



Care & Repair Cymru

STAFF, OUR BEST ASSET

Insights from 52 In-depth interviews
with Care & Repair Staff



Executive Summary

By bringing together the voices of Care & Repair staff from across Wales, this report offers unprecedented insight into the shared values, experiences, and challenges that underpin the organisation's work.

The report draws on 52 in-depth interviews with staff in the four main Care & Repair roles: caseworkers, administrators, handypersons, and technical officers. These interviews provide unique insights into how the workforce consistently delivers trusted, holistic support to older and vulnerable individuals.

Through the interviews, trust emerges as the foundation of Care & Repair's service. Staff highlight the importance of building and maintaining trusting relationships from the first point of contact to the completion of works. This trust encourages clients to engage with services and return for further support, reinforcing the organisation's reputation for reliability and integrity. The report also emphasises the holistic and proactive approach staff adopt, as they routinely look beyond the initial presenting issue to identify hidden risks, unmet needs, and opportunities for preventative intervention.

Even in a highly pressured environment marked by heavy caseloads, limited resources, and urgent hospital discharge demands, staff demonstrate adaptability and resilience. They balance efficiency with sensitivity and ensure that they meet the needs of clients in challenging circumstances. Collaboration and teamwork drive the organisation's effectiveness, with different staff roles working seamlessly alongside occupational therapists, contractors, and health and social care professionals.

The findings in this report highlight the dedication, expertise, and adaptability of Care & Repair staff, who remain the organisation's greatest asset in delivering life-changing support to those most in need.

Introduction

At the 2024 Care & Repair Conference, a workshop titled *Experiences from the Frontline*, brought together Care & Repair staff from across Wales to talk about the joys and challenges of their work.

This session sparked the vision for this report and inspired the idea of conducting in-depth interviews with staff in various roles from all 13 Care & Repair Agencies.

Caseworkers, administrators, handypersons, and technical officers make up the job roles featured in this report. These roles share central themes and similarities across Wales, although they differ most notably in the handyperson role. While this report uses "handyperson," only five or six Care & Repair Agencies use that title. Others refer to Home Maintenance Officers, Safety at Home Technicians, Minor Adaptations Officers, or Craftspeople. This variation shows that the "handyperson" role in Care & Repair often goes beyond small repairs and odd jobs to include adaptations and highly skilled maintenance.

This report identifies the most common themes and skills across the four job roles and explores the larger values that characterise the overall workforce.

Though only short quotes are used in this report, there are longer and fuller quotes in the addendum. This includes anecdotes and reflection that wasn't possible to include succinctly in this report.

Methodology

From late 2024 to the summer of 2025, we conducted one-to-one interviews with staff from all Care & Repair Agencies. We chose interviews to capture staff experiences in depth, providing rich insights into values and practices. This approach also allowed us to explore nuances that emerge only through detailed conversation.

The four chosen roles represent the ones that are most commonly core funded and exist in every Care & Repair Agency: caseworkers, administrators, handypersons, and technical officers. There was representation from all 13 Agencies across Wales. Participation was voluntary and line managers were involved in the selection process.

In total, we carried out 52 interviews: 36 in-person and 16 online. Each interview lasted between 25 and 45 minutes and followed a semi-structured format. We used 8-10 open-ended questions and allowed participants to go where they wanted with the questions. This encouraged participants to introduce new topics and share examples that are most meaningful to them.

To capture every interview, either in person or online, we used AI transcription tools. The transcripts produced more than 53,000 words. To manage this dataset, we used generative AI to identify recurring themes across the workforce and within each role. ChatGPT summarised key themes, grouped common issues, and highlighted illustrative quotes.

We ensured the reliability of this process by reviewing AI outputs manually. We cross-checked summaries against the original transcripts, refined the phrasing of quotes, and added our own analysis and interpretation. We compared themes across roles and Agencies to identify both shared and distinctive patterns.



