



PROCESSES & IT
THEATRE

Redesigning a whole system around what matters to tenants

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What we will cover

- 1) Case study for the work we are doing in Camden**
- 2) What is different about the approach we are taking**
- 3) Q&A**

Why did we decide to do something different?

Purpose:

Help me to have a secure, affordable, safe home and environment that can meet my ongoing needs and help me when I need it.

- **What matters to our citizens?**

- Understand me and treat me fairly
- Help me as soon as you can
- Keep me updated (in my chosen way)
- Be honest with me
- Give me clear and accurate information

- **New operating principles**

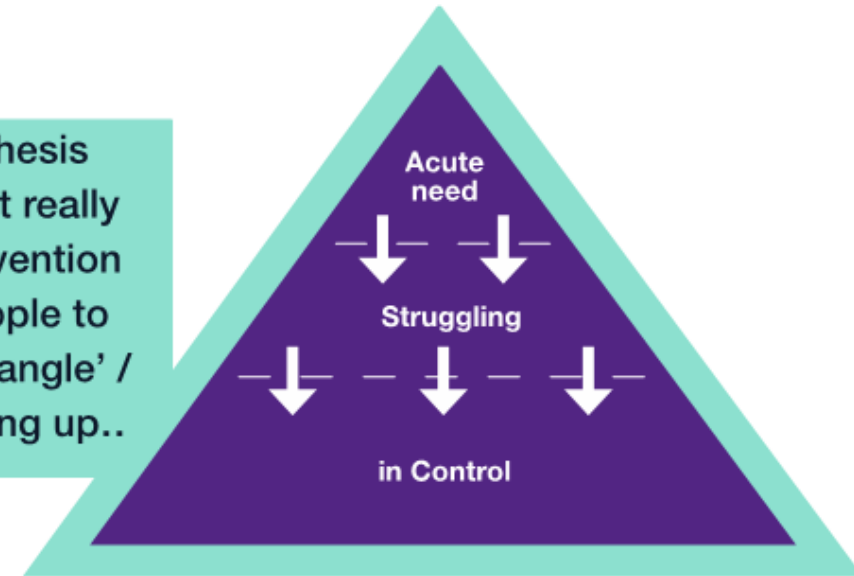
- We only do value work
- Our measures relate to purpose
- We pull in support. We don't refer or hand off
- We understand our properties and neighbourhoods
- One clear trusted point of contact
- We deal with things as early as we can
- We have time and power to resolve problems

Why is the Landlord review relevant to the organisation as a whole?

We have strong ambitions to reduce poverty and inequalities in our borough and improve outcomes for people...



Our working hypothesis is that if we can get really good at early intervention this will enable people to 'move down the triangle' / prevent them moving up..



We have learned that to do this we need to better understand people and places in their context, and do whatever work makes sense for them...



The relationships that officers in Landlord Services have with their tenants and leaseholders (33,000 in total) are built up over many years. Landlord Services sit at the junction of 'people' and 'place', so they seemed like a good place to start...



What is different about the approach we are taking?

