

# Repairs Forum Meeting Minutes with Action and Question Log

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## Meeting Details

Meeting Title	Repairs Forum
Date	16 December 2025
Time	11am - 1pm
Location	Mariner House and VIA Teams
Minute Taker	Gray Lovell-Watson
<p style="text-align: center;"><b>Customer attendees</b></p> <p>In person – Chair Lorraine A  Online - Amanda W  Online - Julie D  Online - Lucy F  Online - Amba L  In person - Kathy E  Online - Janet A  Online - Dave M  Online - Sharon C  In person - John G  Online - Ola K  In person - Tony H  In person - Kaye B  In person - Terrance S  In person - Malcolm U  Online - Pat T</p>	<p style="text-align: center;"><b>Moat Attendees</b></p> <p>Gray LW  Kathryn S  Lanier D  Graham S  Garry K  Ruth E  Rory K  Sam BN  Alison W  Sarah R  Colin K</p> <p style="text-align: center;"><b>Mears Attendees</b></p> <p>Theo M  Jenny S</p>
<p style="text-align: center;"><b>Customer Apologies</b></p> <p>Mike H.</p>	<p style="text-align: center;"><b>Moat Apologies</b></p> <p>Ella T.</p>

### Agenda Item 1: [Welcome, Intro/apologies, Meeting notes and action tracker]

Discussion Summary:

Lorraine introduced herself, and went round and everyone introduced themselves, there were 7 customers in person and 9 via teams, 11 Moat staff and 1 Mears staff.

There were major technical issues at this meeting, those online, could not hear those in Mariner, so we used teams messages to keep those online informed.

## Action Log

Action Item	Owner	Deadline	Status	Notes
Minutes – Provided at each meeting	GLW	By next meeting		These are sent to all prior to the meeting, these will also be available along with the presentation pack.
Questions from customers to be highlighted.	GLW	Ongoing		Due to technical issues, this is not consistent for this meeting, but moving forward, IT issues dependent – Questions from customer will be highlighted.

### Agenda Item 2: [Procurement update]

KS delivered a full update on the procurement process, emphasising that a single bidder does not guarantee award, and Moat is pushing for improvements in culture, KPIs, diagnostics, communication, and resourcing. Final tender expected late January.

#### Key areas discussed during dialogue included:

- Operational service delivery and staffing
- Reduction in use of subcontractors
- Learning from complaints and customer feedback
- Culture, behaviours, and customer/colleague engagement
- Late appointments and service level definitions
- KPIs – revised to avoid incentivising poor-quality work
- IT, diagnostics, and system integration (including demonstration of diagnostic tools)
- Legal and contractual protections, including termination rights

#### Customer engagement session held in October provided extensive feedback on:

- Communication
- Communal repairs

- Multi-visit repairs
- Safeguarding and complaint handling

**Key proposed changes include:**

- Improved and shortened mobilisation (reduced from 6 months to 3 months)
- Earlier potential contract start (June rather than September)
- Dedicated teams for complex repairs, empty homes, and damp & mould
- Improved communication for communal repairs
- More accurate call handling and diagnostics

Final tender expected late January, comments from Customers once closed, and this will be open for comments for those involved until early Feb.

**Action Log**

Action Item	Owner	Deadline	Status	Notes
include improved communal repair communication in revised tender documents.	Kathryn			Included in tender log
explore improved call-handling models for repairs calls.	Kathryn/Repairs			

**Agenda Item 3: [Communications update]**

**RK-** We're continuing to post our weekly repairs report on our website and on our Moat repairs service Facebook group. We report on the average wait times for a routine repair, emergency repairs responded to in time, and customer satisfaction.

We previously used to report on the wait time for 'long-standing' repairs, although because this makes up such a minority of our customers, we decided that removing this figure was a better representation of how our service is performing.

Looking at analytics for our website, we found that the 'improve your repairs service' page had one of the best engagements over the last few months.

We've published our 9-month repairs video, which gained over 250 views in two weeks on our customer channels.

Over 2,000 visits in the past three months on our Moat repairs service Facebook group, which is very good considering we only have 129 members.

**Customer Catch-up, winter edition**, which was sent digitally to 18k customers and via post to around 2.5k. We also sent printed copies to some of our larger schemes.

**This edition included:**

- Front page repairs update from Lanier Doyle, looking back at the progress we've made with our interim partner, Mears.
- Our progress in finding our long term-term repairs partner
- Repairs Forum profile which included a new video featuring members Lorraine, Kathy and John

**RE** shared some insights from the digital newsletter. The newsletter was emailed to customers in two batches at 2pm and 7pm. Activity reports showed that the 2pm emails had higher open rates. Our average 52% open rate was 52% with a 11% click through. RE shared these stats were above average and that a good open rate was 38% - 45% and a good click through rate was 2% - 2.5%

**Lorraine** and other forum members shared they had read the newsletter and found the content useful and that they particularly liked that it highlighted how the forum has played a significant role in our repairs service improvements this year.

