

Repairs for 2010 and beyond

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Director – Property Services



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HOUSING ASSOCIATION



Kemble Housing



Nexus
Housing



Whitefriars
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WEST MERCIA HOUSING GROUP

The Business

- 17,500 units ex Coventry City Council stock
- 85,000 responsive repairs p.a.
- 2,200 voids
- £240m investment catch up complete
- £14m ongoing investment programme p.a.
- In-house/external contract delivery



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Issues – 2005/06

- DSO from 2004;
 - Culture – cup half empty
 - Manual systems & everything paper
 - Worker not management led
- Performance;
 - 3rd quartile for emergencies, urgents & routines
 - Customer satisfaction generally poor
- Responsive repair & void budget overspends



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Ambition

- To provide
 - A repair service that is **Smarter, Faster, more Affordable.... Better**
- To be amongst the best

The logo for Harden Housing Association features a stylized green and blue wave above the text "HARDEN HOUSING ASSOCIATION".

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The logo for Kemble Housing features a stylized house icon with a purple and yellow color scheme above the text "Kemble Housing".

Kemble Housing

The logo for Nexus Housing features a stylized green wave above the text "Nexus Housing".

Nexus
Housing

The logo for Whitefriars Housing Group features a stylized green city skyline above the text "Whitefriars HOUSING GROUP".

Whitefriars
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So where are we now?

- Certainly **Smarter**;
 - Opti-time, handhelds, performance framework, new structures with clear management responsibilities, lean processing
 - Culture – now “can do” and “cup half full” – IIP from 2006
- Certainly **Faster**;
 - 33% RR completed same day, 50% within a week
 - Void repair turnaround down by 67%
 - Live file down by 75%
- Certainly more **Affordable**;
 - Turnover up 28%
 - Establishment down by 14%
 - Average responsive repair cost down 13%
 - Average void repair cost down 25%



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HomeWorks Turnover

	Establishment	Activity	Volumes	Spend (£,000)
2003/04	174	Responsive Voids Improvements	52,000 jobs 2,450 props Nil	9,340
Now	150	Responsive Voids Improvements	57,000 jobs 2,240 props 25% total programme pa	11,970



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And certainly **Better**

- 92% of jobs completed in one visit
- Customer satisfaction at 95% +
- Emergency & urgent performance at upper quartile, routine at second quartile
- Budget surplus last two years
- Appointments at source, text message receipts & appointment reminders
- 360° Proactive customer satisfaction surveys
- Customer service standards determined by customers
- From April 09, repair contact centre introduced to give improved repair diagnostics
- Faster Out of Hours service



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How did we get there?

- Commitment from the top to invest to save
- Three month in-depth business analysis by CMC
- 57 recommendations for change
- Project team
- M3 engaged to help inform and drive process
- 18 month timescale – no area excluded



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Elements

- Structure
- People, roles and responsibilities
- Culture
- Process and working practice
- Technology
- Policy and enhanced service offer
- Performance framework



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Inclusive approach

- Project team – multi disciplined
- Craft-worker forum
- Customer service improvement group
- Project plan with clearly defined outputs
- Bite size chunks – project sub-groups
- Communication strategy



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Simplification

- Restructure – collapsed client & contractor teams into one
 - Removed duplication
 - Reduced establishment
 - Provided targeted rather than generic roles
 - Removed silos
- Process and procedures simplified
 - Low value tasks removed
 - Focus on outputs and solution rather than process



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New Technology

- Centralised repair reporting centre
- Opti-time – fully integrated with Anite and Servitor - job at a time
- Handhelds for craft-workers to give paperless operation (excl materials – imprest stock)
- Text messaging for customers
- Online repair reporting
- Performance framework



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Plain Sailing?

- Problematic IT
- Workers cynical about handhelds
- Handheld availability
- New pay model outstanding
- But in the end delivered through the commitment and hard work of staff, customers and our partners;
 - M3, Xmbrace, Jewson and ICI



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Have we finished?

- No and probably never will!
- Access to service being improved with;
 - Evening and weekend working (gas first)
 - More choice for customers with more service options for diverse customer groups
 - Real time online reporting
- Wider customer involvement;
 - Social networking
 - Young peoples group
 - Email surveys
 - Local budgets



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Also for the future

- Performance – better for RR routine and voids
- Real time material ordering through the handheld – partnership development with Jewson
- Craft-worker pay model
- Sustainability and retro-fit
- Business expansion & commercial opportunity



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So, amongst the best?

Probably not yet,
But we believe..... getting there.

And certainly proud of where we are!



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