



Winchester
City Council

Repairs Service Re-Design Survey

Workshop Feedback

Lucy Spence

July 2024

HOUSING FOR 
WINCHESTER

Table of Contents

Introduction	2
Methodology	2
Summary of Workshop feedback.....	5
Workshop feedback	6
1. What doesn't work well with the repairs service?	6
1.1. What doesn't work well with the repairs service? – Tenants, Leaseholders, Shared Owners and Staff feedback.	7
1.2. What doesn't work well with the repairs service? – Elected members' feedback.	9
1.3. What doesn't work well with the repairs service? – Feedback comparisons	10
2. What works well with the repairs service?	11
2.1. What works well with the repairs service? – Tenants, Leaseholders, Shared Owners and Staff feedback.	11
2.2. What works well with the repairs service? – Elected members' feedback.....	13
2.3. What works work well with the repairs service – Feedback comparisons	13
3. What would good look like?	14
3.1. What would good look like? – Tenants, Leaseholders, Shared Owners and Staff feedback.	14
3.2. What would good look like? – Elected Members' feedback.....	16
3.3. What would good look like? – Feedback comparisons.....	17

Introduction

In May 2024 a survey was sent to all tenants for whom Winchester City Council hold an email address to be completed online and a paper copy sent to all those for whom no email address is recorded. This survey asked,

- What is important to you when thinking about your repairs service?
- When thinking about appointment times what would be the most appealing to you?
- When making contact or receiving correspondence about repairs to your home who would you most like that to be with?
- A free text box was provided to give any further ideas about what would make an excellent repairs service.
- Finally, information was provided about a series of workshops taking place to come and discuss the repairs service in person.

This report outlines the feedback from the workshops.

Methodology

The workshops were held on the following dates and locations.

- Wednesday 12th June 6 - 7.30pm, Carol Centre, Stanmore, SO22 4EJ
- Thursday 20th June 6 - 7.30pm, Tubbs Hall, Kings Worthy, SO23 7PJ
- Monday 24th June 6 - 7.30pm, Makins Court, Common Room, Alresford, SO24 9HX
- Monday 1st July 6 - 7.30pm, The Ruby Room Jubilee Hall, Bishop's Waltham, SO32 1ED
- Wednesday 3rd July 6 - 7.30pm, White Wings Common Room, Denmead, PO7 6DL
- Monday 8th July 6 - 7.30pm, Wickham Community Centre, PO17 5AL
- Wednesday 17th July 11 - 12.30pm, Courtyard Room, Guildhall, SO23 9GH
- Wednesday 17th July 6 - 7.30pm, Courtyard Room, Guildhall, SO23 9GH

Respondents to the survey had the opportunity to register their interest in attending one of the workshops. Everyone who registered their interest received a reminder and invitation to attend the workshop.

The workshops were also advertised on the tenant involvement Facebook page.

All of the venues were accessible, and parking was available. Transport was offered free of charge for anyone who wanted to attend.

A further 4 Staff workshops took place. The invitation to attend went out to everyone in the Housing Service.

- Thursday 4th July 9.30am – 11am, The Wykham Room, Winchester Guildhall
- Thursday 4th July 11.30am – 1pm, The Wykham Room, Winchester Guildhall

- Wednesday 10th July 9.30am – 11am, The Wykham Room, Winchester Guildhall
- Wednesday 10th July 11.30am – 1pm, The Wykham Room, Winchester Guildhall

A final workshop was arranged for elected members. This took place on Tuesday 30th July, 5pm, The Wykham Room, Winchester Guildhall.

Workshop attendance.

Tenants, Leaseholders, Shared owners' – 17

Staff – 41

Members – 11

The same presentation was used for both tenants and staff. Members received a slightly different presentation with the emphasis changed to recognise the role members have. The slides below are an example of what was presented to tenants and staff.



INTRODUCTIONS

- Lucy Spence
- Andrew Donaldson



Thank you for coming today

Can we spend the next 90 minutes thinking, talking and creating a new repairs service?

- The two repairs and maintenance contracts expire in a little over 2 years time
- We need to start the procurement process now
- This is an opportunity to introduce positive change and make the service better
- We want your views to help shape the future of the service

PLEASE NOTE WE'RE NOT DISCUSSING INDIVIDUAL REPAIRS TODAY

A CHANGE OF EMPHASIS

THE NEW SERVICE WILL BE RESIDENT CENTRIC

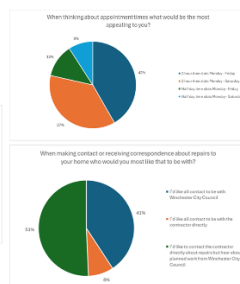
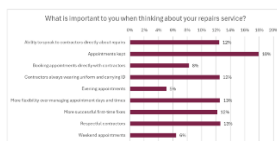


You are most impacted by the service

It is your repairs service

OUR SURVEY SAID

823 responses (13% of all surveys sent)



What is a repairs contract and how does it work?

Who should do what?

- How repairs are defined see page 5 of the repairs Policy
- What are the Council's responsibilities see page 6 of the Repairs policy
- What are resident's responsibilities see page 7 of the Repairs Policy
- What are the repairs priorities see pages 9,10 & 11 of the Repairs Policy

Where does the money come from?

Resident's rental income and service charges.

