



Chartered Institute of Housing

Session B3

Repairs and Maintenance

Running a Lean and Customer Focused
Maintenance Service

housingplus
together for the right reasons

ssha
your local housing provider

PROPERTYCARE
your customer care guarantee

Introductions

- Ralph Middlemore FRICS
 - Director of Property Services

Introductions

Property Care;

- West Midlands based
- Turnover of £7 million
- 58 employed staff
- SSHA is our biggest client
- TMO's
- Coal Authority



Business Challenges

- Financial
- Moral & Social
- Competition
- Customer
- Value for Money
- Business growth



Results

Performance Area	From	To
Key to Key – Voids	37 Days	21 Days
Customer Satisfaction – VG or better	65%	75%
Cost per Property	£181	£219
Productivity – per operative	£90,901	£102,094
Profit	Loss £235k	Profit £131k
Staff Survey – Feedback	37%	64%
Staff Survey – Communication	40%	62%

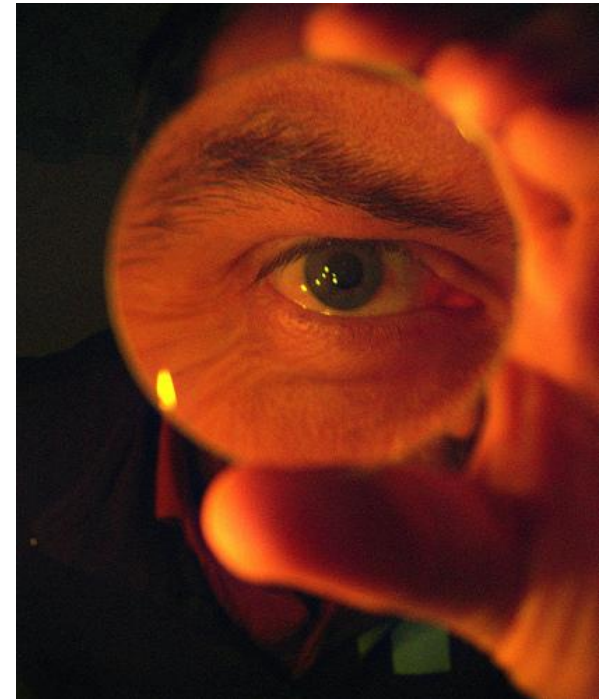
Our Vision

We are going to be **the benchmark for our sector**; we will be known for our **excellent customer services**; for our **efficiency and performance**. We are going to do this by **delighting our customers**; by **our innovation** and by **offering a broad choice of excellent services at an affordable price**.



The Opportunity of lean

- Whole organisation focus
- Collaborative approach
- Sustainable for the future
- Encourages challenge
- Build internal capacity



Initial Activity

Four Areas of the business

- Kitchen Program
 - Communication with customers
- Material Logistics
 - Communication with Partners, Customers and each other
- Development
 - Communication with development partners
- Process IT
 - Communication with systems

What we learned

- Lots of opportunity
- The culture stifled ideas
- Needed more resource
- Skill deficit
- Leadership deficit



Ongoing initiatives

- Trained customers to challenge
- Challenged the supply chain
- New process facilitated shared contracts
- Investigated best practice
- Cross functional projects
- Line manager led communication
- Process changes and improvements
- Leadership improvement program

Leadership Improvement

- Clear accountability
- Clear reporting areas
 - Financial
 - Customer service
 - Productivity
 - Culture
- Transparent performance
- “Lets make it our business”



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Staff Survey - Communication	40%	62%
Staff Survey – Respect	63%	82%
Staff Survey – Team Working	60%	75%

What we learned

- People want to be part of the business
- People want their contribution recognised
- Leadership is the job
- Meaningful involvement builds trust
- It makes the job easier
- Everyone sees it as “their business”



What we would do differently



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Questions



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