



Ministry of Housing,
Communities &
Local Government

Technology for Housing Services - Data Interventions

Discovery Report completed December 2023. Published
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Contents

<u>Executive summary</u>	4
<u>Introduction and context</u>	12
<u>Methodology</u>	23
<u>The current state of data in housing</u>	29
<u>How to unblock data in housing services</u>	59
<u>Plan for Housing Data Alpha</u>	82
<u>Appendices</u>	86

Publication note

This discovery report was completed in December 2023, for the Department of Levelling Up, Housing and Communities (DLUHC). It is being published in September 2024 for the Ministry of Housing, Communities and Local Government (MHCLG).

All references to DLUHC have been changed to **MHCLG**.



Executive summary

Executive Summary

Social housing is facing increasingly complex challenges

Many homes do not meet the Government definition of a decent home. We calculate the cost to the society (not just the taxpayer) of non-decent social homes could exceed **£1.2bn** (1). Demand is growing while budgets tighten.

Social housing is facing growing challenges around operational inefficiencies linked to record keeping and data. Our research has estimated for two services - repairs and allocations - time and effort equivalent to **£400m** (2) is wasted per year.

1) TPXimpact calculation based on Housing Survey and BRE research (2021)

2) This calculation is from a TPXimpact cost model. Full detail can be found in the [appendix](#)

Executive Summary

Challenges with data

Central to this challenges is the ability for many social housing providers (here upon referred to as 'housing providers') to access, combine and use data.

This report often shows that:

- teams within a housing provider store their data in separate, siloed systems
- errors creep in at manual handoffs
- data is duplicated, inconsistent, and incomplete
- staff grapple with complex tasks without all the information they need to do their jobs

As a result, repair jobs fail, house maintenance suffers, homes stand vacant for longer and valuable time across the team is lost.

Executive Summary

There are significant barriers to change

This report shows systemic issues block housing providers from making change:

- many housing providers are using legacy software versions. This makes joining data up becomes technically difficult
- technology suppliers are not building integrations between various systems and those of competitors
- inconsistent data formats and poor data quality make migrating to new systems complex and high cost

As a result, some housing providers can fall into patterns of risk-averse behaviour that reduce the potential for innovation. This blocks their leadership teams from making the transformation they need in order to provide safe and decent homes.

The vision for effective housing services

The vision

Understand the resident, understand the home

To provide an effective service, housing providers need to understand the needs of their residents and the conditions of their homes.

Staff need the right data at the right time. This means they can:

- make accurate decisions about eligibility and allocation of homes at pace in order to minimise vacant properties and maximise rental income
- fix repairs first time and proactively monitor whether homes meet the decent homes standards
- focus on prevention through analysing trends and taking pre-emptive action

The vision

Create a single view of the property and the resident

This vision will be made possible through creating the enabling conditions for each housing provider to have a single view of the property and resident.

This report recommends bringing together data from all areas of a housing provider into a data presentation layer.

This work will build on best practice in the sector and use this to define mandatory API specifications, data export rules and a targeted taxonomy standard. These requirements will mitigate the technical and contractual barriers to change that hold housing providers back.

The vision

Consider using the levers of MHCLG

MHCLG is in a unique position through its convening, funding and mandatory powers to bring the sector together around this vision and test the opportunity presented.

This report does not represent departmental policy, instead it represents research that may inform future policy.

Introduction and context

Scope of this work

This research initially focused on the barriers to data sharing between social housing services in local authorities. But it soon became clear that these challenges also applied to housing associations.

There are, of course, nuanced differences between the two. For example: local authorities are responsible for acceptances onto the housing register.

However, for the purpose of this report, both are referred to as social housing providers. The scope of this investigation covers the social housing pathway of a tenant including acceptance into social housing, requests for repairs and departure from the sector. It does address issues related to tenant funding or housing benefit.

Data is critical to addressing challenges

Access to accurate data at the right time is critical for effective housing services.

Eligibility for the housing register depends on an assessment of an array of information about an applicant's income, employment status, health and criminal record. Successful upkeep of social homes depends on accurate stock condition information and timely resolution of repairs and hazards. Across the housing service, from rent accounts to compliance, data underpins provision and safety.

All organisations need a 'single version of the truth' for any data they rely on.

Yet many housing providers are far from that ideal. A report by National Audit Office on supported housing echoed the challenges in social housing this when they observed data has been found to be 'inconsistent and incomplete' (1).

1) National Audit Office, [Investigation into Supported Housing](#), May 2023

Data is critical to addressing challenges

Data is spread across disjointed and overlapping software.

Technology silos reflect organisational silos. Housing officers interact deeply with housing needs data but are often removed from data on properties. This is the preserve of the estates team.

Repairs teams may have limited access to compliance and asset information, particularly if any functions are outsourced.

Each team uses their own system and struggles to share between them. This set of technology systems forms a loose patchwork, held together by manual processes and occasional custom integrations. The result is a lack of data flow across the service.

Procuring new systems is labour intensive.

The combined duration of procurement and implementation can last for years, making it an expensive activity.

Many housing providers opt to renew and extend contracts to avoid this. For those that do procure, they go out for procurement individually or in small regional clusters.

This can lead to a collective problem where housing providers lack the leverage to drive standards in technology provision and improve their own data access and integration.

Facing these challenges, housing providers have increasingly opted for what they see as the safe option.

Change requires engagement across the sector

There is a wide and diverse range of stakeholders in the social housing sector. For change to happen their engagement is essential.

The size of the sector is 4.4m social homes (1).

Local authorities

Approximately 17% of the homes in the England are managed by 221 local authorities (2).

They provide 1.6m homes directly (managing the operations and asset directly) or through an Arms-length Management Organisation or ALMO (owning the asset but creating an organisation to run operations). The largest of these (Birmingham) operates over 60k homes.

Private registered providers (PRPs)

1.4k own and operate over 2.8m social homes (3).

Many of these are housing associations. Clarion Homes owns 132k social homes across the country, and spends £289.7m on maintenance and repairs.

1) MHCLG: Social housing lettings in England, tenants, 2022

2) Local authority registered provider & PRP social housing stock and rents in England 2022 to 2023

3) Global accounts of private registered providers, 2022

Change requires engagement across the sector

A variety of bodies sit across the sector:

The Regulator of Social Housing (RSH) oversees how social housing providers are performing against the regulatory standards.

The Housing Ombudsman Service investigates complaints and resolves disputes.

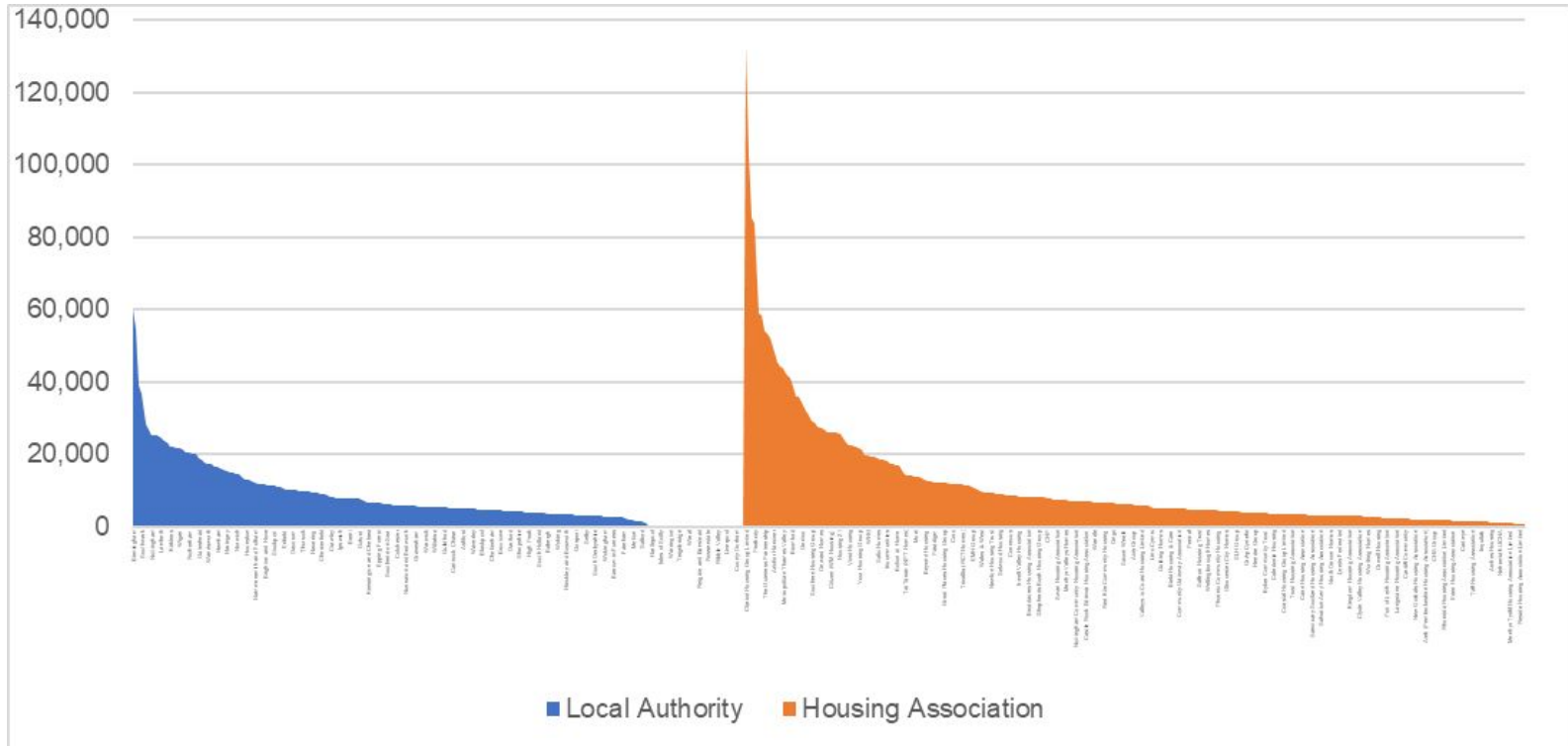
Other sector stakeholders support and unite different groups of housing providers:

- Housing Association Charitable Trust
- National Housing Federation
- Local Government Association
- National Federation of ALMOs

Engaging these bodies is key to bringing the sector together and promoting reform.

View the complete overview of [key stakeholders and users](#).

Number of social homes by provider (2022)



- 1) Local authority registered provider and PRP social housing stock and rents in England 2022 to 2023
- 2) Inside Housing analysis on housing association annual reports, 2022

Social housing faces challenges meeting needs

Social housing is a major part of the UK housing system and government agenda.

It has wide impacts on health, education and jobs.

- Nearly 1 in 5 households in England live in 4.4million social homes (1)
- 1.2million households on a waiting list to receive social housing in the future (2)
- Over 100k households (and 65k children) are in temporary accommodation funded by local authorities (2)

There are significant sums of money tied up in the sector pointing to its scale and importance.

Local authorities spend £4bn on running housing services alone, with a further £9bn spent on capital projects in 2022/23 (3).

Housing associations spent £7.7bn just on repairs and maintenance in 2023 (4).

The sector has come under increasing scrutiny in recent years.

The Grenfell tragedy in 2017 prompted the Hackitt Review into building regulations and fire safety the following year. The review called for a 'golden thread' of building data to improve safety and compliance. But six years on, the sector still faces significant hurdles to implement this.

1) MHCLG: Social housing lettings in England, tenants, 2022

2) MHCLG: Live tables on rents, lettings and tenancies - table 600, 2023

3) Local authority capital & service expenditure and receipts in England: 2022 to 2023

4) Global Account of PRPs, 2023, 2022

Social housing faces challenges meeting needs

New legislation in social housing

The tragic death of 2-year-old Awaab Ishak in 2020 as a direct result of mould exposure triggered new legislation in the Social Housing (Regulation) Act 2023 requiring landlords to address hazards like mould and damp.