Key Findings

Themes Across the Care & Repair Workforce

- 1. Commitment to Client Wellbeing**
Staff in every role go beyond their formal job descriptions to ensure older and vulnerable people remain safe, comfortable, and respected in their homes. Empathy and compassion guide their interactions with clients.
- 2. Trust as the Foundation of Service**
Staff build trust through welcoming first calls, honest technical assessments, and respectful home visits. Trust enables clients to engage with services and return to Care & Repair repeatedly.
- 3. Holistic and Proactive Practice**
Staff rarely treat a presenting issue in isolation. They consistently look beyond the original request to identify hidden risks, unmet needs, and opportunities for preventative support. This approach reduces hospital admissions, tackles isolation, and improves overall wellbeing.
- 4. Adaptability Under Pressure**
The workforce operates in a demanding environment shaped by high caseloads, limited funding, and urgent hospital discharge pressures. Staff adapt rapidly to client needs, funding constraints, and complex cases, balancing efficiency with sensitivity at all times.
- 5. Collaboration and Teamwork**
Administrators, caseworkers, handypersons, and technical officers play distinct roles, but the organisation relies on constant collaboration. Staff work closely with occupational therapists, contractors, and health and social care colleagues to maximise impact.
- 6. Emotional Resilience and Human Reward**
Staff encounter distressing circumstances, including end-of-life cases and clients living in poor conditions. Despite the emotional demands, many find the work deeply rewarding, sustained by client gratitude and visible improvements in quality of life.

Strengths Across the Care & Repair Workforce

- A workforce united by empathy, respect, and integrity.
- A culture of proactive problem-solving and holistic assessment.
- Strong cross-role collaboration and partnership working.
- Deep trust and loyalty from clients, often sustained over years.

Challenges Across the Care & Repair Workforce

- Rising demand coupled with limited resources
- Emotional strain and resilience fatigue for frontline staff
- Variability in service provision across regions
- Persistent funding constraints that limit scope and responsiveness

Caseworkers

A Summary of the Caseworker Role

Caseworkers visit clients to assess their homes, aiming to enable them to live as safely and independently as possible. They identify potential hazards and recommend appropriate interventions. Caseworkers prescribe minor aids and adaptations, provide falls prevention advice, and initiate referrals to other professionals when clients present more complex needs. They also conduct financial assessments to identify unclaimed benefits, entitlements, and funding opportunities.

Despite differences in geography, funding streams, and specialisms—such as sensory loss, energy efficiency, or hospital-to-home support—common values consistently emerge: empathy, empowerment, trust, and collaboration.

Key Themes Across the Caseworker Role

1. Building Trust and Relationships

Caseworkers emphasise trust as the foundation of their role. Many clients initially feel reluctant or embarrassed. Caseworkers use gentle persistence and empathy to open doors.

“Building trust is key. I once helped a woman receive a £100,000 back payment in benefits... It took time and persistence to reassure her.” – Cath Dixon, Care & Repair Bridgend County

“Sometimes it’s only after a second or third visit that people open up... Pride is a big thing.” – Denise Jones, Care & Repair Carmarthenshire

“We tell people, ‘Once you’re known to us, you’re known to us forever.’ I still get calls from clients I helped 15 years ago.” – Gethyn Peploe, Care & Repair Newport

2. Holistic Assessment Beyond the Presenting Issue

Caseworkers rarely address only the initial request. They explore broader needs, including health, safety, financial, and emotional considerations, ensuring interventions address the whole situation.

“Almost every visit starts with one issue and reveals several more.” – Denise Jones, Care & Repair Carmarthenshire

“A client might call about a minor issue, but when we visit, we often find much more going

on – mobility issues, heating concerns, or benefit gaps.” – Kathryn Massie & Charlotte Owen, Care & Repair North East Wales

“Someone might say they’re managing fine, but then I notice they’re holding the wall to climb the stairs.” – Sophie Lewis, Care & Repair Cardiff and the Vale

3. Observation as a Core Skill

Caseworkers repeatedly stress the importance of noticing what clients do not say. They observe the home, the environment, and clients’ movements to identify risks and hidden needs.

“From the moment I step out of the car, I’m noticing everything: the house, what’s already in place, their environment.” – Cath Dixon, Care & Repair Bridgend County

“Before entering a property, I always assess the exterior—broken steps, poor lighting, unsafe access.” – Beth Price, Care & Repair Cwm Taf

“People may appear fine when sitting and chatting, but once they get up and move, you can see their mobility challenges.” – Iona Jones, Gofal a Thrwsio Gwynedd a Môn

4. Balancing Support and Empowerment

Caseworkers walk a fine line between offering help and preserving independence. They encourage clients to do what they can themselves and ensure that all decisions remain with the client.

