

# Housing Services re-design



# CHI Housing Services re-design

- A little context
  - Cooperative Housing Ireland has been in existence since 1973
  - 4<sup>th</sup> largest housing association in Ireland (AHB)
  - Rapid growth over the last decade – doubling in size to 5.4k properties
  - On current trajectory will reach 10k properties by the end of the decade



# CHI Housing Services re-design

- What we'll cover
  - What it used to look like
  - What it looks like now
  - Why make the change?
  - How we approached it
  - How are things going nearly a year later?





# CHI Housing Services re-design

- What it used to look like
  - Service delivery model based entirely on geography
  - Several managers all doing the 'same' thing in different places
  - Experiencing growing pains
  - Performing well on arrears but virtually no other metrics / KPIs in play

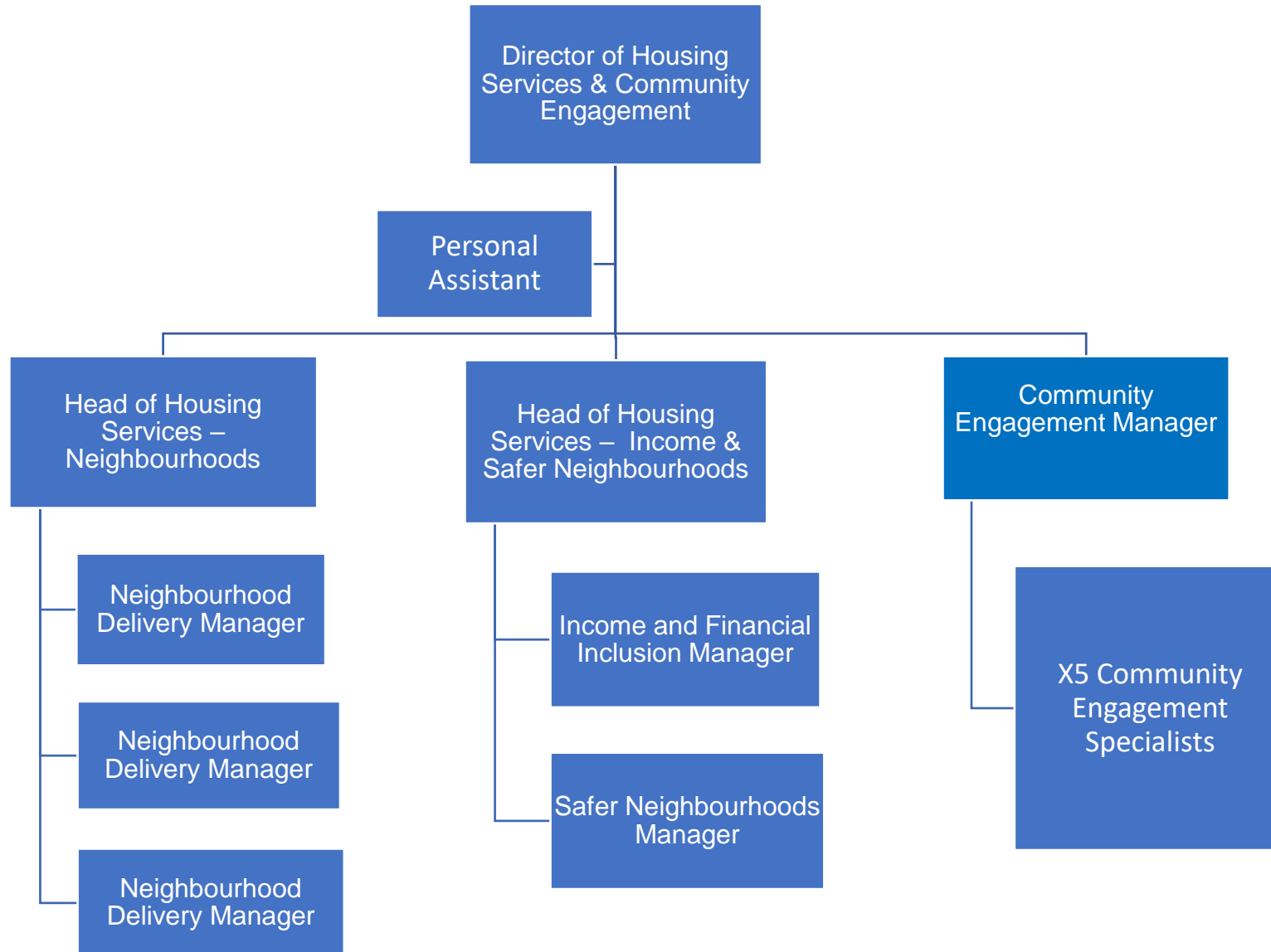


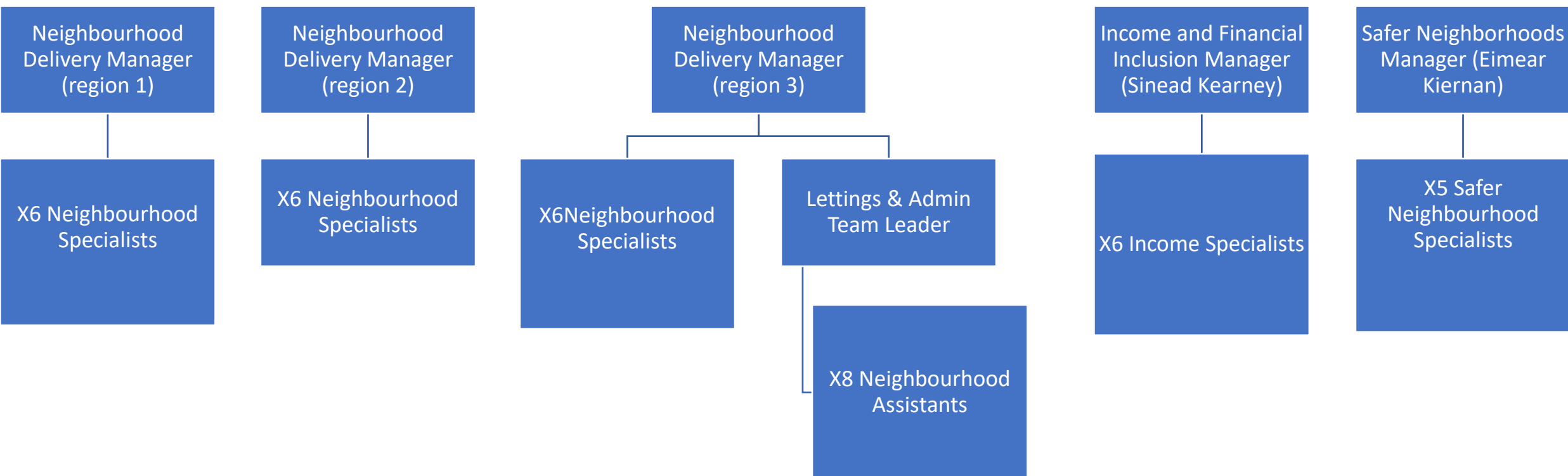


## CHI Housing Services Re-design

- What it looks like now
  - Switched to functional / specialist structure
  - Single point of management responsibility for each service (national accountability)
- Areas of specialism
  - Neighbourhood teams (allocations / lettings / tenancy & estate management)
  - Income & Financial Inclusion team
  - Safer Neighbourhoods team (ASB)

