


NHMF Maintenance Conference
WORKSHOP 1C

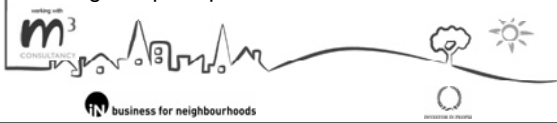
Making Cultural Change

Richard Osborne
Whitefriars Housing Group
&
Nick Wood
M3 Consultancy LLP




Who are Whitefriars Housing Group?

- LSVT September 2000
- 20,500 former Coventry City Council homes
- Investment paid back over 30 year business plan
- £240m improvement programme
- 70,000 responsive repairs a year
- 2,000 change of tenancies a year
- 300 gas repairs per week




Repairs delivered by..

- Whitefriars HomeWorks
 - 65% of all responsive repairs
 - all void repairs
 - 25% of improvement programme works
- Gold Star contract with SPI – Gas maintenance
- Various Specialist Contractors – for lifts, drains, street lighting etc




Project background

- April 2004, Whitefriars **HomeWorks** set up
- February 2005, identified the need for complete modernisation of the service
- June 2005, re-engineering consultancy commissioned
 - 3 month in-depth analysis on site
 - Employee interviews and surveys
 - Report with recommendations
- December 2005, Repair and Maintenance Project Team commissioned



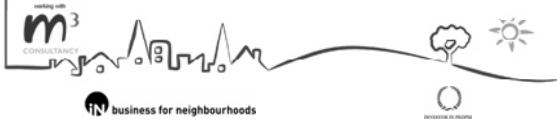
Project Goals

- Significant productivity improvements
- Fully effective **HomeWorks** able to compete in the national market
- New **HomeWorks** culture to achieve I.I.P
- Better management competences
- Joined up services
- Complete **HomeWorks** integration into Whitefriars family




Approach



- Manage the process through project teams and groups
- Project outline
 - Understand the re-engineering report
 - Obtain buy-in and ownership from stakeholders
 - Determine initial plan and priorities
 - Identify outcomes required
 - Implement
 - Review and measure progress
- Promote culture change by demonstrating and reinforcing Whitefriars values
- Determine an identity for the project.....

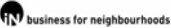



Vision





Whitefriars
HomeWorks
...Works!

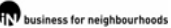




Core Aims



Core aim(s)...
A Repairs Service that...
iSmarter
Faster... Affordable... Better
CMC Repairs Project Team

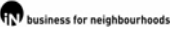




Initial Plan



- **Priorities:**
 - Scheduling and appointment tool –Xmbrace Opti-time
 - Repairs reporting diagnostic tool
 - Voids – new works management system
 - Dedicated planned maintenance team
 - Craft-worker/manager project forum
 - Communication strategy
 - Measuring success model






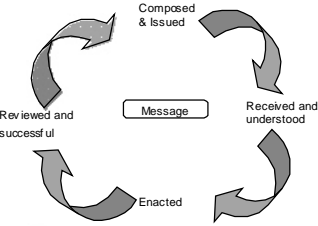
Involvement



- Project Team – Managers from all areas affected
- Project Groups – Lead managers and staff representatives
- HomeWorks Group – Managers and representative Craftworkers
- Schedule of Rates review – Managers and Trade representatives
- Out of hours Group - Managers and OOH Trade representatives
- 23% of Craftworkers actively involved in above
- Briefings to all of workforce
- Repair & Maintenance Customer Service Improvement Group

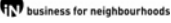




Communication Strategy





Those directly affected



Those involved

Executive and Governance

Rest of Whitefriars


Third Parties

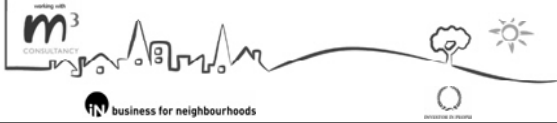



Communications

- Directly affected
 - HomeWorks establishment including Out of Hours
 - Technical Services
 - Repairs Reporting Centre
- Big problem – mobile workforce
- Answer:
 - Priority given to verbal communication supported by written confirmation
 - Key - Craft-workers on project forum
 - Information cascade
 - Team briefings
 - Clear line management




