



# Improving Our Repairs Service

How customer scrutiny led to positive changes

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# The starting point

## What customers told us

Repairs are one of the services that matter most to customers.

Survey feedback, complaints and satisfaction results showed that customers wanted improvements to:

- repair times
- communication
- repeat visits
- information about what would happen next.

The Customer Scrutiny Panel therefore took a closer look at the day-to-day repairs service.



# Project objective

Improve customer satisfaction with the repairs service, as measured through the Tenant Satisfaction Measures (TSMs), by understanding customer concerns, identifying areas for improvement and monitoring the impact of the changes made.

# What the review covered

The panel wanted to understand:

**The starting position:** What satisfaction results and customer feedback showed before the review.

**What needed to change:** The issues customers experienced and the panel’s recommendations.

**The difference made:** Whether the resulting service changes improved customer satisfaction.

# Before the review

Satisfaction was generally positive but had started to level off, while repair times, communication and follow-up remained key concerns.

| Measure                                  | 2022/23 | 2023/24 |
|------------------------------------------|---------|---------|
| Overall satisfaction                     | 81%     | 82%     |
| Repairs in the last 12 months            | 80%     | 80%     |
| Time taken to complete repairs           | 77%     | 72%     |
| Overall repairs satisfaction             | 75%     | 79%     |
| Kept informed                            | 72%     | 83%     |
| Listens and acts                         | 68%     | 73%     |
| Treats customers fairly and with respect | 78%     | 89%     |

By 2023/24, satisfaction with repair times was one of the lowest-scoring Tenant Satisfaction Measures





## Gathering the evidence

Between January and April 2024, panel members:

- reviewed performance and satisfaction data
- examined complaints and compliments
- listened to customer calls
- visited empty homes
- spoke to colleagues and managers
- reviewed policies and procedures
- commissioned a repairs experience survey.

The review was completed in December 2024.



# What customers found

Customers valued the professionalism of colleagues, but experienced frustration with:



## Delays

Repairs did not always happen as quickly as expected.



## Repeat visits

Poor diagnosis sometimes meant another visit was needed.



## Communication

Customers were not always kept consistently informed.



## Next steps

It was not always clear what would happen next.

The panel recommended:



## Right first time

Better diagnosis and more repairs completed right first time.



## Quicker repairs

Quicker repairs and more efficient ways of working.



## Communication

Clearer communication throughout the repair.



## Supporting customers

Better support for customers who may need extra support



## Quality checks

Stronger quality checks and contractor management.



These recommendations became a Board-approved action plan, monitored by the Customer Scrutiny Panel.



**"Hello, it's STAR Housing. We're on our way to complete your repair and should be with you shortly."**



## **What changed**

In response to the review, we introduced:

- Improved diagnosis training and guidance
- Greater use of photos and videos to help get repairs right first time
- Improved repair scheduling
- More repairs delivered by our in-house team
- Appointment reminders introduced
- "On the way" calls
- Better support for customers who need extra help
- More flexible appointment options
- More inspections and quality checks

Together, these changes addressed the issues customers told us mattered most and helped improve their experience of the repairs service.

## The immediate impact

Satisfaction improved following the panel's recommendations.



# +12 percentage points

The improvement in satisfaction with repair times was the largest year-on-year increase across all Tenant Satisfaction Measures. It also exceeded the threshold for statistical significance.

| Measure                        | 2023/24 | 2024/25 | Change            |
|--------------------------------|---------|---------|-------------------|
| Repairs in the last 12 months  | 80%     | 85%     | <b>+5 points</b>  |
| Overall repairs satisfaction   | 79%     | 82%     | <b>+3 points</b>  |
| Time taken to complete repairs | 72%     | 84%     | <b>+12 points</b> |
| Overall satisfaction           | 82%     | 85%     | <b>+3 points</b>  |



## Sustained improvement

Later results remained above the position before scrutiny.

| Measure                        | 2023/24 | 2024/25 | 2025/26 | 2026/27 W1 |
|--------------------------------|---------|---------|---------|------------|
| Repairs in the last 12 months  | 80%     | 85%     | 83%     | 91%        |
| Time taken to complete repairs | 72%     | 84%     | 81%     | 86%        |
| Well-maintained home           | 82%     | 85%     | 85%     | 88%        |
| Safe home                      | 88%     | 89%     | 89%     | 90%        |

Some 2025/26 results were slightly below the 2024/25 peak, but remained above pre-scrutiny levels. Wave 1 results for 2026/27 show further positive movement.

## Communication and respect

Communication was an important part of the panel's review.

| Measure                                  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 W1 |
|------------------------------------------|---------|---------|---------|---------|------------|
| Listens and acts                         | 68%     | 73%     | 74%     | 78%     | 75%        |
| Kept informed                            | 72%     | 83%     | 81%     | 80%     | 80%        |
| Treats customers fairly and with respect | 78%     | 89%     | 85%     | 88%     | 86%        |

Results remain higher than in 2022/23 and stayed broadly strong during operational and system changes.





## What customers said

Customer feedback from 2024/25 and 2025/26 often mentioned:

- quicker responses
- repairs completed promptly
- clearer communication
- professional and courteous colleagues.

The recent feedback received reflect the areas targeted by the panel.

**"Sorted out straight away."**



**"Always come out quickly."**



**"Kept informed about what was happening."**



# The Repairs Experience



**92%**

were satisfied with the overall repairs process.



**93%**

said STAR was easy to deal with when reporting a repair.



**87%**

were satisfied that they were kept informed throughout the process.



**93%**

were satisfied that their repair was completed as expected.



**95%**

were satisfied with the quality of the work completed.



These 2025/26 results provide further evidence of strong customer satisfaction with the repairs service.



## Reassuring customers

Following the project, all operatives, including STAR colleagues and contractors, must:

- **Always wear a uniform**
- **Use a clearly branded vehicle**

This helps reassure customers that the person attending their home is who they say they are. The change has also helped with no-access issues.

## What the team learned

The repairs team described the scrutiny project as a positive experience.

Customers identified important issues and helped shape improvements to the repairs service.





# You Said We Did

| What customers told us                                                                                                                    | What changed                                                                    | What this helped improve                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------|
|  Customers wanted more repairs completed right first time | Improved diagnosis training and guidance, with greater use of photos and videos | Fewer repeat visits and more repairs completed first time |
|  Repairs took longer than expected                        | Improved repair scheduling and more repairs delivered by our in-house team      | Faster completion of repairs                              |
|  Customers were not always kept informed                 | Appointment reminders and “on the way” calls                                    | Clearer communication and greater customer confidence     |





# You Said We Did

| What customers told us                                                                                                                     | What changed                                                 | What this helped improve                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------|
|  Some customers needed extra support                       | New procedures and better visibility of customer information | A more tailored service for customers who need extra help |
|  Customers wanted reassurance about the quality of repairs | More inspections and stronger quality checks                 | Greater trust in the repairs service                      |



# The difference scrutiny made

## The lasting impact of customer scrutiny



Customer scrutiny helped us see the repairs service from the customer's perspective. Customers highlighted the issues that mattered most, suggested practical improvements and helped shape the changes that followed.

By listening and acting, we improved how repairs are identified and scheduled, strengthened communication and introduced additional quality checks. These changes helped improve the repairs experience and contributed to stronger customer satisfaction results.

**Customer feedback makes a difference**



**STAR Housing Customer Scrutiny Panel**



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