

Vision 21 Change Programme

Programme Overview

Leeds Federated Housing Association Ltd

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Overview

- ▶ Introduction
- ▶ Workstreams & Projects - overview
- ▶ Going agile
- ▶ Business Process Mapping - scope
- ▶ Business Improvement Projects
- ▶ Programme Reflections: Challenges & Lessons Learned
- ▶ Programme Reflections - What went well - Top tips
- ▶ Next Steps

Introduction - Leeds Federated

VISION²¹



- 4200 homes in Leeds area
- 1500 more over 10 years

Vision

Building Futures Together

Mission:

'To enable the maximum number of people to access and live sustainably in good value, affordable housing.'

Goals

Sustain - Innovate - Grow

'a focus on efficiency, effectiveness and value for money'

Workstreams & Projects - overview

VISION²¹

1. Delivering the Offer

Customer Services

- Tenancy Agreement Review
- The Customer Journey

2. Repairs Reimagined

Assets & Repairs

- Asset Management
- Repairs & Maintenance

7. Business Analysis & Design

- Business Process Mapping
- Reporting & BI

3. Payments & Charging

Finance

- SUN system upgrade
- Procurement of P2P system
- Move to 52 Week charging
- Rent statements - review

4. The Way we Work

Corporate Services

- Flexible Working
- Working Environment
- Corporate Systems

8. Change Management

- Business Readiness
- Comms & Engagement
- Business Improvement

5. Growth

Development

- Development Management System
- Office conversion
- Innovations Project

6. Digital World

Information Technology

- Origin2 - Foundation Phase 1
- Origin2 - Foundation Phase 2
- Origin2 - Design Build & Test
- Origin2 - Implementation

9. Managing for Value

- Definition and Scope
- Target Operating Model
- MfV Detailed Design
- Implementation

The Way We Work - Going agile

VISION²¹

Changing the culture and working environment to promote greater flexibility, higher productivity and lower turnover

1. Flexible Working

How and when staff worked - focus on delivering objectives rather than hours

2. Working Environment

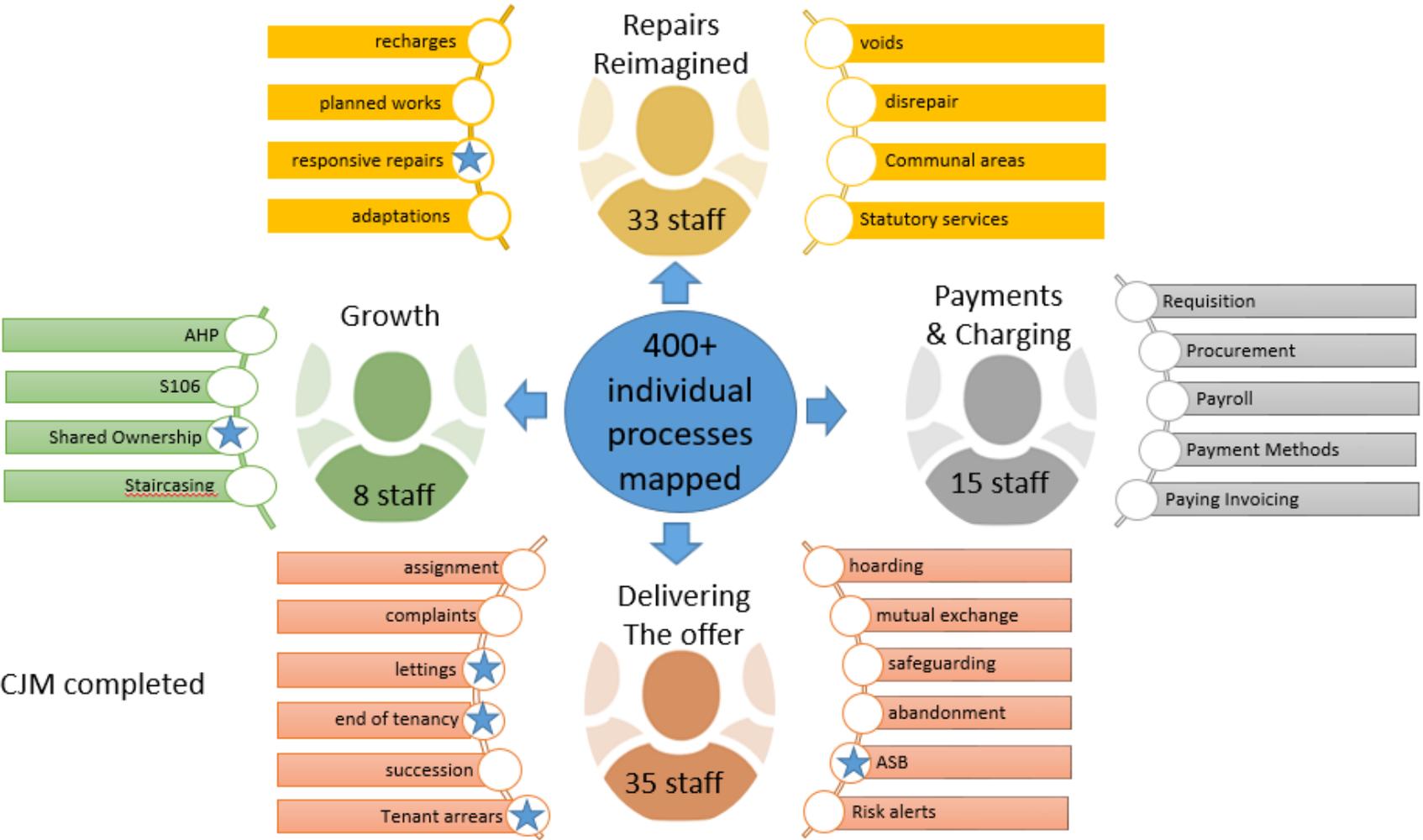
Ability to work from any location; hub, office or home

