

# Procuring & Implementing a new System

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Soha Housing



# Project Sponsor & Manager



## Nasreen Hussain

- Soha Director of Corporate Resources
- 17 years as Director in housing
- 4 years at Soha
- Procurement and Implementation Project Sponsor

## Steve Bromley

- Independent Consultant
- 30 years in housing
- 25 years consultancy experience
- Soha Implementation Project Manager

# About Soha

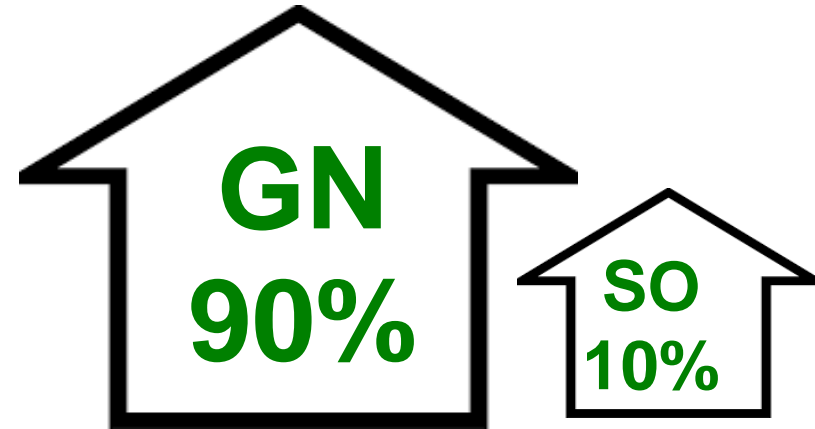


- Operating margin 45%
- Cost per unit £3k
- EBITDA MRI - over 200%

Resident satisfaction  
98%

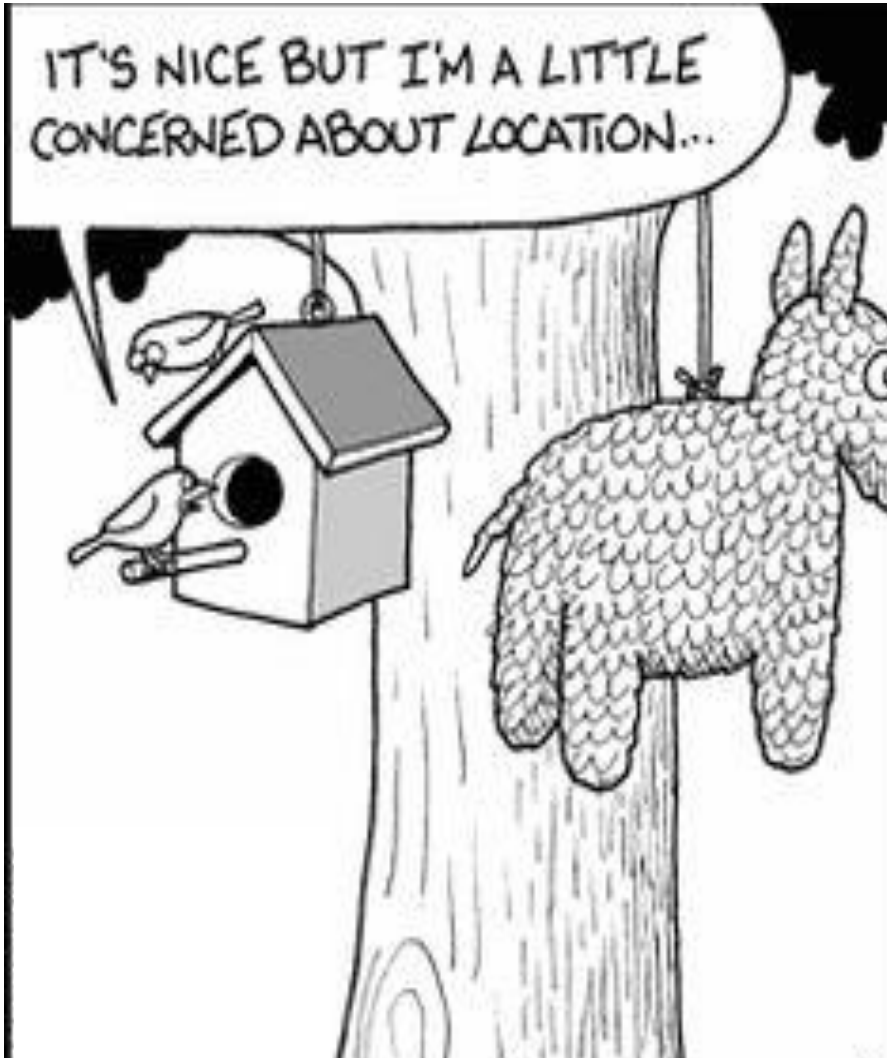
Quality – all services in  
good performance  
quadrant