“It’s important to keep clients empowered. If they can do something themselves, like calling a utility company, I’ll encourage them to do so.” – Jane Howells, Care & Repair Blaenau Gwent and Caerphilly

“Ultimately, everything we recommend is the client’s decision... It’s their home, and they’re in control.” – Amanda Derbyshire, Care & Repair Conwy and Denbighshire

“Sometimes clients refuse work, and that’s OK. You explain, you support, but ultimately, it’s their decision.” – Tracy Jones, Care & Repair Powys

5. Navigating Funding Challenges

Caseworkers highlight the limits of funding and the creativity required to stretch resources. They manage client expectations while maximising the impact of available funds.

“The biggest challenge is—and always has been—funding. Without us, the impact on health services would be significant.” – Jane Howells, Care & Repair Blaenau Gwent and Caerphilly

“Benevolent funding is shrinking – what used to be £4,000 or £5,000 now might only be a few hundred.” – Tracy Jones, Care & Repair Powys

“Clients often want things beyond the scope of funding... Managing expectations is a key part of the job.” – Iona Jones, Gofal a Thrwsio Gwynedd a Môn

"What gives me hope is seeing how, despite limited resources, we still find ways to support people." – Dawn Grant-Crichton, Care & Repair Monmouthshire and Torfaen

6. Reward and Purpose in Making a Difference

Despite challenges, caseworkers consistently describe the work as meaningful and fulfilling. They find satisfaction in helping clients live more safely and independently.

"You're not just ticking boxes—you're helping people live more safely and independently. That means a lot." – Sophie Lewis, Care & Repair Cardiff and the Vale

"I've got the best job in the world... When you help get someone discharged from hospital, it feels amazing." – Carol Williams, Care & Repair Western Bay

"This job isn't something you can just like—you have to love it." – Jenny Warlow, Care & Repair West Wales



Handypersons

Summary of the Handypersons Role

Handypersons across Care & Repair Agencies in Wales are skilled, adaptable workers who make practical home improvements that enable older and vulnerable people to live safely and independently. Their work—ranging from fitting grab rails, ramps, and key safes to carrying out small repairs—directly supports the organisation’s mission of care, prevention, and support.

Beyond technical fixes, handypersons often serve as the first face-to-face contact for isolated clients. They assess not only the immediate task but also wider safety and wellbeing. They spot hazards, make referrals, and adapt their approach to individual needs.

Shared values across the role include respect for clients, high-quality workmanship and a strong sense of social purpose. Many take pride in knowing that even small changes can have life-changing impacts.

Main Themes Across the Handyperson Roles

1. Safety and Falls Prevention

Handypersons place preventing falls at the heart of their role. Small adaptations make a significant difference to client safety and independence.

“If someone asked what I do, I’d say I prevent falls. I’d like to think I’ve prevented quite a few in my time.” – Kevin Jones, Care & Repair Powys

“It’s about minimal impact to the property and maximum effect on the client’s independence.” – Simon Peel, Care & Repair Bridgend County

“If changing a lightbulb prevents Mrs. Thomas from falling down the stairs, that’s a big win in my book.” – Darren Hayes, Care & Repair Cardiff and the Vale

2. Urgency and Responsiveness

Hospital discharge work requires acting quickly to make homes safe. Handypersons prioritise urgent cases, reshuffling workloads or stepping in quickly to complete essential tasks.

“We prioritise urgent cases, especially hospital discharges. If something urgent comes in, I’ll shuffle things around or jump in to do the work myself.” – Nigel Williams, Care & Repair Blaenau Gwent and Caerphilly

“Hospital discharges and telecare installations make up the bulk of my work. I try to complete urgent jobs the same day if possible.” – Darren Hayes, Care & Repair Cardiff and the Vale

“About half of the jobs I do now are urgent for discharge... you have to see the property

from the viewpoint of someone with reduced mobility or poor eyesight.” – Simon Peel, Care & Repair Bridgend County

3. Holistic Observation and Safeguarding

Handypersons stay alert to wider risks and intervene in critical situations when needed. They spot hazards, identify unmet needs, and escalate safeguarding concerns to protect clients.

“I heard someone groaning inside. I called the client’s son, who dismissed it. When I got inside, the man was stuck on the floor in the bathroom. It’s situations like that where you really see the difference this service makes.” – David Williams, Care & Repair Carmarthenshire

“I was there to fit curtains, but found she had no heating, no hot water, and no food. That turned into a safeguarding case.” – Simon Peel, Care & Repair Bridgend County

“The team is constantly alert to issues beyond the job brief – like family dynamics that suggest safeguarding concerns... we liaise with appropriate services.” – Giovanni Braia, Conwy and Denbighshire Care & Repair

4. Human Connection and Reducing Isolation

Handypersons recognise that conversation matters as much as repairs. Many clients value friendly, respectful interaction, which helps reduce isolation and enhances wellbeing.