3. Corporate Systems

New software systems and apps to enable & support staff in agile & remote working



Business Process Mapping - Scope



★ - CJM completed

Business Improvement Outputs from CJM & BPM



Customer Journey Mapping provided **149** recommendations.

Business Process Mapping provided **285** recommendations.

90 recommendations - identified as potential future 'projects'

25 recommendations - to be delivered in the new *Origin2* system

40 actions - to be actioned via the *Managing for Value* workstream

Themes include:

- Channel shift (**21**)
- Communication (**43**)
- Documentation (**27**)
- Payments methods (**15**)
- Policies and procedures (**44**)
- Processes (**45**)
- Technology (**147**)
- Staff training (**15**)

Distinct projects include:

- Channel Shift
- A new income collection policy

Programme Reflections

Challenges & Lessons learned



- ▶ Scope Creep
- ▶ Limited resources & ongoing commitment
- ▶ Timescales of BPM work
- ▶ Change fatigue
- ▶ External supplier management

..accept change in the programme....be agile!

Programme Reflections

What went well....top tips!

VISION²¹

1. Robust Governance & Project Management
2. Change underpinned by Corporate Mission, Vision & Objectives
3. Effective, engaging & timely communications
4. Ownership & Commitment
5. Monitor Cultural Change
6. Selection of tools & systems
7. Listen to the business
8. Focus on Benefits
9. Seek feedback
10. Celebrate achievements!

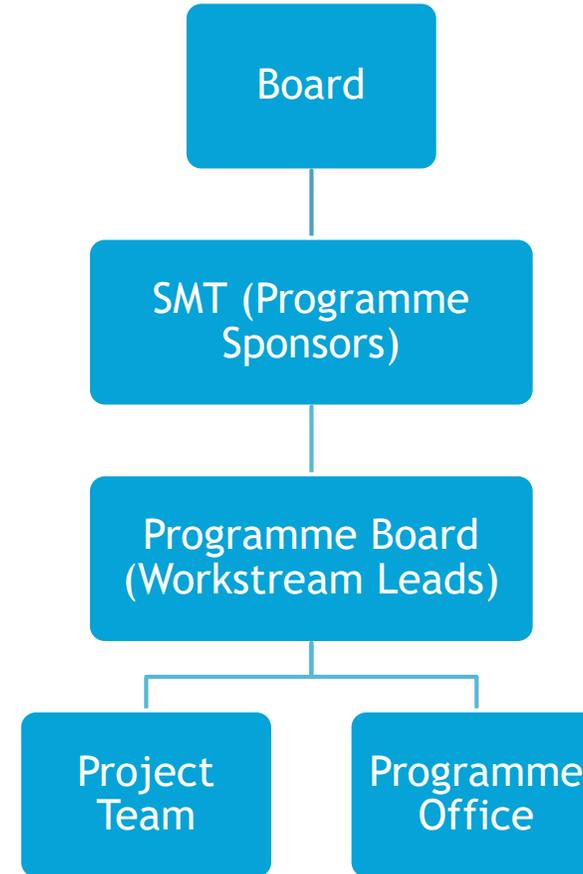
Goal > To deliver change that is embedded and is sustainable beyond V21

Programme Reflections

What went well...top tips!