But it is not an isolated case. The English Homes survey 2022/23 found that 10.4%⁵ of all social homes do not meet the Decent Homes Standard. This is c. 431k (1) homes across all local authority registered providers.

The report estimates the cost to society of poorly conditioned social housing to be above £1.2bn based on the cost of category one hazards and the estimate of non-decent social homes in the English Housing Survey.

Building Research Establishment (BRE) estimates the health costs of poor housing to be £1.4bn per year to the NHS across all housing types, with a further £17.1bn (2) costs to society (wellbeing to residents, impact of on education and employment opportunities).

Directly scaling this to the 17% of homes in social housing stock, these externalities would be £3.1bn (2), suggesting our estimate is likely conservative.

1) English Housing Survey, 2022/23

2) TPXimpact calculation based on Housing Survey and BRE research; BRE, 2021 using 2018 data

Considering the role of MHCLG

The department has statutory responsibility for overseeing both local government and social housing in England.

This comes with a set of policy levers that can affect change. It could:

- convene stakeholders
- introduce regulation
- direct the regulator to introduce standards, draft legislation, set mandates, direct funding and resources*

*This does not represent departmental policy, instead it represents research that may inform future policy.

Some housing providers are already pursuing promising paths for change.

Where investment is less restricted, digital transformation programmes are possible. Some are experimenting with new supplier offerings or technology approaches. Elsewhere, they group together to drive both innovation and improvement from suppliers.

Our research strongly indicates a collective challenge with considerable constraints on individual housing providers.

For one, there are challenges when it comes to the digital, data and soft skills needed to plan and implement change, as well as capacity and scope to work alongside other providers to share knowledge and best practice.



Considering the role of MHCLG

Technical debt and budget constraints

Social housing providers' challenges to reform are compounded by the technical and data debt they carry, and well-documented budget constraints.

This is borne out by the range of attempts to improve data standards at the sector level.

HACT's UK Housing Data Standards, though designed with over 100 housing providers, have to date had limited traction.

The Hackitt Review called for a digital record or 'Golden Thread' of data to be created for higher risk residential buildings detailing design intent, construction and changes over time (1).

As yet, sector bodies say this goal has not been met. Some suppliers say they need more engagement with the department for things to improve. They wish to see a growth of ambition and greater sector leadership.

The department has the opportunity to lean-in and help navigate the collective challenge faced by social housing providers*.

This could be done through setting a vision, connecting housing providers and suppliers to improve outcomes for social housing by embedding effective data management.

1) [Independent Review of Building Regulations and Fire Safety](#), 2018

*This does not represent departmental policy, instead it represents research that may inform future policy.

Methodology

Defining data interventions

We think we can define minimal, high value central government interventions to improve data flows in housing services and shift the market in favour of more flexible and interoperable technology.

Research aims

- identify key issues and opportunity areas for improving data flows in housing repair and allocation services
- verify these issues and identified opportunity areas with new research participants
- pinpoint the opportunity area of highest value
- explore the potential role of MHCLG intervening in these opportunity areas

Digging deeper into data

This report picks up on the theme of data identified in the previous project, ‘Housing Tools for Social Landlords’ (1).

We confirm the impact of limited integration and data silos, and explore the potential for data standards.

We identified and refined opportunity areas through two rounds of research with rapid adjustment in response to feedback.

We focused on two user journeys within housing in order to dig deeper into specific areas:

- finding a home
- fixing a home

We also validated findings with new audiences that were not engaged previously. In particular:

- housing associations
- sector stakeholders
- challenger suppliers

We have seen how these issues play out in service areas and can now break these challenges down further.

This work also builds on the report ‘Scaling standards in local authorities’ (2) which identified the preconditions for effective ways to influence local government through central intervention.

1) London Borough of Redbridge and TPXimpact (2023): [Housing Technology for Social Landlords](#)

2) MHCLG and TPXimpact (2023): [Interventions to scale standards & patterns in local government](#)

Digging deeper into data

Housing Tools for Social Landlords report (May 2023) (1)

Challenges identified:

- poor systems usability
- limited integration and data silos
- barriers to upgrade and switch systems
- risk aversion
- transactional relationship with technology suppliers

Prioritised opportunities:

- common approaches to procurement
- common approaches to services and processes
- common approaches to data and systems

Broad sector engagement

The content of this report is based on new research with housing providers, suppliers and sector stakeholders actively involved in data standards.

A variety of organisations were invited to participate through direct invitation, mailing lists and social media. We conducted 39 semi-structured interviews with 48 participants across 31 organisations, which included interviews with participants in different roles but working within the same organisations.

Of those housing providers who chose to participate in this research, most were based in: the Greater London area [6], followed by the South East [3], two in the East of England and Midlands and one in the North West.

Given this weighting to London and South East, we are aware we have not spoken to providers operating in those areas with the highest non-decency levels.



Housing providers	Suppliers	Sector stakeholders
Local authorities and housing associations	Incumbent housing management system suppliers	Housing Ombudsman The Regulator of Social Housing
Staff in or overseeing housing services:	Challenger suppliers or niche products	HACT LOTI Geoplace MHCLG National Federation of ALMOs National Housing Federation
<ul style="list-style-type: none"> temporary accommodation housing allocation responsive repairs 		
Housing service managers		
IT staff		

Broad sector engagement

Most housing providers stated they had ambitions to become more digitally mature but subject to contextual restrictions, particularly low team capacity.

We also invited a wide range of people from our growing housing community (of suppliers, sector stakeholders, local authorities and housing associations) to our Show and Tell sessions held every 2 to 3 weeks during Autumn 2023.

Future research would benefit from:

- engaging more local authorities and housing associations across less-represented regions and of varying low-to-high digital maturity, and ALMOs
- Continued engagement with key sector organisations, i.e. the Housing Regulator, the National Housing Federation and the Housing Ombudsman to better understand the national playing field

The current state of data in housing

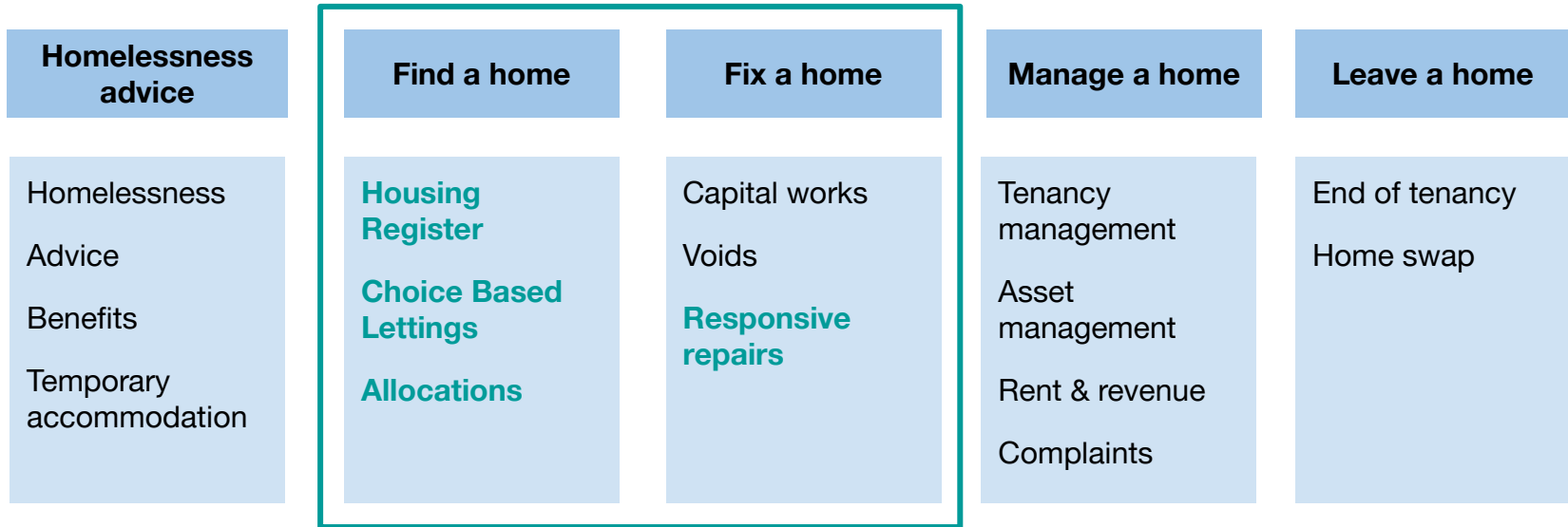
Introducing the problem space

This section introduces the service areas we focused on - Find a home and Fix my home - and the problem space we identified.

It lays out the overall cost assumptions associated with these problems.

The components of social housing

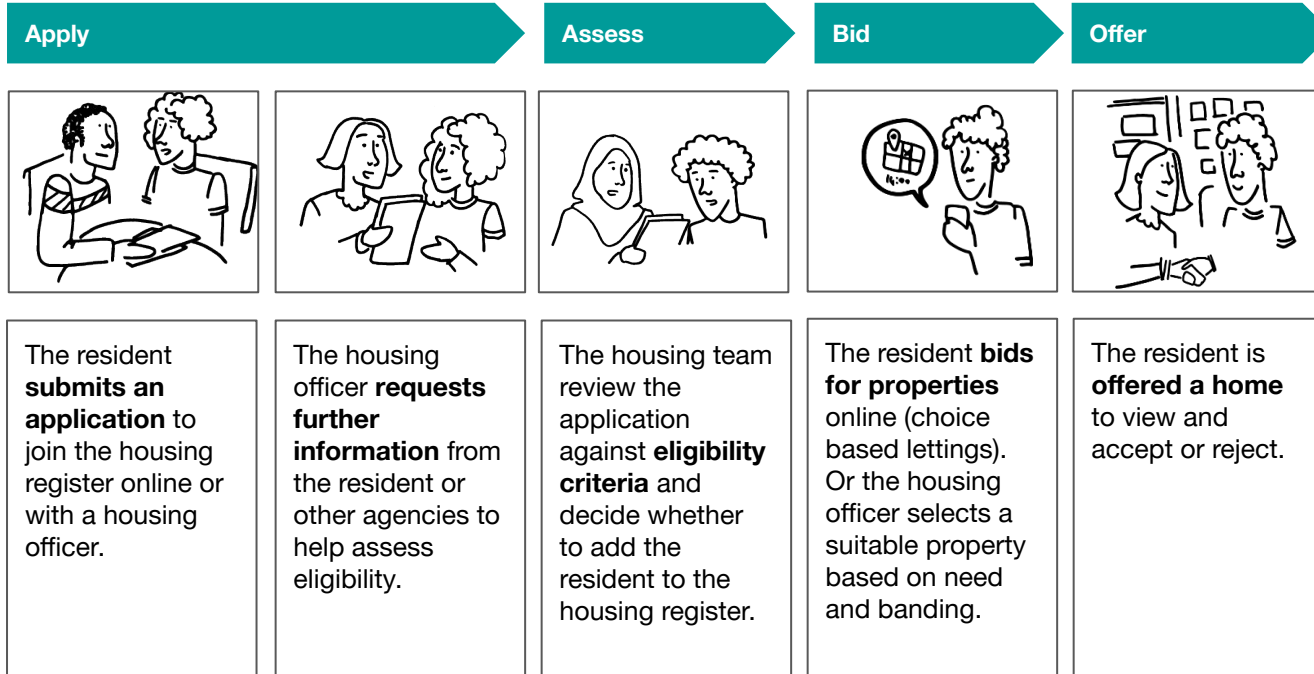
Our focus has been on how data flow impacts responsive repairs and housing allocations, just two of the many services that make up social housing. But we heard about common problems across the entirety of housing.