**Making
changes
across service
boundaries**

**Leaders have a
different
leadership role**

Study



Test

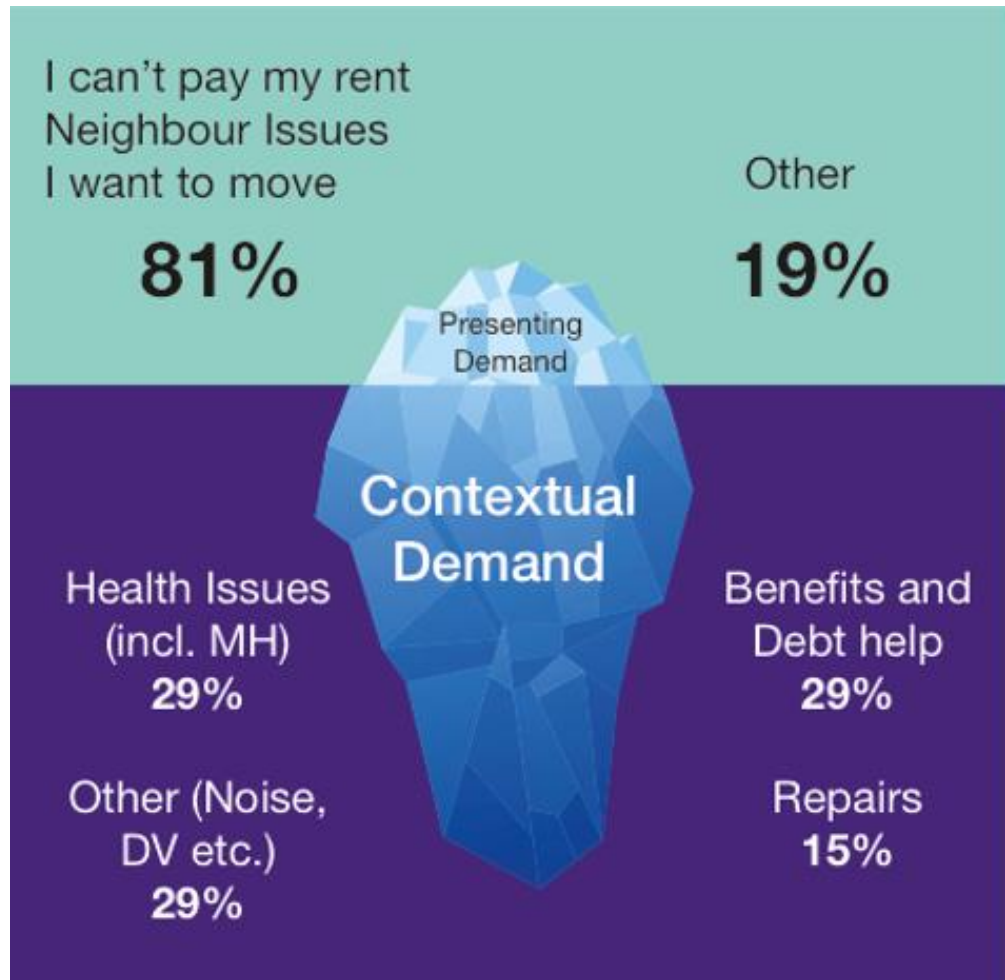


**Make
normal**

**Frontline
officers have a
leadership role**

**Using measures
to learn and
adapt as we
go**

Using data to design the new service



Repairs specialist has joined the team

Mental Health professional has joined the team

Debt and benefits knowledge has been developed in the team

What have we learned so far?

To understand people and properties in context, we need to operate at more of a neighbourhood level

The value of shared purpose

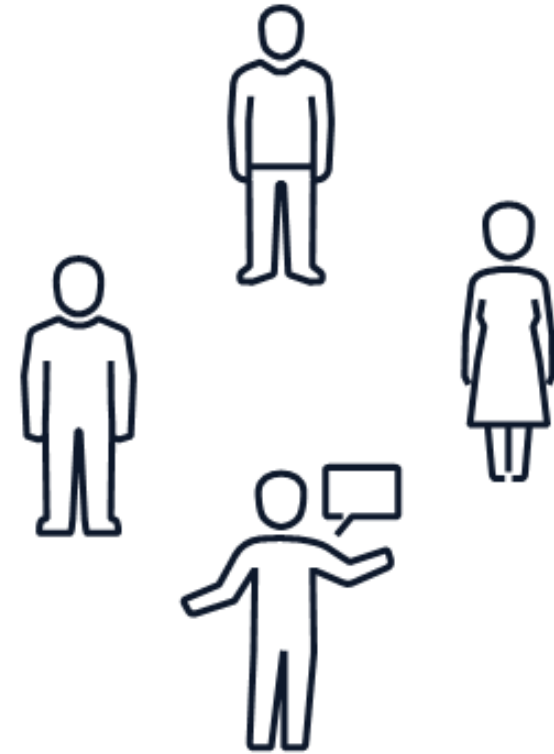
To do this we need to create the conditions for front line officers

