

# Fife Council

## Voids Turnkey Model

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# Fife Council

- 3rd largest authority in Scotland
- Varied demographic
- Over 30,000 houses
- Turnover of 2500 voids per year
- In house delivery model

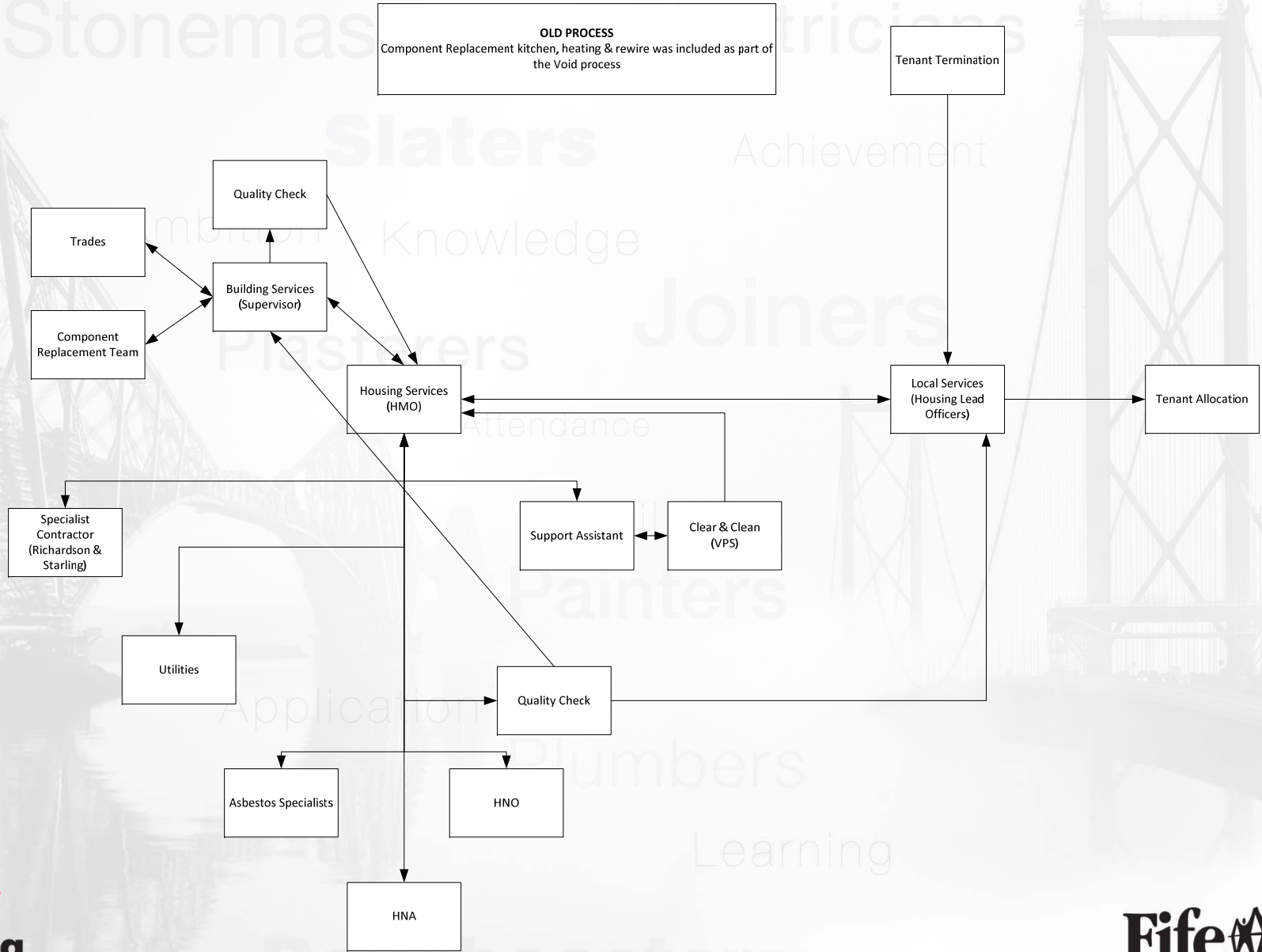
# 2015 Voids Performance

- Fife had not made the step change it wanted to in improving voids performance.
- In 2015 we were reporting an average of 47 days to turn our voids around. Bottom quartile.
- Impacting our tenants and our revenue.
- We knew we had good staff in teams in Building Services, Business Support and Housing Services, but somehow the potential was not being realised.

