

Consulting proposal: repairs satisfaction measurement, Harbourside Housing Association

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Table of Contents

01	Cover Page
02	Executive Summary
03	Situation Assessment
	Requirement-by-Requirement Compliance Matrix
04	Our Approach & Methodology
	Phase 1: Discover and Establish the Baseline
	Phase 2: Assess Survey and Measurement Design
	Phase 3: Design the Reporting Approach
	Phase 4: Prioritise Action and Secure Board Direction
	Phase 5: Handover and Close
05	Project Phases & Deliverables
06	Team & Expertise
07	Timeline
08	Investment
09	Expected Outcomes
10	Why Larkfield Analytics Ltd
11	Terms & Conditions
12	Next Steps
13	References

Repairs Satisfaction Advisory Engagement

Cover Page

Prepared for: Harbourside Housing Association

Prepared by: Larkfield Analytics Ltd

Engagement: Ten-week repairs satisfaction measurement and reporting advisory engagement

WORKED EXAMPLE NOTICE:

Harbourside Housing Association and Larkfield Analytics Ltd are fictional organisations. This proposal is a fictional worked example.

Proposal validity: 60 days from the date of issue.

Total investment: £46,730 excluding VAT.

Executive Summary

Harbourside Housing Association has a valuable source of tenant feedback: a text survey reaching approximately 3,800 tenants each year. However, with an approximately 11% response rate, survey data held in a spreadsheet by one officer, unchanged questions since 2019, and no contractor identifier in the survey results, the current process does not yet provide the ownership, comparability, or decision-making insight the repairs team and board need.

We propose a ten-week advisory engagement that treats repairs satisfaction measurement as a strategic investment in service improvement. We will review the current survey and supporting data, establish how satisfaction can be measured by the two contractors and Harbourside's in-house repairs team, and provide a practical reporting approach for operational and board use.

Our structured approach begins with a two-week discovery period covering stakeholder interviews, data inventory, and a written data protection impact assessment. We will then assess the survey design and available repairs data, develop a recommended measurement model, define a reporting approach, and present the resulting recommendation to the

board in week nine. Delivery will be managed through fortnightly sprints, written progress reporting, and a risk register reviewed at each steering meeting.

At the end of the engagement, Harbourside will have a clear recommendation for measuring repairs satisfaction by contractor each quarter, a defined reporting approach for the repairs team and board, and three prioritised service changes for implementation in the first six months.

The fixed advisory fee is **£46,730 excluding VAT**. This sits within Harbourside's stated advisory budget of £40,000 to £55,000 excluding VAT.

Situation Assessment

Harbourside manages approximately 6,200 homes and currently invites tenants who have had a repair to respond through a text survey. The survey reaches roughly 3,800 tenants annually, with approximately 11% responding. The response data is held in a spreadsheet maintained by one officer.

Repairs are delivered by two contractors and Harbourside's own team, but the current survey does not identify which delivery route completed the repair. The survey questions have not changed since 2019. As a result, Harbourside cannot currently report repairs satisfaction by contractor or use the survey consistently to drive accountable service improvement.

Requirement-by-Requirement Compliance Matrix

Buyer Requirement	Our Response	Status
Ten-week advisory engagement	We will deliver the engagement over ten weeks, from discovery through board presentation and handover.	Covered
Review the current repairs survey and the data behind it	We will review current questions, response data, data handling, available repairs data, and the linkages needed for analysis.	Covered
Recommend how to measure repairs satisfaction by contractor	We will recommend a contractor-level measurement model covering the two contractors and Harbourside's in-house team.	Covered
Leave a reporting approach for the repairs team and board	We will provide an operational and board reporting approach, including measures, reporting cadence, ownership, and decision use.	Covered
No new software purchases during the engagement	Our advisory engagement will not require a new software purchase during the ten-week period.	Covered

Buyer Requirement	Our Response	Status
Engagement lead presents to the board in week nine	Imogen Farrow, Engagement Director and engagement lead, will present the recommendation to Harbourside's board in week nine.	Covered
Operations manager availability of two days per week	We will plan delivery around two days per week of operations manager participation for discovery, review, decision-making, and validation activity.	Covered
Board can see repairs satisfaction by contractor each quarter	Our recommended measurement and reporting approach will be designed to support quarterly board visibility by contractor and in-house delivery team.	Covered
Repairs team has three changes to make in the first six months	We will identify and prioritise three changes for the repairs team's first six months of implementation.	Covered

Our Approach & Methodology

We will apply a structured advisory method tailored to Harbourside's current survey, data arrangements, contractor model, and reporting needs. The engagement is designed to produce an actionable recommendation rather than a generic survey redesign.

