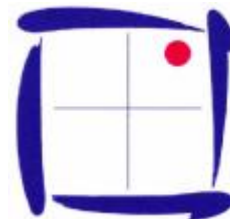


Case Study: Chesterfield Building Services Redesigning the Delivery Process



The Challenge

Chesterfield's Housing Department had conducted a Best Value Performance Review, and the conclusion was that they needed to improve their 'Responsive Repairs' operation. Some of the opportunities that were identified were:

- Ø It was taking too long to complete jobs from the time they were requested, resulting in poor satisfaction of tenants
- Ø Time and resources were being wasted through aborted jobs, poor scheduling and stock control
- Ø Efficiency, and utilisation, could be improved through greater flexibility and mobile working

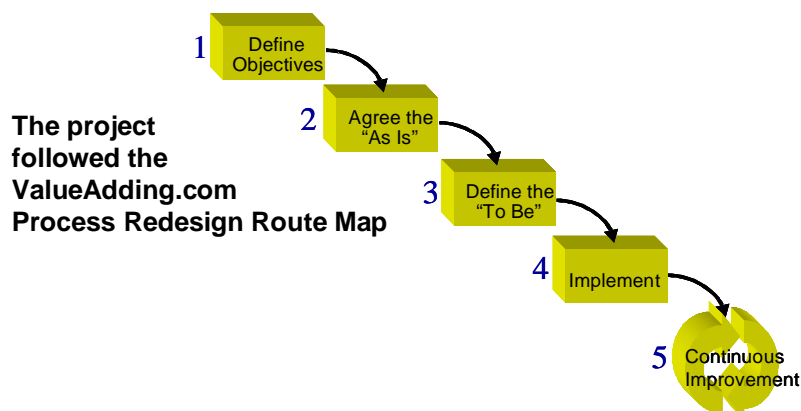
The Building Services Management Team was keen to rise to the challenge by looking at all working practices in a radical manner.

The Solution – Total Redesign of the Delivery Process

Chesterfield engaged consultants to help them to approach the entire project in a systematic way. Paul O'Reilly, of ValueAdding.com advised and assisted the Chesterfield team over the course of the project.

Paul explained how the project's success lay in applying a proven methodology that:

- Ø Mapped the entire business process to ensure complete understanding of all the issues. This prevented selecting good localised changes, such as a stand-alone GPS system, but that would not by itself deliver the large improvements required
- Ø Measured and benchmarked key process steps to clarify what needed to change and by how much. This showed that the direct workforce were actually performing in the top quartile in the country – so the problem lay elsewhere
- Ø Specified all the opportunities for new technology and ensured selection of the vendor that could deliver a complete solution and who was strongest in the key process areas;



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What Was Done

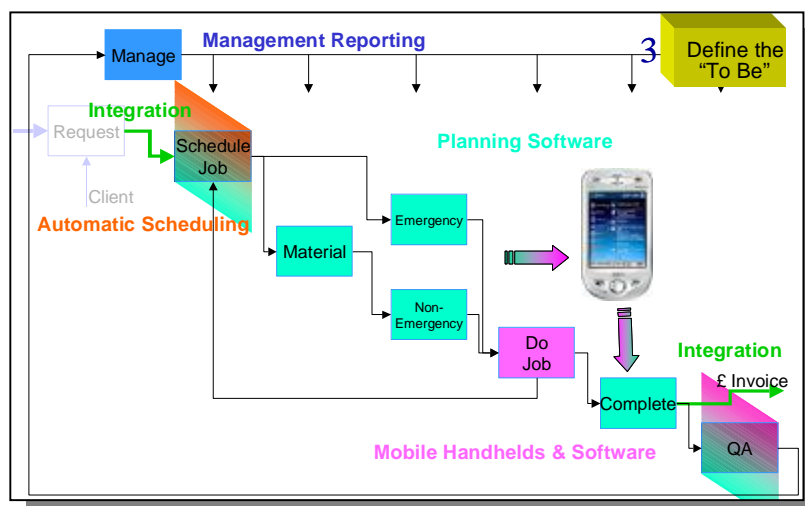
To achieve the successful outcome from the project, emphasis was placed in the following areas:

- Ø Clarifying the objectives
- Ø Mapping the current situation
- Ø Visioning the future state
- Ø Identifying system requirements
- Ø Creating the business case
- Ø Implementing the cultural & organisational changes

A critical factor in the success of the project lay in the consultative approach taken by Paul through regular workshops and meetings. Chesterfield staff were highly involved at the beginning, middle and end by:

- ensuring all the current problems were captured
- confirming any new ideas would work for them
- cascading ownership of the new performance targets.

Creating the Vision



Results

The number of supervisors required to organise the daily workloads reduced by 66%, back-office administration tasks were reduced by 50% and operative utilisation was improved by 10%.

On the systems side, there were new systems for job planning, purchasing and stores. Mobile hand-held devices were introduced for the operatives, and further improvement was gained by system integration to Council Systems for order receipt, payroll, invoicing and e-procurement.

Financially, the cost/benefit equation stacked up. The 10% increased utilisation would result in a £1.4m saving over 5 years. This would be in addition to the benefits of improved tenant satisfaction and staff morale.