Demand on the service is high



Labour costs are increasing

Material costs are increasing

Options to increase the money in the pot are limited

What doesn't work well with the repairs service?



Write as many things as you want on Post It notes



What works well with the repairs service?



Write as many things as you want on Post It notes



What would good look like?

- What would make the Repairs service stand out?
- What is important to you?
- What would make the service work better ?
- Do you use My Winchester Tenancy?

Write as many things as you want on Post It notes



What happens next

- We will collate all of your responses from the surveys and the workshops
- Give feedback in August to all tenants to let you know how you have influenced the service redesign and provide regular updates
- These are the key timelines

Write the tender documents
Go out to tender
Evaluate tenders
Dialogue with contractors
Evaluate new bids
Award the contract
Contract mobilisation

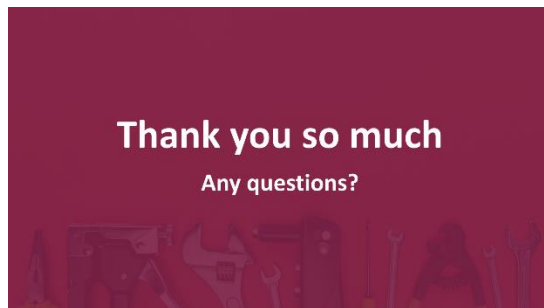
September/October 2024
November 2024
February /March 2025
May/June 2025
August 2025
December 2025
Will be 12 months

We would be glad of your help

- Would you like to be part of the tender evaluation panel?
- Would you like to be involved in the competitive dialogue panel?
- Would you like to attend monthly core group meetings?
- Would you like to join the Consumer Standard Groups ?

Thank you so much

Any questions?



Summary of Workshop feedback

The chart below displays the total number of comments made at the different workshops and the total number of comments combined. This chart demonstrates the same trend across all workshops that all groups were able to identify what doesn't work well in greater numbers than what does work well.

In terms of identifying what good would look like all groups engaged and came up with some excellent ideas.

Total number of post its received.	Tenants. Leaseholders & Shared Owners	Staff	Members	Combined
What doesn't work well with the repairs service?	61	122	25	208
What works well with the repairs service?	20	56	13	89
What would good look like?	47	171	24	242

Both tenants, leaseholders, shared owners and staff identified Communication as being the most common theme that doesn't work well the most with 33% and 16% of comments about that subject respectively. In second the tenant group raised 10% of comments about Appointments, the current phone / IT system and Poor record of first-time fixes and quality of work. The staff group had 11% of comments about the current phone / IT system and 9% about Appointments and communication about the job / diagnosing the repair.

In identifying what works well with the repairs service both groups identified the most common theme as being Staff / customer service, 30% and 34% respectively, with comments like 'Individual members of staff who really care and try to help.'

The tenant group clearly stated that good communication will make a good service with 23% of comments making it the most common theme. The staff groups most common theme was tech' improved / reporting with 16%.

It is important to note that there will be a small cross over between some of the comment categories.

Workshop feedback

The charts below outline the comments made on the post it notes to the questions posed,

- What doesn't work well with the repairs service?
- What works well with the repairs service?
- What would good look like?

The comments have been categorised into broad subject areas relating to the kinds of comments made, with some examples given in each category. A full list of all comments is available on request.

Each question asked has been displayed in a graph, and a chart below. The feedback has been broken down by workshop, (tenants, leaseholders and shared owners and staff). There is also a column for all comments combined.

