan

- What are your key drivers for demand?
- What can be done about them?
- What will make the biggest difference – overall, and in the here and now?
- What foundations or critical enablers are needed – think people, process, policy, technology, culture
- Likely costs, time, feasibility
- What might stop you?
- Who needs to be ‘on the bus?’
- And from tech perspective....what functional and non-functional requirements are priorities?

Deliver

- Clear change narrative
- Leadership buy in and active sponsorship
- 7Cs - ‘Conditions for Success’ met
- Think about: How do you know?



User focused,
data enabled,
process
efficient



Thinking differently.....what would it take....

- To deliver a 'no repairs' preventative, pre-emptive and predictive service?
- To detect and diagnose repairs more quickly and accurately?
- To make it easier for customers to take responsibility for some of the process? (Diagnosis, fix, reporting?)
- To make it easier for customers to report in ways and at times that suit them, get repairs scheduled immediately and be communicated with throughout – for expectations to be managed – and met?
- To deliver first time fix, and exceed expectations?
- To use data to continually improve?

Thank you!

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