Focus of this research

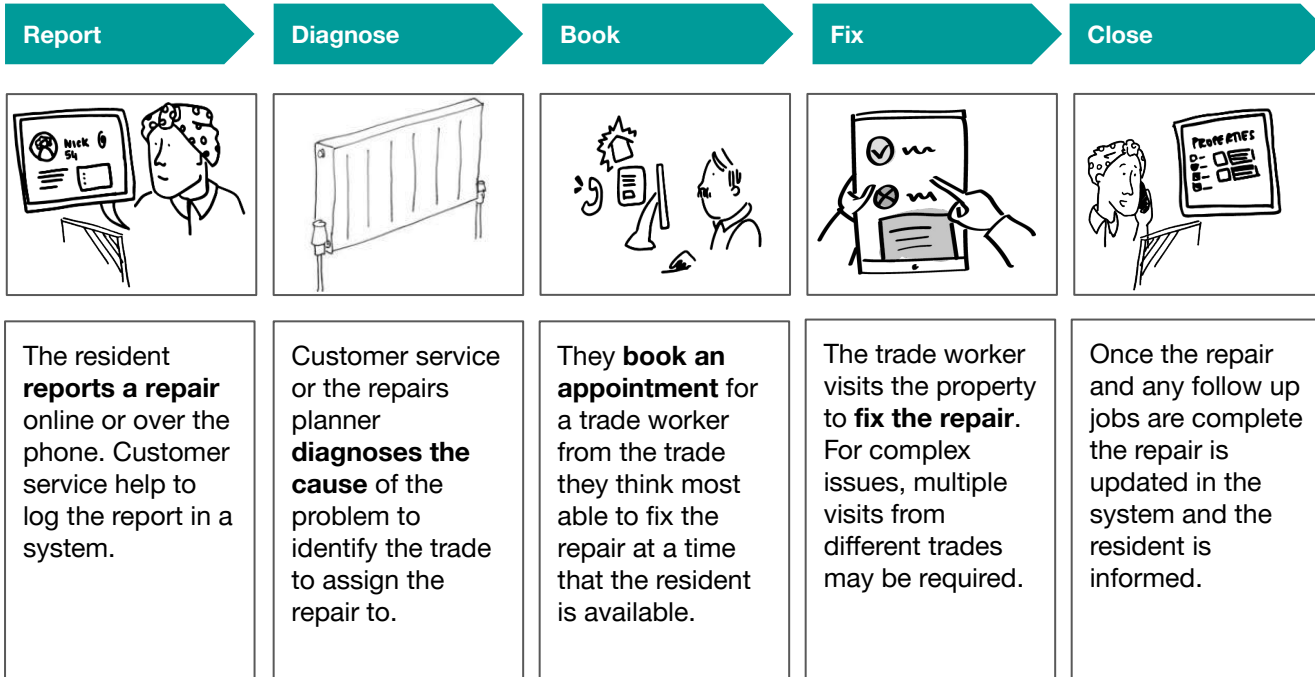
Find a home: Allocations user journey

Data is exchanged throughout the process of assessing eligibility for the housing register and allocating an appropriate home to meet a resident's needs.



Fix my home: Repairs user journey

Repair processes require data to diagnose the problem, find an appointment and understand the property. This may involve sharing data with outsourced teams.



Cost of service inefficiencies

We have estimated total operational and admin inefficiency costs of c. £400m across these two service areas

£330m¹

Trade worker time spent on failed Responsive Repair jobs in local authorities and housing associations

£28m¹

Lost rent and additional temporary accommodation spend due to extended voids within permanent allocations

£40m¹

Admin time wasted across both areas

£400m

Total potential efficiency savings across just these areas

These two areas have been focused on during this project, but there are common data challenges throughout the housing department at all social landlords, amplifying the opportunity.

These are total costs for inefficiencies across two services. More seamless data flow will not solve all these inefficiencies, but greater interoperability can help enable improvement.

Challenges through the data journey

This section introduces the data cycle lens we used to understand data challenges in housing.

It highlights the main problems with the use of data in housing services, its knock-on effects and what is keeping them in place.

“

Ideally we would look at property X - who are the tenants, repair status, backlog - as it is we have to pull this individually from half a dozen places.

- Local authority

”

Systemic barriers limit benefits from data



Organisational and cultural barriers: ability to adapt ways of working and procuring

Procurement practices

Risk aversion

Awareness of best practices

Change management capabilities



Technical barriers: ability to create an integrated software landscape

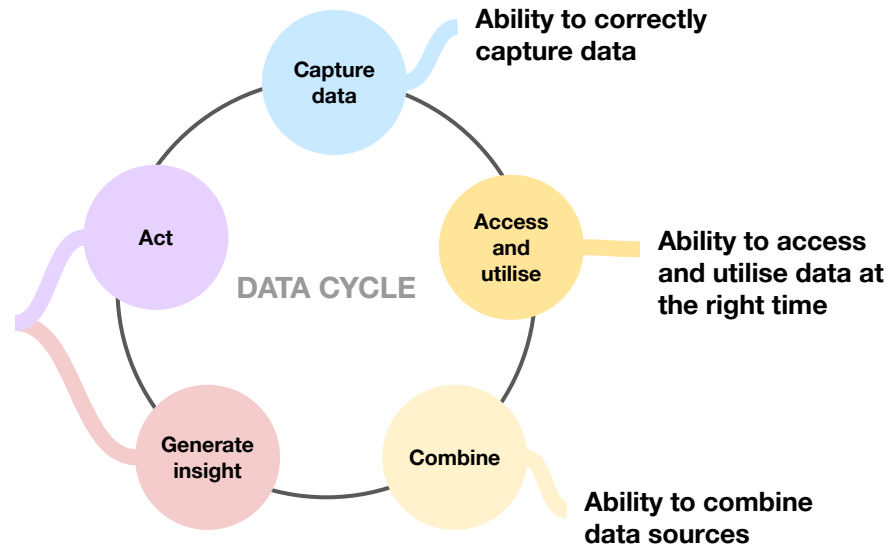
Data and IT capabilities

System usability

Supplier behaviours

Data export, import and analytical restrictions

Ability to make strategic, data-informed decisions in service delivery

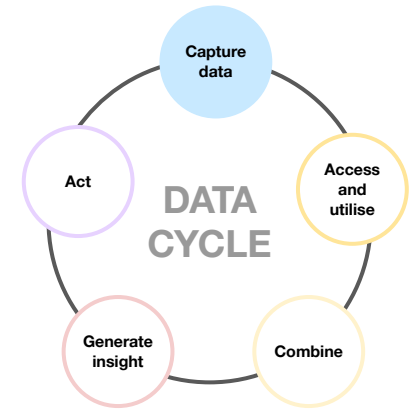


Ability to correctly capture data

Housing providers experience issues with capturing data leading to incomplete, inaccurate or inconsistent information

Problem description

- Staff have to gather data both on paper and electronically, on disconnected systems and tools. They may have to re-enter information in multiple systems or copy data from paper into systems. **This leads to duplication of information, and introduces manual error and data inconsistency**
- Operational staff capture data without standard definitions or asks. This includes the use of systems that lack data validation, such as spreadsheets
- Perceived value of consistently capturing accurate and complete data affects how this data is collected to inform practices and decision-making
- Data standards are applied in some cases, e.g. using ones defined in collaborative initiatives, by Housemark or HACT, though buy-in and awareness varies



Impact

The quality of data capture impacts data consistency and quality and how data can be utilised in the operations of services, involving a high administrative burden.

It also impacts the potential for data to be effectively combined with other data sources to generate insight for responsive, customer-centred services and quality reporting.

Ability to correctly capture data

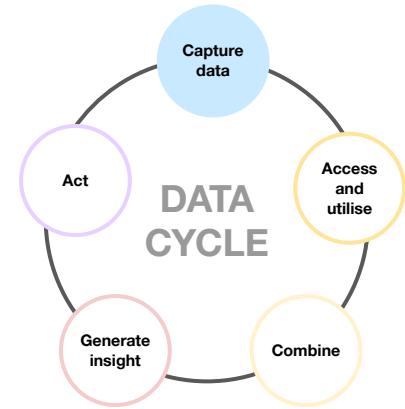
Housing providers experience issues with capturing data leading to incomplete, inaccurate or inconsistent information

Technology influences

- Accessibility and practicality of data standards
- Leadership from smaller, more flexible suppliers to support housing providers with collecting more comprehensive and quality data

Organisational and cultural influences

- Senior leadership perceived importance and prioritisation of quality data capture, or capacity to manage and support this, e.g. by embedding a clearly defined data strategy
- A clearly defined purpose and perceived benefit to collecting certain data
- Training on how to capture the data correctly



Impact

The quality of data capture impacts data consistency and quality and how data can be utilised in the operations of services, involving a high administrative burden.

It also impacts the potential for data to be effectively combined with other data sources to generate insight for responsive, customer-centred services and quality reporting.

Ability to correctly capture data

Example

A resident in danger of becoming homeless contacts their local authority and requests help, completing an online form. The homelessness advice team reaches out and takes their personal details again, as they use a different system.

This is a large administrative burden for the housing officer, wasting up to 109k hours (c. £2m) (1) of time across all applications in England.

Homelessness advice staff pass the resident through to the housing officers who manage the housing register. They enter the information into a third system (duplicating the same costs).

The resident is frustrated by the process, and at some point during the process updates the original contact information as her current accommodation fell through.

This is not updated for either the homelessness advice team or the housing register team, who can't get hold of the resident to discuss the case. This impacts at the operational level.

“
It was quite clear when you looked at customer data it was in a terrible state - you had tenants who were 120 years old, people [listed as] 10 years old with four children.
- Supplier
”

1) This calculation is from a TPXimpact cost model. Full detail can be found in the [appendix](#)

Ability to correctly capture data

Example

The impact on wellbeing of an individual moving from temporary accommodation to settled housing is £8k (1) according to HACT and Simentrica.

This is amplified if there are children within the household in question.

The lead of the housing team wants to understand why people with certain vulnerabilities bid on certain houses, and how their local authority performs in serving these residents.

However, this requires combining 4 different data sets together. The team has access to Power BI but no-one has been trained, so the task takes too long and the data is patchy and out of date.

This restricts the strategic functioning of the team.

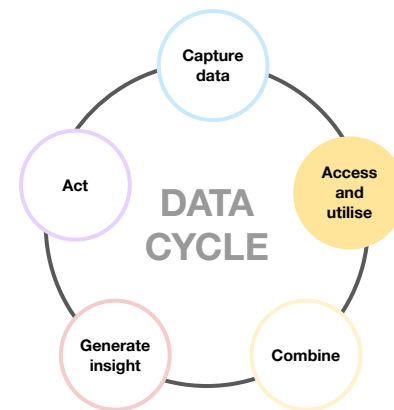
1) The Wellbeing Value of Tackling Homelessness, HACT & Simentrica, 2015

Ability to access and utilise data at the right time

Housing providers struggle to access the data they need at the right time to inform their operational service delivery

Problem description

- Data sharing between involved parties (e.g. local authorities, housing associations, police, outsourced trade workers) is an essential part of the service. However this currently handled through individual discretion rather than systematically through governance and integrated systems
- A lack of insight into what data is available and where
- Duplicate and inconsistent data entries
- Lack of clarity in data ownership and responsibility for data governance



Impact

The way in which data is shared and accessed ultimately affects how it is utilised at the point of delivery and combined to create a single source of truth and generate insights.

