Housing Operations Committee

Report title:	SCHape Panel Report		
Meeting date:	5 August 2025		
Report from:	Becci Youlden – Head of Customer Experience		
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Decision type:	~~Assurance~~	Approval	Information

1. Report overview/purpose

1.1 This report provides an overview of the Repairs Service SCHape Panel Review and sets out the recommendations made by the Panel.

2. Recommendations

2.1 The Committee is asked to:

(i) DISCUSS the report and recommendations
(ii) AGREE the next steps.

3. Consultation and engagement

3.1 This was a tenant led activity.

4. Financial implications

4.1 Potential financial implication of some of the recommendations. These will be looked at in more detail as part of the action planning.

5. Legal implications

5.1 None.

6. Risk implications

6.1 None.

7. Equalities implications

7.1 None.

SCHAPE
Residents Panel
Solihull Community Housing
Achieving Performance Excellence

Repairs Service

1. Introduction

As a Panel we have developed a process whereby we choose a subject for review based on performance and feedback from residents. We focus on an area where there may be poorer performance or gaps in services and where the Panel could add value in terms of making recommendations for improvement.

The review has been supported by the Engagement Team and various other officers, and the Panel would like to thank those involved.

2. Overview of review process

Working session 1: Discovery Session

In this session the Panel was presented with an overview of performance information, customer insight and benchmarking from across all service areas at SCH and a number of examples of performance management information which is used within SCH to monitor performance against targets.

The Panel identified that repairs would be our next area to review based on the following rationale:

- Complaints and communal areas were areas where satisfaction and performance still remained below target, though improvements were being seen. These two areas had been the subject of recent SCHape reviews, and the recommendations were still being actioned as agreed.
- Whilst repairs had a high level of satisfaction, where dissatisfaction was indicated and where we received complaints, a high proportion of them were related to communication issues.
- The data showed that there was a downward trend on repairs completed on time, and we thought that this could start to have an impact on the customer experience.
- Repairs is the service that residents access the most and impacts on nearly all residents.

Working session 2: Overview of the Repairs Service

Following selection of repairs for the review, the Panel took part in a deep dive into information around repairs. This included detailed management information (MI),

benchmarking information and a breakdown of customer insight which gave the Panel ideas of areas where the service may need improvements.

The repairs manager then also provided detailed information on the processes which are in place for the delivery of the repairs service, and highlighted the areas where it would be useful to have input from the SCHape Panel to ensure any improvements meet residents' priorities.

Working session 3: Scoping session

After the deep dive into the review of repairs, we reflected on the previous session and requested further information from the repairs manager and the BI manager.

The key areas in scope, based on all the information provided were:

- Categories and types of repairs
    - Too many emergency jobs
    - Stretched budgets
    - What are the key priorities for residents
    - Recharging repairs
    - Reducing number of repairs (self-help guides etc)

- Tailoring the service to meet customers' needs
    - Flexibility in respect to vulnerability and specific circumstances
    - Resident choice
    - Moving from a 'one size fits all' approach

- Communications
    - Review approach on keeping customers up to date with progress on repairs (especially follow-on works and leaks from above)

This helps us think about the way in which we tackle repairs. Are we doing it as efficiently as possible and in a way the customer likes?

The Panel asked for wider resident involvement in exploring these issues and a mini resident conference was planned.

Working session 4: Resident Conference Session

On Saturday 8th February 2025 SCH held the second of two mini tenant conference sessions where around 40 residents joined us. There were some great debates and the customers attending the conference provided some important feedback.

The conference turned the spotlight on three key questions, through three workshop sessions:

- How do we communicate with customers around repairs?
    - Customer journey mapping identifying gaps and areas for improvement
- How should we categorise individual repairs?

    - Group discussion and prioritisation exercise
- Are we meeting the needs of individual customers?
    - Group discussion and mind mapping exercise
    - Preferred repair times poll

The conference attendees asked that before any recommendations are developed, that the customer journey mapping session be replicated with the key service areas involved in communicating with customers. As such, SCH staff carried out individual sessions with

- Contact centre
- Schedulers
- Section leaders/operatives

Working session 5: Categories/Types of Repairs - Development of Recommendations

The feedback from the resident conference session was discussed. We looked at what the wider residents had felt were the correct repair categories and the length of time to complete them, compared to what SCH had proposed. This was done in conjunction with the repairs team, and whilst there were areas of prioritisation that differed, a constructive, in-depth discussion took place, and a consensus on any changes to priorities was reached based on:

- Resident feedback
- Biggest impact on residents
- Budget constraints

Following further discussion after the session, no changes were recommended to priority codes.

Working session 6: Communications and Meeting Customer's Needs - Development of Recommendations

The feedback from the resident conference session and the staff customer journey mapping was discussed, potential areas of improvement identified, and potential solutions explored.

They also looked at the different ways repairs can affect vulnerable residents and where allowances should or could be made. They were able to link this with the performance indicator information from the deep dive of repairs and get a good idea of residents' feelings around communication.

Working session 7: Agreeing Recommendations

Using information gathered during the review, we discussed and agreed a full set of recommendations.

3. Recommendations

Appendix A sets out the full recommendations.

4. Next steps

a. The Panel would ask SCH officers to consider the recommendations and work with the SCHape Panel to develop an action plan of those recommendations that can be reasonably implemented. Timescales and responsible officers should be agreed, and the implementation of the agreed recommendations will be monitored by the Panel.

b. A debrief session will take place to assess what has gone well with the process and methods of the review and what could be improved for the next review. Both the Terms of Reference and the process we use will be updated.