6,300 homes



250 new homes  
per annum  
(4%)

# Operating environment



**Location, location,  
location.....**

South Oxfordshire

- Average house price  
£350k
- Average market  
rents £1,200 pcm

High levels of housing  
demand

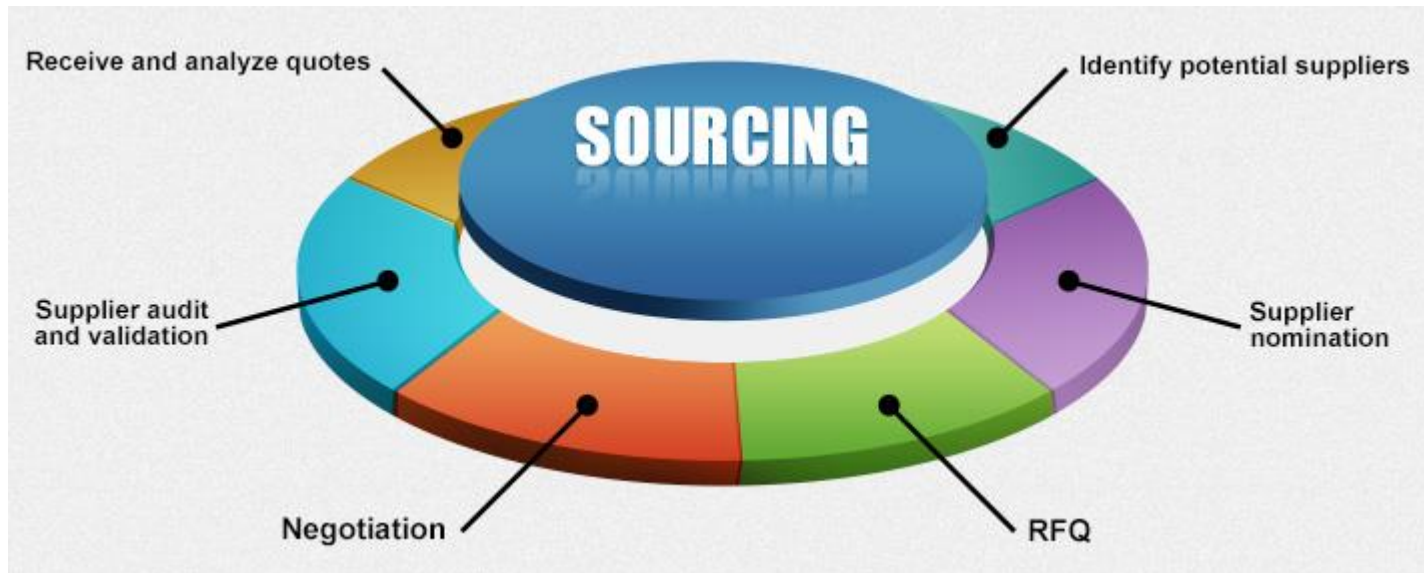
# Why we procured a new system



- 1) Maximising existing system
- 2) Bespoke databases & spreadsheets
- 3) What does good look like?