Citizens want and expect us to work together flexibly across service boundaries

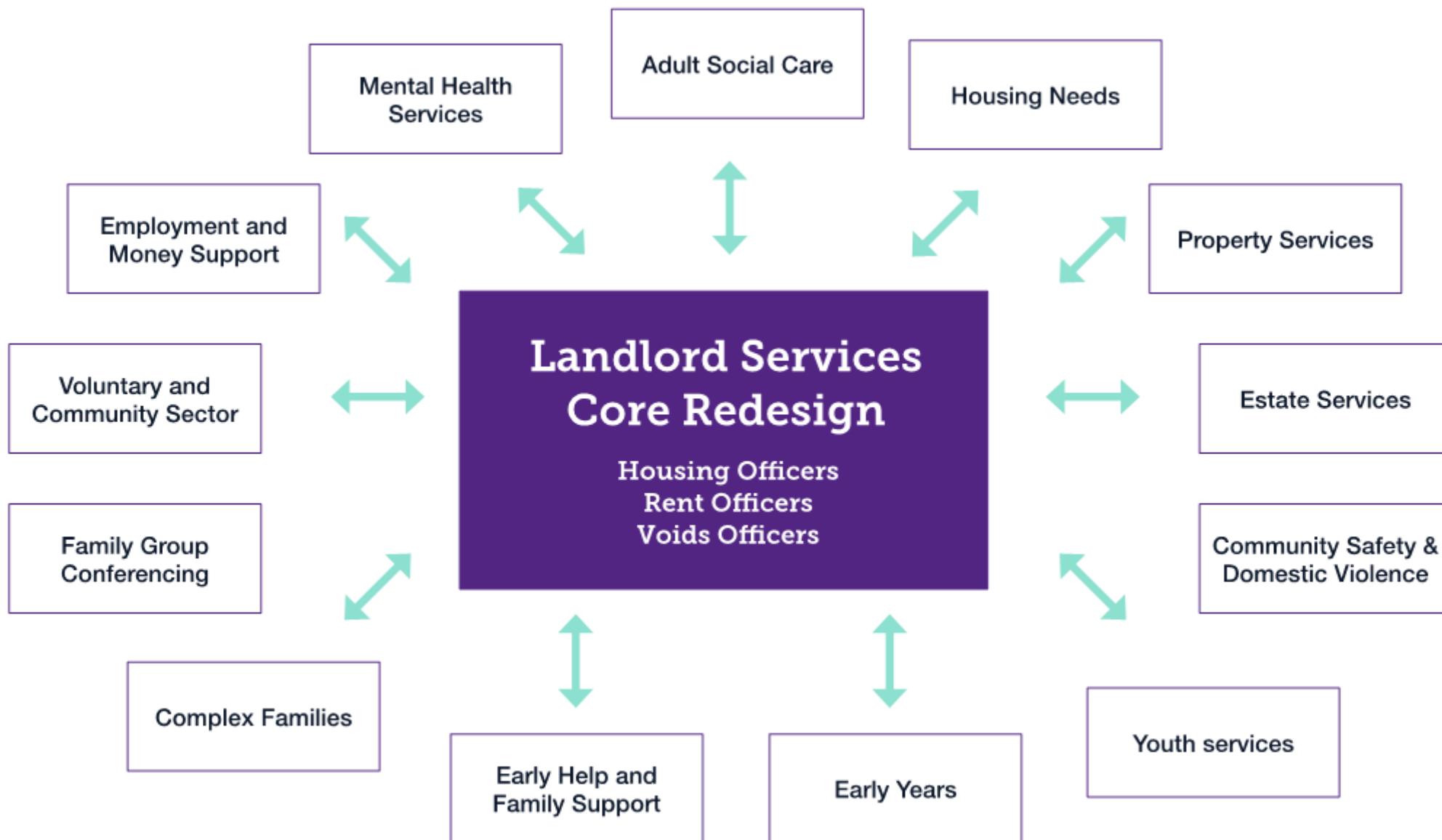
Costing the system is difficult – we're not there yet, but we are confident that it will lead to savings

This is a healthier approach to change but is difficult and requires commitment

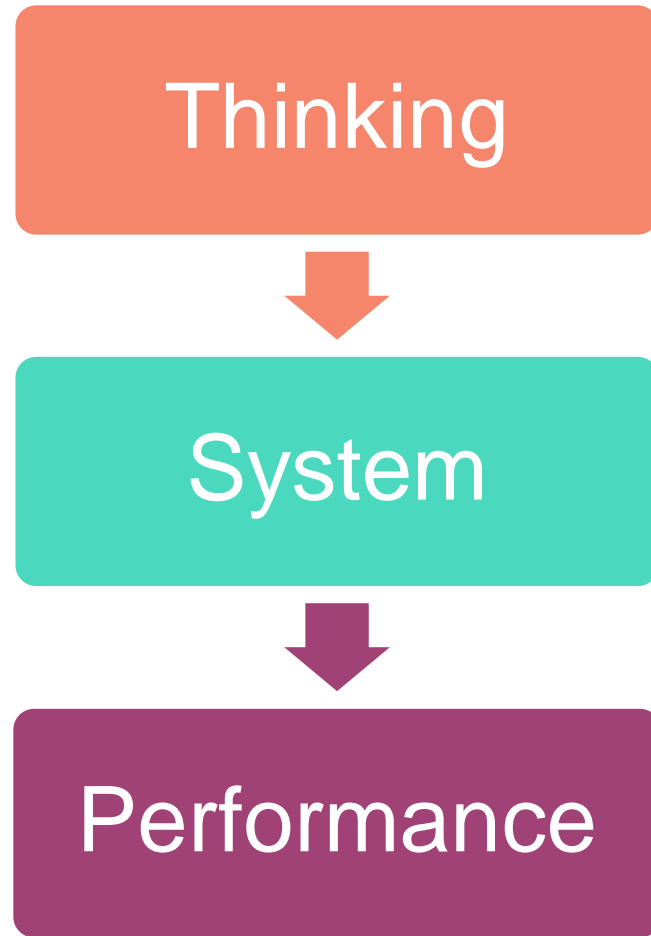
Need to develop our abilities to have really good understanding conversations



What's next?



What is a Systems Thinking approach?



Is a horse really the best way to get around?