Ability to access and utilise data at the right time

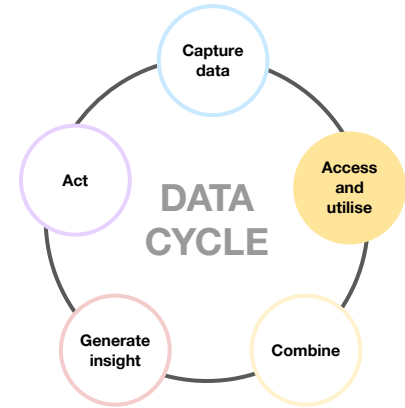
Housing providers struggle to access the data they need at the right time to inform their operational service delivery

Technology influences

- Building integrations across software is difficult and costly, due to a lack of clear data models as well as standardised, user-friendly, well-governed, and secure APIs
- Suppliers charge for API use and may prevent data being written back to core systems limiting the usefulness of new applications
- Misalignment of software with service workflows

Organisational and cultural influences

- Data sharing concerns rooted in a lack of clearly translated data sharing policies, such as GDPR
- Fear of scrutiny of data or technology
- Low digital literacy



Impact

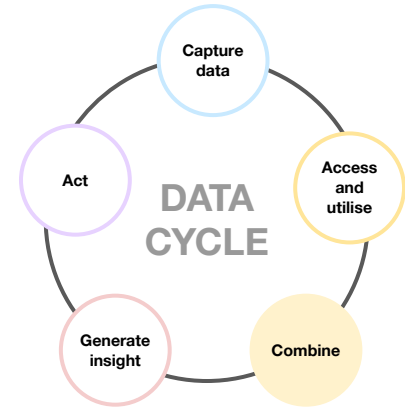
The way in which data is shared and accessed ultimately affects how it is utilised at the point of delivery and combined to create a single source of truth and generate insights.

Ability to combine data sources

Housing providers struggle to bring together information from different sources for a complete picture of a property or tenant

Problem description

- Workflows consist of manual data transfer across paper, online and offline tools for data capture, causing manual error
- Housing providers find it challenging and time consuming gathering information from different sources
- People, not the operational systems and policies, drive the ways and extent to which data is shared with others



Impact

The way in which data can be combined to create a single source of truth is inherently affected by how it is captured and accessed and shared, and is itself affecting housing providers' ability to generate insights from it and act on it.

Ability to combine data sources

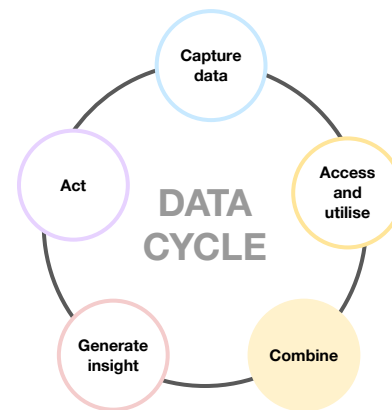
Housing providers struggle to bring together information from different sources for a complete picture of a property or tenant

Technology influences

- In-house lack of capacity to build system integrations
- Suppliers charging for data import or export
- Flexibility to upgrade and switch software

Organisational and cultural influences

- Focus on individual team performance rather than performance across teams and the end-to-end service
- Unclear data governance: there are limited processes and tools to ensure data availability and assure its usability, integrity and security across the different systems in which it is captured



Impact

The way in which data can be combined to create a single source of truth is inherently affected by how it is captured and accessed and shared, and is itself affecting housing providers' ability to generate insights from it and act on it.

Ability to combine data sources

Example

A housing officer in a local authority requires information from a wide range of sources to make a decision on an application from a vulnerable resident.

Based on our research they spend 30 minutes pulling together this information from 4 different sources. Over the year, this is **312.5** hours per officer (**c. £6.2k**), and a large **administrative** burden of £4.9-8.1m (1) per year.

The data from each source is different, and as the applicant is a vulnerable adult and doesn't remember everything they've talked about at their last meeting, the housing officer struggles to make a decision.

For their next applicant, they don't have access to the asset register, they have to email the asset team to get information about potential homes for a resident who requires disabled access. The resident goes to view the property but it turns out there isn't a downstairs toilet, so the house goes back into the system, extending the void by a week (**costing £80 in lost rent**) (1) and extending the time spent in temporary accommodation (**£46 per day**) (1) of **operational** costs.

1) This calculation is from a TPXimpact cost model. Full detail can be found in the [appendix](#)



Housing systems are so rigid and difficult to make them work we can't get where we want to get.

- **Housing association**

We have to interrogate the information into one spreadsheet, and can do a V-lookup from Apex (heating, double glazing etc.)

- **Housing association**

We had to get 2 colleagues to get that piece of work, and 2 weeks later it is out of date. It is fallible. Could 1 system just pull it all together?

- **Local authority**

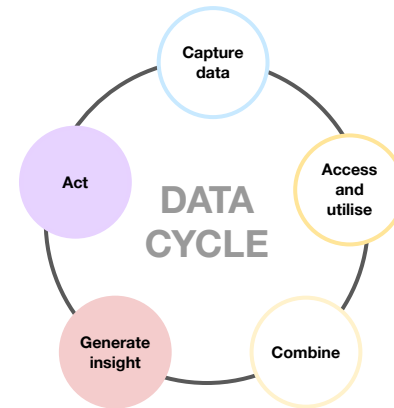


Ability to make strategic, data-informed decisions in service delivery

Housing providers struggle to get an overarching view of what is going on, understand patterns, make predictions and make decisions for strategic service delivery, affecting their ability to be responsive and customer-centred

Problem description

- More time is spent on gathering, collating and cleaning data rather than analysing and responding to it, leading to large administrative costs
- Lack of strategic analysis causes inefficiencies: urgent requests take precedence over preventative ones and there is limited long-term planning, e.g. causing unclarity around how to optimise the responsive repairs budgets



Impact

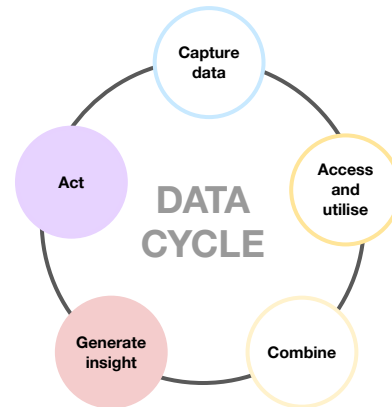
Without being able to access or combine the data to generate insight and act on it for decision-making it will be difficult to understand how to complement or improve data capturing and utilisation over time.

Ability to make strategic, data-informed decisions in service delivery

Housing providers struggle to get an overarching view of what is going on, understand patterns, make predictions and make decisions for strategic service delivery, affecting their ability to be responsive and customer-centred

Technology influences

- Complex and legacy tech landscape with distinct systems for each area and limited integration between systems
- Different data structures and a lack of data standards across systems makes comparing data challenging



“

[Reporting and data export] is fiddly to do - ideally you'd want to be able to do it quite easily without being an IT wizard.

- **Local authority**

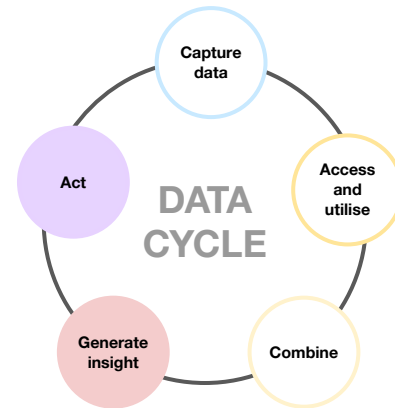
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Ability to make strategic, data-informed decisions in service delivery

Housing providers struggle to get an overarching view of what is going on, understand patterns, make predictions and make decisions for strategic service delivery, affecting their ability to be responsive and customer-centred

Organisational and cultural influences

- Lack of clarity around the reason for and benefit of data capture leads to gaps in data and reduced quality, making it challenging to analyse and report on
- Siloed organisation culture means bringing data together across teams for a strategic view is treated as an afterthought
- There is a preference for capturing data of quality over quantity, that incorporates and is relevant to the local context
- Within the sector, there is a focus on aligning outcome measures, e.g. through the introduction of Tenant Satisfaction Measures by the regulator



“

If you're able to extract the right data from the system there's no room for human error. It's doing the calculations for you. You can spend a couple of hours every week trying to make those calculations that could be done in half an hour.

- **Local authority**

”

Barriers to change

Barriers to change



Technology barriers

Housing providers' ability to create an integrated software landscape to effectively support service delivery is limited by:

- technical and contractual restrictions to building system integrations or exporting data
- complex and inconsistent data architecture

Influenced by: A lack of major suppliers' responsiveness to housing providers' needs.

Barriers to change



Organisational and cultural barriers

Housing providers' ability to adapt ways of working and procuring to break down silos for more efficient service delivery is limited by:

- current procurement practices
- a lack of capacity and capability to change current ways of working: low risk appetite, limited leadership and change management, and best practice sharing within the sector

Influenced by: A lack of clear definitions, shared approach and accountability around data use, structures and requirements causing a lack of data ownership, governance and sharing.

Ability to create an integrated software landscape to effectively support service delivery

Data and IT capabilities

Housing providers often lack the in-house data, IT, and change management capability and capacity to drive alignment between systems and service workflows.

Supplier behaviours

Some technology suppliers are not always incentivised to integrate with other products, and there are often data walls around systems limiting interoperability.

Through our research, we were also advised of behaviours that make it difficult to integrate their systems. In some instances, we have been informed of:

- charging for APIs and export of data
- overpromising on delivery pre-contract
- setting conditions that limit rivals' ability to challenge their offerings (e.g limiting the ability to write back to core modules)

“
The new system won't change how we share information with housing associations, more will be over email instead of through Locata.
- Local authority
”

Ability to create an integrated software landscape to effectively support service delivery

System usability

Housing providers find limitations in usability in both legacy software and current versions, alongside existing over customisation and technological and data debt:

- systems tend to not facilitate information sharing between relevant organisations part of the same service
- some systems provide tenant and property single views, but are either not procured or offered as one integrated solution
- systems do not always provide the ability to track and incorporate paper-based or offline processes in a digital system, e.g. ensuring the transfer of paper application forms or repair reports are incorporated in the workflow

Data export, import and analytical restrictions

- Housing providers are prevented from moving data between systems or exporting it for analysis by a lack of integration and data import/export functionality
- There are complex data models and inconsistent data architecture
- Built-in analysis and reporting functionality may be limited

Ability to adapt ways of working and procurement for more efficient service delivery

Current procurement practices

- Software is procured before fully trusted to do the intended work, leading to retention of alternative ways of capturing and storing data, e.g. in Excel sheets
- Housing providers may share a 'child-parent relationship' with major suppliers as opposed to a more empowering and customer-centred relationship with smaller, newer suppliers
- Some suppliers felt that their relationships with local authorities are transactional and lack strategic or forward thinking

There is a tendency to procure a whole IT system overhaul, rather than taking a customer- or workflow-centred approach and starting small.

This can lead to time and money wasted on implementing systems that fail to meet workflow needs while promises can't be or aren't delivered. Because of that are damaging trust across relationships.

“

We've brought something in that actually works because it's tailored to us and our workflows. The users have been so involved in it throughout, they've designed it...we can keep changing things - don't have to ask NEC, where it ends up in a long list of requests...we just do it.

- **Housing association**

”

Ability to adapt ways of working and procurement for more efficient service delivery

Low appetite for risk and new ways of working

- Housing providers often trust or are more comfortable with what is familiar. They hesitate experimenting with new ways of working or failing and learning fast
- Current practice convictions can influence housing providers' ability to respond and adapt to constant changes and new regulations in an efficient and effective way
- Housing providers show great adaptability to working with data systems that don't work for them by finding workarounds

Both housing providers and suppliers expressed a need for more networks across housing providers to exchange best practice and experiences, without the intervention of suppliers and with the support of MHCLG.

Current initiatives and collaboration efforts to share experience or define data standards are driven by goodwill.