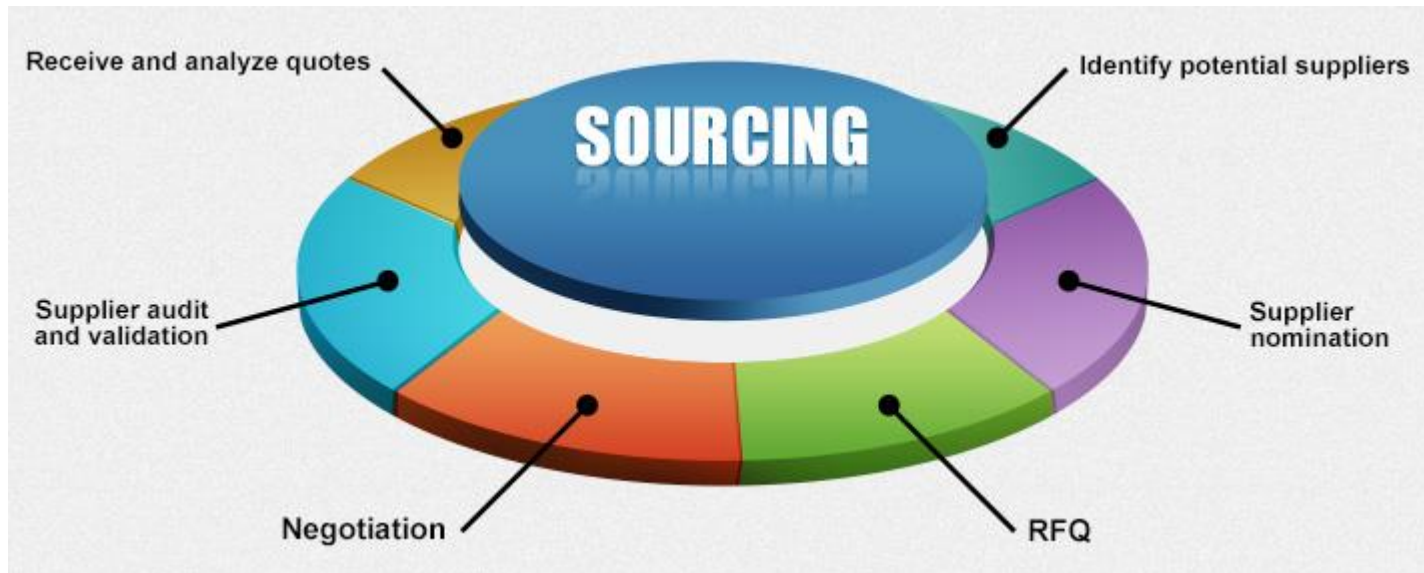
# How we procured

- Start - Feb 2015
- Procurement consultant selected – Tony Smith
- Systems specification
- Pre – qualification questionnaire issues
- Initial interest – 6 sector suppliers
- PQQ responses and scoring matrix



# How we procured

- 2 suppliers selected for 2 day demo to relevant staff
- Reference site visits by front line colleagues
- More scoring – selected a supplier
- Contract negotiation and signing



# What we implemented



## Phase One

- Core Database
- Rent Accounting
- Service Charges
- Rent Arrears
- Allocations
- Void Processing
- Routine Repairs
- Asbestos
- CRM
- Workflows

## Phase Two

- Asset Management
- Servicing
- Mobile Working
- Resident Involvement
- Self Service App
- Contractor Portal



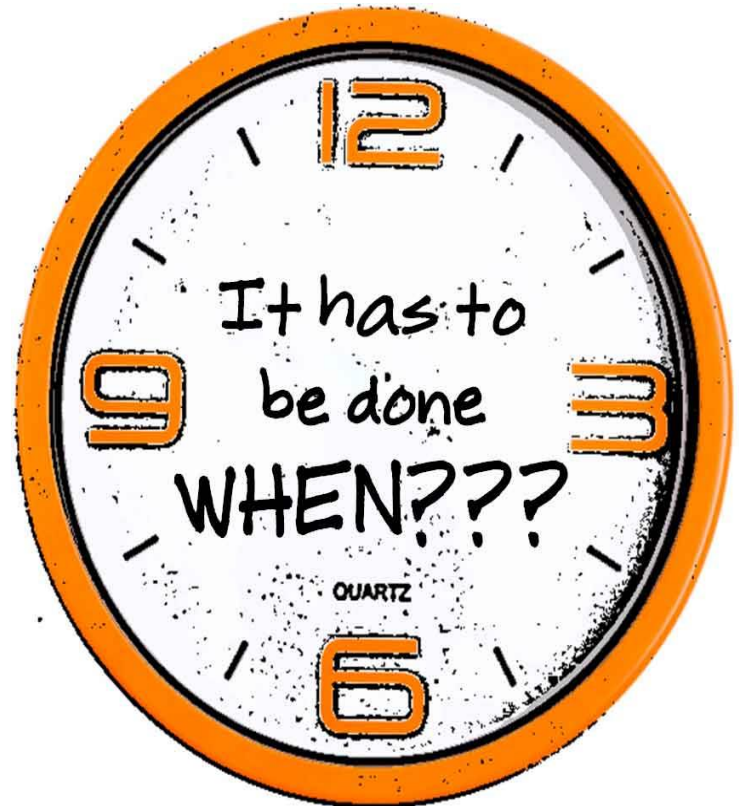
# Interfacing with Other Systems

- ✓ Repairs and Contractor
- ✓ Rents and Finance
- ✓ Repairs and Finance
- × Joint CBL and Allocations



# Timescales

- Main implementation work started Sept 2016
- But work started on preparing data March 2016
- Phase 1 Live June 2017
- Phase 2 Live April 2018 (some elements earlier)
- Ongoing enhancements and improvements (BAU)



# Project Team

- Members of staff seconded from business for duration
- Responsibilities and tasks allocated based on business area
- Seconded staff posts back filled
- Experienced Project Manager





# Project Board

- Project Sponsor
- Representatives from key business areas
- Provided strategic direction
- Key decisions
- Issues and Risks



# Key Milestones

- Document/Review processes and requirements
- Understand the system
- Configuration
- Testing
- Dummy Go Live
- Training
- Live!