Phase 1: Discover and Establish the Baseline

Inputs: Current text survey questions, survey response spreadsheet, available repairs and contractor data, stakeholder knowledge, and operational priorities.

Activities: We will conduct stakeholder interviews, complete a data inventory, review the survey and response process, and prepare a written data protection impact assessment. The client will sign off the data protection impact assessment before any personal data moves. We will identify the current journey from repair completion to survey invitation, response capture, reporting, ownership, and action.

Outputs: A documented baseline, data inventory, data protection impact assessment, and agreed priorities for the engagement.

Phase 2: Assess Survey and Measurement Design

Inputs: Baseline findings, current survey questions, response patterns, available service and contractor data, and stakeholder feedback.

Activities: We will assess whether the current survey questions remain fit for purpose, identify how contractor and in-house delivery can be attributed in the measurement process, and consider how response patterns should be interpreted. We will define the

measures required for quarterly contractor-level reporting and identify the information needed to support them.

Outputs: A survey and measurement assessment, including a recommended route to capture contractor attribution and establish comparable satisfaction measures.

Phase 3: Design the Reporting Approach

Inputs: Agreed measurement recommendations, data inventory findings, operational needs, and board information needs.

Activities: We will define a reporting approach for the repairs team and the board. This will cover the reporting measures, the distinction between operational and board views, ownership, reporting rhythm, data definitions, and how findings should lead to action. We will document the common layout and supporting data definitions in a data dictionary for Harbourside to keep.

Outputs: A reporting approach that can support contractor-level quarterly satisfaction visibility, together with an outline reporting view and data dictionary.

Phase 4: Prioritise Action and Secure Board Direction

Inputs: Measurement recommendation, reporting approach, stakeholder feedback, and identified service issues.

Activities: We will work with Harbourside to identify three practical changes for the repairs team to implement during the first six months. We will prepare the board recommendation and supporting material. In week nine, the Engagement Director will present the recommendation to Harbourside's board.

Outputs: A six-month action priority set, board presentation, and confirmed direction for implementation.

Phase 5: Handover and Close

Inputs: Board feedback and final Harbourside comments.

Activities: We will finalise the advisory outputs, demonstrate each deliverable to Harbourside's nominated approver, and address material issues identified against acceptance criteria agreed in discovery.

Outputs: Final handover pack and completed advisory engagement.

Project Phases & Deliverables

Phase	Deliverable	What It Is	Why It Matters
1. Discovery and Baseline	Current-State Assessment	A concise assessment of the current survey, survey process, response data, ownership arrangements, and available repairs data.	It establishes a shared evidence base and identifies why current results are not consistently driving action.
1. Discovery and Baseline	Data Inventory and Data Protection Impact Assessment	A documented inventory of relevant data and a written data protection impact assessment for client sign-off before personal data moves.	It provides a controlled basis for using relevant information in the engagement.
2. Survey and Measurement Design	Repairs Satisfaction Measurement Recommendation	A recommendation for measuring repairs satisfaction across the two contractors and Harbourside's in-house repairs team, including the required contractor attribution route.	It enables comparable contractor-level satisfaction reporting.
2. Survey and Measurement Design	Survey Review Findings	An assessment of the survey questions that have been unchanged since 2019 and the implications for future measurement.	It ensures the recommended measurement approach is grounded in the current survey's strengths and limitations.
3. Reporting Design	Repairs Team and Board Reporting Approach	A defined reporting approach covering measures, reporting audiences, ownership, cadence, and use of insight.	It gives the repairs team and board a consistent route from tenant feedback to accountable action.
3. Reporting Design	Data Dictionary	A documented common layout and data definitions for the information supporting the recommended reporting approach.	It creates clarity over how measures are defined and used.
4. Action and Board Direction	Six-Month Repairs Improvement Priorities	Three prioritised changes for the repairs team to make during the first six months.	It converts survey insight into practical service improvement activity.
4. Action and Board Direction	Board Recommendation and Presentation	A board-ready recommendation and presentation delivered by the Engagement Director in week nine.	It supports informed board oversight of repairs satisfaction by contractor each quarter.

