

Housing repairs

- ⑩ What we learnt from “check”
- ⑩ How we redesigned a better way
- ⑩ The benefits



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HHA repairs “check”

- ⑩ What matters to the customer
- ⑩ DEMAND
 - Volume
 - Type and Frequency
 - Value and Failure
- ⑩ System picture



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Type and Frequency of Demand

1 Radiators, Locks, Smashed Window

- How often reported

2 Reported By

- Tenant, Housing Officer,
Supervisor, Operative



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Value / Failure Demand

A VALUE call is.....

“come and fix.....”

“I want a new.....”

A FAILURE call is.....

“You haven’t turned up”

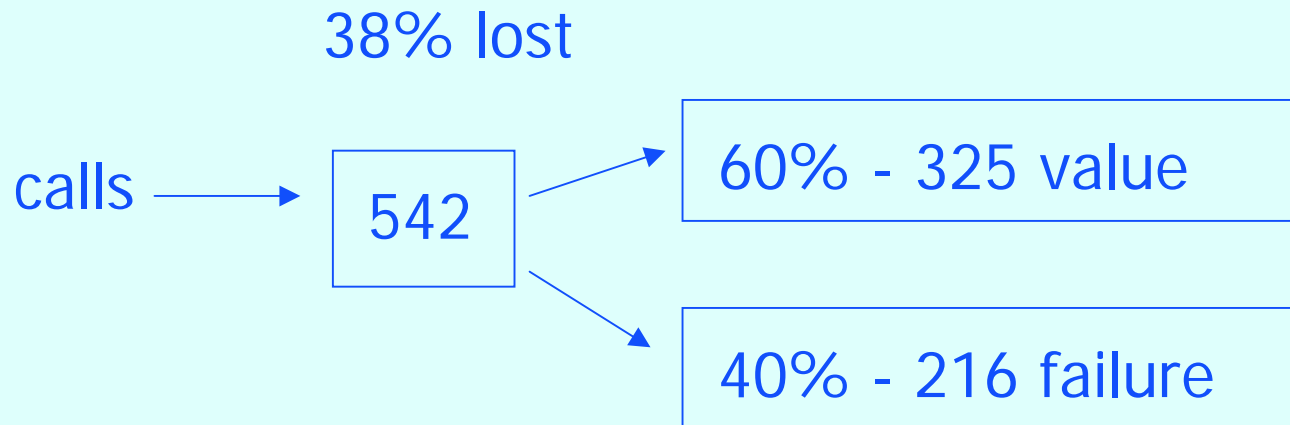
“I’m waiting for....”

“When will my....be fixed”