# HSCE structure / establishment June 2024

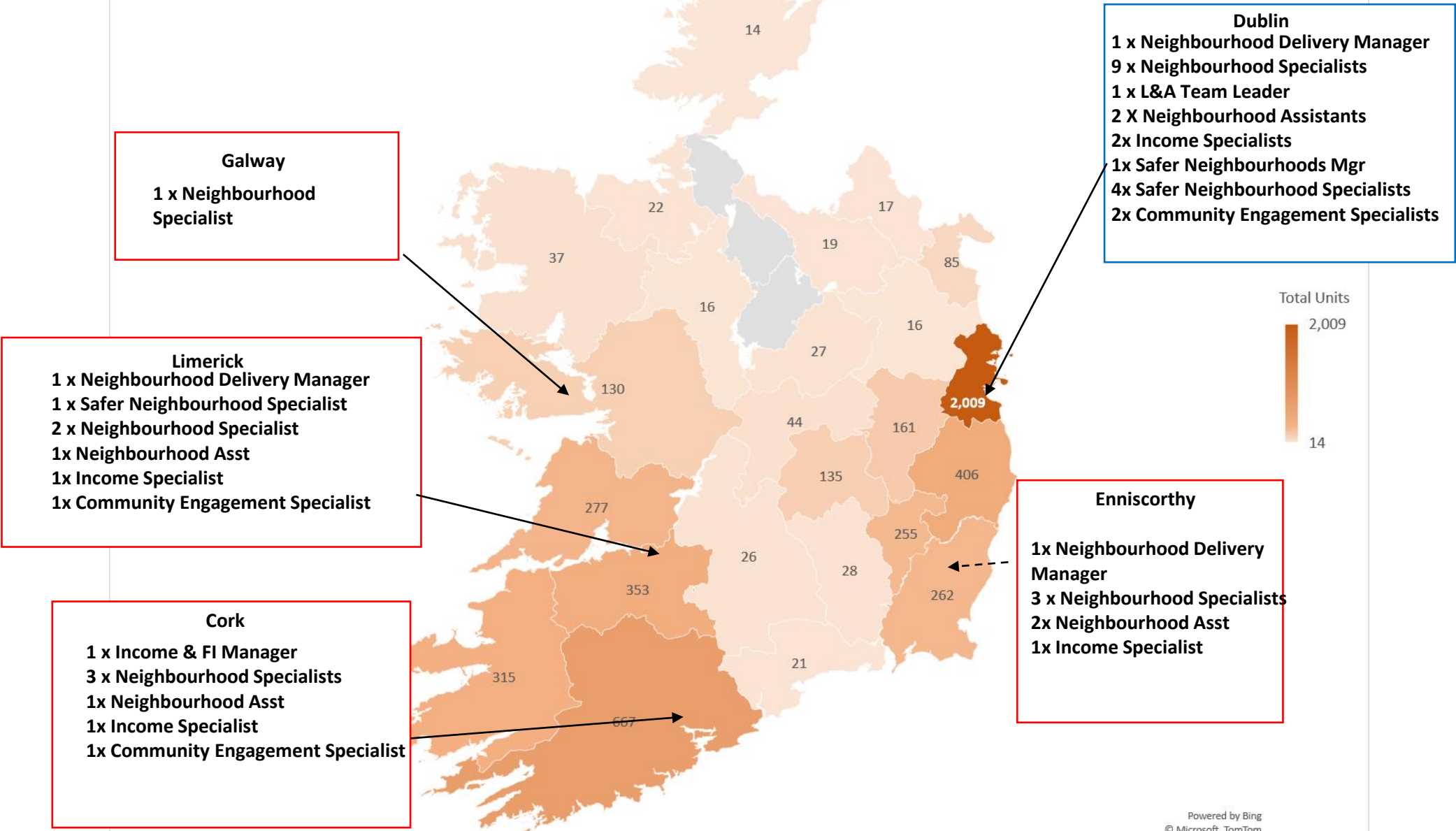






# Geographic Dispersal

Number of Units by County







## CHI – Housing Services Re-design

- Why make the change (the generalist vs specialist debate)?
  - Every set-up has its pros and cons ... but
  - A specialist structure gives the best chance of achieving high levels of service consistency and performance
  - Single points of management control minimise the chances of divergence
  - For a growing organisation with a national reach, an area-based model would be cumbersome

## CHI – Housing Services Re-design

- How we approached it
  - Explained the reasons / the problems
  - Explained the solutions / the change / the benefits
  - Ensured the process for implementation was transparent
  - Communication, communication, communication
  - Empowered people as much as possible







## CHI – Housing Services Re-design

- How is it going nearly a year later?
  - Improved performance
    - 97% of ASB cases closed are resolved
    - 83.42% satisfaction with ASB case handling
    - 74.83% satisfaction with ASB case outcomes
    - Best performing AHB for re-let times (25 days at the end of 2023)
    - 100% completion of estate inspections
    - Despite serious system issues have maintained arrears at 2.77%
    - 100% satisfaction with lettings process
  - Enhanced visibility of KPIs / management metrics in all areas
  - People are enjoying the job much more