# 2015 Voids Delivery Model

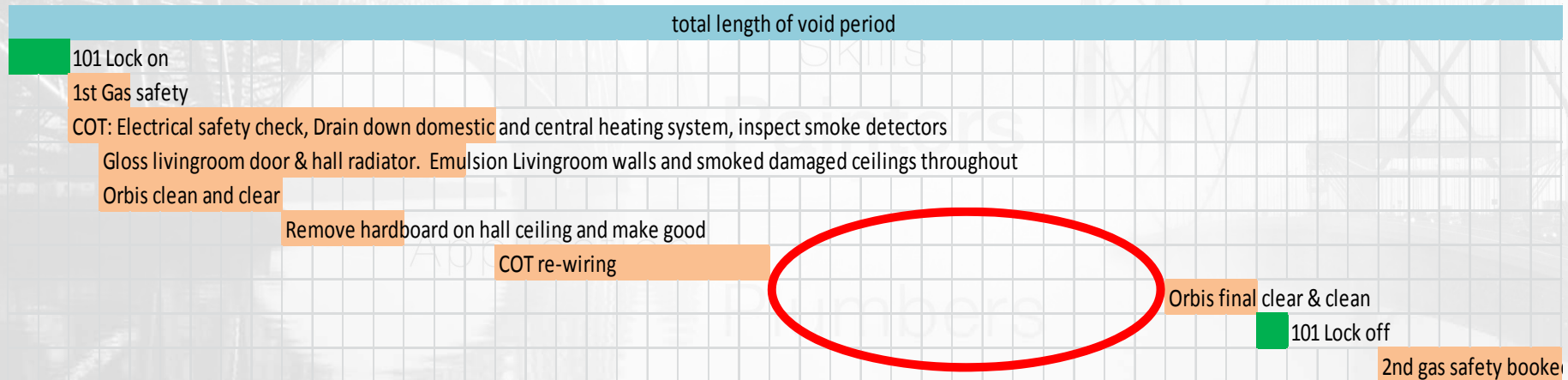
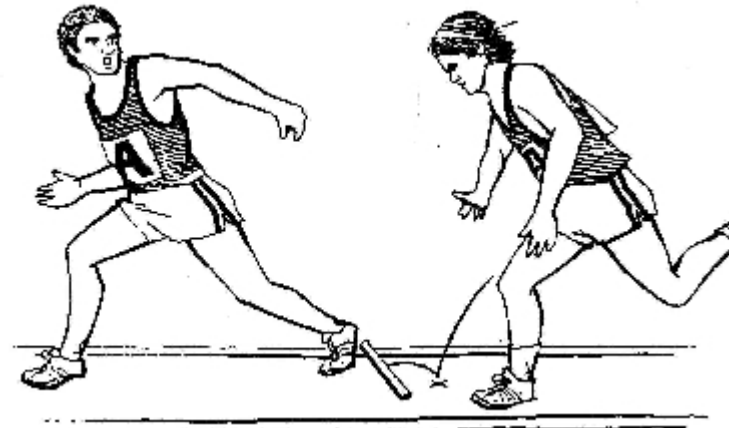
- Commissioning – 7 Housing Officers. Inspecting and specifying work to relet standard
- COT works stage – 7 Building Services supervisors delivering work to the relet standard.
- Clerical Admin – 9 Support Assistants based in Local Offices throughout Fife.
- Performance complacency had set in.
- Complex Voids processes from end to end.

**OLD PROCESS**  
Component Replacement kitchen, heating & rewire was included as part of the Void process



## Current Problems

- Relay race example.
- Gaps appear due to cross service processes failure.
- White space stretching out voids performance.



# 2016 Journey to Improvement

The new Head of Housing had strong aspirations to improve on our voids performance and set a target of turning our voids around within 21 days from "keys in" to "sign up" by March 2018. A robust target that would elevate Fife among the top quartile in Scotland.