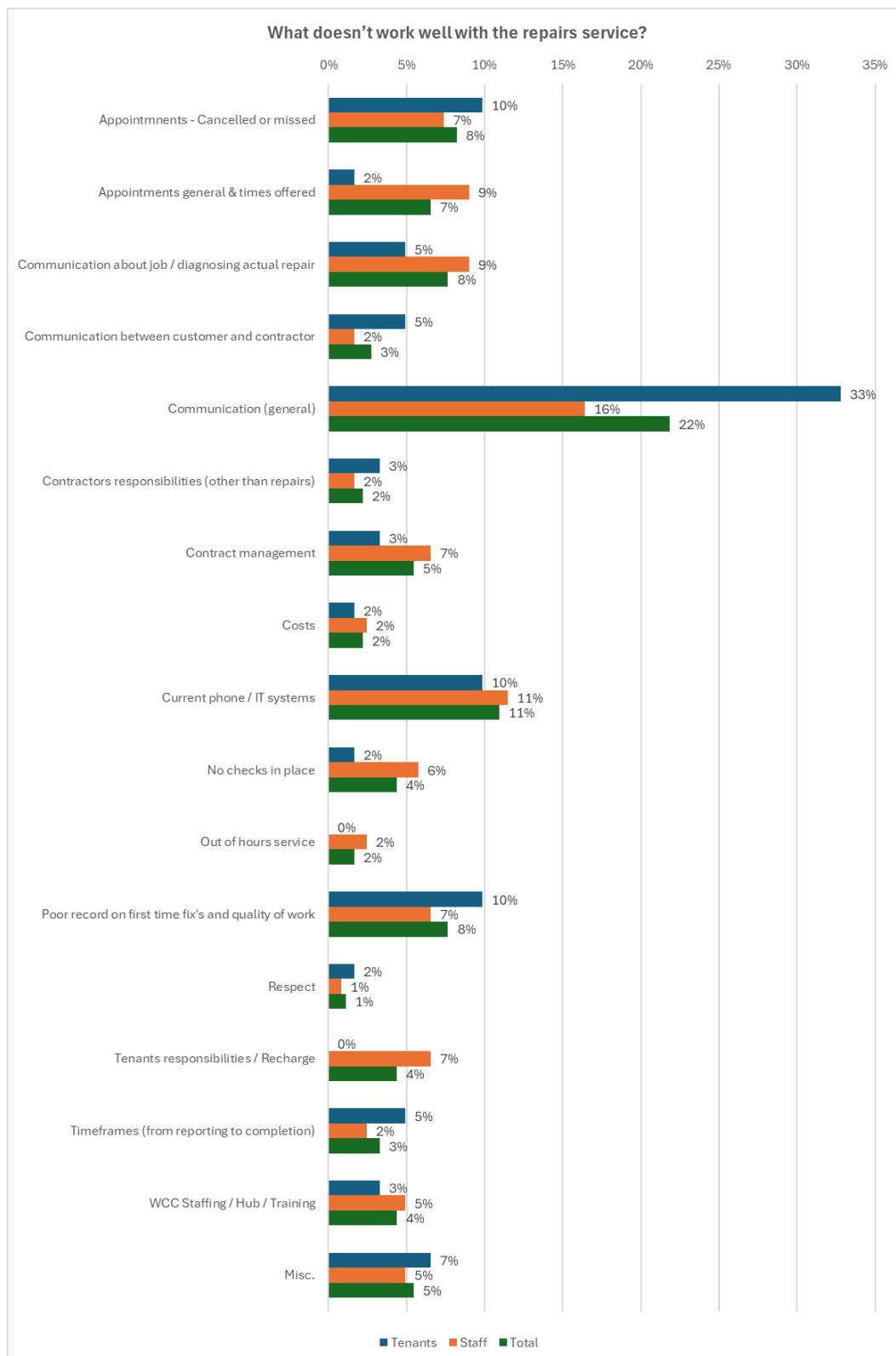
Each chart displays in brackets the actual numbers of comments made and the percentage broken down by workshop.

As mentioned in the methodology the tenant and staff workshops were facilitated identically. The Elected members workshop had a slightly different emphasis and presentation. So as not to bias the results feedback from members has been presented separately. However, to show trends a comparison graph has been provided at the end of each question.

1. What doesn't work well with the repairs service?



1.1. What doesn't work well with the repairs service? – Tenants, Leaseholders, Shared Owners and Staff feedback.



What doesn't work well with the repairs service?	Tenants. Leaseholders & Shared Owners	Staff	Combined	Examples of comments
Appointments - Cancelled or missed	10% (6)	7% (6)	8% (15)	<ul style="list-style-type: none"> Contractors could phone if not attending or delayed. No communication / no show. Contractor Communications - non-attendance etc.
Appointments general & times offered	2% (1)	9% (11)	7% (12)	<ul style="list-style-type: none"> Lack of flexibility with appt slots / unable to book own slot. Lack of choice of appointment times. Booking appointments - no access to contractor's calendars.
Communication about job / diagnosing actual repair	5% (3)	9% (11)	8% (14)	<ul style="list-style-type: none"> Jobs get signed off as complete when they are not. Not able to find route of problem (going round in circles) Difficulty diagnosing - lack of pictorial info to assist. Contractors don't have the relevant information about the repair required
Communication between customer and contractor	5% (3)	2% (2)	3% (5)	<ul style="list-style-type: none"> Better communication between contractor and tenant. Tenants cannot contact contractors directly
Communication (general)	33% (20)	16% (20)	22% (40)	<ul style="list-style-type: none"> Leaseholders have not received notification of completed works. Lack of communication on works underway. Lack of communication between OOH and day Green cards not cost effective. Communication between residents and WCC
Contractors' responsibilities (other than repairs)	3% (2)	2% (2)	2% (4)	<ul style="list-style-type: none"> Health and safety regulations not followed by contractors. Lack of safeguarding concerns being raised
Contract management	3% (2)	7% (8)	5% (10)	<ul style="list-style-type: none"> Contractor claims to have done what they have not. Lack of penalties for contract breaches
Costs	2% (1)	2% (3)	2% (4)	<ul style="list-style-type: none"> Back up for the contractors when the task is not as easy as first thought and therefore becomes more expensive. Cost of voids.
Current phone / IT systems	10% (6)	11% (14)	11% (20)	<ul style="list-style-type: none"> Portal calendar (needs dates rather than just Mon - Fri) Old system to raise repairs and does not allow clear communication or information between teams. Inadequate space for description
No checks in place	2% (1)	6% (7)	4% (8)	<ul style="list-style-type: none"> Lack of quality control. No one ever checks works completed. No auditing or monitoring
Out of hours service	0% (0)	2% (3)	2% (3)	<ul style="list-style-type: none"> No follow up jobs for OOH work, e.g. broken windows. Misuse of out of hours service.
Poor record on first time fixes and quality of work	10% (6)	7% (8)	8% (14)	<ul style="list-style-type: none"> Workmen return and still can't do agreed job. Lack of parts for jobs and fail to order. Getting it right first time Not fixed first time - poor quality of work
Respect	2% (1)	1% (1)	1% (2)	<ul style="list-style-type: none"> Rude surveyors How tenants are treated / respected
Tenants responsibilities / Recharge	0% (0)	7% (8)	4% (8)	<ul style="list-style-type: none"> No clear message that tenants are responsible for maintaining garden and property. Recharge missed appts - tenants and contractors
Timeframes (from reporting to completion)	5% (3)	2% (3)	3% (6)	<ul style="list-style-type: none"> Over 12 months later issues are unresolved. Inspections to be within 1 week.
WCC Staffing / Hub / Training	3% (2)	5% (6)	4% (8)	<ul style="list-style-type: none"> Having right person at the end of the initial phone call to help caller explain what is wrong. Staff capacity to answer calls