**RE** also shared that a bumper edition Your Voice, Our Action was sent to all customer advocates in December, with a look back at advocates involvement between April to September 2025 Edition, featured a double page spread on the Repairs Forum work, including an update on the July and September Forum meetings and how the forum members have been at the heart of shaping the future of our repairs service.

**Lorraine** and other forum members confirmed that they had also read this newsletter and really enjoyed the content and how it highlighted the difference they are making and that the customer voice is at the heart of everything we do.

**Lorraine** commended the Communications team on their work and commitment to highlight the importance of the customer voice and their impact on our how we deliver our services.

**RE** also discussed the two new customer videos the Comms team have produced – one featuring Lanier Doyle, with a look back on our 9-month interim partnership with Mears and another video featuring forum members Lorraine, Kathy and John, with the purpose of raising the forum's profile and encourage more members to join.

### Action Log

Action Item	Owner	Deadline	Status	Notes
Gather resident views on how the new repairs service should be launched.	GLW/Comms			

Mears arrived at the meeting

### Agenda Item 4: [WIP/KPIs - Interim contract]

LD and Mears gave an update on the performance and operational position of the interim Mears repairs contract, focusing on work in progress (WIP), resource pressures, seasonal trends, and the status of key performance indicators (KPIs).

While there is only so much that can be achieved within the constraints of the current interim arrangement, we will ensure that all customer concerns and service expectations are fully captured and addressed within the forthcoming tender.

### Overall WIP Position

Current WIP levels have risen, which is expected at this time of year. Historically, repairs increase from October onwards due to colder weather, increased heating usage, and seasonal deterioration of components.

Despite mild weather so far, the service has still seen a noticeable uplift in repair requests. An important additional factor increasing WIP is the need to address damp and mould cases following the updated legal duties and the new Awaab's Law-aligned requirements.

These damp & mould cases are categorised as higher-priority emergency or urgent tasks, meaning operatives are being diverted away from routine work to ensure legal compliance and resident safety.

### Impact of Damp & Mould: Operative Diversion

Mears has had to pull operatives from routine repairs to complete legally-required damp and mould actions within statutory timescales.

This diversion reduces the capacity for day-to-day repairs and leads to:

- Higher WIP (Work in Progress)
- More multi-visit repairs

- Pressure on appointment availability

Moat and Mears have now agreed to create a dedicated Damp & Mould Team:

- Approx. 6 operatives + 1 supervisor
- Recruitment already underway
- Aim is to stabilise general repairs by ring-fencing specialist resource

### Recruitment & Resourcing

- Mears has multiple vacancies live, recruiting across all trade groups and geographical areas.
- Two additional operatives have recently been appointed.
- The Task Team (Mears' specialised backlog-clearing unit) will return on 12 January, with five staff members allocated to help reduce WIP.
- Moat has reviewed and increased salaries to improve recruitment competitiveness.

### Seasonal Demand & Sector Pressure

The winter period typically brings:

- More heating and plumbing failures
- Increased damp and mould reports
- Higher call demand

The housing sector overall is under heightened scrutiny due to:

- Damp & mould compliance
- Regulatory expectations around emergency hazards
- New statutory response times

Moat is adopting a more proactive hazard-based approach, prioritising:

- Emergency hazards now
- Significant hazards next
- Minor hazards after

This approach aims to stabilise demand over the next year rather than repeatedly "catching up".

### Right First Time (RFT) Performance

The forum was reminded that RFT performance is distorted by *legacy repairs*.

These older repairs:

- Often require multiple visits
- Have complex histories
- Impact customer satisfaction
- Drag down overall RFT rate even if newer jobs perform better

As legacy repairs are now nearly cleared (approx. 50 remaining), Moat expects:

- More stable RFT results
- Improved KPI reporting integrity
- Smoother operational performance

### Customer Satisfaction (CSAT)

CSAT is similarly being affected by legacy repairs.

Legacy cases often generate:

- Lower satisfaction scores
- Higher complaint rates
- Longer resolution times

Once removed from the system, Moat expects:

- Better alignment between satisfaction and actual service quality
- More meaningful customer-experience data to drive improvement

### Multi-Visit Repairs: Causes & Challenges

Mears provided examples of repairs *impossible* to complete on a single visit:

#### 1. Glazing and Double-Glazed Units

- Must be measured before ordering
- Many parts sourced from Europe (e.g., Sweden)
- Long lead times make first-visit completion impossible

#### 2. Multi-Point Door Locks

- Require specific models not stocked on vans
- Often specialist order items

#### 3. Electric Shower Replacements

Plumbers do not carry all models

Requiring:

- Plumber to fit
- Electrician to test

Customers are sometimes frustrated by split visits.

Moat and Mears agreed to explore joint appointments where possible to reduce inconvenience.