# Voids Project Board

- In January 2016 a Voids Project Board was established to scope out the strategy for developing a new voids delivery model.
- The board members consisted of Service Managers from Housing Services, Building Services and Business Support.
- Tasked to deliver project in 12 weeks.
- Managers committed to weekly Board meetings.



# Project Brief

- Develop and deploy a new Turnkey Void delivery model
- Reduce void turn around from 47 days to 21 days by April 2018
- Reduce rent loss and long term voids
- Lean out existing void process and procedure
- Remove duplication and non value add activity
- “Best” person for the job to take responsibility
- Foster a culture of performance among all stakeholders
- Improve the customer journey
- Timescale – must be completed in 12 weeks!!!

# Project Team

- Project Manager
- Housing Services Lead Officers
- Building Services Voids Managers
- Support Services – Lead Officer
- Key staff drafted in as required

# Void Stakeholders

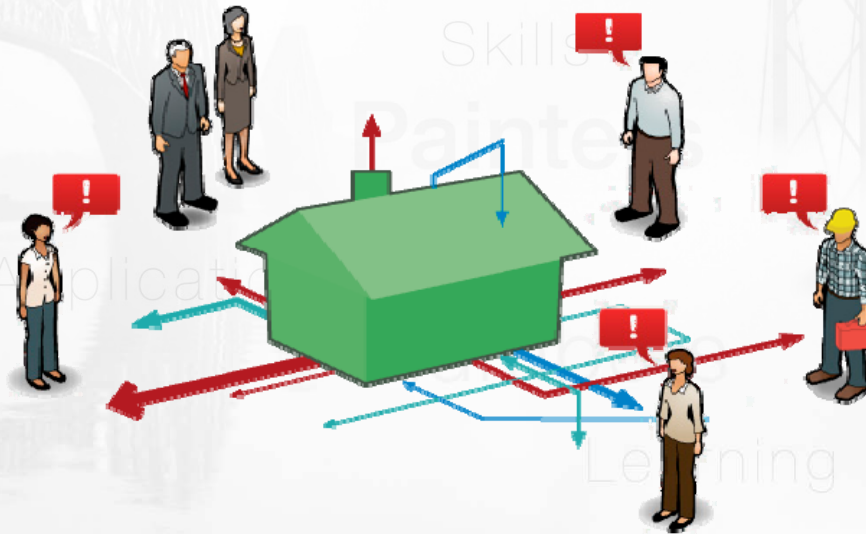
- Housing Services staff – provide the landlord function.
- Building Services staff – provide the expertise, experience and resources to bring our voids up to the relet standard.
- Business Support staff – provide the administrative, transactional and key communicational links among stakeholders.

# Operational Plan

- Simplify the existing complex voids processes and procedures.
- To provide clarity to the roles and responsibilities of stakeholders at key stages to ensure accountability and ownership.
- Create a cultural shift among our people to focus on performance and our customers.
- Improve communication among all stakeholders.
- Improve the customer journey.

# Our Journey Had Begun

We now had strategic direction, a project board and a project team and a full 12 weeks to deliver!!



# Where Did We Start?

- Pimp my Void Processes.
- Brain storming sessions with key stakeholders.
- Death by working groups and sub groups.
- Bench marking visits to other performing Councils.
- Issues log.
- Sharing best practice and ideas.
- Staff engagement throughout complete process.
- Continual planning and review.

# Pinch Points

## Support Assistants currently based in Local Offices

- Bogged down with unrelated void duties
- Holiday and sickness cover

Plan – relocate SA's to Central HUB. Hand and glove approach

## Relet Standard Conflict

- Housing Officer's specifying work above standard and challenged by BS supervision = delay to process

Plan – remove HTO's from process. BS Supervision commissioning work to relet standard. 7 HTO's freed up to do other work.