Change management capabilities and championing

- There are initiatives and an appetite to do things differently
- Buy-in from internal leadership can play a pivotal role in unlocking a sense of 'stuckness' and building trust through managing change, however capabilities and capacity to manage change within housing providers is often limited

Illustrations: the problems in practice

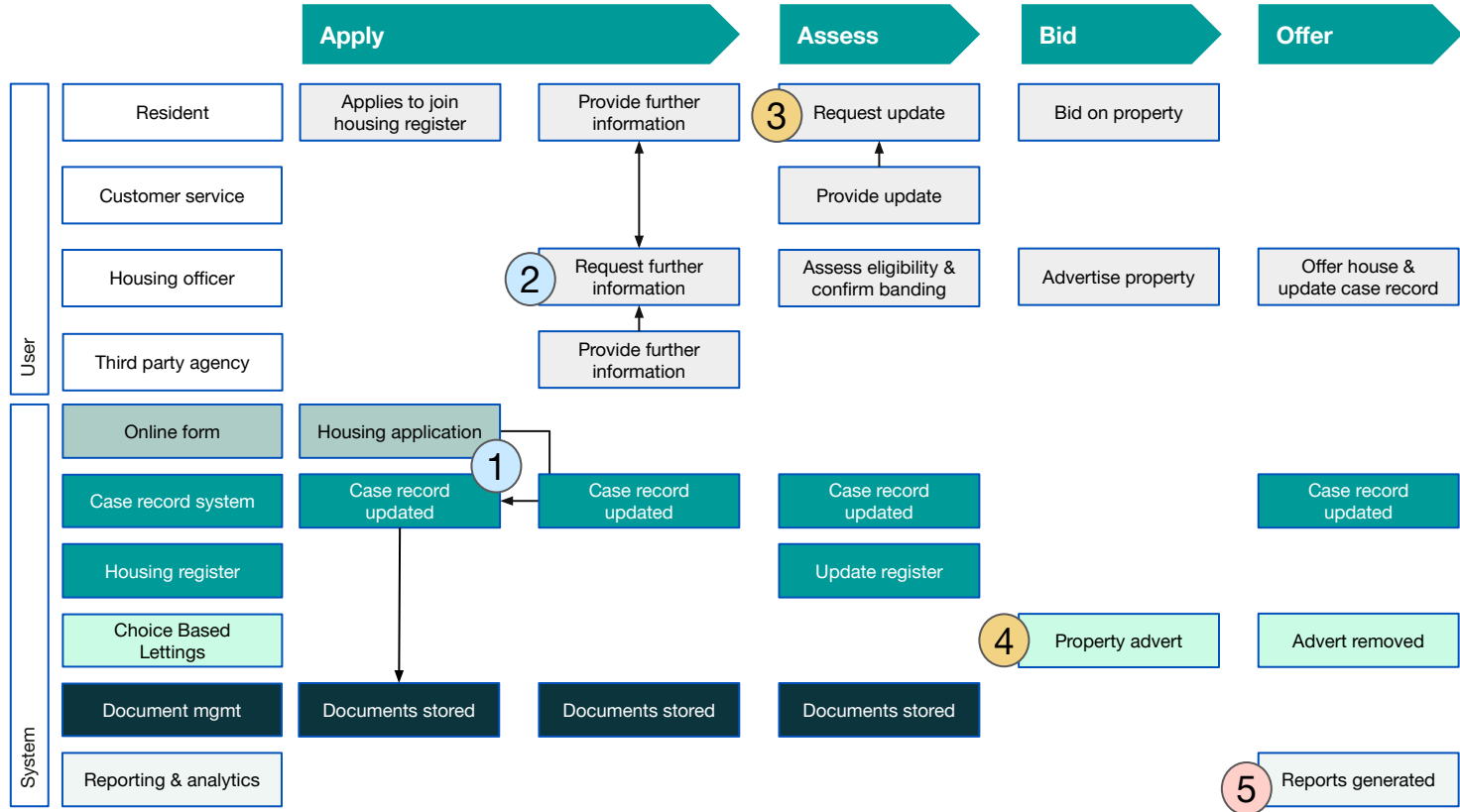
Allocations | Problems across the journey

How are these problems experienced in housing services? This sketch shows the main personas involved, the systems, steps and data pain points in housing allocations. See also the [systems map](#) and [disconnects](#).

Capture data Application form data not linked to case management (1). Lack of system integration slows down external data sharing (2)

Access and utilise Lack of case workflow impacts resident experience (3). Choice Based Lettings and case management not integrated (4)

Combine and generate insight Complex and legacy tech landscape makes reporting difficult (5)



Repairs | Problems across the journey

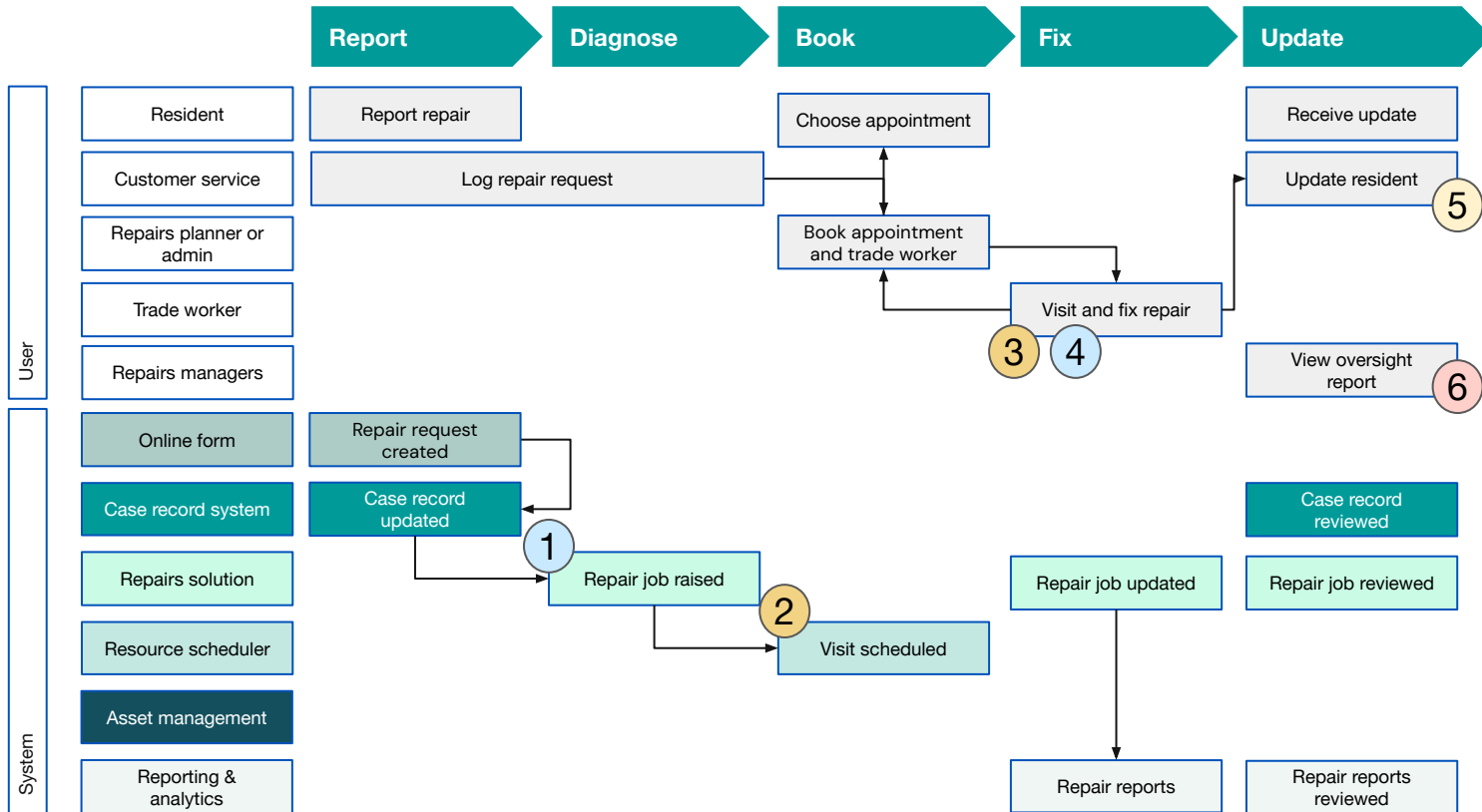
This sketch shows the main personas involved, the systems, steps and data pain points in responsive repairs. See also the [systems map](#) and [disconnects](#).

Capture data Legacy data transfer methods make **raising repairs** unreliable (1) **Repairs job may fail** due to misdiagnosis or lack of information (4)

Access and utilise Limited integration with contractor tools reduces visibility of **appointments** (2) **Compliance and asset information** not available to repairs teams (3)

Combine Hard to update resident as **repairs and case record** not fully linked (5)

Generate insight Complex and legacy tech landscape makes **reporting** difficult (6)



How to unblock data in housing services

Our vision

Effective use of data within a housing provider will enable them to understand the status and needs of their residents and their homes throughout the service journey.

We want to see:

- services that are easy for residents to interact with
- decisions about eligibility and allocation that are made promptly and appropriately, minimising vacant properties
- homes that are maintained consistently through planned work and responsive repairs have a high first-time-fix rate
- housing providers focusing on prevention through analysing trends, managing performance with insight, benchmarking against others and taking pre-emptive action

Our vision

This will be possible as:

- data will be complete and captured consistently and accurately
- data will be shared seamlessly between teams and agencies that require it
- housing providers will have a comprehensive picture of the resident and the home pulled together across best-of-breed software for each function

In turn:

- data will be standardised where it needs to be
- systems will be designed to enable data sharing
- Housing providers will bring data together into a single view for users
- software will be upgraded regularly and the technology market will be healthy and innovative with new tools coming onto the market when needed

Intervention to enable a single view

A single view of the resident and their home

The end state

All staff involved in a housing service have access to a single view of the resident and their home. This consists of a data presentation layer configured for different personas (trade worker, housing officer, customer service etc.)

The single view brings together data sets from diverse existing systems that staff need to deliver safe and effective services. Data is pulled into the single view through well-documented, secure APIs or through data export/import routines which have been provided by suppliers at no extra cost.

Data from all the systems follows a taxonomy standard enabling all staff to understand the terms used. It is possible to export data for further aggregation and analysis.

Benefits for operational delivery and residents

All staff in the resident journey can now access and utilize the data they need - whether that be allocations, repairs or customer service. Data can be combined and made visible for insight. This in turn increases the spotlight on data quality and leads to improving data capture practices. It becomes easier for housing providers to introduce new software and migrate their systems. This means housing providers can meet needs by, for example:

- matching the resident to the most appropriate home
- ensuring the resident lives in a safe home that is well maintained and responsive repairs are solved promptly
- keeping the resident informed and responding quickly when they need help

With the right data available across the resident journey, housing providers can give a service worthy of the resident's trust at a reduced cost.



Benefits of a single view: what staff say*

Impact on allocations

Lettings team manager:

“We’ve now got a better record of the facilities, types of properties and their conditions. As we have all this information in allocations at the point of advertising on Choice Based Lettings people have greater choice and we make sure it is more appropriate to them.”

