

HEADLINE

Recommendations for savings of £205,000 and comprehensive business improvements were made through analysis of current practice.

THE CHALLENGE

To review the structure, process and delivery position of the client's Repairs & Maintenance Service and evaluate the potential for efficiency improvements.

THE APPROACH

CWC implemented the Lean Sigma Improvement Toolkit to make recommendations for change. This was achieved by:

- current process analysed through “being in the work”; current process “walked” from end to end
- resident’s workshop used to identify customer needs and compare with current provision of service
- comparison with best practice processes adopted by other organisations
- facilitation of process for staff to identify and choose options for improvement
- creation of an implementation plan and commencement of training to ensure continuous improvement.

OUTCOME

- Improved staff understanding of data - how it should be used to facilitate continuous improvement.
- Identification of possible areas for future savings during implementation of improvement interventions.

- Recommendation of key changes to reduce waste and ensure best practice:
 - new management structure, reducing layers to improve communication and efficiency
 - retention of in-house DLO, in line with customer priorities
 - restructuring of delivery processes, including improved use of technology, to reduce waste.



VALUE CREATED

- Immediately quantifiable efficiency savings were defined, based on data analysed as part of the review.
- £160,000 through improved utilisation of the DLO, therefore reduced Agency staff spend.
- £45,000 through restructuring of operations team.

THE DELIVERY TEAM

Dr David Craig was responsible for the work.