“One client spoke with me for an hour, then decided not to have the work done—but said she felt so much better for talking. That was priceless.” – Kevin Jones, Care & Repair Powys

“Just spending time chatting while doing the job can mean a lot to them.” – Gweno Hughes, Gofal a Thrwsio Gwynedd a Môn

“We’re often the only people they see, so being friendly and respectful is key.” – Sam Lewis, Care & Repair Cwm Taf

5. Professional Standards and Quality Workmanship

Commitment to high standards underpins all work. Handypersons ensure installations are safe, functional, and respectful of clients’ homes, maintaining quality and care in every task.

“Everyone knows—if it’s not done right, it’s coming back out and being redone. I’d rather see you install five excellent steps than ten poor ones.” – Mike Parcell, Care & Repair Western Bay

“I won’t put anything in someone’s home that I wouldn’t put in my nan’s.” – Mike Parcell, Care & Repair Western Bay

“We respect people’s homes, clean up after ourselves, and make them feel comfortable. You can’t rush it, you just adapt.” – Darren Jones, Care & Repair Monmouthshire and

6. Adaptability and Problem-Solving

Handypersons apply creativity and flexibility to meet clients' needs. They adapt solutions, and adjust plans on the spot to ensure safety, accessibility, and client satisfaction.

"I also conduct joint visits with Occupational Therapists, especially for tricky cases where we need to come up with creative solutions." — Steve Walker, Care & Repair North East Wales

"I was asked to install a banister rail and a drop-down rail. While I was there, I noticed the front steps were out of spec. We're now installing platforms and new steps to bring everything up to standard." — Jacob McGuinness-Grant, Care & Repair West Wales

"Sometimes I'm asked to problem-solve complex issues with technical officers, caseworkers, or OTs—like designing an alternative to a bed stick using a drop-down rail, which turned out to be a perfect solution." — Dean Coombes, Care & Repair Newport



Administrators

Summary of the Administrator Role

Working in roles from Admin Officer to Executive Assistant, administrators in Care & Repair act as the unseen coordinators and problem solvers who keep services running smoothly.

They often serve as the first point of contact for clients, many of whom are vulnerable, distressed, or unsure where to turn. Their work shapes how clients experience the organisation.

Far from being “just admin,” these roles combine case allocation, data management, contractor liaison, budgeting, and sensitive client communication. Administrators adapt to every situation—whether speaking more slowly for someone with hearing loss, arranging emergency heating for a client without warmth in winter, or ensuring accurate reporting for national programmes.

What emerges from their interviews is a portrait of commitment, empathy, and adaptability. Administrators operate behind the scenes, yet their ability to balance efficiency with compassion defines Care & Repair services across Wales.

Key Themes Across Administrator Roles

1. First Point of Contact & Gatekeepers of Trust

Administrators act as the entry point into Care & Repair. Their manner, tone, and efficiency directly influence whether clients feel confident to proceed. Many emphasise the importance of that first conversation in building long-term trust.

“If a client’s first contact is poor, they might not want to engage further. We try to replicate the warmth of face-to-face over the phone.” – Dominika Mielniczuk, Care & Repair Cardiff and the Vale

“First contact with the client is hugely important. It sets the tone for trust and helps ensure we get all the necessary information.” – Paul Griffiths, Care & Repair Western Bay

“I consider myself the face of the organisation. First impressions matter.” – Sheryl Vernon-Williams, Gofal a Thrwsio Gwynedd a Môn

2. Roles Far Beyond “Admin”

Administrators often take on a much broader role than the job title suggests. They act as coordinators, project managers and budget trackers. They allocate work, chase contractors, and troubleshoot complex cases.

“The title ‘Caseworker Support Officer’ fits better than ‘Administrator’ because my role goes far beyond typical admin work.” – Alex Murdoch – Care & Repair Conwy and Denbighshire

"I handle the finance for the trading arm, which includes managing supplier and sales invoices and tracking everything via spreadsheets." – Darryl Robertson, Care & Repair Blaenau Gwent and Caerphilly

"In terms of what I do, my role acts as a link between all the different parts of West Wales Care & Repair." – Edward Johnson, Care & Repair West Wales

3. Sensitivity and Adaptability

Administrators often speak to clients experiencing distress, illness, or cognitive impairment. They adapt their approach to be able to communicate appropriately.