1. Robust Governance & Project Management

- ▶ Established governance structure
- ▶ Clear roles & responsibilities
- ▶ PMO support
- ▶ Project Management methodology
- ▶ Management of Risks & Issues
- ▶ Governance control documents



Programme Reflections

What went well...top tips!

2. Change underpinned by Vision, Mission & Objectives

Vision

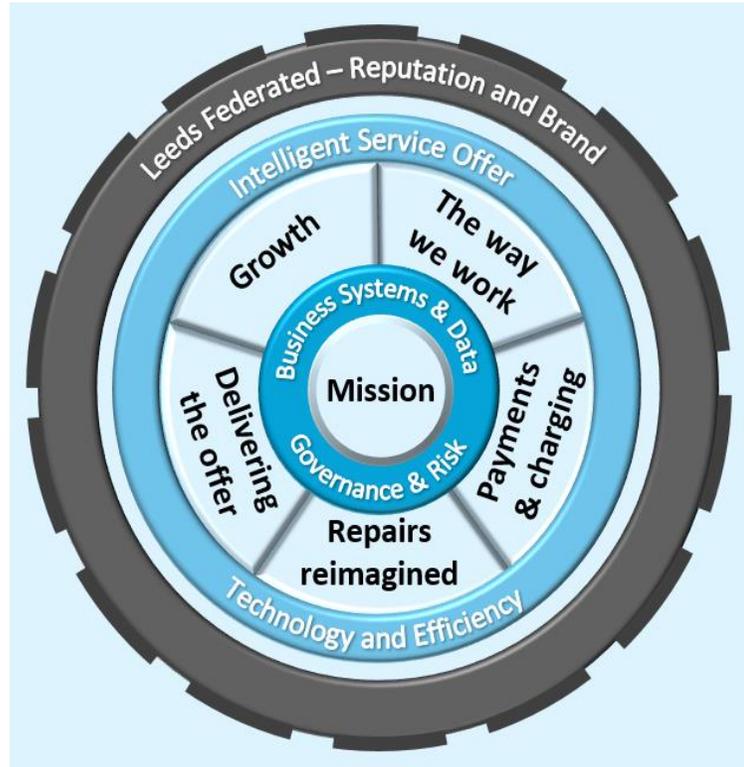
Building Futures Together

Mission:

'To enable the maximum number of people to access and live sustainably in good value, affordable housing.'

Goals

Sustain - Innovate - Grow



Programme Core Objectives:

- 1. A culture which values & empowers us to achieve*
- 2. A clear, good value offer to our customers*
- 3. More homes that people can afford*
- 4. Agile and efficient systems and processes*