# How did we do?



- We did a lot well
- We delivered improvements
- We went live on time!
- But some things we could have done differently

It's only a  
**failure**  
if you don't  
**learn**  
something



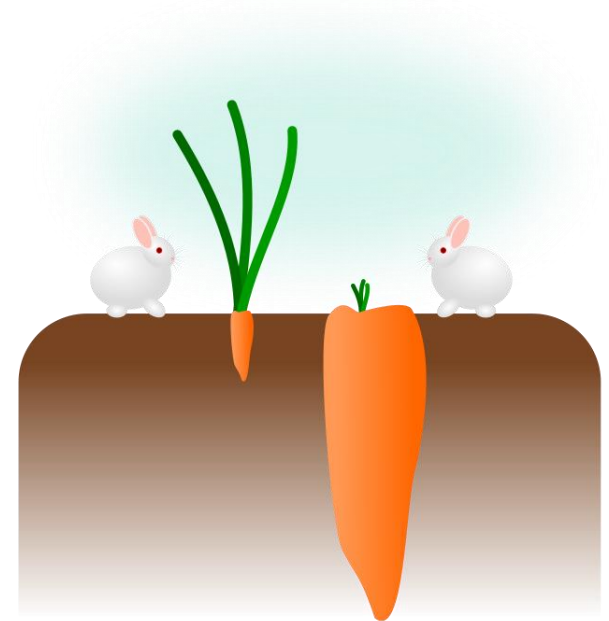
# People!

- Resource appropriately and correctly
- Relationships
  - Project Sponsor / Project Manager
  - Project Manager / Team
  - Team!
  - Supplier(s)
  - Third Parties



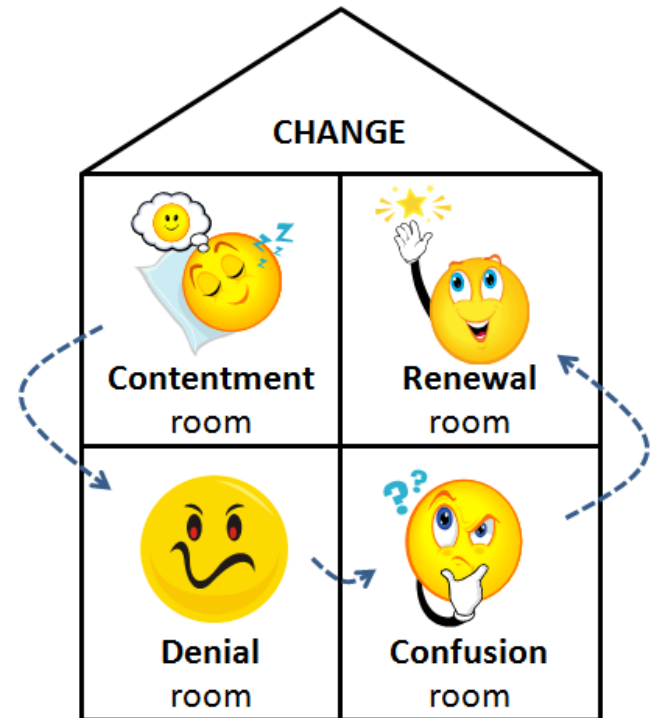
# Be Prepared for Surprises

- Extra Costs!
- Hidden databases/spreadsheets
- Salesperson “interpretation”
- Assumptions



# Making Changes

- Take the opportunity to make changes
- Some will resist, most will embrace
- Don't give people a reason to fall back to old ways
- Test Test Test and Test again!
- Communicate





# Be Prepared

- Not everything will go smoothly
- Allow contingency in the plan
- Deal with issues quickly
- Expect stressful times
- But enjoy the experience!



**KEEP  
CALM  
BECAUSE  
WE HAVE  
A PLAN**

# Finally!

- Commitment from the top table
- Monitored at the Director and Board level
- Be pragmatic
- Fully funded but no blank cheque
- Be curious!!!

If the plan  
doesn't  
work,  
change  
the plan  
but **never**  
the goal.