Phase	Deliverable	What It Is	Why It Matters
5. Handover	Final Advisory Handover Pack	The finalised set of agreed outputs, following review and acceptance activity.	It leaves Harbourside with a practical basis for implementation after the engagement.

Team & Expertise

Our delivery team combines public-sector research, survey methodology, data engineering, and dashboard expertise.

Team Member	Role	Relevant Experience and Responsibility
Imogen Farrow	Engagement Director	Sixteen years in public-sector research. Leads every contract and signs off every report. Imogen will lead this engagement and present to Harbourside's board in week nine.
Dev Okonkwo	Lead Data Engineer	Eleven years building reporting stores. Dev owns data protection impact assessments for Larkfield projects and will lead the data inventory and data-structure work.
Sunniva Hale	Senior Survey Analyst	Nine years designing resident and tenant surveys and holds a postgraduate diploma in survey methodology. Sunniva will lead the survey review and measurement recommendation.
Tomasz Wren	Dashboard Developer	Seven years building dashboards. Tomasz owns accessibility testing against WCAG 2.2 level AA and will support the reporting approach design.

Timeline

The engagement will run for ten weeks. Harbourside's operations manager will be engaged for up to two days each week to support discovery, review, validation, and decision-making.

Week	Primary Activity	Key Output or Decision
1	Kickoff, stakeholder interviews, survey and data collection	Engagement priorities confirmed
2	Data inventory and data protection impact assessment	Discovery baseline and client sign-off before any personal data moves
3	Current survey and response-process assessment	Survey review findings

Week	Primary Activity	Key Output or Decision
4	Contractor attribution and measurement design	Draft contractor-level measurement recommendation
5	Measurement recommendation review	Agreed direction for satisfaction measures
6	Operational and board reporting design	Draft reporting approach and data definitions
7	Reporting approach refinement and action prioritisation	Draft six-month improvement priorities
8	Board recommendation preparation	Board presentation materials prepared
9	Board presentation	Engagement Director presents the recommendation to Harbourside's board
10	Finalisation, acceptance demonstration, and handover	Final advisory handover pack

We will use fortnightly sprints, with a written progress report and a risk register reviewed at every steering meeting.

Investment

The fees below are calculated from Larkfield's standard day rates and the proposed days for each role. All fees are fixed for the whole term of the contract and exclude VAT.

Phase	Engagement Director £1,150/day	Lead Data Engineer £950/day	Senior Survey Analyst £820/day	Dashboard Developer £780/day	Phase Fee
1. Discovery and Baseline	3 days £3,450	4 days £3,800	5 days £4,100	-	£11,350
2. Survey and Measurement Design	2 days £2,300	3 days £2,850	7 days £5,740	-	£10,890
3. Reporting Design	2 days £2,300	5 days £4,750	3 days £2,460	5 days £3,900	£13,410
4. Action and Board Direction	3 days £3,450	-	5 days £4,100	2 days £1,560	£9,110
5. Handover and Close	1 day £1,150	-	1 day £820	-	£1,970
Total	11 days £12,650	12 days £11,400	21 days £17,220	7 days £5,460	£46,730

Total fixed fee: £46,730 excluding VAT.

This investment provides the specialist survey, data, reporting, and senior engagement capacity needed to move Harbourside from unowned feedback to a defined approach for contractor-level quarterly satisfaction reporting and prioritised service action.

Expenses: No expenses will be charged unless Harbourside agrees them in writing in advance. Agreed travel and out-of-pocket costs will be charged at cost.

Payment milestones: Fees will be invoiced monthly in arrears for work completed during the engagement and are payable within 30 days.

Excluded from this advisory fee: Dashboard platform hosting and licence, survey fielding, and any agreed travel or out-of-pocket expenses. No new software purchase is required during the engagement.