Impact on repairs

Housing systems manager:

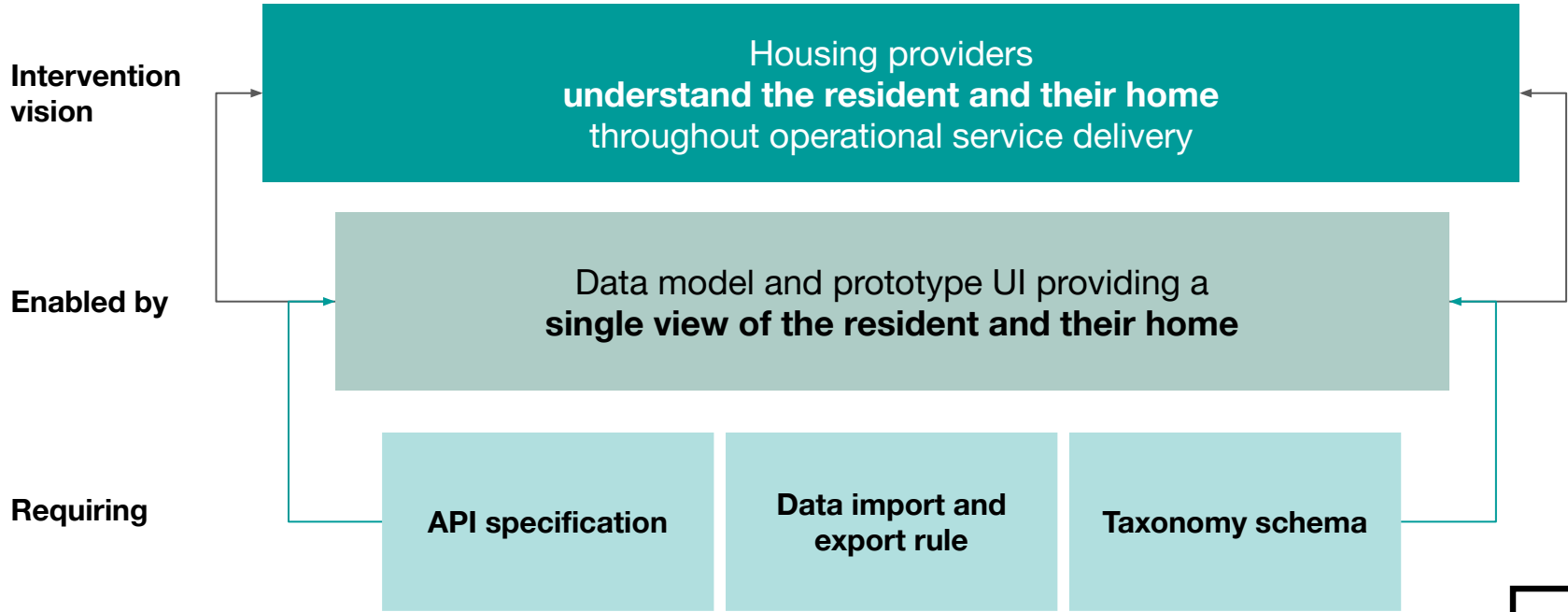
“For responsive repairs, we need to know if there is asbestos in the property. All of the compliance information has to be up to date. It is great to see that the electrical inspection hasn’t taken place, so we can make an appointment at the same time to get that done as well. Now we have effective data flowing we can be more efficient.”

Impact on customer services

Project manager:

“It helps with making informed decisions and easier communication. Customer services can access information to advise the customer. The single view alerts us quicker if there is a health and safety issue or vulnerability with the applicant. It enables joined-up thinking to identify problems sooner and put in interventions or measures to address those issues sooner.”

How it works



Identifying and standardising core data

In order to achieve the intervention vision, we recommend identifying the core data that is needed across a housing provider - data that needs to be visible to multiple teams and may be shared with outsourced functions, third party agencies, or in regulatory reporting. Once identified, this data forms the **prototype single-view**. Doing this will surface terms that are used inconsistently across housing providers and technology suppliers, and require standardisation through a **taxonomy** schema to enable single-view products to be built.

Data model and prototype UI of single view

Example data model for core data needed to be shared by multiple teams within housing providers, with an example user interface demonstrating best practice and the art of the possible.

- **Value:** One source of truth of tenant and property data linked together, scaling existing best practices, encourages innovation in suppliers
- **Ingredients for success:** API specification, data import and export rules, common taxonomy, forums for sharing best practice
- **Optional, best practice**

Taxonomy schema

Clearly defined and shared terminology between services and organisations across the housing sector.

- **Value:** reduces gaps and improves accuracy of essential data, establishes a shared language and approach, makes it easier to upgrade and switch systems as all systems use the same terminology.
- **Ingredients for success:** widespread awareness, practical and simple to facilitate uptake, ownership by the sector, local relevance, clear purpose and benefit to data required, avoiding over-specification
- **Potentially mandated**

Enabling integration and data export

Underlying the data presentation layer will be mandatory components for any suppliers holding this core data on behalf of social landlords. **API specification** and **data import and export rules** will allow specific data to be imported and exported. These may need to be mandated to be effective. They should be targeted at the core data identified, so that housing providers retain ownership and access while suppliers retain flexibility for adding value with extra components. This will lead to the ability to build an integrated technology landscape within a housing provider and bring together diverse information to get a complete picture for strategic decisions.

API specification

Standard structure for APIs with agreements on what functions are supported and what data is included.

- **Value:** improves system interoperability/integration, opens up the market for niche technology vendors, improves ability to choose best-of-breed systems
- **Ingredients for success:** simple, low threshold and user-friendly to implement in the absence of specialist skills, governed by clear rules on data sharing and required security of APIs for suppliers and housing providers.
- **Potentially mandated**

Data import and export rule

Rules that all suppliers provide data import and export of critical fields at no additional cost.

- **Value:** improves flexibility to transfer data in and out of systems, retention of historic data
- **Ingredients for success:** simple, low threshold and user-friendly data formats that can be used in the absence of specialist skills, clear rules for suppliers
- **Potentially mandated**

How this enables other housing standards

Governance level

Management standards
E.g. Good governance

Operational level

Performance standards
E.g. Timescales for repairs, tenant satisfaction measures

Technology & data level

Consistent and visible data
E.g. Single view of the tenant and property

Our focus



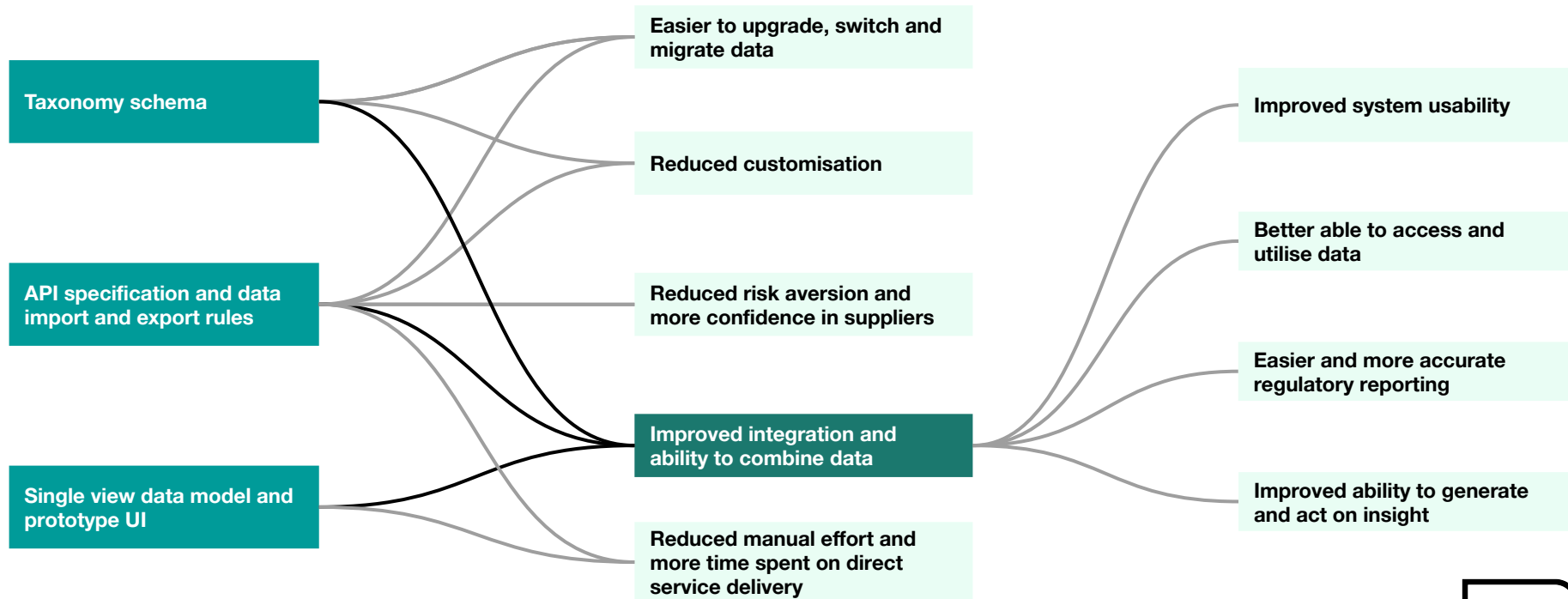
enable

enable



Theory of change

How the outputs in the intervention are expected to work together to produce change over the long term is outlined below.



Output

Target outcome

Subsidiary outcome

Risks and limitations

Legacy systems: Any new features such as APIs, data exports and taxonomy changes will be applied only to new software versions. Mandating such features may lead to increasing pressure on suppliers to move customers onto more recent versions, but will not be sufficient in itself. With many housing providers still on old versions, the benefits of this intervention will be limited. **Separate work is needed to move housing providers to recent versions.**

Barrier to entry: Any new suppliers wishing to enter the housing market will need to meet these requirements in order to launch their products. This could make it harder to enter the market, and disadvantage them against suppliers who already have significant market share.

Data, IT and change management capability: Utilizing open APIs to build integrations between systems requires technical skills that housing providers find challenging to hire and retain.

Compatibility with regulatory requirements: Social housing providers must meet the regulatory standards set by the Regulator of Social Housing. Any data standard would need to better support both the accuracy of submitting regulatory data and enable social housing providers deliver the outcomes set out in the regulatory standards.

Risks and limitations

Access and security: A target benefit of this intervention is to improve data visibility for those directly providing resident services. Ensuring that secure data is available to trade workers and housing officers, when they need it, may require service transformation as well as system feasibility.

External information sharing: This intervention will help improve data sharing with external organisations (police, health, social care, outsourced services), but does not fully address these time-consuming exchanges and concerns around data sharing across.

Engagement and promotion: Best ways to sharing best practices among housing providers will need to be explored and enhanced to ensure wide promotion of this intervention and engagement with co-design activities, as well as ensuring the ongoing success and adoption of single-view products.

Supplier relationships: Common standards will increase buyer willingness to consider new approaches. However, shifting buyer-supplier relationships to a more productive, partnership dynamic will require support to promote forums for constructive engagement.

Ensuring adoption

The impact of this intervention is dependent on these artefacts being **co-designed** with housing providers, suppliers and sector stakeholders in the next phase of work.

The intervention should enable social housing providers to support the accuracy of reporting regulatory data and support the delivery of outcomes set out in the regulatory standards.

The intervention should meet regulatory requirements and where possible align with existing schemes to benchmark standards in the sector.

Ensuring adoption

To amplify and sustain its value we need to further understand and support this with:

- promoting best practice sharing between housing providers and facilitating this through new and enhanced communication forums
- funding and support for software upgrades to move support and training for housing provider leaders to assist in change management, reducing organisational silos and improving service workflows, conducting strategic technology procurement and enhancing digital and data skills
- helping housing providers onto supported software versions
- sector-wide service transformation to ensure that improved housing service processes drive the software solutions instead of software solutions determining how housing service delivery is organised

The case for intervention

Without intervention:

- **Siloed attempts** to create standards will help some individual social landlords but get **limited adoption**, and not realise benefits
- Technology choices for housing providers will continue to narrow
- Individual social landlords will continue to **face challenges** when attempting to make changes

- Some social housing providers will find it challenging to meet regulatory requirements and **breach compliance** obligations
- **Complaints** will continue to rise
- **Costs** for the government and the NHS will increase
- More **tragedies** may occur when cases slip through the gaps

Considering the role of MHCLG

The Ministry of Housing, Communities and Local Government (MHCLG) is the legislator for the housing sector as a whole. It is also a funder and regulator of local government. The MHCLG Local Digital team plays a stewardship role, bringing the sector together to deliver modern digital services that enhance citizens lives.

Leaving these problems to local authorities to solve on their own or in regional groupings is not enough to solve the challenges of legacy technology efficiently and genuinely seed the infrastructure needed for the digital age.

There are a number of ways the department could promote this intervention. We believe that there are opportunities to help encourage change and reshape supplier behaviour to deliver better outcomes for social landlords, for example, procurement*.

*This does not represent departmental policy, instead it represents research that may inform future policy.

Considering the role of MHCLG

To take the intervention forward the department could act as the:

Convening power*

Drawing together expertise from across the sector to design the intervention, and connecting bodies and stakeholders who are already trying to make change to build momentum towards adopting.

