

Local Authority & Service Providers



Case Study #5 Housing Maintenance

Incorporating

Visualising Transformation™

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Housing Maintenance

Summary

SSD were engaged by a large housing association in the Midlands to deliver support against a project with a 'Business Regeneration' title. The scope included the growth of their repairs team, the introduction of new practices, improved 'Ways of Working' (WoW) and to deliver a 'Best Value Review' (incorporating the 4C's).

It transpired a number of operational issues required attention before the commissioned work could be started with any integrity. Failing to address broader issues would have detracted from the possible deliverables. SSD's remit was thus extended to include these development needs.

Challenges

Multiple pay and condition standards required commonality and integration. The primary IT system was going obsolete and would no-longer be supported, requiring a new system costing £270K. The HA had been tasked with moving from the depot it occupied and into a new nearby site to cut costs. They were not competitive when benchmarked and required improved financial control measures urgently.

Dissimilar pay & conditions presented management and administration challenges in addition to causing much unrest between those doing comparable work for dissimilar pay. A number of solutions had been attempted over a 7 year period, but had only succeeded in creating further stand alone systems and confusion.

Results

- **Pay & Conditions** – The entire team were consulted and readily signed up to a bespoke design (& simple) 'Competency based' reward scheme within 2 months.
- **Site move** – The plan to move the Depot was replaced with an HQ based sub-store and reporting capability linked directly to the supply chain enabling 'fast-buy / direct-deliver' to major sites saving £200K per annum.
- **The current IT system** – was shown to still be supported. Once assessed, it was also identified as *more than* adequate for the task at hand. The replacement project was cancelled. Once output requirements were understood, reports were generated detailing, Urgent today, Urgent next day and 'Routine'. The already good performance rose to 100% On Time Delivery. Furthermore, Hand held PC's (PDA's) were approved and implemented, delivering a fully integrated inter-agency E-enabled service to be developed, providing 'real-time' completion of documentation from Works Order completion to Invoicing for goods.
- SSD's remit was extended again, to address Call Centre issues, over-seeing a 90% single call handling system established, mainly by co-locating the DLO supervisors next to the call centre.
- A 'Zero Cost' proposal for a new structure was agreed, utilising new technologies which enabled 35% business growth opportunities; identifying £700K of internal growth, and £2M of external growth.
- A vehicle replacement policy was introduced saving an additional £13,000 a year.
- Performance Management was addressed showing significant gains by re-addressing the use of data.