Efficiency

Effectiveness

Economy

Programme Reflections

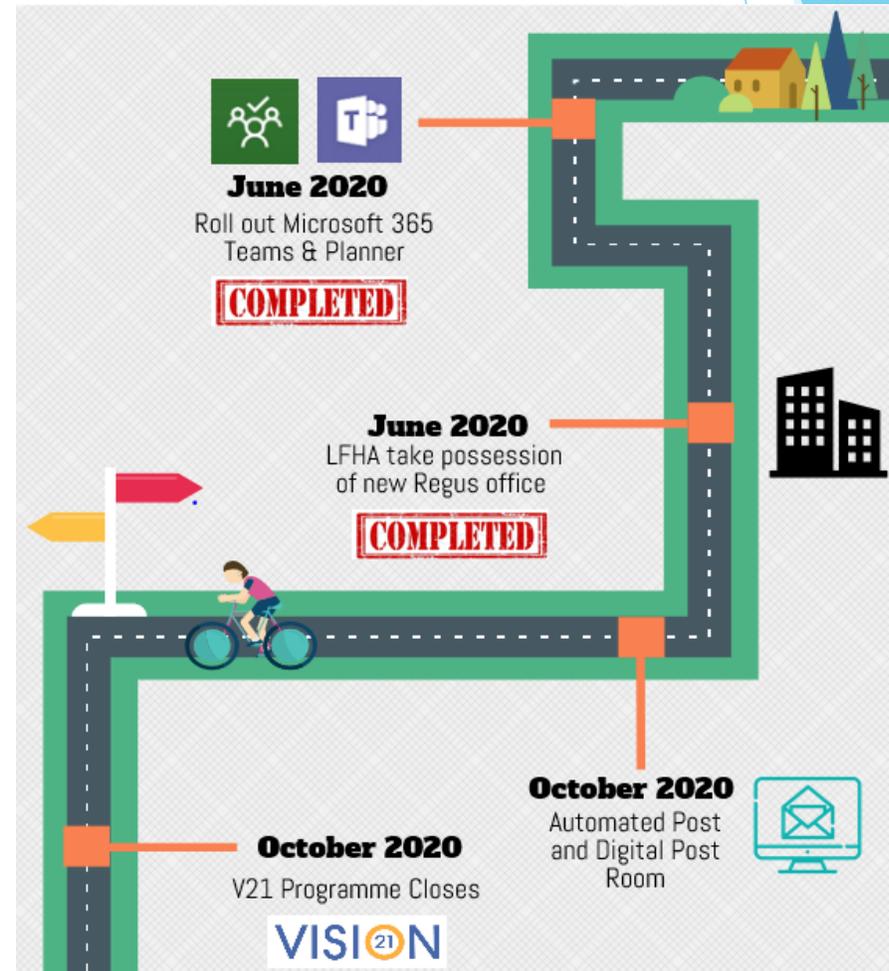
What went well...top tips!

3. Effective, engaging & timely communications

- ▶ Detailed project comms plans
- ▶ Strive for professional quality
- ▶ Use known vocabulary & terminology
- ▶ Repeat key objectives, rationale & benefits
- ▶ Use an accessible platform

- ▶ Bi-Monthly 'glossy' updates
- ▶ Weekly - 'What's going on in V21..'
- ▶ Targeted project comms
- ▶ Video updates
- ▶ V21 Programme 'Roadmap'
- ▶ Showcase / Preview - new work & systems

VISION²¹



Programme Reflections

What went well...top tips!

4. Engagement & ownership

VISION²¹

What we did...

- Staff seconded from the business to work on the Programme
- Project teams established from BAU staff
- Staff participation in Customer Journey & Business Process Mapping
- Senior Customer represented
- End user doing the User Acceptance Testing
- End user completing the new 'current state' published processes

Also consider...

- ▶ 'Contracting' with staff who will participate in project work
- ▶ Gain line manager approval on commitment
- ▶ Set objectives and measures to monitor improvement delivery
- ▶ Make participation in change & continuous improvement an integral part of everyone's role
- ▶ Put the skills in the business

Programme Reflections

What went well....top tips!

5. Monitor Cultural Change



Good work is recognised giving job satisfaction

There is a positive friendly vibe & work is fun

Good work is recognised giving job satisfaction

I am connected to colleagues for work & social

I am empowered to make decisions and I am given autonomy

I am respected, valued and trusted

I can give honest and open views

I feel supported and can get advice

I have the technology and the right tools to do my job

Programme Reflections

What went well...top tips!

