


**Maintenance in the future**


James Tickell

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**By 2057 ...**

- Homes will maintain themselves
- Nano sensors will detect impending component failure
- Nanobots will maintain (self-cleaning) materials
- Robots will replace larger items




**Back to 2007: Milestone for housing**

- New framework (English Communities)
- Commercial sector competition
- Sector mergers and consolidation
- Customer and business pressures
- Regulation and inspection




**Unique pressures?**

- On costs, efficiency, performance
- Has it always been like this?
- This time it feels different
- Sector is changing fast



**The new environment**


- Hard-edged
- No favours
- Utility-style approach
- Level playing field with private sector but could offer ...
- New freedom to HAs as independent social businesses



**So - What will be different?**

*and*

**How will it affect maintenance?**



### Size and success

- May be very large – 100,000 homes
- But .. issues of spread and control
- Capacity more important than size
- Excellence and performance the key
- Strategic (sub) regional presence



### Developing

- Investment partnering
  - The Magic Circle is shrinking
- The strategic growth areas
- Out-developing the developers?
- Land-banking to stay in the game
- Development without SHG
- Commercial competition – new relationships
- Innovation for success



### Range of activity

- HAs will be more diverse and differentiated
- Social housing
- Market renting
- Facilities management
- PFI and similar contracts
- Neighbourhood focus
- Social investment – employment, health, education, crime etc



### Property maintenance for success

- Integrated with asset management
- Not just housing
- Ruthless focus on performance and cost
- Partnerships and outsourcing
- Services to owner occupiers?



### Maintenance at the heart?

- The key customer service
- Weak maintenance = falling asset values
- Influence on development vital
  - Today's Modern Methods of Construction
  - Tomorrow's Bison Wallframe?
- Major cost centre
- Core business



### Workforce issues for maintenance

- Shrinking skills base
- Customer focus not always linked with technical and building skills
- Olympic construction boom
- East European immigration
- Creating employment for tenants through maintenance and construction



### The workplace

- Organisational culture
- Leadership and governance
- Investment in people
- Diversity
- Performance focus
- Customer focus



### Demography and customers

- Aging population
- More people with high dependence
- The rising cost of care
- Social inequality growing
- Deprivation more intense
- Re-emergence of extreme poverty in old age?



### Relationship with customers

- Re-engineered, reinvented
- Individual relationships with individuals
- Customer empowerment
- Understanding customer needs
- Providing 'deep support'
- Offering real choice
- The 'Gold Standard' experiment
  - Responsibilities as well as rights



### Customers: "moments of truth"

- First contact
- When the builder calls
- Two chances to get it right (first time, every time)
- Nothing else matters much



### Involvement and participation

- NHF Tenant Involvement Commission
- Real influence over services
- Choice of contractors, service levels
- New mechanisms
  - Scrutiny panels
  - Consumer techniques



### Integrated systems

- Systems technology
- Web access
- The technology of care
- The technology of construction (Never mind Tomorrow's World ...)



### IT for housing

- Sector not well-served
- Need to integrate
  - Finance
  - Customer relationship management
  - Customer interface
  - Property / asset records
  - Performance and management measurement
  - Project management
  - Supplier systems



### Good systems enable good processes

- Systems thinking, Lean thinking
- "Factor Four"
- Process re-engineering
- (Not to mention Best Value, Continuous Improvement, efficiency gains and more)
- Maintenance a key area



### Procurement for success

- New focus on procurement
- Consortia and partnerships
- Joint ventures
- Driving down costs



### The contract culture

- The VAT problem
- Direct Labour Organisations?
- Outsourcing and contracting
- Joint ventures and partnering
- ALMOs and local authorities
- The private sector



### The successful housing association

- Exceptional leadership
- Strategic presence
- Clearly ahead of the competition
- Good human capacity
- Good financial capacity
- World class support systems
- Truly customer focused



### Maintenance tomorrow

- Vital to success
- Performance and cost: relentless pressure
- Needs seat at top table
- Fun to work in
- Systems that really work
- Focused on customers

