



# HOUSING BRIGHTON

8 - 9 MAY 2024

# Repairs and Maintenance Focus



**Mike Turner, Executive Director, Cardo Group**

**Emma Brooker, Head of Maintenance Services – Reactive,  
L&Q**

**Kai Jackson, Chair of Residents Scrutiny Voice Panel, Black  
Country Housing Group**

**Chair: James Prestwich, Director of Policy and External  
Affairs, CIH**



# Improving Repairs & Maintenance at L&Q

Emma Brooker, Head of Maintenance Services

L&Q



## About L&Q

- Formed in 1963 in South East London as Quadrant Housing Association: 32 people invested £2 each
- Sixty years later we've got over 100,000 homes housing more than 250,000 people
- Primarily based in London and the South East, our geography now includes North West England thanks to our merger with Trafford Housing Trust
- We're one of the biggest residential developers in the country
- We recently launched a huge Major Works Investment Programme worth almost £3bn over 15 years

# Repairs and Maintenance: Challenges

- **Expectations of residents** – our primary aim is always to repair not replace, sometimes residents are dissatisfied with this approach. We've also “flip-flopped” on some areas of policy (e.g. fencing)
- **Vulnerability** – high numbers of requests for emergency/priority repairs due to the presence of a vulnerability in the resident's household
- **Historic under-investment in stock** – DLO taking on large volumes of door/window replacements and repairs to bathrooms and kitchens which are down to age
- **Van stock & location of suppliers** – van replenishment not working effectively, distance to drive to suppliers in some areas
- **Costs/budgets** – inflation affecting costs of materials & impacting subcontractor pricing too, challenge of balancing a reactive budget with other needs such as planned works and fire safety
- **Lack of efficiency in DLO** – poor performance in terms of completions and first-time fix rates, DLO taking on large-scale repairs that can be done more efficiently elsewhere
- **Recruitment** – filling vacancies is a struggle, especially in trades requiring specific qualifications (e.g. electricians, G3 plumbers)
- **Diagnosis** – current system for raising repairs means we're reliant on free-text descriptions
- **Geography** – long travel times between properties in some areas, with outliers in places like Rugby and St. Neots

# Repairs and Maintenance: Solutions

- **Expectations of residents** – working with our Communications team to revise repair responsibility guidance and send it out to all residents and improving guidance for the customer service centre and operatives, including the development of standards for our most common repair types
- **Vulnerability** – reviewing definition of “vulnerable” and establishing better data about specific residents’ needs rather than blanket approach to raising repairs
- **Historic under-investment in stock** – large scale investment in major works to tip the balance from spend on reactive repairs in favour of planned works, e.g. 48,000 new kitchens to be installed over the next 15 years.

## Repairs and Maintenance: Solutions continued...

- **Van stock & location of suppliers** – looking at options for better systems, use of apps, giving operatives access to a wider range of suppliers
- **Lack of efficiency in DLO** – ensuring good discipline in diary management via Operative Optimisation project, new “minor works” delivery process in place to remove these types of jobs from the DLO
- **Recruitment** – temp to perm options, reviewing balance of qualifications v pay, streamlining internal processes
- **Diagnosis** – new housing management system coming, will allow for diagnosis tools to be bolted on or built in
- **Geography** – reviewing delivery model for repairs in outlying areas, particularly for emergency jobs