Misc.	7% (4)	5% (6)	5% (10)	<ul style="list-style-type: none"> • Works broken down into too small chunks. • Contracting Out • Too many people involved (no point of contact)
Total number of post its received.	61	122	183	

1.2. What doesn't work well with the repairs service? – Elected members' feedback.

Two further categories have been added to the feedback from Members. These are highlighted in the chart below.

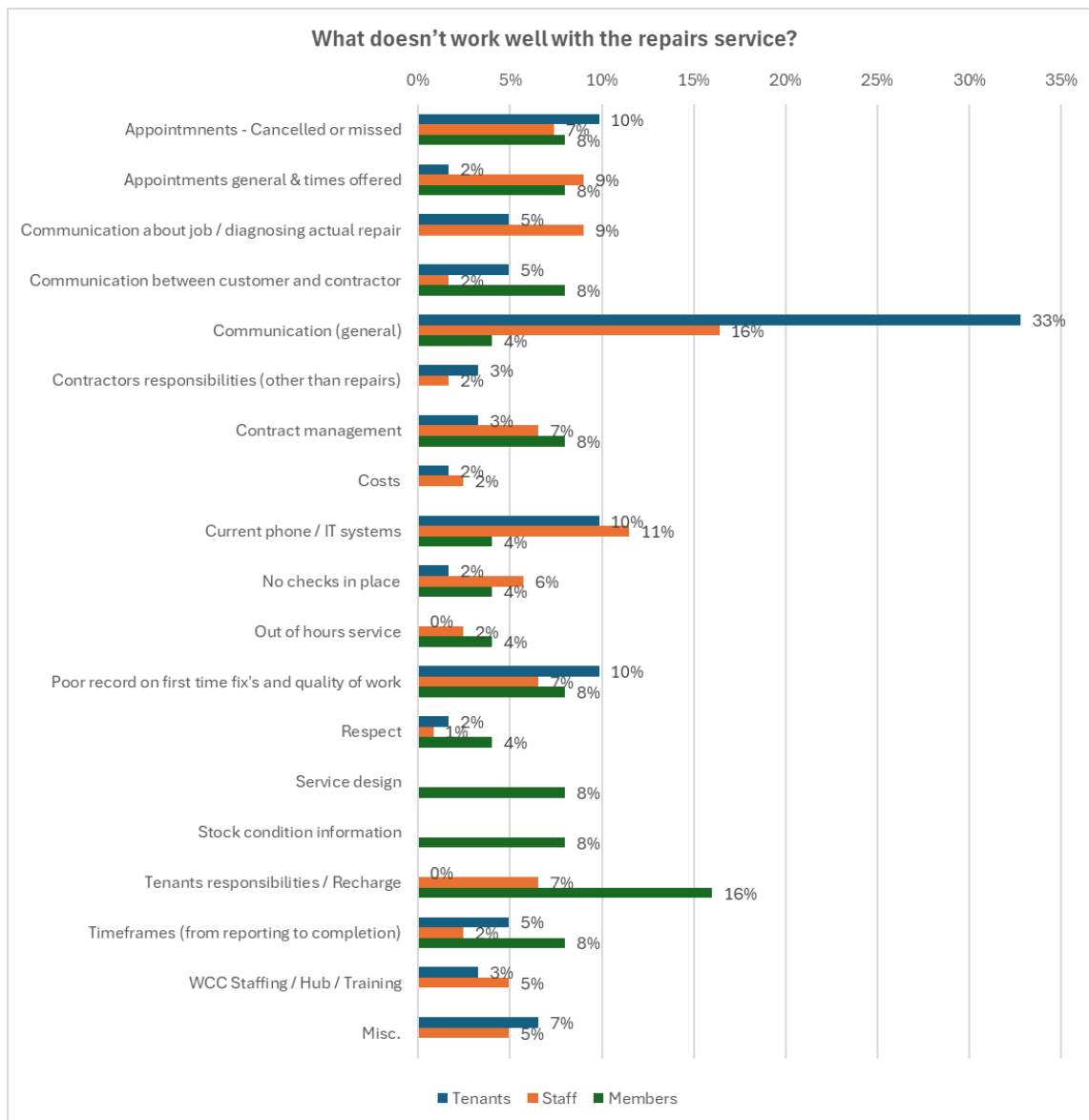
What doesn't work well with the repairs service?	Members	Examples of comments
Appointments - Cancelled or missed	8% (2)	<ul style="list-style-type: none"> • Not keeping appointments
Appointments general & times offered	8% (2)	<ul style="list-style-type: none"> • Difficult to reschedule appointments
Communication between customer and contractor	8% (2)	<ul style="list-style-type: none"> • Misleading information from contractor and tenant
Communication (general)	4% (1)	<ul style="list-style-type: none"> • Poor communication
Contract management	8% (2)	<ul style="list-style-type: none"> • The problem isn't fixed when the contractor says it has been fixed.
Current phone / IT systems	4% (1)	<ul style="list-style-type: none"> • We don't know the nature of the fault within the repairs service - We need to have the 600 calls categorised to find out what services we need.
No checks in place	4% (1)	<ul style="list-style-type: none"> • Post inspection of repairs
Out of hours service	4% (1)	<ul style="list-style-type: none"> • Out of hours repairs.
Poor record on first time fixes and quality of work	8% (2)	<ul style="list-style-type: none"> • Poor workmanship.
Respect	4% (1)	<ul style="list-style-type: none"> • Dismissive and rude contractors.
Service design	8% (2)	<ul style="list-style-type: none"> • Not designing service around specific needs.
Stock condition information	8% (2)	<ul style="list-style-type: none"> • Not enough info about property.
Tenants responsibilities / Recharge	16% (4)	<ul style="list-style-type: none"> • Repair policy - what WCC should do and what should tenants do. • High expectations.
Timeframes (from reporting to completion)	8% (2)	<ul style="list-style-type: none"> • Repair policy and time to complete.