### Contact Preference & Communication Issues

Several communication gaps were identified:

- Out of Hours:
  - Residents not told which contractor (SEA, Mears, SureServe) will attend
  - Customers having to “do the legwork”
  - Misrouting (e.g. SEA issues routed to Mears)
  - No follow up
  - No OOH satisfaction surveys
  - Long waits
  - No clarity on responsibilities

- Operatives and planners do receive customer contact preferences, but they are not always followed.
- Reasonable adjustments (e.g., email-only communication) must be adhered to but sometimes are not.
- Residents reported:
  - Not knowing when follow-on work was required
  - Long gaps between visits
  - Being contacted by the wrong method

Moat acknowledged this requires correction and will reinforce standards across teams. This will also be spoken about through the tender stages.

### KPI Performance

Key KPIs discussed included:

#### 1. Appointments Kept

- Generally stable but dips visible due to seasonal workload and legacy repairs.

#### 2. Right First Time (discussed above)

- Expected to improve once legacy repairs are fully cleared.

#### 3. Satisfaction Levels

- Currently “wobbly” but expected to stabilise with backlog removal.

#### 4. Multi-Visit Repairs

- To be formally reported at next meeting as a separate KPI indicator.

Moat noted that some KPIs drive **unintended behaviours**, and the upcoming revised KPI set (within procurement) aims to correct this

### Agenda Item 5: [Complaints update]

Focus was on the recent rise in complaints across the repairs service, particularly those linked to communication issues, missed appointments, and problems with out-of-hours processes. Several residents shared real examples of poor experience, and Moat acknowledged that multiple aspects of the complaints process require improvement.

Complaint volumes have risen, largely due to:

- Poor or unclear communication
- Missed or late appointments
- Incorrect contractor routing
- Lack of follow-up information
- Not being told when another contractor (e.g., SEA – Secure Electronic Access) will attend
- Residents feeling they are left to “sort things themselves”

Moat acknowledged that communication inconsistencies, rather than technical repair quality, appear to be the main driver.

### Out of Hours (OOH) Issues

Several customers reported challenging experiences when calling the out of hours service:

- Long call waits
- Poor explanation of which contractor will attend
- Not being told that the specialist contractor, not Mears, would resolve certain issues
- Lack of follow up after an out of hours visit
- No satisfaction survey sent after OOH calls

One example involved a customer needing SEA (Secure Electronics) for an entry system fault but being repeatedly routed to Mears without explanation.

Moat confirmed this should not happen and that contact routing and explanation must improve.

### Contact Preferences Not Being Followed

Residents raised concerns that:

- They specify a contact preference (e.g., **email only**)
- Contractors still call or text instead
- No one checks reasonable adjustment notes before contacting residents

Moat confirmed that:

- Preferred contact method is included on every job
- But contractors and planners are not following it consistently
- Reasonable adjustments are legally required and must be complied with
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Moat agreed this is a compliance issue and must be corrected urgently.

### Communication Failures Identified

Customers described multiple issues:

- Receiving only a text, even when they prefer phone calls
- No voicemail left
- A lack of explanation when appointments change
- No clarity on follow-on visits
- Out-of-hours call handlers not telling customers who will attend
- Some residents having to “do the legwork themselves” to resolve issues

Moat confirmed these issues reflect performance failures, not system limitations, and agreed improvements are required.

### Complaints About Missed / Failed Appointments

Customers said:

- They frequently experience missed appointments
- Contractors fail to notify beforehand
- wait at home without updates
- This leads directly to new complaints

Moat confirmed that this matches the trend seen in current complaint reports.

### Satisfaction Surveys

Moat currently surveys:

- Standard repair completions
- Contact Centre interactions

But no satisfaction surveys exist for out-of-hours repairs. customers advised this should be added.

Moat agreed.

#### Agenda Item 5: [Gas / SureServe update]

Alison Gave an update on the performance of SureServe, Moat's heating contractor responsible for delivering servicing, maintenance and emergency repairs for over 8,500 heating systems, including:

- Gas boilers
- LPG (Liquefied Petroleum Gas) systems
- Oil-fired systems
- Communal heating systems and HIUs (Heat Interface Units)

SureServe operates under a Price-Per-Property (PPP) contract, which includes all servicing, breakdowns, maintenance and 24/7 emergency cover for a single annual price per home.

SureServe delivers around 35,000 heating jobs a year and performs well technically (96% appointment attendance, 92% first-time fix). However, residents raised concerns about missed appointments, long call waits, poor communication, and not being told about reimbursement for temporary-heater electricity costs. Moat will work with SureServe through weekly monitoring meetings, enforce proactive communication on heater reimbursement, and ensure customer contact preferences are followed. SureServe's new IT system will introduce better automated updates.

#### Action Log

Action Item	Owner	Deadline	Status	Notes
Add Gas team as a Standing Agenda Item	GLW			
Follow Up on SureServe Call Centre Capacity	Alison			
SureServe and Moat to proactively	Alison / Customer			

communicate heater electricity reimbursement every time heaters are issued.	Service / SureServe			
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#### Next Steps / AOB

Next Meeting Date	24th March 2026
"Can we have the Customer Scrutiny Panel update next meeting?"	Yes — repairs-related update only. Yes — as long as it relates to repairs.
"Can this be a regular standing item?"	