6. Selecting the right tools & systems

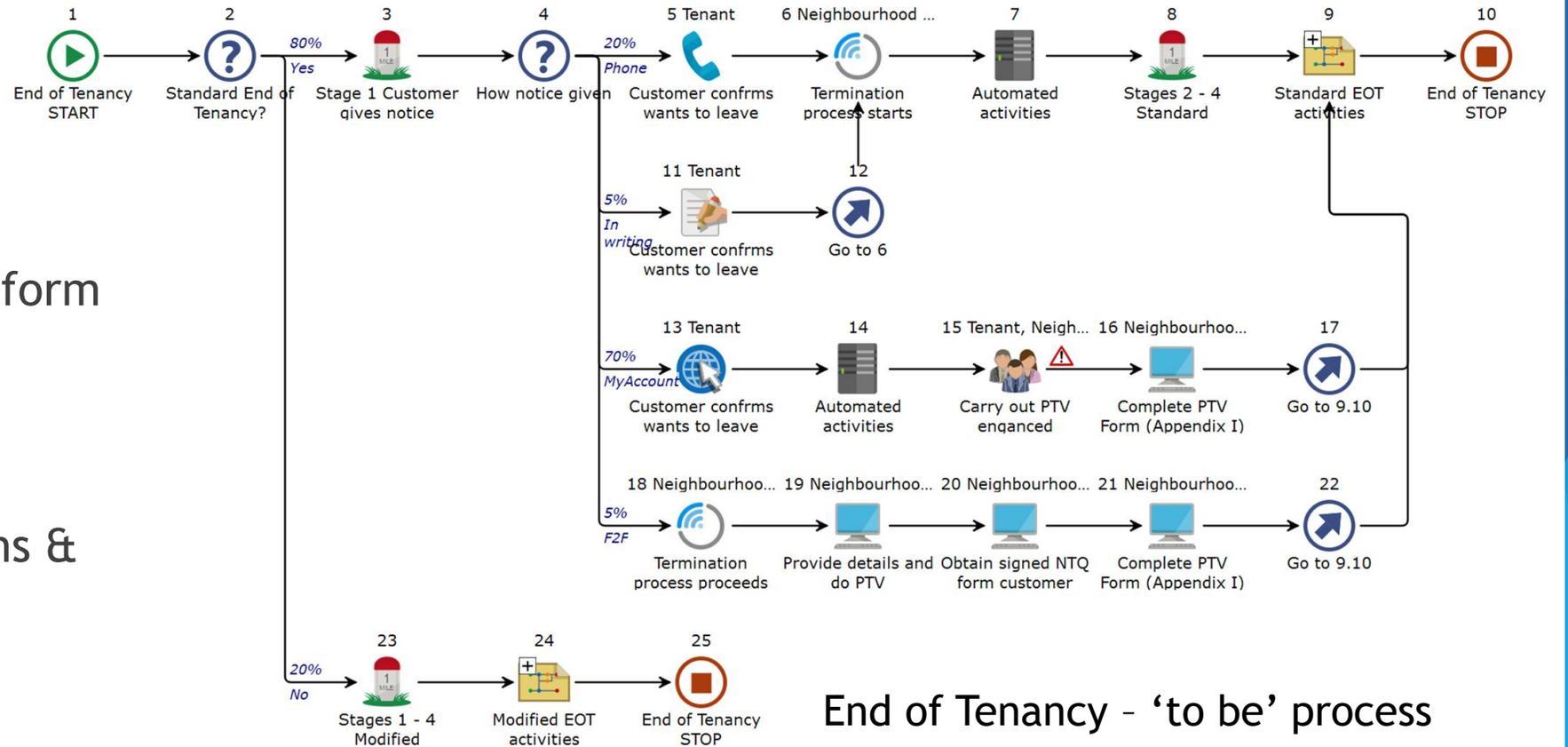


What?....

- ▶ Process mapping
- ▶ Project Management software
- ▶ Communications platform

How?.....