Total number of
post its received.

25

1.3. What doesn't work well with the repairs service? – Feedback comparisons

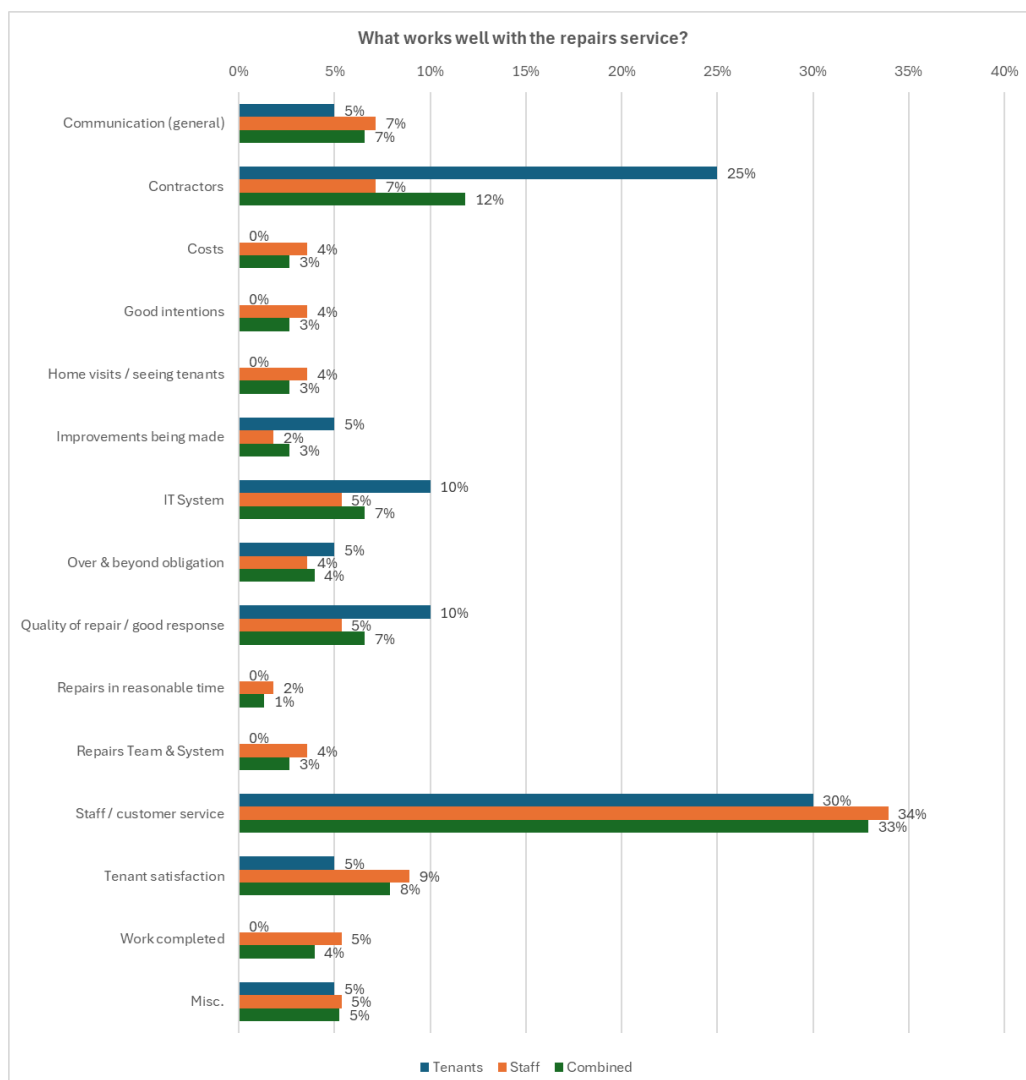
As stated above, due to the slightly different emphasis of workshop the results are not strictly comparable, however, for interest the graph below compares feedback from Tenants, Leaseholders & Shared owners with Staff and Elected members. The same applies to each graph of this nature in this report.



