

Housing Practitioners' Conference 2017



Delivery Now, Future Sustainability – are we ready to manage?

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Key Message

need to look beyond current crisis



- 1) Increasing Stock will need increased Management
- 2) Management needs Measurement
- 3) Management improves Value and Outcomes



Objective
Increase the level and speed of delivery of social housing & other State supported housing

Action Plan For Housing and Homelessness Pillar Two

- **€5.35bn investment in 47,000 social housing units by 2021**

Impact of the 47,000 target

- The total number of owned and leased homes in the sector is currently approx. **167,000** dwellings. [60% of existing stock is over 20 years old]
- Achieving the target of 47,000 will increase the overall number of homes by approx. **28%**
 - Local authority stock increase of approx. **23%**
 - AHB stock increase of approx. **50%**





- After the Building, after the Buying, after the Allocation.....
- We need to start managing
- Need to start, now, to prepare for a new future
- Need to Challenge our Reality

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How are we doing?



Some findings from the NOAC audit – Management and Maintenance of Local Authority Housing:

- The good news: tenant satisfaction
 - 81% satisfied with the structural condition of their home
 - 48% say Council's service improved in last 5 years
 - 85% consider their estate to be pleasant

The NOAC Audit – a call to action?

Large variations

- Vacancies 0.2% - 8%
- Only 15 local authorities have ever carried out a conditions survey
- Only 5 carry out regular surveys
- Staff assigned to management and maintenance ranges from 66 dwellings per employee to 1,197 per employee

Learning from success



Wide range of successes – need to learn from each other
eg Choice-based lettings reduces duration of vacancies

Managing – not Building?

- Increasing Stock
- Improving Outcomes
- Protecting Assets
- Better Value
- Working in partnership

Asset Management?

- Measure Quantity, Condition and Compliance
- Manage Systematically
- Manage Economically and Efficiently
- Manage to retain Value [Condition & Utilization Factor]

Stock Management?

- Planned Maintenance versus Response
- Planned costs on 35% of Response Costs
- New Allocation linked to Maintenance can cut refurb costs by 60%

Measure to Manage?

Purposeful Surveys

- Age
- Condition
- Compliance
- Satisfaction
- 'Decent Home Standard' ?

Managing to Benchmarks?

Performance Standards

- Legal Compliance
- Standards for Rental Housing?
- Response Times
- Turnaround Times
- Vacancy Rates
- Stock Availability Trends
- Tenant Satisfaction

Holistic Management?

- Estate Management – good houses in bad housing?
- Communications and Knowledge – both way
- Share Estate Management Policy

Agency Advice? *Measure Twice – Cut Once*

- Manage Purposefully
- Manage Holistically
- Link Maintenance and Allocation

How can social housing be financially sustainable?



- **Design for ease of maintenance**
 - Keep things simple and avoid
- **Make best use out of the stock**
 - Planned maintenance programme
 - Allocations policy
 - Consider cost effective options – local authority, AHB, private
- **Value information**
 - Regular information on stock condition and tenant satisfaction

Thank You



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