Reactive Repairs




Advantages

- Correct job raised;
 - Correct trade to job
 - Correct contractor to job (warranties)
 - Planned maintenance identified
 - Tenant responsibilities – job avoided or charged
- Quicker response
- Better service
- Reduced overheads
- Clear picture of daily workloads
- Advance notice of peaks and troughs




Advantages

- Much improved ability to meet appointment and job targets
- No need for tracker
- Instances of 'No access' reduced
- Balanced deployment of work for craft-workers
- Reduced travel time
- Increased ability to visit during job execution – better quality control

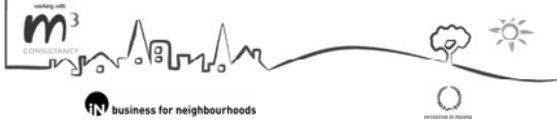


Service Targets

- Reactive repairs;
 - All jobs scheduled at point of order
 - All jobs for internals or externals requiring tenant access appointed at point of order
 - 70% of all work completed within single visit
 - All appointed jobs visited within max of 7 working days of order
 - 97% of all jobs completed within target
 - 95% of all appointments kept
 - 50% reduction in 'No access'




Voids



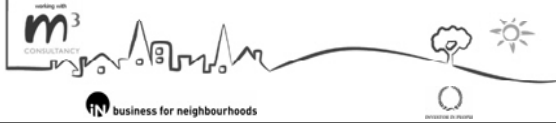
Advantages

- Increased rental income
- Increased productivity and ability to live within void repair budget
- Reduced void numbers
- Increased customer satisfaction
- Better looking estates - Reduced opportunity for vandalism
- Planned rather than reactive approach
- Increased ownership and accountability
- Realistic completion targets
- Reliable 'Completion Date' performance
- Improved quality control



Service Targets


- Voids;
 - 95% post inspection pass rate
 - Reduce void work period by an average of 10 working days
 - 95% compliance with completion date targets
 - 5% Voids – golden good-bye
 - 5% Voids – fast tracked




Information Technology

New systems;

- Opti-time
- Handhelds
- Repair reporting diagnostics
- Digital photography




Outcomes




Introduced


- New combined structure for HomeWorks and Technical Services introduced to give:
 - Clear line-management responsibilities
 - Clearly defined roles
 - The ability for team members to focus on core areas of business
 - Clear lines of communication
 - Removal of duplication
- Clear focus on service requirements and targets



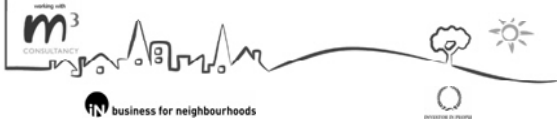
- Introduction of Business Support Unit
 - better administration services,
 - exception reporting and
 - a recognised lead on future business developments,
 - leaving service teams free to concentrate on delivery of core service targets.
- Three recognised service teams created:
 - Voids
 - Planned maintenance
 - Responsive repairs



- Increased empowerment for craft-workers introduced with workers involved in the project and greater empowerment given on site to determine job requirement on responsive repairs
- Significantly improved line management for craft-workers through the introduction of craft-worker teams managed by Team Leaders
- Clear priorities for Team Leaders with role defined as:
 - To manage works
 - To line manage the craft-worker (including proactive two way communication)
 - Quality control
 - Customer liaison




- Four key outputs for Team Leaders to deliver:
 - Work to the right quality
 - Work undertaken in the right way (i.e. in line with the service standards)
 - Work done to the right price
 - Work completed within the target completion time




Training

- 91% of Craft-workers completed training requirements questionnaire
- Skills training centre for Craft-workers
- Six Whitefriars NVQ Training Assessors to deliver training programme
- Skills update and refresher programme being determined for 2007 onward
- Multi-skilling programme being determined for 2007 onward
- New product training delivered through material supply chain partners – ICI paints and Jewson,
- Management development training;
 - Managers and Team Leaders - "Leading and Managing Change" delivered by GPS Vision and leading to NVQ qualifications



Successes

- IIP accreditation achieved
- Void repairs times reduced by 75%
- Voids in repair down 75%
- Void costs down by 5%
- Planned maintenance turnover up by 100%
- Significant productivity savings
- Improved customer services
 - Scope
 - Quality



Tips

Ask us....