2. What works well with the repairs service?



2.1. What works well with the repairs service? - Tenants, Leaseholders, Shared Owners and Staff feedback.

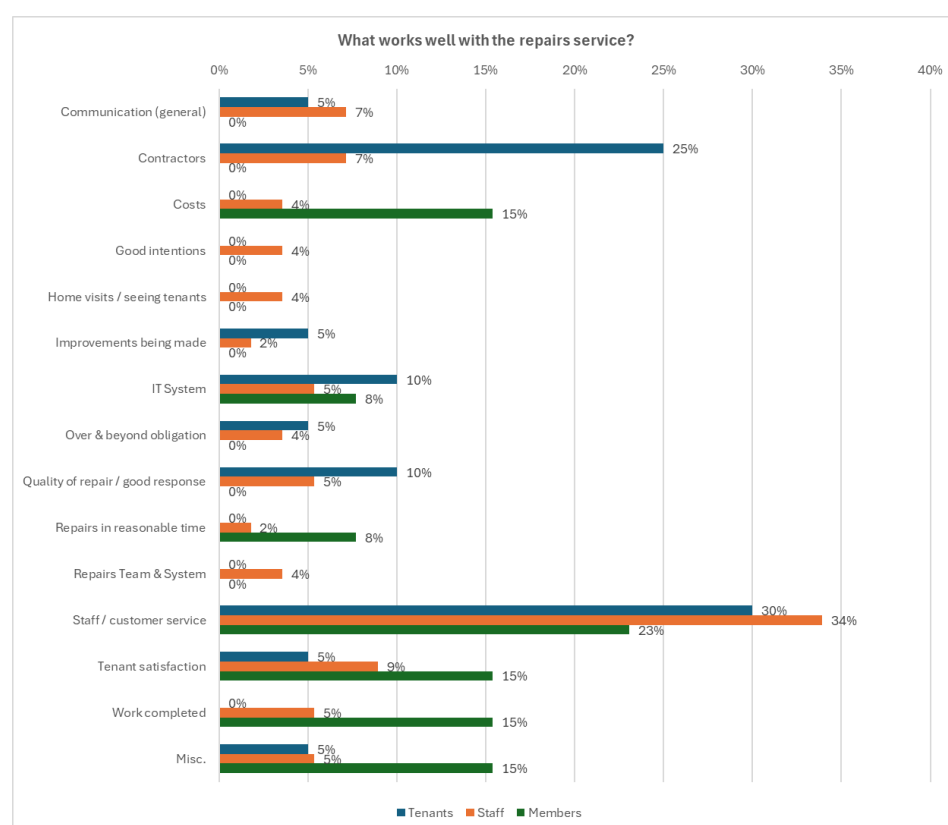


What works well with the repairs service?	Tenants. Leaseholders & Shared Owners	Staff	Combined	Examples of comments
Communication (general)	5% (1)	7% (4)	7% (5)	<ul style="list-style-type: none"> When tenants call in, we answer. Inter department repairs reporting
Contractors	25% (5)	7% (4)	12% (9)	<ul style="list-style-type: none"> Some individual contractors arrive on time, treat tenants with respect, remove shoes indoors and complete work to a good standard. The contractors are pleasant, respectful and happy to help most of the time.
Costs	0% (0)	4% (2)	3% (2)	<ul style="list-style-type: none"> Recharges funds the responsive budget. We have a budget.
Good intentions	0% (0)	4% (2)	3% (2)	<ul style="list-style-type: none"> Council has good intentions. Council tries to be responsive.
Home visits / seeing tenants	0% (0)	4% (2)	3% (2)	<ul style="list-style-type: none"> Teams visiting will highlight concerns.
Improvements being made	5% (1)	2% (1)	3% (2)	<ul style="list-style-type: none"> Commitment to improve / engage. We are monitoring how we can make better
IT System	10% (2)	5% (3)	7% (5)	<ul style="list-style-type: none"> Raising repairs online. Tenants can report repairs via app (24/7).
Over & beyond obligation	5% (1)	4% (2)	4% (3)	<ul style="list-style-type: none"> Doing more than necessary i.e. going the extra mile to please the tenant. Do repairs beyond our obligation.
Quality of repair / good response	10% (2)	5% (3)	7% (5)	<ul style="list-style-type: none"> Work done as an emergency was done asap and job was done correctly. Most of the time the repairs are done well.
Repairs in reasonable time	0% (0)	2% (1)	1% (1)	<ul style="list-style-type: none"> Repairs are completed within reasonable period of time.
Repairs Team & System	0% (0)	4% (2)	3% (2)	<ul style="list-style-type: none"> Direct access for staff into repairs team. We have a repairs system and department
Staff / customer service	30% (6)	34% (19)	33% (25)	<ul style="list-style-type: none"> Individual members of staff who really care and try to help. Helpful and friendly person at end of initial phone. Housing hub are supportive with queries. Empathy and culture are there (just need more money / better efficiency).
Tenant satisfaction	5% (1)	9% (5)	8% (6)	<ul style="list-style-type: none"> Jobs have been done to our satisfaction. Tenant satisfaction is quite good.
Work completed	0% (0)	5% (3)	4% (3)	<ul style="list-style-type: none"> Repairs completed. Completion of jobs
Misc.	5% (1)	5% (3)	5% (4)	<ul style="list-style-type: none"> Schedule of maintenance Safe / decent homes standard.
Total number of post its received.	20	56	76	