L&Q



# Repairs and Maintenance Focus



**Mike Turner, Executive Director, Cardo Group**

**Emma Brooker, Head of Maintenance Services – Reactive,  
L&Q**

**Kai Jackson, Chair of Residents Scrutiny Voice Panel, Black  
Country Housing Group**

**Chair: James Prestwich, Director of Policy and External  
Affairs, CIH**



# Introduction



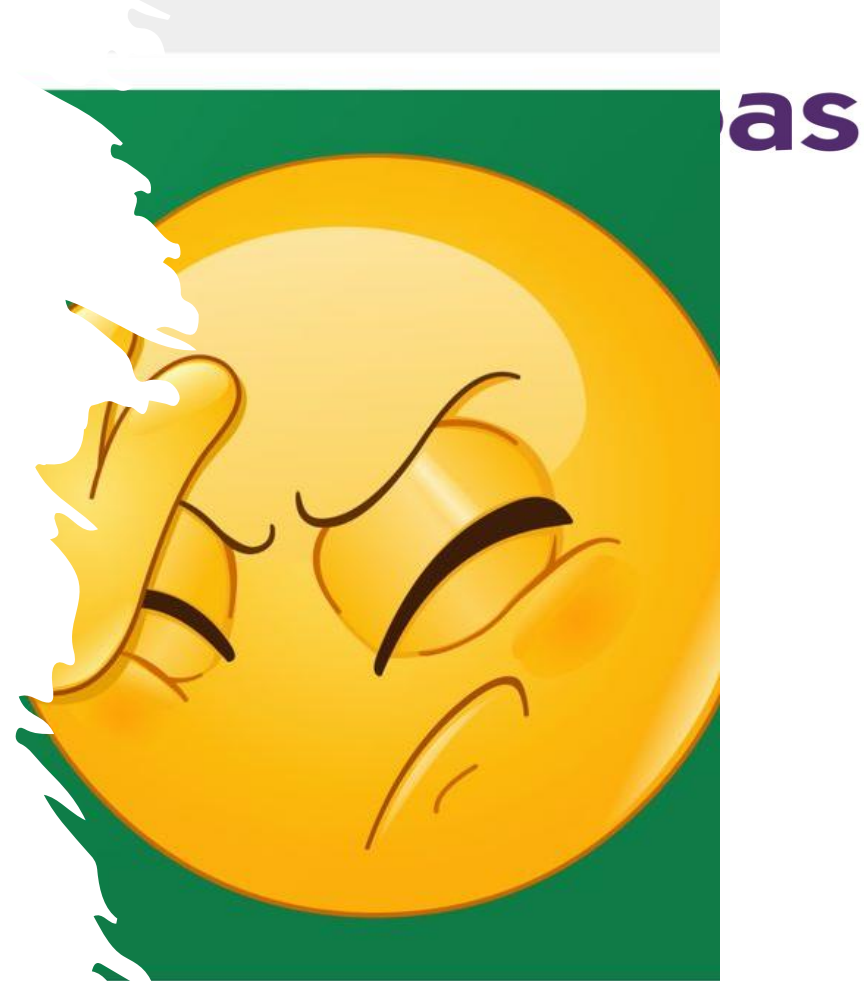
Kai Jackson BSc (Hons) Psych Coun (Open), GMBPSS

- Social housing tenant
- Chair of BCHG resident scrutiny panel
  - Tpas Associate/ Consultant
- Tenant Advisory Panel (TAP) member
  - Parent governor
- Independent Committee Member
  - Advisory board member
- Project author, **Diverse Voices: Transforming Tenant Influence in Social Housing**

# Being a social housing tenant receiving repairs.

## SUPER FRUSTRATING!!!

- Customer portal/online booking
- Explaining the problem to the call center.
- Find a convenient day and time, that's one or two days gone.
- Low quality, miss matched material.
- Broken again, repeat process.
- Complaint!



# What is your customer service like??



- Frustrated call staff
- Customer portal not working or technical problems.
- Operative shows up with the wrong information or unprepared.
- Shows no ID or frustrated when asked.
- NO SHOE COVERS\*\*

As an ambassador for your organization, what does your repair team say about how you value tenants??

# DIVERSE VOICES: TRANSFORMING TENANT INFLUENCE IN SOCIAL HOUSING

We need diversity in tenant influence to create policies that truly address the needs and aspirations of all community members.

**Research by Kai Jackson**  
Tpas Associate & Involved Tenant



Please be part of this important research and complete this two minute survey. Just scan the correct QR code for you to be taken straight to the survey

Ethnic Minority  
Tenant Survey



Staff Survey



Sponsored by:



Academic support:



# Housemark TSM benchmark findings

- There are large variations in overall satisfaction scores depending on landlord size, household size and location. For instance the median overall satisfaction score for large urban local authorities is 62.3%, compared to 77.5% for smaller, often more rural, housing associations.

(14th November 2023)



## Take away

How representative/ diverse are your contractors, suppliers, operatives?

Break down your data, what is it showing you? Not just your complaints.

Most importantly, what are your tenants saying to you.

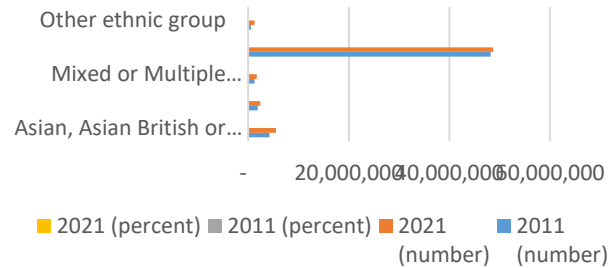
The percentage of the population in all high-level ethnic groups, excluding “White”, has increased since 2011

Ethnic group distribution (high-level categories), 2011 and 2021, England and Wales



Ethnic Group	2011 (number)	2021 (number)	2011 (percent)	2021 (percent)
Asian, Asian British or Asian Welsh	4,213,531	5,515,420	7.5	9.3
Black, Black British, Black Welsh, Caribbean or African	1,864,890	2,409,278	3.3	4.0
Mixed or Multiple ethnic groups	1,224,400	1,717,976	2.2	2.9
White	48,209,395	48,699,249	86.0	81.7
Other ethnic group	563,696	1,255,619	1.0	2.1

Chart Title





# Repairs and Maintenance Focus



**Mike Turner, Executive Director, Cardo Group**

**Emma Brooker, Head of Maintenance Services – Reactive,  
L&Q**

**Kai Jackson, Chair of Residents Scrutiny Voice Panel, Black  
Country Housing Group**

**Chair: James Prestwich, Director of Policy and External  
Affairs, CIH**





# Time to network and meet our exhibitors!

*Complimentary refreshments are available in the  
exhibition hall. The next sessions begin at 11:40.*

