



# Tony Phillips

- **Contracts Manager Operations**

# Content

An overview of ..... Why UNITAS

- Background
- Why UNITAS
- The future



# A Little Bit About Housing

- Before RTB - 32,000 units
- 2018 – 18,400 units
  - 11,800 Houses
  - 3,590 Bungalows
  - 3,010 Apartments
- Voids pa - 1,400 – 1,700
- £16m Revenue Budget
- £16m - £19m Capital Budget



# Repairs Service

## Pre 2010:

- Call wait time average 13 minutes
- Jobs disappeared into system
- Job completion taking 21 - 28 days



# Repairs Service

**10 year joint venture with Kier started  
Feb 2008 (possible 5 years extension)**

- Back office industry ... FINANCE
- Customer not at f  
delivery
- Waste and failure



# Repairs Service

In 2010:

- Vanguard Lean System Thinking review and new principles
- Key drivers .... customers, service and calls, waste and failure
- Cost and commitment to “keep our nerve”



# Repairs Service

## Benefits:

- Appointment to suit customer convenience
- Any other repairs
- First time fix
  - Trade stays till job done
  - Pull on resource/stores/materials





# Repairs Service

## Benefits:

- **Introduction of Planned on Demand**
- Addressing of:
  - Previous refusals
  - Early failures
  - Inaccuracies in data
  - Extensive waiting list



# Repairs Service

## Downside:

- Customer and Councillor expectation
- Capability and capacity of trades
- Budget impacts
- Men in vans



# New UNITAS Repairs Service



# New Repairs Service...New Company

- **Political Change**
- New Wholly Owned Company
  - **UNITAS** – 6 Towns 1 Vision
- New Repairs Policy
  - Effective Service - new appointment offer
  - Efficient Service - new IT system and mobile technology



# Estate Investment Approach



# Estate Investment Approach

**Pre: 2013:**

- Lack of strategic direction
- Poor intelligence & clunky IT
- Low level of investment per property
- Poor benchmarking



# Estate Investment Approach

**Pre: 2013:**



- Over focus on decent homes delivery
- Reluctance to undertake complex projects
- Lack of neighbourhood improvements



# Estate Investment Approach

## Pre 2013:

- Commissioned stock condition survey
  - Cloned information for a significant number of properties
  - Numerous estates required significant investment
- Impacts:
  - high demand for repairs
  - high void turnover





# Estate Investment Approach

## Post 2013:

- Applied an intelligent approach
- Whole estate investment approach
- Where to start .....Fegg Hayes Estate
  - £3.5M investment
  - Extended scope of works
  - Enhanced specification



# Estate Investment Approach

## Benefits:

- Effective contract management
- Use of local labour and supply chain
- Value for money
- Good economies of scale



# Estate Investment Approach

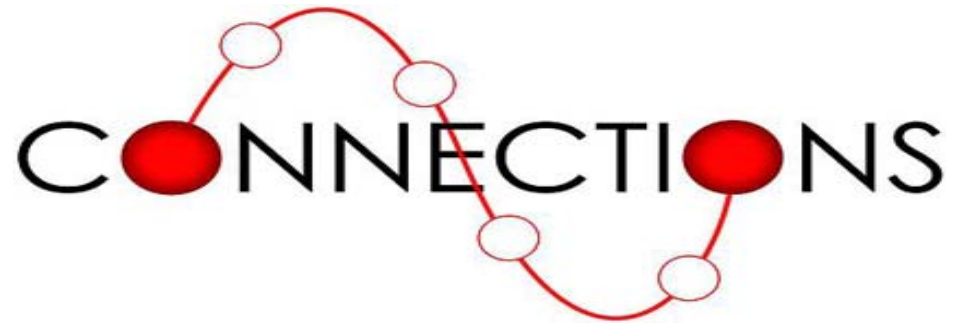
## Benefits:

- Launch events & media interest
- Valuable community engagement
- Improvements to neighbourhood and environment



# Estate Investment Approach

## Benefits:



- Neighbour connectivity
- Reduction of demand on repairs service
  - Fegg Hayes estate now lowest terms of repairs demand
- Scalability and future delivery

# Estate Investment Approach





# Estate Approach to Investment



# Estate Approach to Investment



**3<sup>rd</sup> February 2018 .....UNITAS?**





# Hit the ground running (jogging)

- Small project team
- TUPE + 400 staff (T&C's and JD's)
- Voluntary Severance 60+
- Closing of accounts (ongoing)
- Stores/materials, purchase and suppliers
- New IT system
- Ditch the bad, keep the good
- Encompass change

# Next Steps

## 2018 and beyond:

- Revised HRA 30 year Business Plan
- Recent Asset Management Strategy
  - Stock grading exercise
  - Optional appraisals
- Stock Condition Survey
- Long term investment plans
- New IT system
- New website



# 2018 and beyond

- Revised HRA 30 year Business Plan
- Recent Asset Management Strategy
  - Stock grading exercise
  - Optional appraisals
- Stock Condition Survey
- Long term investment plans
- New IT system
- Initial conversation “whole of housing”  
to go into UNITAS

# The first 10 weeks, how has it gone

- UNITAS board asked us to slim down the amount of reporting we do, hence there are now only 5 measures we report on for both responsive and voids

# Resp 5 Measures

- Demand per Day
- Repairs Attended within 30 Mins
- End to End Time
- Demand First Task
- Average Cost per Job

**Thank you to Vickie Hacking and “Association for Public Service Excellence” for this invite.**

**You are very welcome to come and visit us.**

# Any Questions



# Contact Details

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