- ▶ Engage Process
- ▶ Teamwork & MS Teams & Planner
- ▶ Workplace



End of Tenancy - 'to be' process

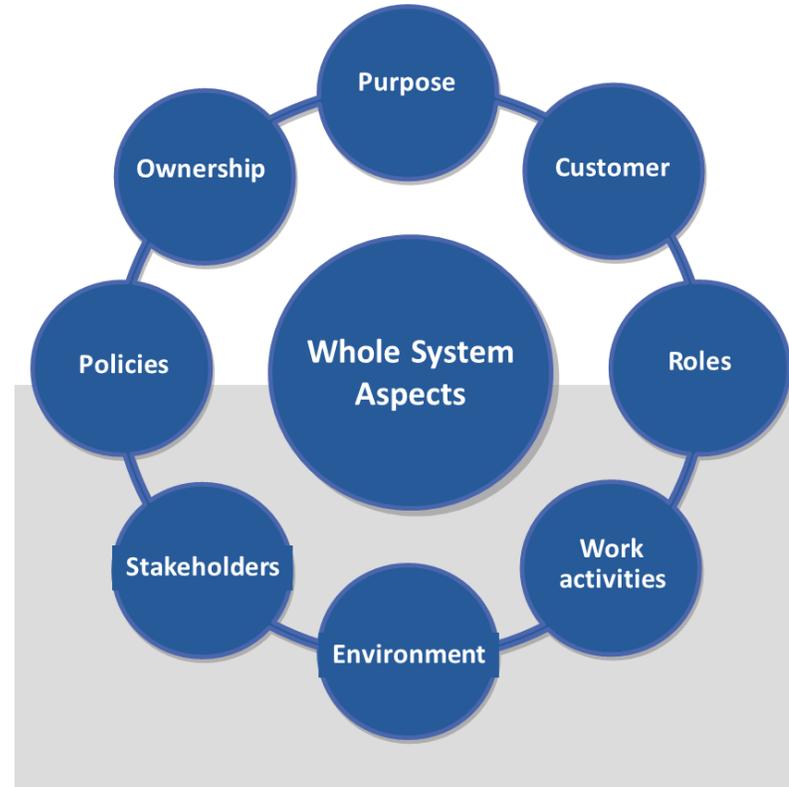
Programme Reflections

What went well....top tips!

7. Listen to the business

Use Process Review Methodology to give staff a 'good listening to'

- People centred change
- Identify waste
- Staff collaborate to co-create solutions



The 'whole system' check

Programme Reflections

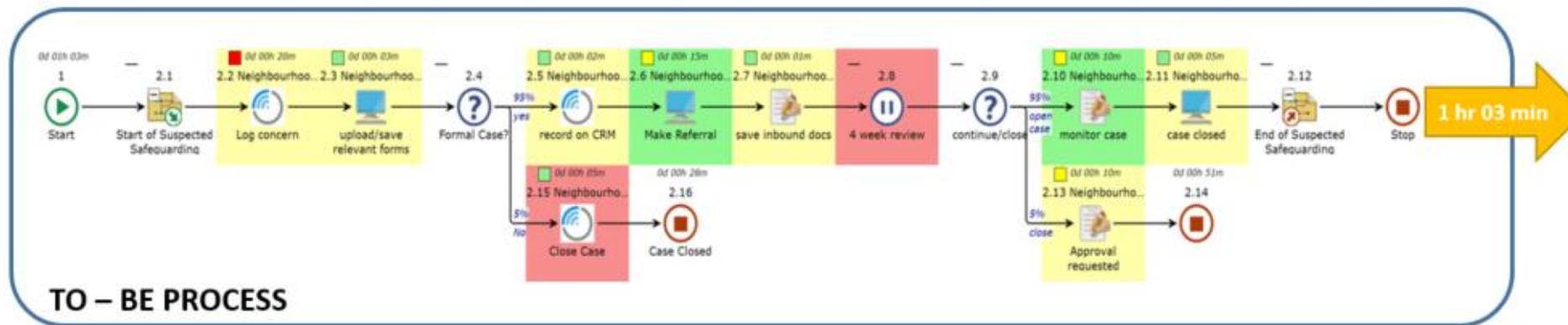
What went well...top tips!

VISION 21

8. Focus on Benefits & Improvement

- ▶ How will the change improve the way we work? -
- ▶ What benefits for the business?...and for customers?
- ▶ Engage Process - visualise potential efficiencies & 'waste' and achieve 'buy-in' for change

- Project PID - defines expected benefits
- Benefits Tracker - logs changes
- Project Closure Report - review of benefits achieved & quantification
- Benefits Realisation Plan - quantifies and classifies actual benefits



Programme Reflections

What went well...top tips!

9. Seek Feedback

| What's going well | What isn't going well? | What would make things better? |
|---|--|---|
| technology and connectivity to work from home x 6 0 | Back to back meetings x 6 0 | Allowing gaps between meetings to move x 6 0 |
| not having to commute! x 5 0 | Not having breaks between meetings x 6 0 | Agreeing how we are going to consciously change our working style, if this change is permanent or semi-permanent x 6 0 |
| big time saving on commuting time x 4 0 | Meetings overload x 6 0 | Establishing greater clarity on how we are going to use different communication channels. It is necessary at the moment to monitor email, teams and Workplace as content is all mixed together x 5 0 |
| Less distracted by conversations in the office 4 0 | There is no sense of when the day stops and there feels to be a need to just keep working x 5 0 | Roll out of MS Teams to reduce meetings requirement 3 0 |
| getting more done, as not distracted by the office environment x 4 0 | merging of home and work life x 4 0 | |
| I can work longer when needed because of not commuting 3 1 | The ability to 'switch off' x 4 0 | |

