

## Step Changes in Housing Asset Management

### Overview

Under the leadership of Karen Dodds, Crawley Homes has been through challenging changes, restructuring the way the Housing Services are delivered and assets improved and maintained.

Regaining confidence with Residents, there has been tremendous engagement and active participation.

### Appointment

Assisted by echelon, Planned Maintenance Services to deliver £30 million worth of Decent Homes works and Gas Servicing and Maintenance works across approximately 8400 units have been mobilised.

### Role

- Set-up mobilisation workshops, structures and methodology for implementing new contracts with Apollo and Wates.
- Assigned key roles and responsibilities and created appropriate sub-groups to manage the action plans.
- Facilitated key meetings and provided technical support for Strategic Management, Operations, Commercial, Communications, IT, Sustainability.
- Reviewed the contract documents and aligned the service requirements with the Client's strategic objectives.
- Created an appropriate Price Framework and Cost Management procedure.
- Created an appropriate KPI structure and handbook.
- Provided Team working support, impetus and motivation through co-located Service Provision.
- Provided individual Officer support and coaching for new roles including developing a Roles and Responsibilities Matrix.
- Provided Senior Management support and feedback to ensure organisational risks were evaluated and mitigated.



*“ echelon provided Crawley Homes with sound technical knowledge, strategic understanding and an ability to coach, train and develop people along the way.*

*I really appreciated echelon's ability to turn our required outcomes into practise; their approach was very much geared towards what we wanted rather than a standard product that we fitted into.*

*Another great strength was the very clear and direct communication. ”*

**Karen Dodds, Head of Housing**