Expected Outcomes

- A clear understanding of the current repairs survey, response process, survey data, available repairs data, and accountability gaps.
- A recommended approach for measuring repairs satisfaction across the two contractors and Harbourside's in-house repairs team.
- A practical route to enable quarterly board visibility of repairs satisfaction by contractor.
- A reporting approach that distinguishes the needs of the repairs team from the needs of the board.
- Documented data definitions to support consistent reporting and handover.
- Three prioritised changes for the repairs team to implement during the first six months.
- A board presentation in week nine delivered by the Engagement Director.

Why Larkfield Analytics Ltd

Larkfield Analytics Ltd brings together Survey Design, Data Engineering, and Decision Dashboards practices. This combination is directly relevant to Harbourside's requirement to connect survey design, repairs data, contractor-level measurement, and decision-focused reporting.

Our team includes experience in resident and tenant surveys, reporting stores, data protection impact assessments, and accessible dashboards. Our method begins with discovery, stakeholder interviews, a data inventory, and a written data protection impact

assessment. It then uses fortnightly delivery sprints, written progress reports, and active risk management.

Larkfield has delivered relevant fictional example work in the housing sector. In 2024, Larkfield redesigned Tavistone Housing Association's annual tenant survey around the regulator's required measures and built a quarterly dashboard for the board; the first quarterly dashboard reached the board six weeks after contract start. For Wexcombe District Council, Larkfield replaced four separate feedback forms with one survey and a weekly dashboard, with response rate increasing from 9% to 23% over 18 months.

For this engagement, Imogen Farrow will provide senior accountability as Engagement Director, lead every contract activity requiring executive direction, sign off reports, and present to Harbourside's board in week nine.

Terms & Conditions

- **Proposal validity:** This proposal is valid for 60 days from the date of issue.
- **Fees:** The total fixed fee is £46,730 excluding VAT. The standard daily rates used in this proposal are fixed for the whole contract term, including any extension.
- **Payment:** Larkfield will invoice monthly in arrears. Invoices are payable within 30 days.
- **Expenses:** No expenses will be charged without Harbourside's prior written agreement. Agreed travel and out-of-pocket costs will be charged at cost.
- **Data protection:** Every project begins with a written data protection impact assessment, signed off by the client before any personal data moves. Larkfield collects and keeps only the personal data needed for the project's agreed purpose.
- **Data security:** Larkfield hosts client data in a UK data centre, encrypted at rest and in transit, with named-user access and quarterly access review. Larkfield will notify Harbourside of a personal-data breach within 24 hours of confirming it and will state what it knows at that time, including what happened, affected data, and actions being taken.
- **Accessibility:** Where dashboard outputs are developed, Larkfield builds them to WCAG 2.2 level AA and tests them before launch and at each major release. Accessibility defects found in testing are recorded and fixed before a dashboard goes live.
- **Governance and escalation:** Imogen Farrow is the named escalation route, followed by Larkfield's managing director.
- **Acceptance:** Larkfield will demonstrate each deliverable to Harbourside's nominated approver. Harbourside will confirm acceptance in writing against criteria agreed in discovery, or list material issues for correction.
- **Contract terms:** Larkfield accepts Harbourside's standard terms and conditions.

- **Governing law and jurisdiction:** The law of England and Wales applies. Disputes will be referred to the courts of England and Wales.

Next Steps

To proceed, Harbourside should confirm acceptance of this proposal and nominate the operational lead and deliverable approver for the engagement. We will then arrange kickoff, confirm the stakeholder interview schedule, initiate the two-week discovery phase, and agree acceptance criteria for the advisory deliverables.

Upon acceptance, Larkfield Analytics Ltd will begin the ten-week engagement and schedule the week-nine board presentation with Harbourside.

References

1. [brief-harbourside-housing.md](#)
2. [Company.txt](#)
3. [Services.txt](#)
4. [Delivery team \(all invented\).txt](#)
5. [Past performance \(all invented\).txt](#)
6. [Standard rates \(invented, excluding VAT\).txt](#)
7. [Implementation approach and training.txt](#)
8. [Method and assurance.txt](#)
9. [Forms and declarations \(invented\).txt](#)