2.2. What works well with the repairs service? – Elected members’ feedback.

What works well with the repairs service?	Members	Examples of comments
Costs	15% (2)	<ul style="list-style-type: none"> Programmed works is cost effective
IT System	8% (1)	<ul style="list-style-type: none"> Resident can phone and report repair or use portal
Repairs in reasonable time	8% (1)	<ul style="list-style-type: none"> Response better than Private Rented Sector
Staff / customer service	23% (3)	<ul style="list-style-type: none"> Complex problems done well when an Area Property Surveyor meets with the tenant / member. Council staff cares about service / quality.
Tenant satisfaction	15% (2)	<ul style="list-style-type: none"> 84% customer satisfaction
Work completed	15% (2)	<ul style="list-style-type: none"> Understand our obligations.
Misc.	15% (2)	<ul style="list-style-type: none"> Members receive complaints Good quality housing stock / well designed.
Total number of post its received.	13	

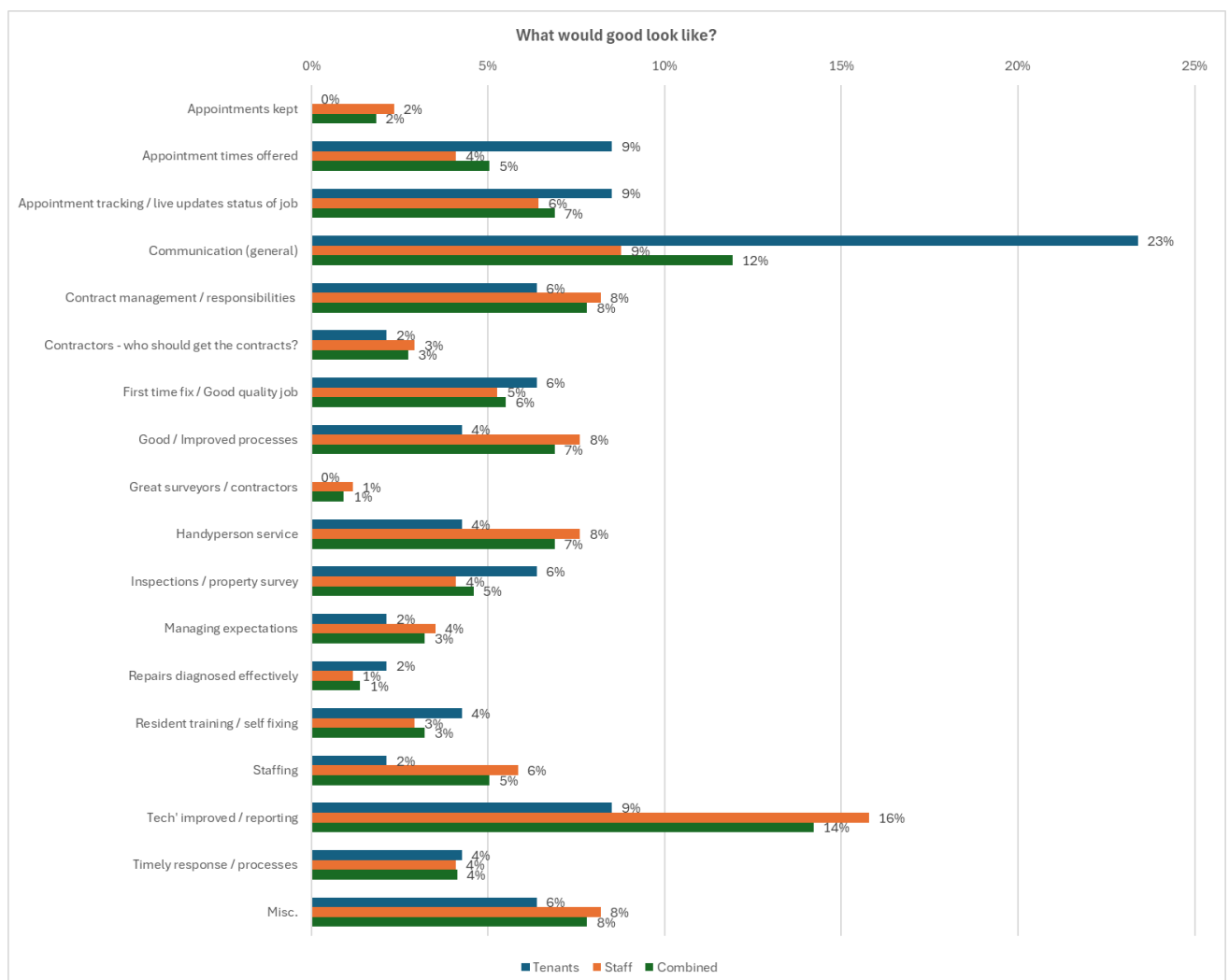
2.3. What works work well with the repairs service – Feedback comparisons