"I speak slowly, louder, and spell things out for those who struggle to hear. For those with sight loss, I send large-print letters." – Dominika Mielniczuk, Care & Repair Cardiff and the Vale

"When people call asking for something we can't do, I apologise, explain our limitations, and offer contact details for local contractors who might be able to help. I try to give reassurance and options, even if we can't directly assist." – Katie Pugh, Care & Repair Powys

"I'd want someone to help my mum like this." – Deborah Ann-Thomas, Care & Repair Bridgend County

4. Managing Expectations Under Pressure

With high demand, limited resources, and complex eligibility criteria, administrators communicate clearly about what they can do and when. They provide reassurance as well as logistical guidance, helping clients understand processes and timeframes.

"Everyone sees their case as urgent. Sometimes I book a visit just to reassure them something is being done." – Deborah Ann-Thomas, Care & Repair Bridgend County

"Managing expectations can be tricky—I'm honest about timeframes from the start." – Abbie Desmond, Care & Repair Newport

"Prioritising is key. We often get urgent jobs, particularly for hospital discharges where a person can't be released until certain adaptations are made." – Edward Johnson, Care & Repair West Wales

5. Strong Teamwork and Relationships

Internal teamwork and external partnerships underpin the success of administrators' work. They liaise constantly with caseworkers, technical officers, OTs, contractors, and funders.

"Some people phone and say, 'Hiya Anna, it's me again.' They've had work done before and ask for the same handyperson by name." – Annwyl Tru, Care & Repair

Carmarthenshire

"We coordinate with social workers, occupational therapists, clients, and contractors every day." – Katherine Morgan-Evans, Care & Repair Cwm Taf

6. Emotional Resilience with Human Rewards

The human element is both the hardest and most rewarding part of the job.

Administrators regularly deal with end-of-life cases, distressed families, and clients living in unsafe conditions. Despite the emotional weight, many say it's worth it for the moments of gratitude and visible impact.

"We've had families call back in tears, saying we helped make someone's last wish come true." – Gemma Pitt, Care & Repair Monmouthshire and Torfaen

"My longest call was over an hour. The woman hadn't spoken to anyone in weeks, and she just needed a chat." – Dominika Mielniczuk, Care & Repair Cardiff and the Vale



Technical Officers

A Summary of the Technical Officer Role

Technical Officers (TOs) sit at the heart of Care & Repair's mission to help older people live independently at home by providing expert advice and managing repair and adaptation projects.

The role combines technical knowledge with a strong focus on client care, ensuring that all work proceeds efficiently, safely, and in line with individual needs and regulatory requirements.

TOs assess domestic properties and provide clear, professional guidance on repair and adaptation options. They tailor advice to individual needs, drawing on technical knowledge of building pathology, construction methods, and relevant legislation. TOs manage projects from initial specification to final sign-off. They prepare detailed drawings, specifications, and schedules; arrange competitive quotes; and instruct contractors. Throughout the work, TOs monitor progress, assess quality, manage health and safety requirements, and ensure that all work meets agreed standards. While daily responsibilities vary across Agencies, common threads—technical expertise, client focus, and rigorous project management—run through all TOs' work.

Key Themes Across the Technical Officer Roles

1. Caring and Compassion as Core Values

Every TO stresses that technical ability alone is not enough—empathy is essential. They combine skill with compassion, and a commitment to ensure clients feel supported and respected.

"This job really matters. It's more than just technical work—it's about trust, communication, and treating people with dignity." – Dylan Jones, Gofal a Thrwsio Gwynedd a Môn Gwynedd a Môn

"The values we need for this work are compassion, patience, and belief in our mission. It's more than a job." – Stuart Pitt, Care & Repair Monmouthshire & Torfaen

"Ultimately, what we offer clients is reassurance, simplicity, and a friendly, professional service. We manage the complexities of construction, liaise with contractors, handle paperwork, and ensure the process is as smooth as possible." – Francis Pitt, Care & Repair Powys

2. Trust and Rapport with Clients

TOs repeatedly describe trust as the foundation of effective work. They build rapport from the first visit, helping clients feel safe, confident, and reassured that they receive professional, reliable guidance.