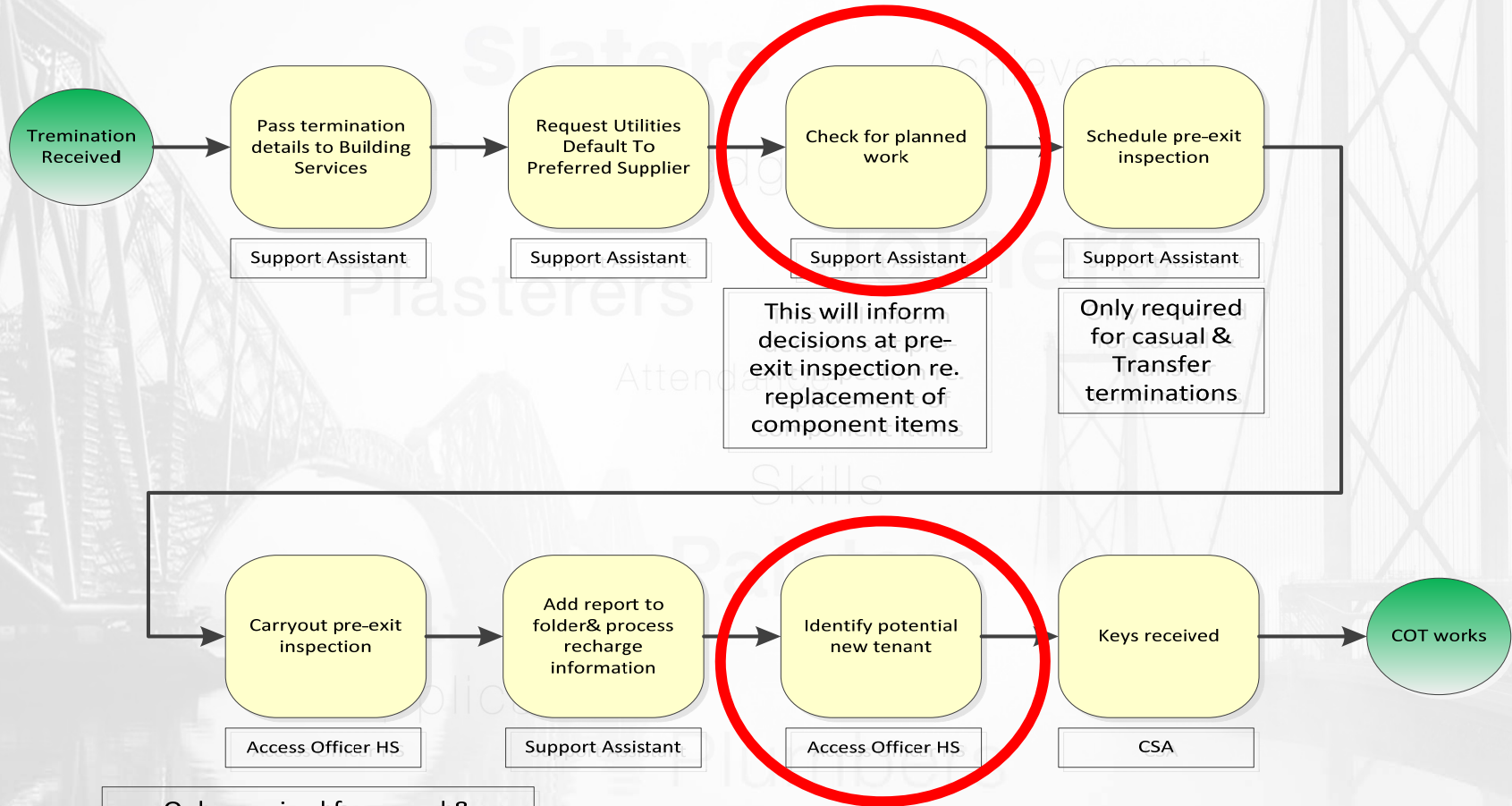
# Developing our Turnkey Model

Focus of new Turnkey Model processes were:

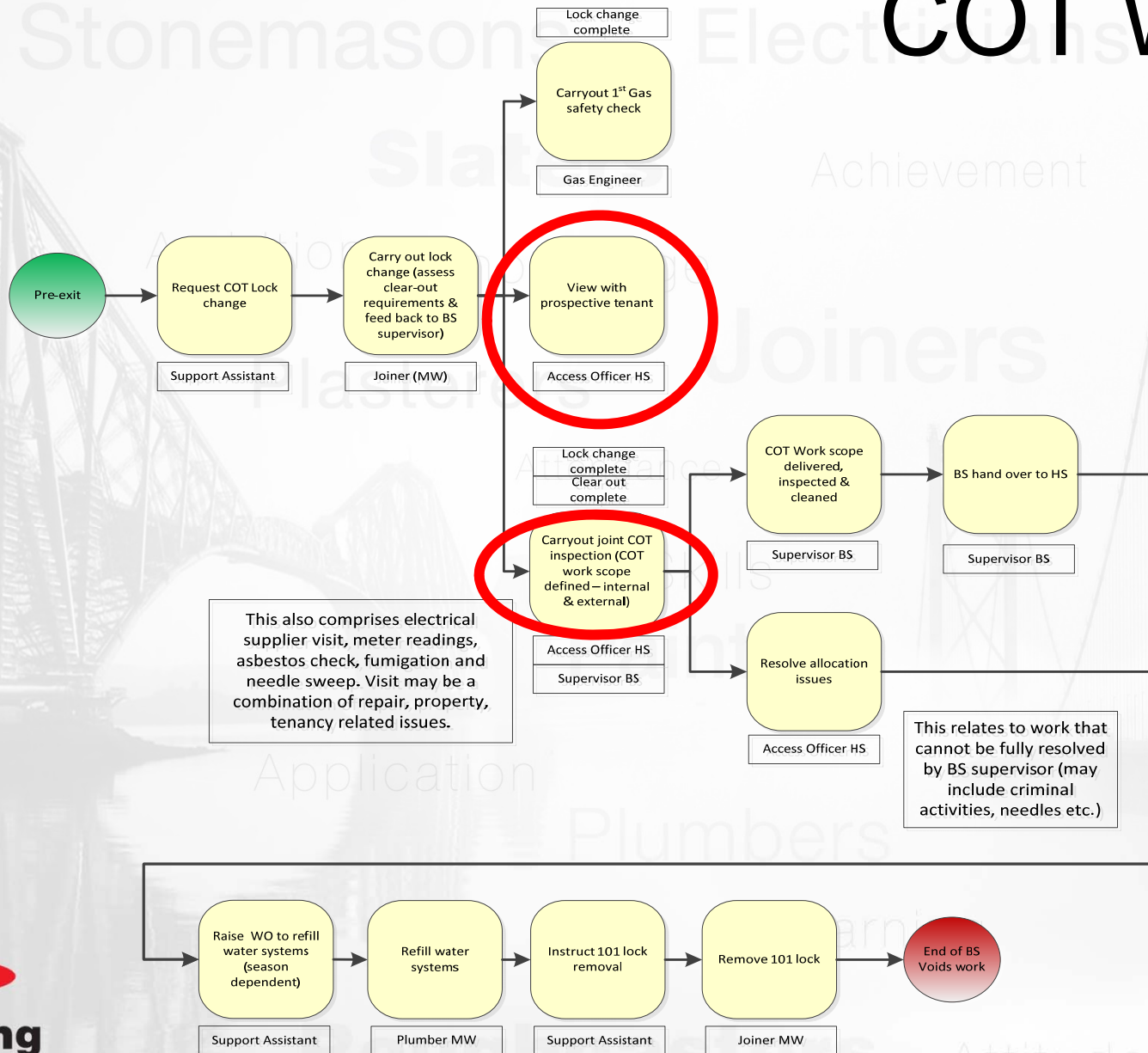
- Pre Exit Stage (improved info Mgt)
- COT Works (10 day target regardless)
- Post COT Works (new post let repair process)
- Tenancy Agreements



