

Number of voids

412 (31/12/23)	416 (End of Feb)	320	240	160	80
	Transfer Projects Team Lean Review Discuss with trades Transfer Policy updated Leaving standard improved Focus on numbers	Reduce voids by 4 per week Establish routines Reduce major delays Right people in place Start training	increase rate of reduction Lock in the routines Reduce minor delays Improve efficiency	Maintain reduction Routines are a way of life Reduce delays Improve efficiency Examine Total Mobile	Maintain reduction Routines are a way of life Reduce delays Improve efficiency Spec to Total Mobile

Voids Action plan for 24-25

Activity	What	Done	April	May	June	July	Aug	Sept	oct	Nov	Dec	Jan	Feb	March
Purpose, direction setting and culture	To re- let properties sustainably,in shortest possible time. Devolve responsibility to the people who do the work	Has been set in the launch phase	Work with managers to set standards of role modelling. Reinforce these leadership managemnt practices			Managers will start to display the right style			Managers will deploy the style to their teams			Everyone can show how their work contributes to the "Purpose " of letting properties sustainably in the shortest possible time		
Introduce lean thinking and concepts	Real time problem solving - where the work is done	Started in project phase	Reinforce with training on problem solving tools and techniques			The reporting will demonstrate this is being done			Evidence of problems being identified and solves as they arise			Reporting shows fewer, smaller problems are arising		
Process improvement	Identify obstacles to " flow"	Identified major delays and time wastes - within voids team and other SCC teams	Workshops within voids and other teams. Start with Pest Control and Green team in April			Measures will show performance gaps and what is being done to close them			Measures will show that the end to end process is flowing more smoothly					
			Estate Area Estate Managers will review every void every week with the Voids co-ordinators.			Process measures will demonstrate higher levels of control			Voids coordinators are demonstrating control over every property					
Identified lack of " routines " - focused on process and numbers	Daily and weekly information is used to identify and solve problems	Designed the visual measures	Enable automatic production of data.Workshops to embed the routines and get visual measures up on the wall			The information visible in the workplace and the reporting will demonstrate this.			Daily and weekly catch ups and meetings are a way of life and are really valued by the participants. Team work and cooperation are at high levels					
Identified there are not enough people to enable the processes to work correctly	Start with Inspections ,planning and voids managers. Trades efficiency will be improved with better planning	Correct level of inspectors and voids co-ordinators is in budget for 24-25	Establish " Standardised work" to make the best ue of everyones time. Accelerate recruitment of the right people. Look within SCC. Inspectors and planners at right level			Develop the model to calculate the ideal trades profile. Develop pre void inspections to determine amount of work coming in - in hours per trade.			Specify the trades resources required. Re- shape the teams to match this - within budget 24-25 . Make plans to release Project team back to their role					
		Budget set for 24-25	Recruit trades to fill immediate pinch points - decorating			Recruit trades to fill immediate pinch points identified by measures			Recuit trades that are required to continue improving performance					

		Transfer staff from Contracts team	Integrate staff transferred from Contracts team to work in the same way as current team to enable flexibility	Train everyone in doing the work " in the one best way". Process documentation and SOPs	Measure , manage and improve. Start preparing to return to Project role	
		in the budget 24-25		Establish trade resources required based on " lean process" , good planning and good service from other teams	Recruit, train and deploy according to needs	
Identify avoidable work	Explore ways of automating the processes	Visited Epping Forest to see how they implemented Total Mobile			Explore ways of automating the processes	Develop detailed specification to explore benefits/ possibilities
	Internal Transfers - high level and high cost	Designed and Launched " Transfer Ready" programme to help tenants get ready for low cost transfers. Top 200 aspiring transferers have been contacted to arrange property inspections	Follow up first 200 and establish a rolling programme	Implement rolling programme of managing aspiring transferers to enable them to be able to succeed with their transfer according to SCC policy		
	Lack of robust management of outgoing tenant and follow up to recharges	Designed a process to manage this	Implement the process and manage it	Manage and improve the process		
	Lack of routine property inspections		Design a process, specify resources required and make plans to start in Q2	Start inspecting according to plan		
	Lack of capital programme means increased work at void stage	Capital programme in place for 24-25	Recruit staff for capital programme and enable them to work on voids	Make best use of the capital programme to accelerate void reduction		
Identified lack of flexibility and succession planning	District Estates Maintenance Manager – Voids retired at short notice - nobody ready to step in	No acceptable candidates from recruitment. Interim support from other senior manager and other staff will step up and be trained	Assess capability of those who step up. Develop an approach to succession planning	Identify and develop key staff for hierarchical scession and cross functional flexibility.		