"Trust is everything. Without it, you won't even get through the door." – Craig Beckett, Care & Repair Cardiff and the Vale

"Clients trust us because we're transparent... As long as I'm honest and transparent throughout the process, clients can trust that they're getting good advice and value for money." – Gareth Davies, Care & Repair Carmarthenshire

"The first client visit is crucial—it builds trust. You can see the relief on their faces when they realise they're in safe hands." – Paul David, Care & Repair Western Bay

3. Honesty and Transparency in Advice

TOs give advice as if to a family member. They communicate clearly about options, limitations, and risks, ensuring clients make informed decisions while maintaining high standards for safety and quality.

"I often say, 'I'll give you the same advice I'd give my parents.'" – Dave Boyce, Care & Repair Cwm Taf

"We never cut corners. We're dealing with vulnerable people, frailty, and fall prevention. Everything has to be done to a high standard." – Gareth Davies, Care & Repair Carmarthenshire

"I always make it clear: 'There's nothing we can force you to do. This is my advice. You decide.'" – Josh Amery, Care & Repair Bridgend County

4. Balancing Technical Rigor with Human Sensitivity

TOs blend technical requirements with awareness of clients' emotional needs. They explain complex information in simple terms, respecting clients' understanding and situation.

"I break things down in simple terms: what the building regs require, what we found, and why we can or can't continue. Clients appreciate the honesty." – Gareth Davies, Care & Repair Carmarthenshire

"A big part of the job is communication—explaining options to clients and their families, especially when they're not familiar with technical terms or products." – Chris James Wood, Care & Repair North East Wales

"I check for clarity, flow, and technical detail to ensure contractors can price and complete the work smoothly." – Michael Lock, Care & Repair Blaenau Gwent & Caerphilly

5. Protecting Clients from Rogue Contractors

TOs safeguard clients by providing oversight, vetting contractors, and monitoring quality. They prevent exploitation and ensure vulnerable people receive trustworthy, high-standard work.

"Many are vulnerable or anxious after negative experiences with rogue contractors, so reassurance and trust-building are vital." – Michael Lock, Care & Repair Blaenau Gwent and Caerphilly

"One of my earliest jobs was inspecting a leaky roof done by a dodgy contractor... years later I found out he'd been caught and sentenced, thanks in part to that report." – Gareth

Davies, Care & Repair Carmarthenshire

"Without Care & Repair, many people would be vulnerable to exploitation... Our service prevents that." – Chris James Wood, Care & Repair North East Wales

6. Teamwork and Collaboration

TOs work closely with caseworkers, OTs, contractors, and colleagues. They coordinate effectively, share expertise, and develop holistic plans to meet clients' needs efficiently and safely.

"The team at Care & Repair West Wales is great. It's a small, tight-knit group... Everyone shares the same goal: doing the best for the client." – Louis Preece, Care & Repair West Wales

"Thankfully, I work alongside caseworkers who provide additional insight and support. We're able to share the responsibility and develop a more holistic plan for the client." – Robert Lucas, Care & Repair Newport

"Contractors are approved not just by me, but by my manager and our board. The governance is strong and well-structured." – Simon Evans, Care & Repair Conwy and Denbighshire



Conclusions

The interviews across the 13 Care & Repair Agencies in Wales highlight both the strengths of the workforce and the opportunities for continuous improvement. Several key lessons emerge:

1. Care & Repair's greatest asset is its people. Staff bring empathy, integrity, and creativity to their roles, often going above and beyond formal job descriptions. Continuous investment in staff wellbeing, professional development, and recognition is essential to sustaining this commitment.
2. Trust and relationships drive outcomes. The ability of staff to build rapport with clients is what often makes interventions possible. Training, peer support, and reflective practice should continue to prioritise relational skills alongside technical knowledge.
3. Holistic practice is a defining strength. Staff routinely identify hidden risks and unmet needs beyond the presenting issue. Capturing and systematising this approach could further embed this preventative ethos across all agencies.
4. Adaptability is essential but can be draining. Staff described balancing funding limits, rising demand, and the emotional weight of working with vulnerable clients. Supporting resilience through supervision, peer learning networks, and wellbeing initiatives will ensure the workforce remains sustainable.
5. Collaboration is key to effectiveness. Strong internal teamwork and trusted partnerships with contractors, OTs, and funders underpin success. Greater cross-role collaboration and inter-agency learning could spread best practice and reduce variability.
6. Continuous improvement requires reflection and feedback. The insights in this report are themselves a valuable resource for organisational learning. Future staff engagement should be embedded into Care & Repair's quality framework, ensuring that frontline experiences inform strategic development.