Fun Retro

VISION²¹

Get the conversation going with some useful tools:

- ▶ MS Forms - to put out quick surveys

<https://forms.office.com/Pages/DesignPage.aspx>

- ▶ Slido - to get a live Q&A

<http://www.sli.do.com/>

- ▶ Fun Retro

<https://funretro.io/>

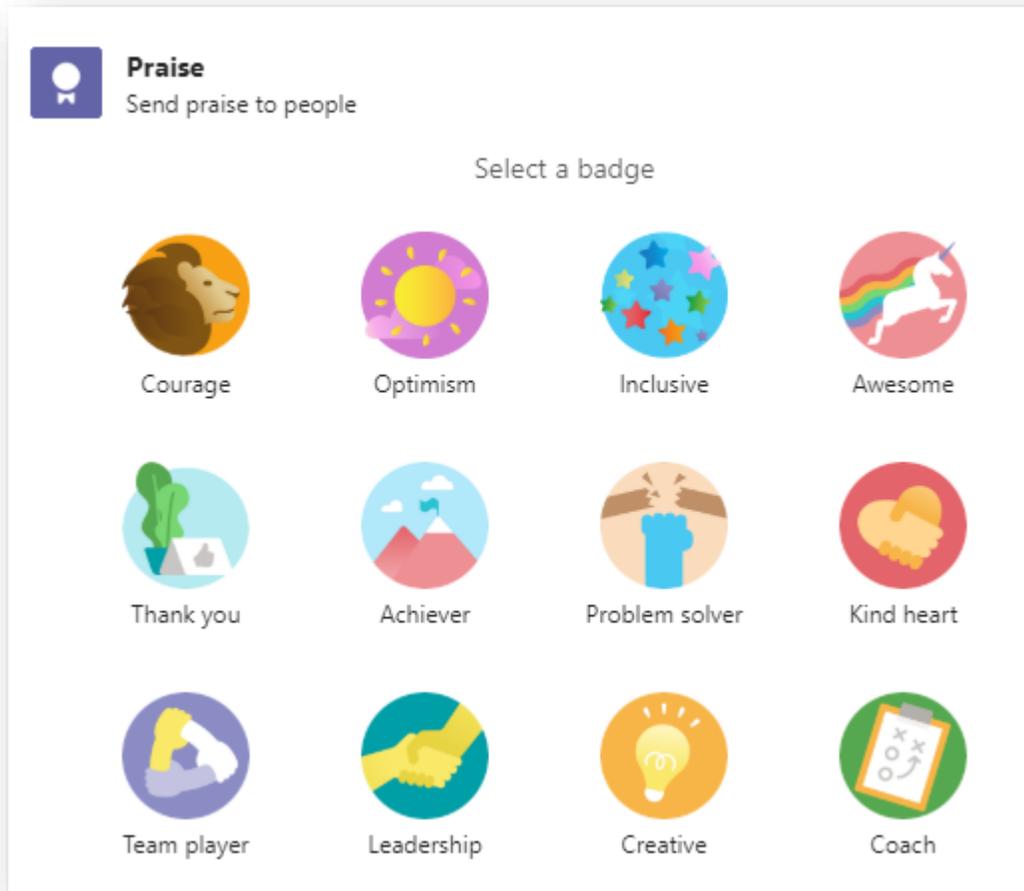
Programme Reflections

What went well...top tips!

VISION²¹

10. Celebrate achievements

- ▶ Acknowledge individuals effort
- ▶ Use of 'recognition' tools
- ▶ Celebrate milestones
- ▶ Share achievements
- ▶ Benefits Roadmap



Continuing the journey

Programme Completion Oct 2020.... What's next?

- ▶ Complete outstanding projects & deliver ***Business Improvement Projects***
- ▶ Publish 'TO BE' Processes as a staff procedure handbook
- ▶ Continue to use ***Engage Process*** - Undertake BPM and CJM in areas of the business not previously mapped
- ▶ Review previously mapped **BPM & CJM - Continuous review & improvement**
- ▶ Continue innovating
- ▶ Instil a culture of **Continuous Improvement**
- ▶ 3 x Project Managers embedded in the business