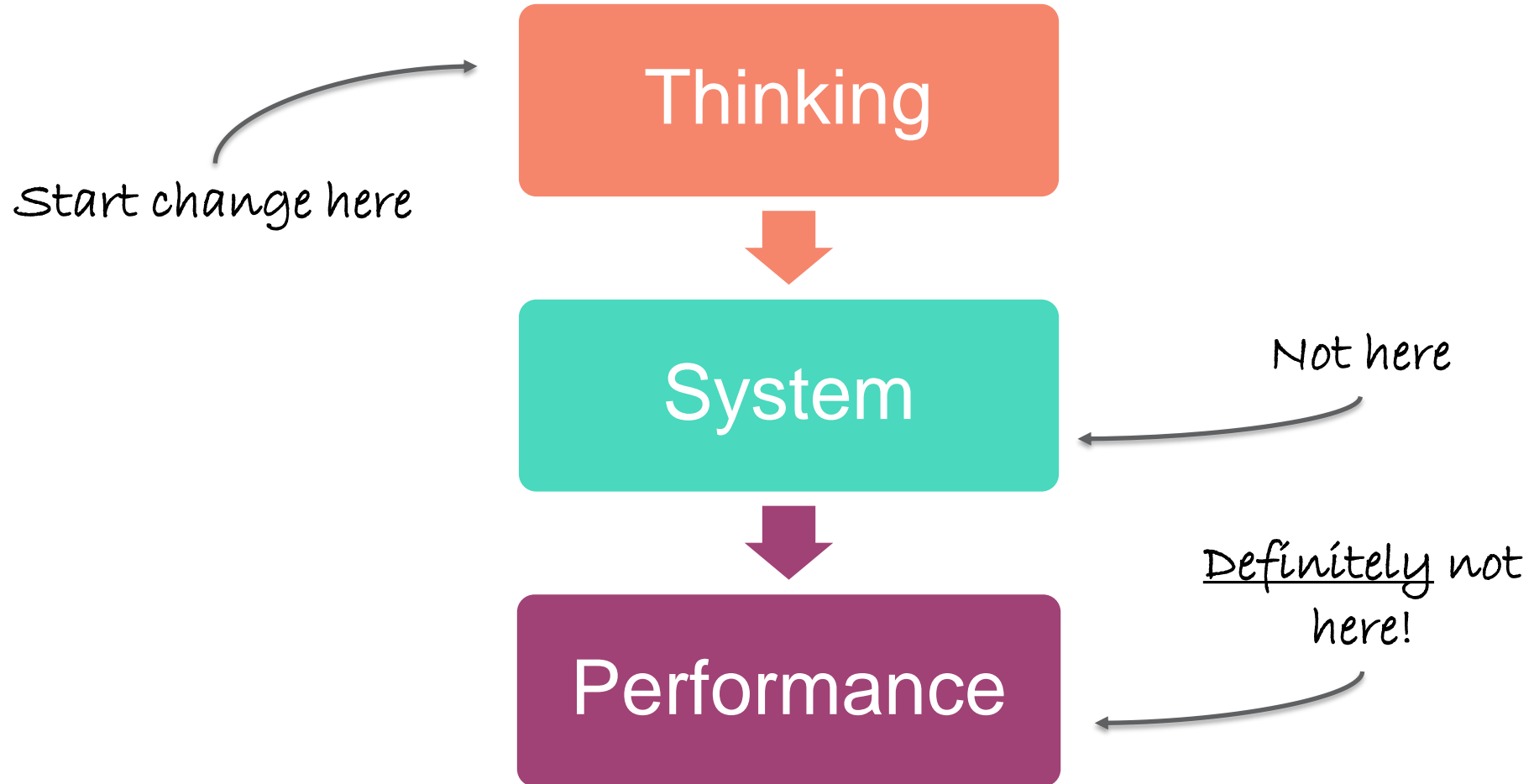
Let's try bigger horses



"Run faster!"



What is a systems thinking approach?



Traditional approach to change	Systems thinking approach to change
Leaders away from the work	Leaders close to the work
knowledge is communicated through reports and briefings (rational learning)	Knowledge is communicated through experiencing how things work (normative learning)
Driven by fixing presenting problems	Driven by understanding root cause of problems
Focus on 'problem' areas defined by services and budget boundaries	Focus on impact to the whole system
Projects handed down – often based on rationale argument	Services diagnosing their own problems
"We have a solution" – managers	"We have a problem" – front line staff
We want to get it right and get their as efficiently as possible	We want to learn and failure is an opportunity to learn
Reduce risk and control change	Freedom to try things and change is emergent
Projects are time limited	Change is continuous
Emphasis on changing a 'thing'	Emphasis on changing thinking
We need people to change	We need the system of work to change
Change must be planned, executed and managed tightly along the way	Change is unknowable and only understood by learning, reflecting and iterative experiments