



# PROCUREMENT

Pennington Choices is a dynamic multi-disciplinary organisation providing a wide range of property-related, technical and professional services to the public and private sectors. We have offices across the UK and have worked with more than 150 public sector organisations.



An efficient, cost effective and reliable repairs service should be an essential component of every organisation. It can provide a number of benefits to you, as a housing provider, and to your tenants.

Expenditure on repairs is a significant spend area for all housing providers but there are big variations in cost, performance and quality reported in the sector. Data published by the Regulator of Social Housing (RSH) has shown an increasing disparity in the annual repair costs providers are incurring. Whilst it may be apparent that high costs represent inefficiency and less value for money, the real crux of the challenge is identifying both the cause of these costs and the contributing factors.

Recognising the signs and understanding their significance is the first step towards delivering

a better value service which is not only cost effective but also consistently meets the needs of your tenants.

Our repairs service review and options appraisal will assess current performance relative to the sector and can then be used as the tool with which your organisation can make evidence based strategic and operational decisions. Our bespoke methodology focusses on ensuring:

- Clarity on your strategic direction.
- Defining objectives which are relevant, achievable and optimal for the resources available.
- Choosing an option that achieves maximum effectiveness and best value whilst aligning with the structure and culture of your organisation.

To get help and advice from our specialist consultants, please email [twilkinson@pennington.org.uk](mailto:twilkinson@pennington.org.uk) to find out more.

## OUR SERVICES

Compliance Health Check | Recruitment Services | Stock Profiling | Procurement | Health and Safety Audit  
Management and Leadership | Compliance Roadmap | Asset Management Health Check  
Repairs Value for Money Review | Repairs Option Appraisal



## Our work with Stoke-on-Trent City Council

Stoke-on-Trent City Council and Kier Stoke Limited entered into a Joint Venture Partnering Agreement in 2008 to deliver the repairs and maintenance service for the council's housing stock and public buildings. The contract was for an initial 10 years with the option to extend for a further 5 years.

### How we delivered

- Developing a clear, shared and agreed vision for the sort of service that the council wants to operate in the future. The intention of this is to be specific, clear and precise, while local and relevant, taking into account local constraints and issues.
- Reviewing the existing service using a combination of analytical tools and assessing the capacity of the organisation to change and meet the vision.
- Determining the 'gap' between where the service is and where it wants to be. Evaluation of the options for closing this gap and more generally meeting the ambitions of the council as set out in the brief.
- Drawing conclusions, reality testing these and producing the outputs required by the brief.

The principle aim of this piece of work was to provide the Council with an idea of how to best deliver their new repairs system based on all of

Prior to the end of the initial 10 years, the Council sought independent and impartial advice and support to manage a detailed options appraisal of the delivery mechanisms for the future provision of the service.

the considered options. Our final report presented a detailed theoretical, financial, and operational analysis, which allowed each option to be studied at a strategic level.

The resulting recommendation was that the Council should establish a wholly owned subsidiary to deliver their repairs and maintenance service.

By evaluating the recommended option in conjunction with the Council's vision, objectives and priorities, as well as the current commercial model, we were able to help Stoke to fully define the goals that would achieve their desired outcomes, and in turn what the most appropriate delivery model would be. As a result the Council were able to make an informed and evidence based decision whilst knowing that the relative advantages and disadvantages of each option had been appropriately analysed, and the feasibility determined.

### What they said

Since its inception, Unitas has received a lot of positive coverage in the media and we are proud of the role we played in making this happen. Steve Wilson, the Operations Director of Unitas, recently stated in The Guardian that staff productivity had risen by 15% since the creation of the WOS. Whilst Carl Brazier, the Director of Housing and Customer Services, reported to Inside Housing that the cost of repairs per property had dropped from £1171 to £870 within the first six months of Unitas being launched, which represents a saving of 26%.

For further information

please contact us:

 **0800 883 0334**

 **twilkinson@pennington.org.uk**  
**sdavies@pennington.org.uk**

 **pennington.org.uk**

## OUR SERVICES

Compliance Health Check | Recruitment Services | Stock Profiling | Procurement | Health and Safety Audit  
Management and Leadership | Compliance Roadmap | Asset Management Health Check  
Repairs Value for Money Review | Repairs Option Appraisal