Funder and (interim) owner*

Funding and owning this collective work to develop shared standards and fund the engagement required for the codesign activities.

Efforts to define standards without ownership have failed to achieve adoption.

Regulator and legislator*

Oversee any outcomes are aligned with the regulatory environment to encourage adoption.

*This does not represent departmental policy, instead it represents research that may inform future policy.

Case Study: H-CLIC. How MHCLG used its powers to improve homelessness reporting

Statutory homelessness reporting by local authorities, called H-CLIC, has been in place since 2018. Many local authorities are supportive of these changes, citing the improved data sharing and data management tools that resulted. Some are starting to work with the data to look across council borders. These developments are a result of MHCLG's predecessor, DCLG, using a range of levers at its disposal. These include:

Regulation and legislation - DCLG introduced H-CLIC as part of its Homelessness Reduction Act 2017. It replaced previous reporting requirements. It set out the data required from local authorities about all households making homelessness applications.

Funding - The new requirement implied an additional burden for local authorities. As a result, DCLG provided local authorities with a share of £3m to support the transition. This included necessary IT upgrades.

Convening - DCLG consulted with local authorities on the proposals. It also engaged regularly with the main suppliers of IT to the sector to discuss concerns and shape implementation. Suppliers still talk about this engagement positively.

Other levers - Government provided the DELTA reporting platform to streamline data collection from the case systems of local authorities. It also provided technical guidance and a detailed timeline for preparation.

MHCLG's role: Other past precedents

Convening power

MHCLG's predecessor convened the Local Digital Declaration. The Declaration was created by a collective of 45+ local authorities and government departments. Since 300+ organisations have signed. Local authorities say they find central government leadership important in setting standards and making long term commitments.

As for convening suppliers, the example of DWP's work with iStandUK is instructive. In this case, iStandUK works with suppliers to provide council tax support updates directly from Universal Credit to suppliers' systems. This convening drives value for all parties.

Funder

MHCLG provides a range of funding vehicles to improve software for the sector.

Its Planning Software Improvement Fund offers funding for local authorities to take part in designing and deploying new software services or improving existing software and integrations.

Its PropTech fund has successfully incentivised the adoption of innovative digital tools.

Regulator and Legislator

The Social Housing (Regulation) Act 2023 has made changes to the regulatory framework. The Regulator of Social Housing has introduced new regulatory standards, including the requirement to collect Tenant Satisfaction Measures data. Data collection and management will be critical to ensuring housing providers can meet these.

Not all requirements of local authorities are regulatory. Some may be internal government standards maintained by Central Digital and Data Office, such as the Unique Property Reference Number (UPRNs). These are mandated for all data referencing property or street information.

Housing Data Alpha (February - July 2024)

Overview of activities

Priority activities

Focus

Design & test intervention

Engage the housing sector for co-design and to build momentum for adoption

In parallel

Coordinate housing sector efforts around data stewardship to identify the best longer term home for these assets

Scale alignment with other Local Digital projects to build and test best practice across local gov services

Workstreams

Define single view

Activities

- Begin by identifying the data each team needs to do their job
- Include only organisation-wide data
- Bring in data that is critical for regulatory reporting

Stakeholders

Housing providers and representative bodies, regulator and ombudsman, MHCLG housing team.

Define API and data import/export specs

Activities

- Research existing API specifications and data import and export standards to design the structure and technical content
- Work with suppliers to identify technical limitations and ensure feasibility
- Identify the most promising principles and tactics to promote specs

Stakeholders

Technology suppliers, local authorities and housing association procurement and IT teams.

Develop and test

Activities

- Build a data schema for the key data that needs to be shared between teams
- Test the single view by building a prototype and piloting with staff
- Test the complete API specs and data import export standards with suppliers
- Identify the terms that need to be defined and standardised in a taxonomy

Stakeholders

Technology suppliers and housing providers.

Appendices

- | | |
|---|----|
| 1. Housing sector stakeholders | 84 |
| 2. Technology landscape in housing services | 86 |
| 3. Cost model | 91 |



Appendix 1: Housing sector stakeholders

Housing sector stakeholders

Key national stakeholders in housing

National Housing Federation
LGA/ARCH/ National Federation of ALMOs
MHCLG Social Housing Policy
Housing Ombudsman
Regulator of Social Housing

End user

Residents

Other relevant stakeholders

London Councils
HACT
LOTI
Housemark

Primary users

Local authorities		Directors of housing services
Housing officers	Customer service staff	Councillors
Repair team managers	Voids team	Trade workers
Estates team	Compliance team	IT staff

ALMOs	
Housing officers	Trade workers
Repair team managers	IT staff

Outsourced tradework and IT services

Housing associations	
Housing officers	Repair team managers
Trade workers	Directors of housing services
IT staff	

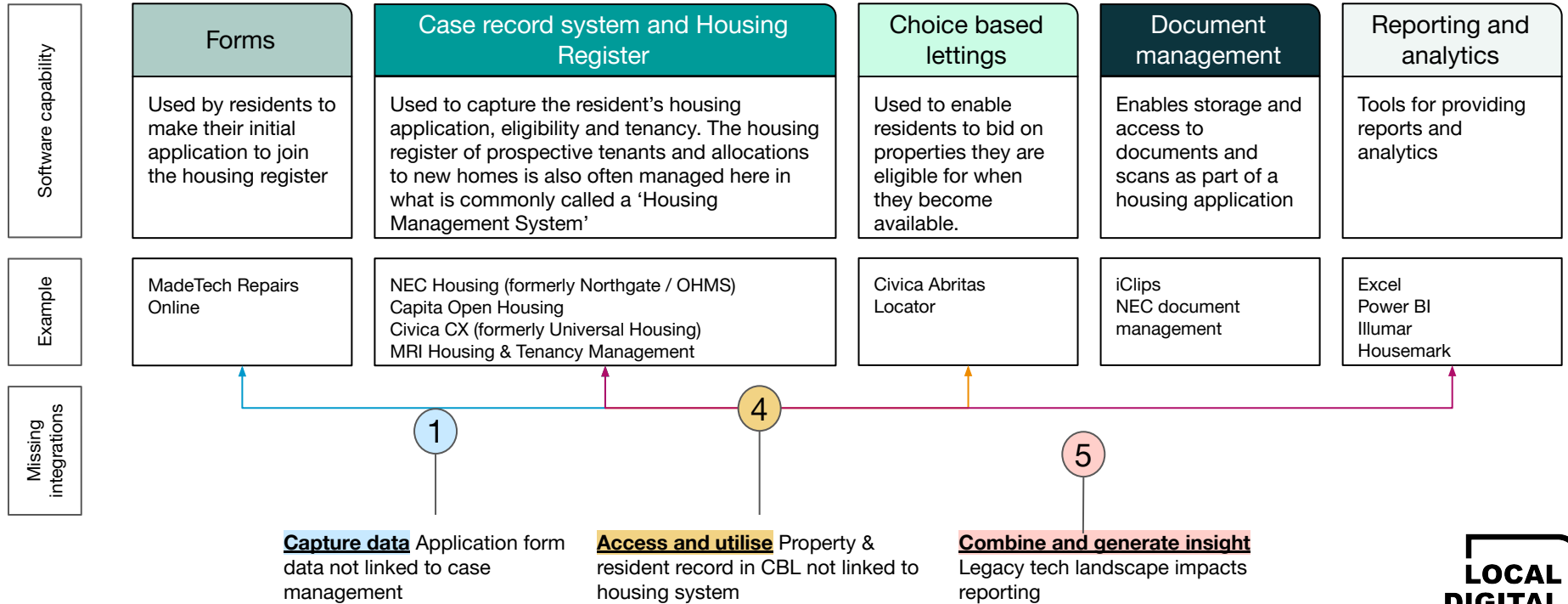
Suppliers
Incumbent housing management system suppliers: Aereon, MRI, NEC, Civica, Capita
Challenger suppliers or niche products: <ul style="list-style-type: none"> • Data-first solutions: Housemark, Illumar • Single vertical solutions: MoreIQ, MadeTech • Integration solutions: Mulesoft, Manifest • PaaS systems: Netcall, Salesforce





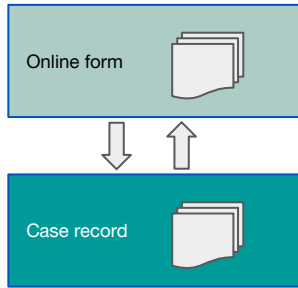
Appendix 2: Technology landscape in housing services

Allocations | Technology landscape

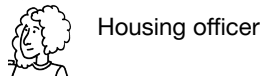


Allocations | System disconnects

- 1 **Capture data** Application form data not linked to case management



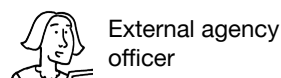
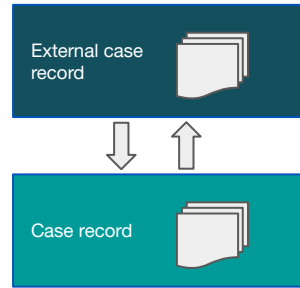
Resident



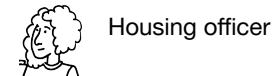
Housing officer

- ! Wasted time in manual entry, data captured inaccurately

- 2 **Capture data** Case record not linked with external data sources for applications



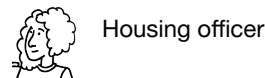
External agency officer



Housing officer

- ! Time lost waiting for responses and chasing, workflow inefficiencies

- 4 **Access and utilise** Property & resident record in CBL not linked to housing system



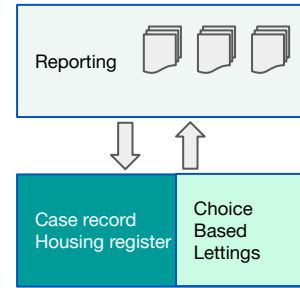
Housing officer



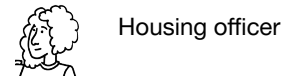
Estates

- ! Wasted time in manual entry, missing information that impacts on appropriateness of bids

