

Voids

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THE CUSTOMER:

Plymouth
Community Homes

THE CHALLENGE:

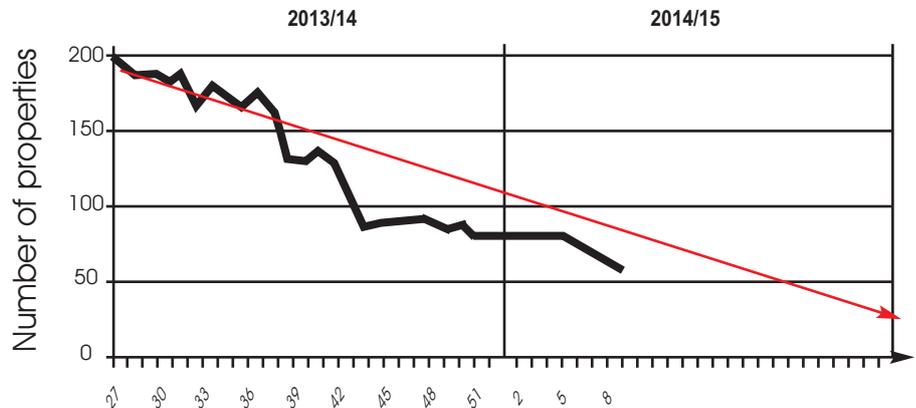
Reverse the trend of increasing voids in the face of Welfare reforms
Develop the Team

THE SOLUTION:

Lean Thinking

THE RESULTS:

Reduced voids, more capable people and teams, great levels of co-operation and confidence that with this Lean methodology – we do have the ability ourselves



CONTEXT

The organisation had tried a variety of approaches to solve the problem of increasing voids and tenant dissatisfaction with the service, but they had not "stuck". There was room for improvement in the co-operation between the departments and welfare reforms were driving up the number of lettings. The pattern was worsening. After research into the options Plymouth Community Homes chose The Lean Partnership as its partner to help to apply 'Lean' thinking into the service. The Lean Partnership was selected because of their reputation, pragmatic approach and the fit with and support of the values of our organisation. They also had very solid housing expertise.

VOID TURNROUND

The number of empty properties has been dramatically reduced and the improvement continues.

TENANTS

An additional 150 families are enjoying a Plymouth Community home and new tenants have a lot more certainty about moving in.

OUR PEOPLE

The levels of understanding and co-operation have really improved – "We are delivering a much better, quicker service by working more effectively as a team. We are also enjoying our work and getting on much better with our colleagues." Clare Patey



THE LEAN PARTNERSHIP

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"We had great people, wanting to do a great job – but our void times were getting worse. Welfare reform meant we wanted to help more tenants to move, particularly to downsize, resulting in more empty properties. It was time for a fundamental shift in repair and re-let times for empty homes. Lean Partners came in and worked with a diverse group of staff, and a vision of "how it could be" (which seemed impossibly optimistic at the time). A few months later, here we are: 60 empty properties instead of 200; top quartile turnaround has replaced bottom quartile; we have a keen, co-operative and motivated team pushing for further gains. Lean Partners' combination of confidence in our people, and confidence in their own methods was a powerful combination – and one which has delivered the promised vision!"

*Sue Shaw
Director of Homes & Neighbourhoods*

"This methodology has empowered and developed teams at all levels to take a proactive approach to problem solving. This has facilitated a 'can do' attitude which resulted in teams delivering a level of performance that they did not think possible at the start of this process".

*Ian Frazer
Head of Building & Technical Services*

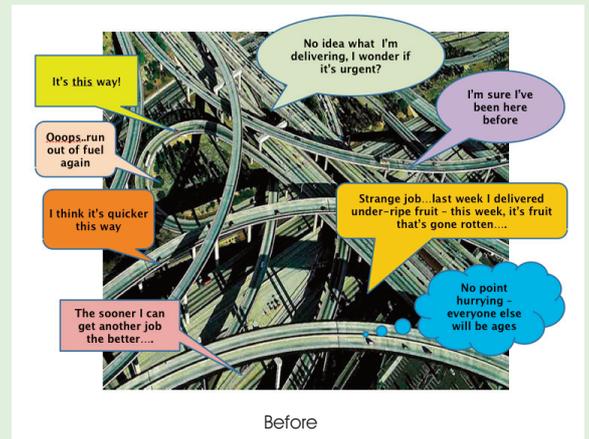
THE APPROACH

The Lean Partnership approached the project with a cross functional project team.

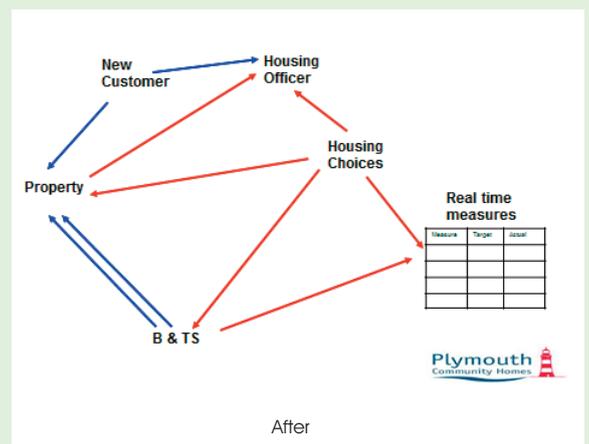
They delivered lean awareness training, taking the team through the application of lean principles to the voids "business"

At first staff were a bit cautious about this different approach and initially found it very different to think in a lean way, and to focus on delivering what the customer and the business really values i.e. a home ready to move into, but the style with which the knowledge transfer was delivered soon got them on board.

The new way of working was implemented and results were seen quickly. The pace of improvement fed into the motivation of the team, driving further improvement. A key part of the Lean approach was the transfer of skills and knowledge, which ensures sustained improvement and integration within the business.



Before



After



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