3. What would good look like?



3.1. What would good look like? – Tenants, Leaseholders, Shared Owners and Staff feedback.



What would good look like?	Tenants. Leaseholders & Shared Owners	Staff	Combined	Examples of comments
Appointments kept	0% (0)	2% (4)	2% (4)	<ul style="list-style-type: none"> Upholding all appointments.
Appointment times offered	9% (4)	4% (7)	5% (11)	<ul style="list-style-type: none"> More choice on when repairs carried out - evenings / weekends (we work Monday - Friday). Work with tenants / leaseholders on times to do work and access. 6-day week appts.
Appointment tracking / live updates status of job	9% (4)	6% (11)	7% (15)	<ul style="list-style-type: none"> Tracking contractor operatives to enable better / proactive updates of appt times. AI text updates re contractor appointments and then proximity to job. Real time updates for residents on status of repair and things like 'on route' when contractor is attending.
Communication (general)	23% (11)	9% (15)	12% (26)	<ul style="list-style-type: none"> Single points of contact for specific areas of work. Access for leaseholders to planned cyclical works. Honesty. Explaining to tenants about repair / info whether needs another appointment.
Contract management / responsibilities	6% (3)	8% (14)	8% (17)	<ul style="list-style-type: none"> Making sure the contractor keeps to the contract. Contractor should deal with issues in the moment. Equality and Diversity training for contractors. Buy in to Toolbox talks by our contractors on topics relating to support needs as an example.
Contractors - who should get the contracts?	2% (1)	3% (5)	3% (6)	<ul style="list-style-type: none"> Explanation of costs of work and why choosing contractors. Using local business. Approved contractors list for tenants' repairs (possible discounts).
First time fix / Good quality job	6% (3)	5% (9)	6% (12)	<ul style="list-style-type: none"> Work completed and left at a standard the contractor would accept in their own homes. Jobs done first time correctly. Repairs completed first time / Good quality.
Good / Improved processes	4% (2)	8% (13)	7% (15)	<ul style="list-style-type: none"> Access to contractors' maintenance schedules. Recharge 'menu'. Tenancy checks routine programme starting with vulnerable households / no repairs reported recently.
Great surveyors / contractors	0% (0)	1% (2)	1% (2)	<ul style="list-style-type: none"> Contractors are trained to escalate other noted issues of concern. Fabulous surveyors / contractor etc.
Handyperson service	4% (2)	8% (13)	7% (15)	<ul style="list-style-type: none"> Handyman service. Appointed person small jobs (lightbulbs if needed).
Inspections / property survey	6% (3)	4% (7)	5% (10)	<ul style="list-style-type: none"> House warden - someone who inspects the quality of work. Repairs pre & post inspections. Contractor to take photo evidence of repair completed.
Managing expectations	2% (1)	4% (6)	3% (7)	<ul style="list-style-type: none"> Clearer understanding or reiterate how long each job can be expected (i.e. 2 hours / 3 days etc..). Management of expectations.
Repairs diagnosed effectively	2% (1)	1% (2)	1% (3)	<ul style="list-style-type: none"> Good consultation before jobs happens. Repairs are diagnosed and communicated correctly.
Resident training / self-fixing	4% (2)	3% (5)	3% (7)	<ul style="list-style-type: none"> Taking care of your own house - tenant responsibility. Tenants and empowered to action low-level fixes themselves. Upskill residents / how to do basic repair (online tutorials).

Staffing	2% (1)	6% (10)	5% (11)	<ul style="list-style-type: none"> Better trained operatives on call handling. Empower staff to make decisions / adequate training / information to hand. Emergency surveyor.
Tech' improved / reporting	9% (4)	16% (27)	14% (31)	<ul style="list-style-type: none"> More use if technology e.g. photos to upload details of request. My Winchester Tenancy to be more user friendly. Making appointments in the same location / time management. Promotion of systems / using them.
Timely response / processes	4% (2)	4% (7)	4% (9)	<ul style="list-style-type: none"> Prompt response to calls and who you have been passed onto. Doing what we say we will in the timeframes we commit to.
Misc.	6% (3)	8% (14)	8% (17)	<ul style="list-style-type: none"> If tenants want improvements that aren't on WCC's must do list, but would improve the quality of the home, if they are prepared to contribute - could this be arranged? Out of hours contact options. Loans for repairs / grants to share costs.
Total number of post its received.	47	171	218	

3.2. What would good look like? – Elected Members' feedback.

What would good look like?	Members	Examples of comments
Appointment times offered	4% (1)	<ul style="list-style-type: none"> Saturday booking / early evenings.
Appointment tracking / live updates status of job	13% (3)	<ul style="list-style-type: none"> Tracking for appointments / informed if delayed.
Communication (general)	8% (2)	<ul style="list-style-type: none"> Easy to interact with.
Contract management / responsibilities	17% (4)	<ul style="list-style-type: none"> Only pay the contractor when delivered / contract management. Planned meeting to stay ahead of problems.
First time fix / Good quality job	8% (2)	<ul style="list-style-type: none"> Quality of workmanship to get things right first time.
Good / Improved processes	8% (2)	<ul style="list-style-type: none"> Repairs policy and recharges.
Handyperson service	4% (1)	<ul style="list-style-type: none"> Handyperson chargeable service.
Managing expectations	4% (1)	<ul style="list-style-type: none"> If booked appointment and not kept recharged.
Tech' improved / reporting	21% (5)	<ul style="list-style-type: none"> Better management repairs IT system. Ability to send photos to help diagnosis of repair.

Misc.	13% (3)	• Best value for money for the tenant.
Total number of post its received.	24	

3.3. What would good look like? – Feedback comparisons

