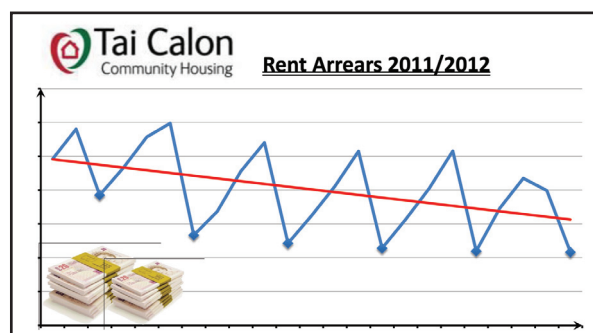


 **Lean** Housing Solutions

The Customer:	Tai Calon Community Housing
The Challenge:	Get in control of Income Management and maximise income
The Solution:	Lean Intervention
The Results:	Reducing arrears



Visual management



Tai Calon Community Housing was created as a Large Scale Voluntary Transfer organisation to take ownership of over 6200 homes from Blaenau Gwent County Borough Council in July 2010. The Chief Executive – Jen Barfoot - realised that a step change in performance would be required for the business to keep its transfer promises at the same time as achieving the business plan. This change would need to happen quickly.

Lean Housing was chosen as a partner because of its record of achievements and its ability to match the Tai Calon values.

“Income Management is vital as it provides us with the means - money? - to deliver our promises. The team was very clear about the importance of its role in delivering the business plan”

“Although excellent individuals took up the transfer offer they were not all deeply experienced housing income officers and had inherited processes that did not suit the business. The team were also facing the change in housing benefit payments now being made in arrears.”

“We tasked a cross functional team to learn more about lean and how to apply it to the Income Management Business.”

This team presented their plan to the Executive Management Team who immediately gave their approval and the team started the implementation of a new way of working.

The arrears started to reduce immediately and this has continued.

Team morale and cooperation has risen and continues to rise and they have identified major opportunities for further improvement.

The new professional, firm, fair and helpful approach adopted by the team is helping to improve the image of Tai Calon in the community.

The team has learned the Lean Principles and how to apply them.

They are working with processes that they “own” and had a significant input to shaping.

They have a clear understanding of their individual and team role and have learned the importance of effective problem solving to drive improvements.

INCOME MANAGEMENT

Fast  Effective  Proven 



RESULTS ACHIEVED:

- Income Collection is improving
- Earlier intervention is good for tenants
- Dramatic improvement in team morale
- Real time reporting and management
- Image of Tai Calon is improving
- Getting better at problem solving
- More resources allocated to prevention

Significant and sustained improvements

January	February	March	April	May	June	July	August
650,796	646,910	587,286	570,494	533,687	482,504	456,438	439,328

NEXT STEPS:

- Continue reduction of arrears
- Prepare for welfare reforms
- More sustainable tenancies, more support for tenants who need it
- Improve our efficiency to free up resources for more support and prevention of arrears

“Lean Housing Solutions offer a distinctly different approach to any other “lean style” business I have come across. They use cross functional teams to drive improvement in critical processes, whilst ensuring that impact on other areas of the business is taken into account. They have helped us to put and keep our tenants at the heart of our business. We have a way to go, but we would not be where we are now without their help and support.”

Jen Barfoot, Chief Executive,
Tai Calon Community Housing



“Lean Housing Solutions were vital partners in our success story. We took the step of implementing lean methodology into our processes shortly after transfer. The support they gave us was invaluable and helped us move many barriers that we were facing. Although we were posed with challenges, we had fun along the way and never gave up because of their constant advice and enthusiasm. We have achieved continuous improvement and staff morale is incredible. The whole experience has demonstrated that lean thinking works and that we have further opportunities to achieve even more in the future. We could not have reached this position in such a short period without them.”

Ceri Owen, Income Manager,
Tai Calon Community Housing



Lean Housing Solutions

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