

Housing Trust Organisational Review Case Study

Client: Victory Housing Trust

The Challenge:

An organisational review to deal with major challenges:

- 12% cut in Victory's rental revenues
- Under Occupancy Charge (aka 'Bedroom Tax').
- Introduction of Universal Credit and its complexities
- Modern IT but poor connectivity + mobile data
- Adoption of best outsourcing practices

Services & Solution:

Eight value studies were facilitated looking at key business functions. These featured multidisciplinary team working with personnel from Victory, contractors and tenants. This was organised with top team support including the CEO, Deputy CEO and all Executive Directors.

Results (from the National Star Survey):

- Tenant satisfaction of 89% vs sector median 86%
- 91% satisfied with rent VFM vs median 80%
- Overall costs per Unit reduced by 5.5%
- Management costs per unit reduced by 19%
- Maintenance costs reduced by 10.6%
- Investment level 21% above the sector median



"There's been a bit of an earthquake in the sector which has required us to approach things in a totally different way. Value Management has definitely helped us respond in a much more resilient fashion and has played a key role in shaping our cultural journey."

John Archibald, Chief Executive

"We've implemented most of the VM recommendations which have now become business as usual. The VM study also helped us introduce our new IT systems."

Ian Candlish, Assistant Director, Assets