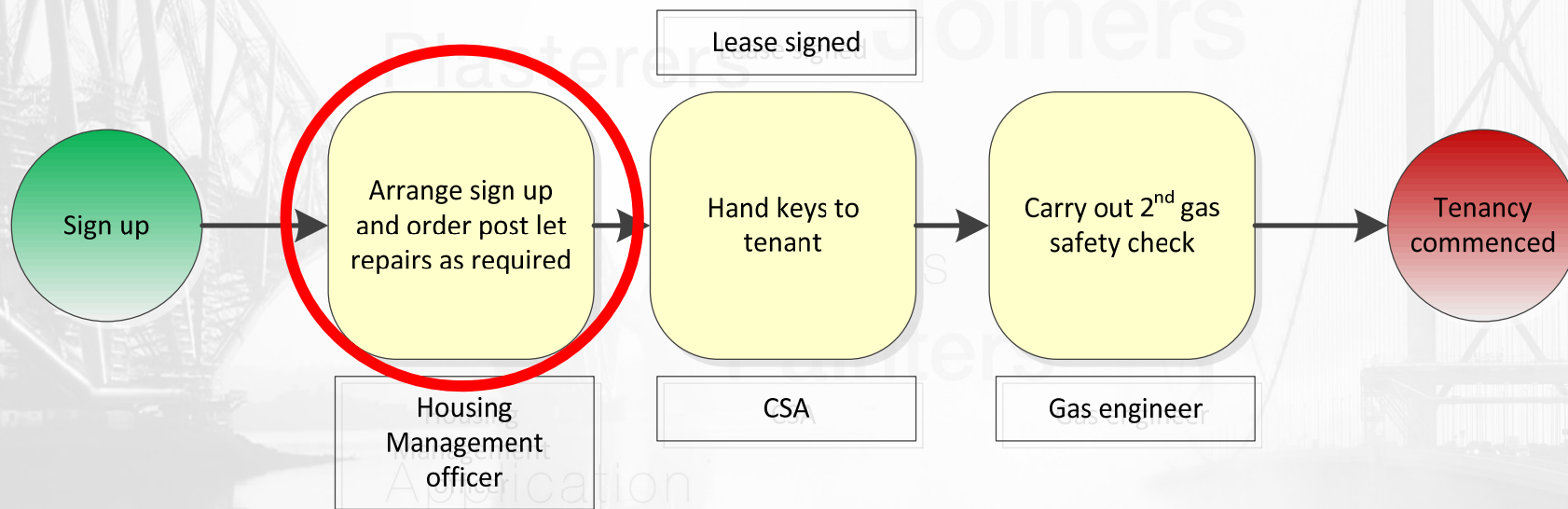
# Pre Exit Process



# COT Works



# Post COT Works



# Performance Monitoring

- All stakeholders focus on end to end void performance rather than the individual bits they do.
- Housing Lead Officers oversee void code changes.
- Weekly Void Mgt meetings being held to resolve problems as they arise.
- Exceptions are examined for system failure and future improvement.

# Challenges Overcome

- Deliver project along side a major Housing Services restructure
- Deliver project in 12 weeks
- Overcoming resistance to change
- Overcoming IT challenges
- Relocation of Support Assistants
- Changing our energy provider (SSE to Our Power)
- Getting our Electricians trained to fit smart meters

## **We achieved this by:**

- Changing how the team worked
- Removing wasted steps
- Building trust - shared goals
- Improving the monitoring and scrutiny
- Giving staff the autonomy to get on with the job

# Improvements Achieved

## What have been the benefits to organisation?

- We have reduced the number of our long term voids
- Reduced rent loss by £500k. Money available for re-investment
- Improved Void performance. Now at 26 days
- Strong governance among stakeholders
- Performance culture among staff

## What have been the benefits to the individuals?

- Voids supervision and support staff working in the same location
- Improved working relationships through workshops
- Void processes simplified, clarity of roles

# Improvements Achieved cont.

## What have been the benefits to our customers?

- One point of contact through the journey
- Opportunity to view property at COT stage and be advised of work content and future planned upgrades
- Quicker access to their new house

# Staff feedback

## What had the biggest impact on improvement?

They told us:

- Working as a team to overcome issues
- Bright, buoyant new way to work
- Clear route which lets people take ownership
- We were involved throughout the process



# Outcomes and future targets and goals

- 47 to 26 days working towards 21 days
- Further reduction in long term voids and rent loss
- Continue to improve the customer journey
- 7 HMO's able to be removed from process

# Thank You for Listening

Stone masons Electricians

Slaters

Achievement

Ambition Knowledge

Plasterers

Joiners

Attendance

Skills

Painters

Application

Plumbers

Learning

Roughcasters

Attitude

