

CHECK & REDESIGN TEAM
EVALUATION FRAMEWORK FOR REDESIGN
29TH SEPTEMBER 2009

Background

We have been implementing the redesigned system for tenancy end to commencing a new tenancy, including homeless approaches and housing advice, since early May 2009.

We labelled this the 'moving out' and 'moving in' phases of the tenancy experience. The four main customer demands being –

- Can I end my tenancy ?
- Can I have a home ?
- Can I have a different home ?
- Can you set me up right ?

A new keys to keys system has been designed following Check including an evaluation of 'what matters' to customers, the value steps in the system, assessing the type and frequency of demand (separating value and preventable demand), looking at flow (determining value work and waste), considering capability of response, identifying system conditions, and establishing a customer focused purpose.

As a minimum we wanted to achieve the following through Redesign:

- Reduce waste and preventable demand in our application and allocations process;
- Reduce the length of time void properties are with contractors and design a more stable system with less variation;
- Improve the 'sign up' process with more emphasis on the payment of rent.

We also wanted to achieve the following outcomes:

- Higher customer satisfaction, fewer complaints, increased staff capacity to undertake the value work;
- New tenants in void properties quicker and an increase in rental income (less rent loss);
- Rent accounts clear (no arrears).

We adopted a series of principles and operational procedures to act as a framework for the Redesign. We also adopted a series of leadership, management and frontline principles, which should be revisited as part of our evaluation.

The Operating Principles are:

- Fully understand the customers housing needs.
- Resolve the customers housing need at the earliest opportunity.
- Receive complete and correct information at first contact with the customer.
- Make it clear to customers what we can and can't do.
- Have up to date and detailed information about our properties.
- Make sure that the tenant (current and new) understands and is fully informed about their rights and responsibilities.
- Reduce the time from keys to keys:
 - Get the new tenant out quickly;
 - Get the new tenant in quickly;
 - Get the property prepared quickly;
 - Minimise rent loss.
- Do the work required to the property and those works agreed with the tenant.
- Be accountable and responsible for raising issues and finding solutions to things that affect the work.

We have experimented with two types of redesign – I will call these the Virtual Redesign Team and Change of Tenancy Team

Evaluation process

Evaluation themes to consider – The overall success of Redesign and consideration of the two different Redesign options to determine which is best to adopt for the long term.

What has the Systems Thinking review achieved in terms of customer centred service improvements ?

Have we reduced preventable demand and doing the value work ? (results of the latest demand analysis for telephone/face to face/letter/email).

Do any of the value steps need changing or adding too ?

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What are the leading measures showing us about performance now compared to performance during Check ? (capability charts).

➤
➤
➤
➤
➤
➤
➤

What are the lagging measures telling us about performance ?

➤
➤
➤
➤
➤
➤
➤

Are the Operating Principles embedded ?

What principles are working ?	Which principles need changing ?
Examples	Examples

Have managers been available on 'pull' when issues arise in the work ?

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How can managers provide more effective support ?

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Are the leadership and management principles embedded and working effectively ?

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Have we done enough thinking and changing systems in relation to?

Homelessness and housing advice
Choice based Lettings
Rent management

What next ? What key actions do we need to complete

➤ Resolve issues on the Issues Log
➤ Revisit and update the Operational principles and practices
➤
➤
➤
➤
➤
➤
➤

Decide which Redesign system works best for customers and the reasons for the preferred option.

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Communication to the Service on the Redesign – how, when, what ?

Check, Plan, Do cycle.

SystemsThinking/Redesign evaluation framework