

# Innovation in asset investment and repairs

Fiona Williamson

Assistant Director Housing



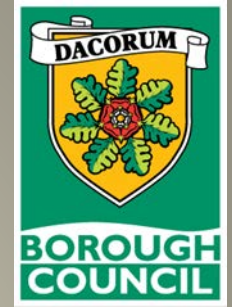
# Assets & Repairs 2020 Group





Assets  
Repairs  
2020

## Group Members



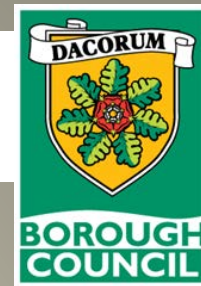
- Debbie Larner, CIH (CIH Lead & Co-chair)
- Richard Medley, Housing Dynamics (Co-chair)
- Angela Perry, Incommunities
- Brent O'Halloran, Hyde Group
- Chris Gibbins, Halton Housing Trust
- David Lingeman, A2 Dominion
- David Wells, Wrekin Housing Trust
- Fiona Williamson, Dacorum Council
- Geoff Parkinson, Fortem
- Peter Francis, Fusion 21
- Richard Woolfall, Your Housing Group
- Robert Goor, Housing Leeds
- Steve Osborne / Carly Glover, Mears Group





Assets  
Repairs  
2020

## The need for a new agenda for repairs & maintenance



**How dynamic are housing organisations' repair, maintenance and investment arrangements?**

*Have they changed to reflect the new operating environment and the forces present in the market?*

*Have organisations progressed a range of initiatives and activities to grow or adapt the offer to tenants and contribute more strongly to the business?*





Assets  
Repairs  
2020

## Market changers – their hallmarks



**Responsive**  
**Predictive**  
**Pre-emptive**

**Forward thinking**  
**Innovative**  
**Imaginative**

**Exploit new technology**  
**Develop new models of working**

**Pioneering**  
**Reinventing**  
**Rethinking**

**Commercial**  
**Lower cost business models**  
**Customer focussed**



Assets  
Repairs  
2020

## The hallmarks of too many organisations in the housing sector?



Unresponsive to  
change

Follow instead of  
lead

Backward thinking

Traditional

Unimaginative

Uncommercial

High cost business  
models

Unresponsive to  
changing needs of  
customers

Inadequate use of  
technology

Same old models of working

Stuck in the  
same old ways

Not moving on  
to embrace the  
new world



Assets  
Repairs  
2020

## And the hallmarks of the best practice?



- Collaboration
- Efficiency
- Performance
- Value
- Affordability
- Commerciality
- Innovation

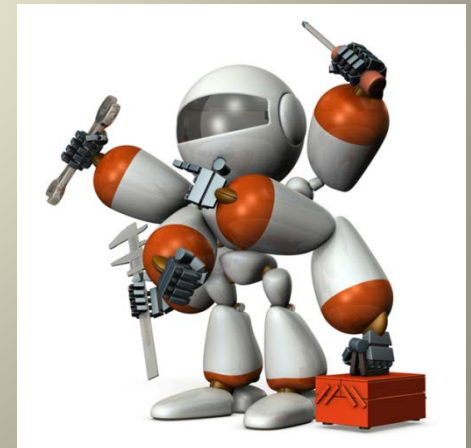


## So the new rules of engagement are?



1. Repairs and maintenance must be an integral part of asset management, with a set of shared aims, objectives, measurement and monitoring criteria
2. We must forge a new and productive partnership with tenants and residents that delivers benefits and value to both parties
3. We must deliver on collaborative working with housing management and across the landlord team to deliver stronger, shared outcomes and outputs for residents, the building asset and the housing business
4. We must have a resilient and capable repairs and maintenance workforce that has the new skills and experience needed, supported by brilliant digital systems in order to deliver the new, modern service
5. We must establish a more commercial approach to housing repairs and maintenance - one where the cost of delivering the service is fully understood and is appropriate and proportionate to the outputs being secured

# Innovation



# Property Distribution



# Stock Profile



Majority of the stock built in 1950's and 60's

Just over 10% of the stock non traditional with the largest proportion being Wimpy no-fines

18% of the stock is designated sheltered accommodation

95 New build units developed in the last two years including

Passivhaus block

Some period properties



# Key Achievements



## Repairs and maintenance



Repairs - total number

24106



100%

of properties have current  
gas safety certificates



Permissions for tenants' home  
improvements granted:

110

 34324

appointments made,

 33385

appointments kept

 (97.26%)

appointments kept

## Investing in your home

New roofs:

  
50



New Kitchens:

246



Doors:

764

homes had  
new doors

New Bathrooms:

  
210



Windows:

285

homes had new windows  
installed



Rewires:

14

homes had  
complete rewires

# Challenges

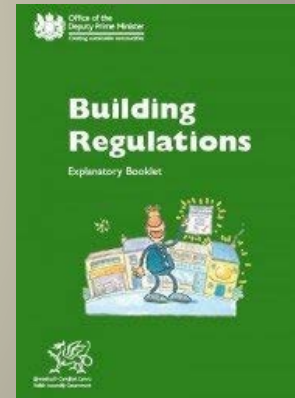
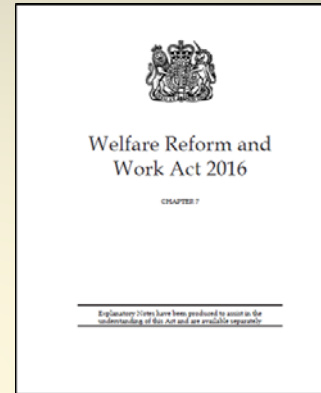


- Reduced income from the 1% rent reduction and welfare reform pressures
- Raised expectations evidenced through feedback from tenant involvement
- Quality of Stock condition information
- Tenant alterations / non-standard fittings / tenant damage
- Technology and data management
- High volumes of repairs circa 3000/month
- TUPE constraints from transferring workforce

# Continued.....

- Statutory and regulatory compliance
- IT failure or security breach
- Increasing fines
- Maintaining and improving KPI's
- Increasing materials costs
- Contractor collapse

**UC** Universal Credit



# Total Asset Management



- Single service provider for repairs and improvements
- Using repairs data to inform planned programmes
- Move towards a just in time component replacement to extend life.
- 5\* Gas Servicing contract
- Compliance levels high
- CAT 1 Boiler replacements reduced from 60% to 17% in 3 years

**SUN REALM**

Great products, great prices, great service...



# Data Analysis



- **Analysis of Top 250 properties**
  - Number of repairs
  - Annual cost
  - Type of repairs
- **Analysis of Top 100 Blocks**
  - Number of repairs
  - Annual cost
  - Type of repairs
- **Analysis of properties that have never used the service**
  - 120 properties have not reported a repair in last 5 years
  - 17 no contact in 5 years

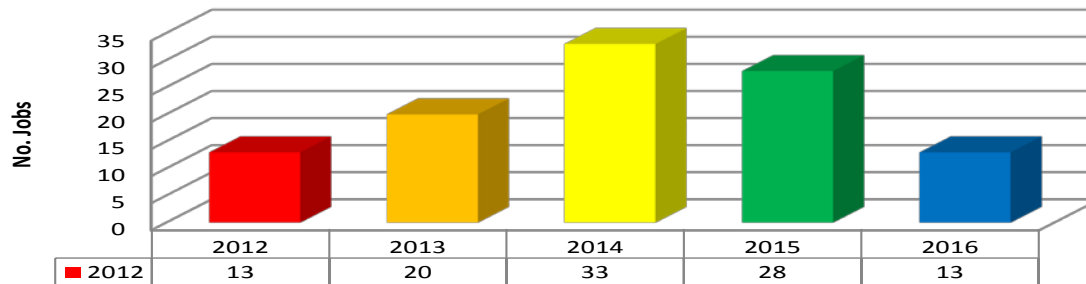
# Top 250 Properties



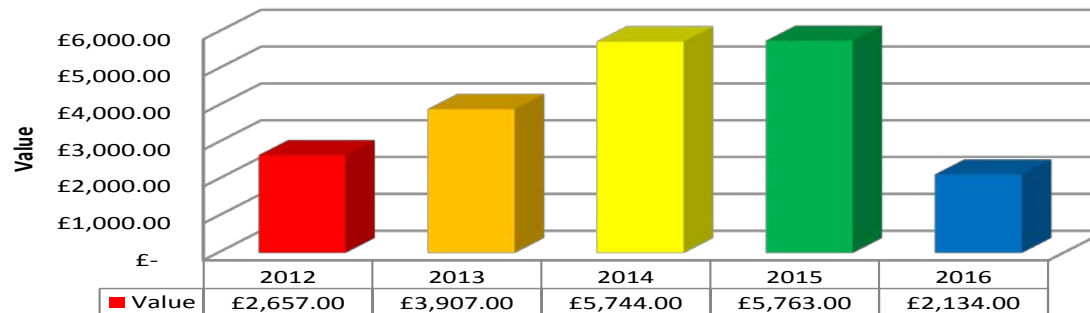
UPRN:	7364
Build Year:	1989
No. Beds:	2 Bedrooms
Construction:	Traditional Brick & Block Cavity Construction
Windows:	uPVC Side Hung Casement Windows Due 2043
Front Door:	Replaced 2017
Kitchen:	Due 2026
Bathroom:	Bathroom Due 2026
Central Heating:	Fully System, Radiator Heating Due 2040
Void Data	
Last Void Date	



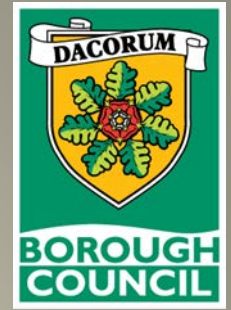
### Annual Job Requests



### Annual Spend



# Tenant Opportunities



tenant academy



Improving your skills for a brighter future



**KEEP  
CALM  
AND  
ASK  
QUESTIONS**