- 5 **Combine and generate insight** Legacy tech landscape impacts reporting



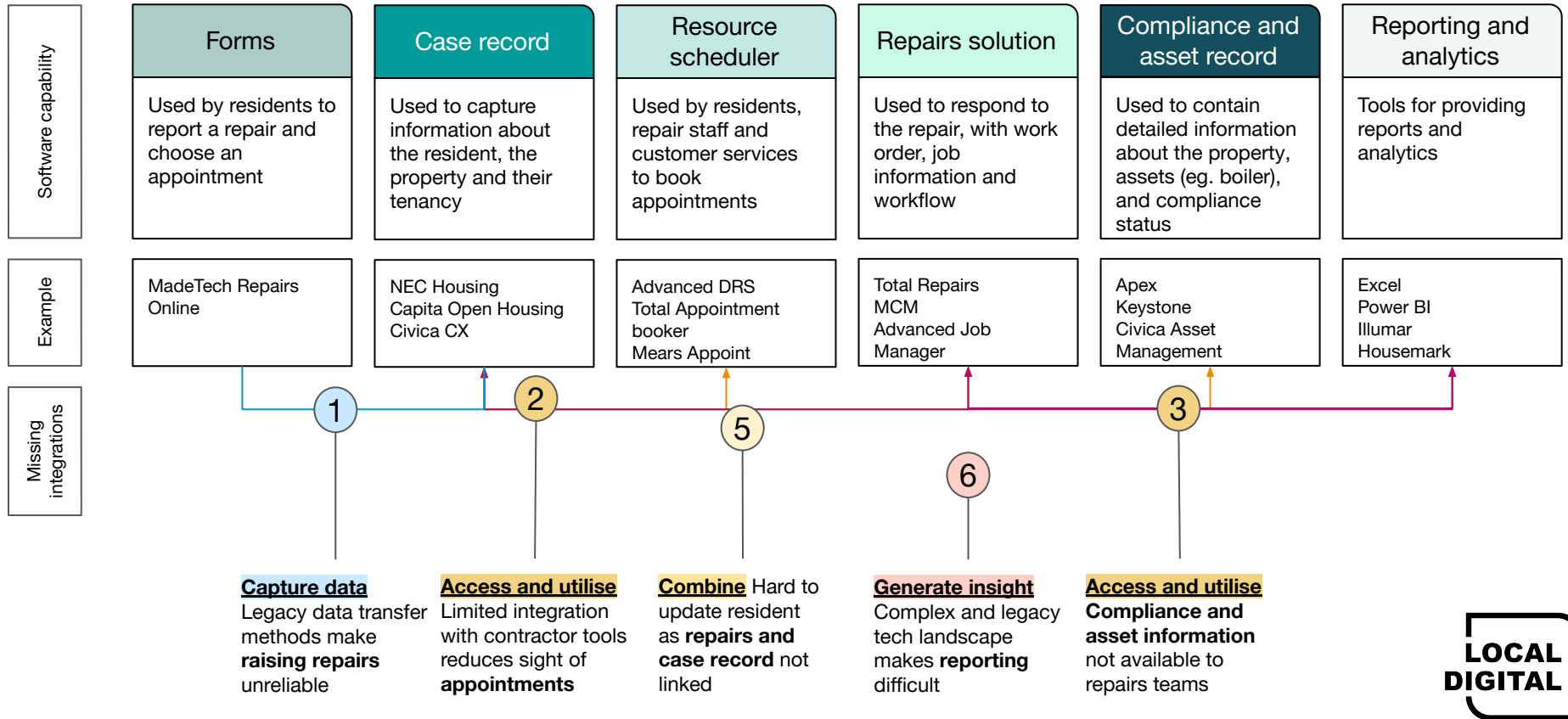
Managers



Housing officer

- ! Wasted time creating reports, data inaccuracies

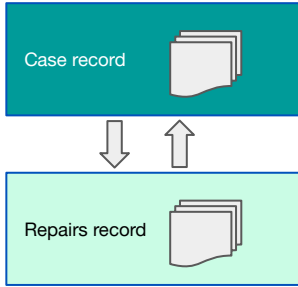
Repairs | Technology landscape



Repairs | System disconnects

5

Combine Case management not linked to repairs system



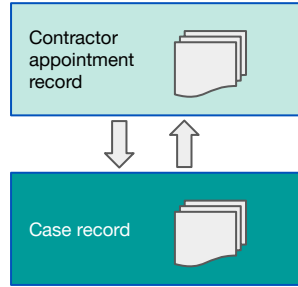
- Resident
- Customer service
- Repairs planner



Time lost when jobs not properly logged, failure demand

2

Access and utilise Contractor appointments not linked to case record



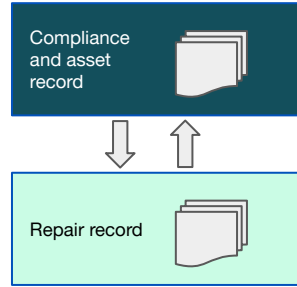
- Resident
- Customer service
- Contractor planner



Lack of visibility of the resident experience and contractor performance

3

Access and utilise Compliance and asset information not linked to repairs record



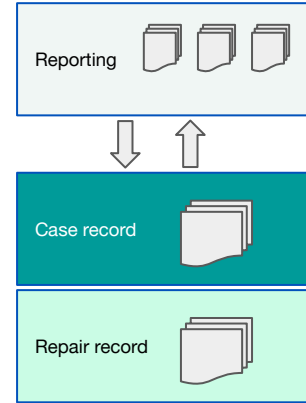
- Resident
- Repairs planner
- Trade worker



Repairs job fail and have to be rebooked

6

Generate insight Complex and legacy tech landscape makes reporting difficult



- Managers



Hard to update the resident, poor resident experience





Appendix 3: Cost model

This cost model was created by TPXimpact and is based on research, public data and prior knowledge

Further detail on service inefficiencies

We have estimated total operational and admin inefficiency costs of c. £400m across these two service areas (the aggregate of boxes 2 & 3 below)

 Social landlord	1. Strategic	Consolidated data across all systems and departments would allow strategic decision making: Total spend by local authorities on all housing services is c. £13bn which we believe could be better optimised significantly through more strategic investment. PRPs spent a further £13.9bn on operating expenditure in 2023.	
		Housing allocations	Responsive repairs
	2. Operational	<ul style="list-style-type: none"> - Extended length of voids (lost rent income, all RPs): £14-18m - Additional money spent on temporary accommodation (all RPs): £17-25m 	Failed jobs due to: <ul style="list-style-type: none"> - Access challenges (all RPs): £130m - Materials challenges (all RPs): £105m - Expertise / time challenges (all RPs): £92m
	3. Administrative	<ul style="list-style-type: none"> - Additional time consolidating information (LARPs): £5-8m - Manual data transfer (LARPs): £2-3m 	<ul style="list-style-type: none"> - Manual data transfer (all RPs): £10-15m - Planner failure demand (all RPs): £24-30m - Failure demand for contact centre (all RPs): £28-38m
 Resident	4. Social	Approximately 167k social homes have a category 1 hazard, costing society £1.2bn per year in health and wellbeing costs (not just the taxpayer). A further 264k homes are classed as non-decent without a Cat 1 hazard.	

Poor data flow makes it challenging for responsive repairs to work effectively

Data cycle

Data is being captured incorrectly (in contact centre and by trade workers)

Data is not unified- there is single no source of truth

Data cannot be used to report or predict, making strategy challenging

Impact

Wrong information about appointment is shared about the job

Contact centre staff can't update or be updated by trade workers

Staff spend material amounts of time manually moving and cleansing data

Consolidating data is too challenging - no reporting is possible

Results

1. Jobs fail around 40-50% of the time due to:
 - Lack of access
 - Wrong materials being brought
 - Not enough time / wrong expertise
2. Contact staff spend as much as 55% of their time dealing with failure demand and other non-productive manual transfer
3. Other inefficiencies are also occurring (e.g. repairs are completed on soon to be renovated properties)

Responsive repairs: operational costs

We estimate £300-335m of trade worker time is spent on failed jobs across housing associations and local authorities

	Key assumptions	Volume	Value	Total
Trade workers	<p>40-50% of responsive repairs not being fixed first time. Equates to 20-25% of trade worker time</p> <p>Previous discoveries and time & motion studies noted that the main Main challenges are:</p> <ol style="list-style-type: none">1) Access challenges: 21% of jobs failed due to lack of access to the property.2) Material challenges: 16% of jobs failed due to wrong equipment or parts being brought to the job.3) Time/expertise challenges: 14% of jobs failed due to wrong amount of time or skill set being assigned	<p>Number of properties (1.6m LA properties, 2.8m HA properties)</p> <p>Total number of RRs (6.3m LAs, 11.5m HAs)</p> <p>Total number of operatives: (10k LAs, 29k HAs)</p> <p>Assumption: similar levels of challenges are felt across HAs and LAs.</p> <p>Qualitative findings: we heard similar challenges from both groups. Workshop feedback supported our assumptions.</p>	<p>£44.3k cost per trade worker</p>	<p>Circa £300-£335m total spent across:</p> <p>Access challenges: £130-140m</p> <p>Material challenges: £100-£110m</p> <p>Time and expertise challenges: £85-95m</p> <p>Assumption: spend per repair at housing associations is higher per property (not accounted for in model)</p>

Responsive repairs: admin costs

c. £42.9m is spent on time spent by planners on failure demand and manual tasks, and £28.1m on contact centre staff

	Assumptions	Volume	Value	Total
Planners	Time spent on failure demand (35%) Additional time spent on manual transfer (10%)	Number of repairs (6.4m LARPs, 11.6m PRPs) Number of planners (2.7k-3.3k) Ratio of planners to trade workers (1:10)	Cost per planner (£26.0k)	Total £24.9m-£30.4m on failure demand for work planners / schedulers Total £10.6m-£15.2m on manual data transfer by staff
Contact centre	Time spent on failure demand (40%) Assumption: Failure demand was stated as a major time inefficiency within contact centres and for planners. Reducing failed jobs and improving comms systems will alleviate this pressure.	Number of repairs (6.4m LARPs, 11.6m PRPs) Calls per repair (1.8)	Cost per contact centre staff (£26.0k) Cost per call (£2.8)	Total £28.2m-£38.4m on failure demand for customer contact staff

Impacts across the data cycle within housing allocations

Data cycle

Data is being **captured** (and often multiple times)

Data is not **unified**, and poor data handoffs through teams

Data cannot be used to **report** or **predict**, making strategy challenging

Impact

Staff spend significant time finding the right information for applicants

Staff spend significant time transferring data manually

Money is spent on extended voids and temporary accommodation

Data consolidation for predictive analytics and strategic decision making is not apparent

Results

1. Up to 136k hours are spent per year finding information for applications
2. This equates to ~£8m per year in wasted time
3. Estimated £50m cost of extended voids (lost rent and spend on temporary accommodation), which could be reduced

Housing allocations: admin costs

We estimate £6.1-£8.1m (1) of housing officer time spent on finding information

	Assumptions	Volume	Value	Total
Housing officers	<p>20-30 minutes spent per application</p> <p>Estimated 3 teams spending time per application</p> <p>Assumptions: our interview respondents stated they spent significant amount of times collating data from different systems</p>	<p>Estimated 305-407k applications per year</p> <p>Based on:</p> <ul style="list-style-type: none">- Baselining of published LAs- Estimated acceptance rate onto waiting list of 1 in 4- Total accepted waiting lists of 75k	<p>Housing officer cost of £40k</p>	<p>Total additional admin time spent of 101k-136k hours spent by housing officers on pulling together data</p> <p>Total cost of £6.1m-£8.1m of housing officer time</p>

Housing allocations: operational costs

There is an additional £28.0m-£40.2m (1) of lost rent and spend on temporary accommodation due to delays

	Assumptions	Volume	Value	Total
Rent	<p>Number of new lettings per year (76k) (1)</p> <p>Proportion of lettings coming from temporary accommodation (15%)</p> <p>Assumptions: Extended voids happen due to delays in the processing of applications and matching the correct potential resident to the correct home.</p> <p>Local authority time to let is significantly behind HA TTL and an estimated 'ideal' TTL, creating additional cost from lost rent and extended stays in temporary accommodation</p>	<p>Number of new lettings per year (76k)</p> <p>Average time to re-let (65.6 days)</p> <p>Estimated reduction in time to re-let (12.6-20.8 days)</p>	<p>Average weekly rent (£87.78)</p> <p>Average daily cost of temporary accommodation (£46.21)</p>	<p>Lost rent revenue from extended voids (£14.7m-£19.6m)</p> <p>Additional spend on temporary accommodation (£16.9-£25.4m)</p>

1) Social housing lettings in England, tenancies: April 2022 to March 2023

Social costs

Housing quality impacts health, employment, and life satisfaction

We estimate that there is a total cost to society of over £1.2bn (1) due to homes with category 1 hazards. This is derived from a report by the Building Research Establishment (BRE) on 'The Cost of Poor Housing' in 2021, which estimated the negative health and wellbeing externalities generated by poor housing. These include:

- negative health consequences (e.g. from living in a damp property)
- mental health consequences
- impacted academic achievement and career prospects

Beyond this, there are a further 216k social homes classified as 'non-decent', and 221k social homes in total with damp problems (2).

Social cost of social homes with category 1 hazards

Number of homes with category 1 hazards = 167k
(Local authority = 81k, PRP = 86k)

Total number of cat 1 hazards= 197k
(Local authority = 95k, PRP = 102k)

Average cost to society = £6.1k
(Health = £449, other = £5.6k)

Total societal cost = **£1.2bn**
(Local authority = £579m, other = £619m)
(Total number of cat 1 hazards x average cost to society)

1) TPXimpact calculation based on Housing Survey and BRE research; BRE, 2021 using 2018 data

2) English Housing Survey



Ministry of Housing,
Communities &
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