

Housing Operations Voids Improvement Plan 2023/2024/2025

Improvement Steps	Sub-elements	Specific areas and actions:	TASKS	Completed By	Start Date/ End Date	2023												2024				2025							
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	September	October	November	December	January	February	March	April								
Step 1 - Recognise Critical Areas for Improvement	Identify areas not meeting Service Targets & Strategic Goals																												
			141% rise in Average Void Maintenance Costs compared to 2019	Reducing costs by completing work prior to property becoming void - after pre-void inspection.	John Chambers, John Kirk, James Doyle, Anthony Keogh	01.01.24 - ongoing																							
			Backlog and No. of void properties	Increased use of Periodical Tenancy Checks to manage tenants	District Housing Managers	01.07.24-ongoing																							
			Exceptionally long turnaround times	To proportionally target "quick Wins" whilst ensuring a steady recovery of major works voids	John Chambers, John Kirk, James Doyle, Anthony Keogh, Mark Chandler	01.01.24 - ongoing																							
			Over £1m rent lost	Utilising resources -relocation 23 trades from Projects to Voids	Terry Lander	01.04.24-01.04.25																							
			Additional Council Tax costs	Implementation of total mobile technologies for trades to monitor performance	Mark Mullen	01.09.24 - ongoing																							
			Tenant reachable work in excess of E70k pa	Reducing turnaround time and time spent as void with increased tenant management	District Housing Managers	01.07.24 - ongoing																							
			Delays in materials to trades	Pre-Void inspection process to be redesigned with the inspectors to ensure recharges are applied	Anthony Dunn, Vanessa Lee	01.07.24 - 31.08.24																							
				PPPs to be completed regularly to reduce cost on the void	District Housing Managers	01.07.24 - ongoing																							
				Tenant reachable work in excess of E70k pa	Debt management team to collect tenant debt and review process	Mike Fagan	01.07.24 - ongoing																						
Step 2 - Analyse & Identify	Phase 1 - Source of the problem																												
	Analyse and Confirm what needs fixing	Lack of E5m planned maintenance investment in housing stock	E25 M approved by cabinet already	LEAN Working Group	18.01.24-07.08.2024																								
		47% Decent Homes Failure rate	48% open contamination	Dave Hockaday	01.01.24 - 31.12.24																								
		Lack of trades and staff to match the rise in demand caused by the above problems	Cabinet approval of initial funding of E25 m in oct 23 for delivery over 5 years	Iain O'Leary	01.01.24 - 31.12.24																								
		Identify technology solutions for upgrades and/or replacement of existing	Recruitment to meet demand - up to capacity of 75 staff including 1 Overall manager, 6 area managers, 6 charge hands, 1 PM and 4 void coordinators	Mark Mullen	31.03.24 - 31.03.25																								
	Phase 2 - Process reviews	Inefficiencies through process waste, duplication & non-added value activities	To recognise where work is being duplicated and what work is non-essential	LEAN Working group	06.01.24 - 01.04.25																								
		Identify manual processes that need to be replaced with technology solutions	Centralised data team to create a power BI housing data dashboard to monitor KPI's and void progress without manual input	Charlene Greenaway/Chrylea Hopkinson	01.05.24 - 01.11.24																								
Step 3 - Redesign	Phase 1 - Design for improvement																												
	Engaging staff	Housing Ops Service re-design plan	Ensuring Improvement Ideas from "bottom up"	VOIDS Working Group to meet weekly to discuss issues as they arise	LEAN working group	06.01.24 - 06.02.25																							
		Business Case proposal	Ensure we have the right people in the job and we are utilising staff in the most effective way	We look at structure and gaps in roles to ensure all areas are covered effectively even if none in post - Void managers to cover more management duties whilst we are still recruiting for DEAMM	LEAN working group	20.12.23-31.10.24																							
		Engaging Union	Working with reps to ensure better working environment for staff	Engaging union reps as part of LEAN working group	Hanissa Sheikh	01.01.24 - 01.01.26																							
		Engaging Finance & budget allocation	Being flexible with budget to utilise money effectively	Re utilising vacant post in the previous financial year to support new posts required	Mark Mullen	31.10.23 - 31.03.24																							
		BC Sign-off / Approval	to be completed in a timely manner	higher management to be involved in development of business case	Jamie Breuchley	01.01.24 - 03.03.24																							
	Phase 2 - Design adjustment for further improvements	Lean Consultant review of whole end-to-end voids process	Lean Consultant review of whole end-to-end voids process	this includes reviewing processes for planners, void managers, and housing officers	Lean Working group	10.12.24 - 01.04.25																							
		Lean Consultant review of Materials Hub process	Lean Consultant review of Materials Hub process	communication with H/B team for best practice	Andrew Schofield/Debbie Van Coller	01.06.24 - 01.04.26																							
		Newton Europe Diagnostic review work	Newton Europe Diagnostic review work	Review, analyse and recommend areas for improvement	Newton Europe	01.06.24 - 01.04.26																							
Step 4 - Implement	Phase 1 - Resource recruitment																												
		Resource allocation	Induction of new recruits	Ensure Training Induction Process for all new recruits including Moving In Standard, H&A etc	Mark Mullen	01.01.24 - 01.04.25																							
		Interim measures	23 trades and staff reallocated from Major Projects to Voids Maintenance	To ensure these "borrowed" trades are upskilled in Voids	Mark Mullen	01.01.24 - 01.01.24																							
			Engage sub-contractors to assist in clearing backlog	To procure additional sub-contractors	Terry Lander	01.05.24 - 31.12.24																							
			Handling over critical large major works to Corporate Estates & Assets	Create a MWMS team to handle our voids with minor work's i.e. not quick/wins	Terry Lander	01.05.24 - 01.09.24																							
			Forecast improvements to meet service targets	Monitor MWMS team performance and set monthly targets	Terry Lander	01.05.24 - 31.04.25																							
				Using forecasting to monitor progress to ensure we are improving or being reactive if forecasts not positive - changes can be implemented	Robert Gae	01.03.24 - 01.03.24																							
	Phase 2 - Process reviews																												
		Process implementation review by Lean Consultant	Process implementation review by Lean Consultant	LEAN working group to review processes and suggest improvements	LEAN working group	31.12.23 - ongoing																							
		Technology development solutions options	Technology development solutions options	using performance data from Total to improve process and cut wasted activities	LEAN working group	01.12.24 - ongoing																							
Step 5 - Communicate	Director, Planners, Boards, Cabinet Members																												
		Staff	communication with trades to keep a uniform approach keep them informed	regular communication to staff at appropriate times	Mark Mullen	monthly																							
		Union	open communication with union to ensure transparency	monthly briefings	Mark Mullen	monthly																							
Step 6 - Monitor and Review	Progress reviews																												
		Process reviews	Report to Boards and Cabinet Members	create project plan updates	Hanissa Sheikh/Mark Mullen	Ongoing																							
		Additional process reviews post implementation	using performance data from Total to improve process and cut wasted activities	using performance data from Total to improve process and cut wasted activities	Hanissa Sheikh/Mark Mullen	Ongoing																							

Author: Mark Mullen, Housing Operations Manager
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