The findings highlight that Care & Repair's greatest strength is its people. Staff bring technical expertise, human compassion, and a shared commitment to dignity and independence. However, this workforce also carries significant pressures, requiring structured support and opportunities to share learning.

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- Sophie Lewis – Caseworker, Care & Repair Cardiff and the Vale
- Denise Jones – Caseworker, Care & Repair Carmarthenshire
- Amanda Derbyshire – Caseworker, Care & Repair Conwy and Denbighshire
- Beth Price – Caseworker, Care & Repair Cwm Taf
- Iona Jones – Caseworker, Gofal a Thrwsio Gwynedd a Môn
- Dawn Grant-Crichton – Caseworker, Care & Repair Monmouthshire and Torfaen
- Gethyn Peploe – Caseworker, Care & Repair Newport
- Kathryn Massie – Caseworker, Care & Repair North East Wales
- Charlotte Owen – Caseworker, Care & Repair North East Wales
- Tracy Jones – Caseworker, Care & Repair Powys
- Carol Williams – Caseworker, Care & Repair Western Bay
- Jenny Warlow – Caseworker, Care & Repair West Wales

Administrators

- Darryl Robertson – Admin and Finance Officer, Care & Repair Blaenau Gwent and Caerphilly
- Deborah Ann-Thomas – Admin Team Leader, Care & Repair Bridgend County
- Dominika Mielniczuk – Information and Advice Officer, Care & Repair Cardiff and the Vale
- Annwyl Tru – Senior Administrator, Care & Repair Carmarthenshire
- Alex Murdoch – Caseworker Support Officer, Conwy and Denbighshire Care & Repair
- Katherine Morgan Evans – Project Assistant, Care & Repair Cwm Taf
- Sheryl Vernon Williams – Administrator, Gofal a Thrwsio Gwynedd a Môn
- Gemma Pitt – Caseworker Administrator, Care & Repair Monmouthshire and Torfaen
- Abbie Desmond – Administrative Assistant, Care & Repair Newport
- Katie Pugh – Administrator, Care & Repair Powys
- Paul Griffiths – Executive Assistant, Care & Repair Western Bay
- Edward Johnson – Administrator, Care & Repair West Wales

Handypersons

- Nigel Williams – Line Manager for the Maintenance Service, Care & Repair Blaenau Gwent and Caerphilly
- Simon Peel – Home Safety Officer, Care & Repair Bridgend County
- Darren Hayes – Handyperson, Care & Repair Cardiff and the Vale
- David Williams – Handyperson, Care & Repair Carmarthenshire
- Giovanni Braia – Home Improvements Manager, Conwy and Denbighshire Care & Repair

- Sam Lewis – Senior Handyperson, Care & Repair Cwm Taf
- Gweno Hughes – Handyperson, Gofal a Thrwsio Gwynedd a Môn
- Darren Jones – Safety at Home Technician, Care & Repair Monmouthshire and Torfaen
- Dean Coombes – Handyperson, Care & Repair Newport
- Steve Walker – Practical Services Supervisor, Care & Repair North East Wales
- Kevin Jones – Minor Adaptations Officer, Care & Repair Powys
- Mike Parcell – Senior Handyperson, Care & Repair Western Bay
- Jacob McGuinness-Grant – Craftsperson, Care & Repair West Wales

Technical Officers

- Michael Lock – Senior Technical Officer, Care & Repair Blaenau Gwent and Caerphilly
- Josh Amery – Technical Officer, Care & Repair Bridgend County
- Craig Beckett – Senior Technical Officer, Care & Repair Cardiff and the Vale
- Gareth Davies – Technical Officer, Care & Repair Carmarthenshire
- Dave Boyce – Technical Officer, Care & Repair Cwm Taf
- Dylan Jones – Technical Officer, Gofal a Thrwsio Gwynedd a Môn
- Stuart Pitt – Technical Officer, Care & Repair Monmouthshire and Torfaen
- Robert Lucas – Technical Officer, Care & Repair Newport
- Chris James Wood – Technical Officer, Care & Repair North East Wales
- Francis Pitt – Technical Officer, Care & Repair Powys
- Paul David – Technical Officer, Care & Repair Western Bay
- Louis Preece – Technical Officer, Care & Repair West Wales
- Simon Evans – Technical Officer, Conwy and Denbighshire Care



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