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Demand Analysis



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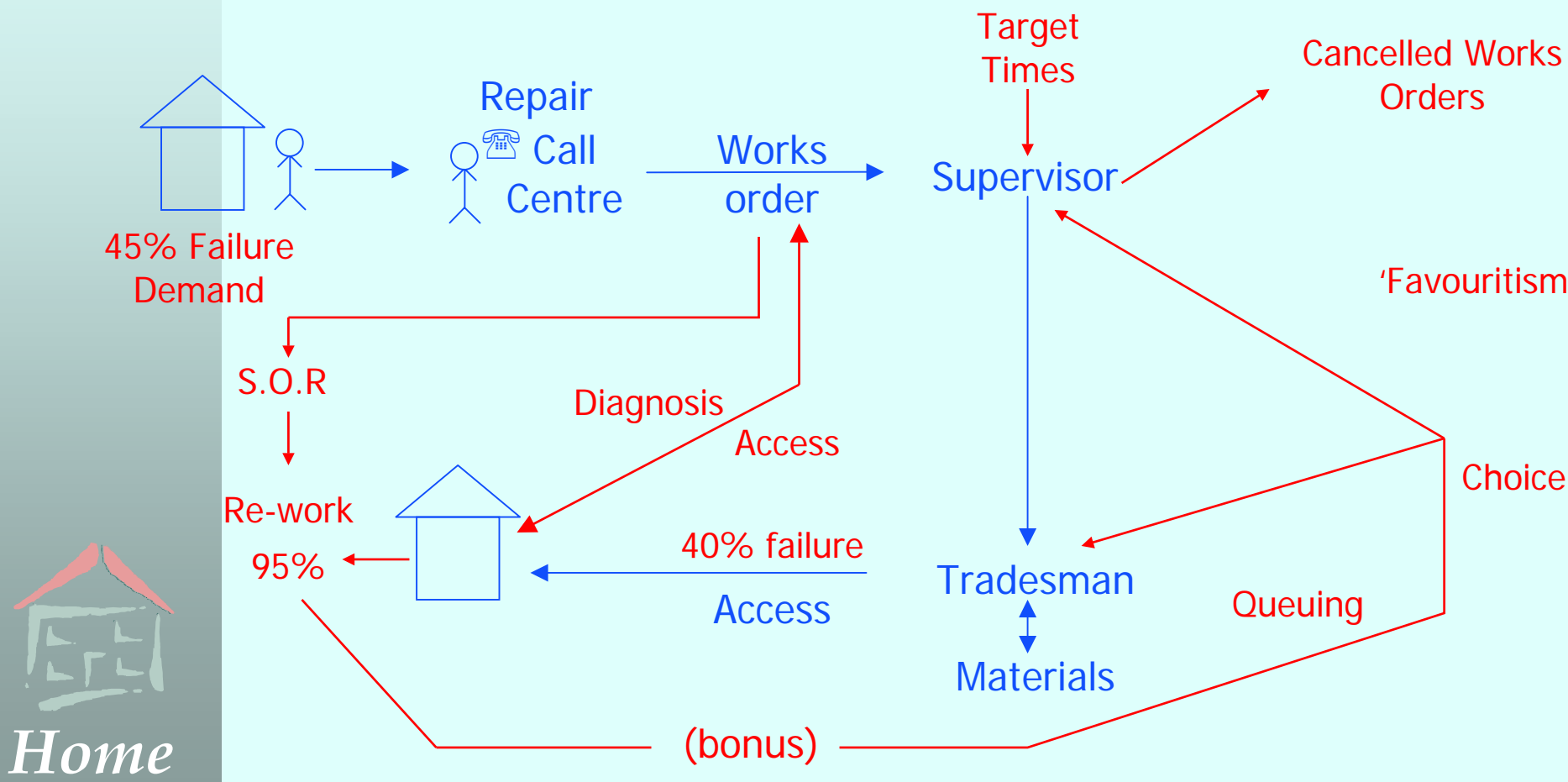
Demand Types/Frequency – on a typical day

⑩	Come and fix ..	276	325 value
⑩	I want a new..	49	
⑩	When will it be fixed..	93	216 failure
⑩	I have a query	60	
⑩	Still not working	30	
⑩	I'm waiting for a part	9	
⑩	Pink (access)	9	
⑩	I want to complain	9	
⑩	Yellow (access)	3	
⑩	Take further	2	



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Housing repairs as a system



What we learnt about

Waste

- Failure Demand @ 45%
- Enquiry Chasing
- Computer system – slow – unresponsive
- Cancellation of works orders/re-open
- Access arrangements
- Time, initiative and energy of workforce
- Not looking at whole job – component failure
- Materials – queuing for up to an hour a day



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.... and more waste

- **Travel time**
- **Paperwork and admin (typically 90 mins per day)**
- **95% rework of S.O.R. codes**
- **Out of hours service**
- **Contractor co-ordination**
- **Inspection pre/post**



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What we learnt about ...

The purpose of current process

To raise and close works orders (targets)

Didn't focus on completion of repair from the customers perspective

End to end time for a works order is NOT the same as the end to end time from the customers perspective.



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Example

⑩ Renew waste joint

Raised	27.09.01	completed	02.10.01
Raised	02.10.01	cancelled	08.10.01
Raised	08.10.01	completed	09.10.01
Raised	26.11.01	cancelled	07.12.01
Raised	06.12.01	cancelled	18.12.01
Raised	12.12.01	cancelled	20.12.01
Raised	04.01.02	COMPLETED	10.01.02

4 MONTHS end to end from the customers viewpoint

7 works orders completed within TARGET!



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Example

⑩ Renew window and frame

WO Raised 6/10/00 – Supervisor measured and ordered window

Completed 3/11/00 – Joiner attends to fit window frame

WO Raised 27/11/00 – Make good plaster around window

Completed 22/03/01 – Plasterer makes good plaster

WO Raised 23/03/01 – Paint new window

Completed 12/04/01 – Painter paints window

6 MONTHS to renew a window frame

2 out of 3 works orders completed on TARGET

Planned maintenance programme replaced the new window > a year



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What we learnt about ...

Targets

Focus is on works orders:

	E	U	R
Target	96%	90%	90%
Result	97%	94%	94%

Achieving targets in terms of works orders by cancelling – manipulation of the figures but NOT achieving what matters to the customer.



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What we learnt about ...

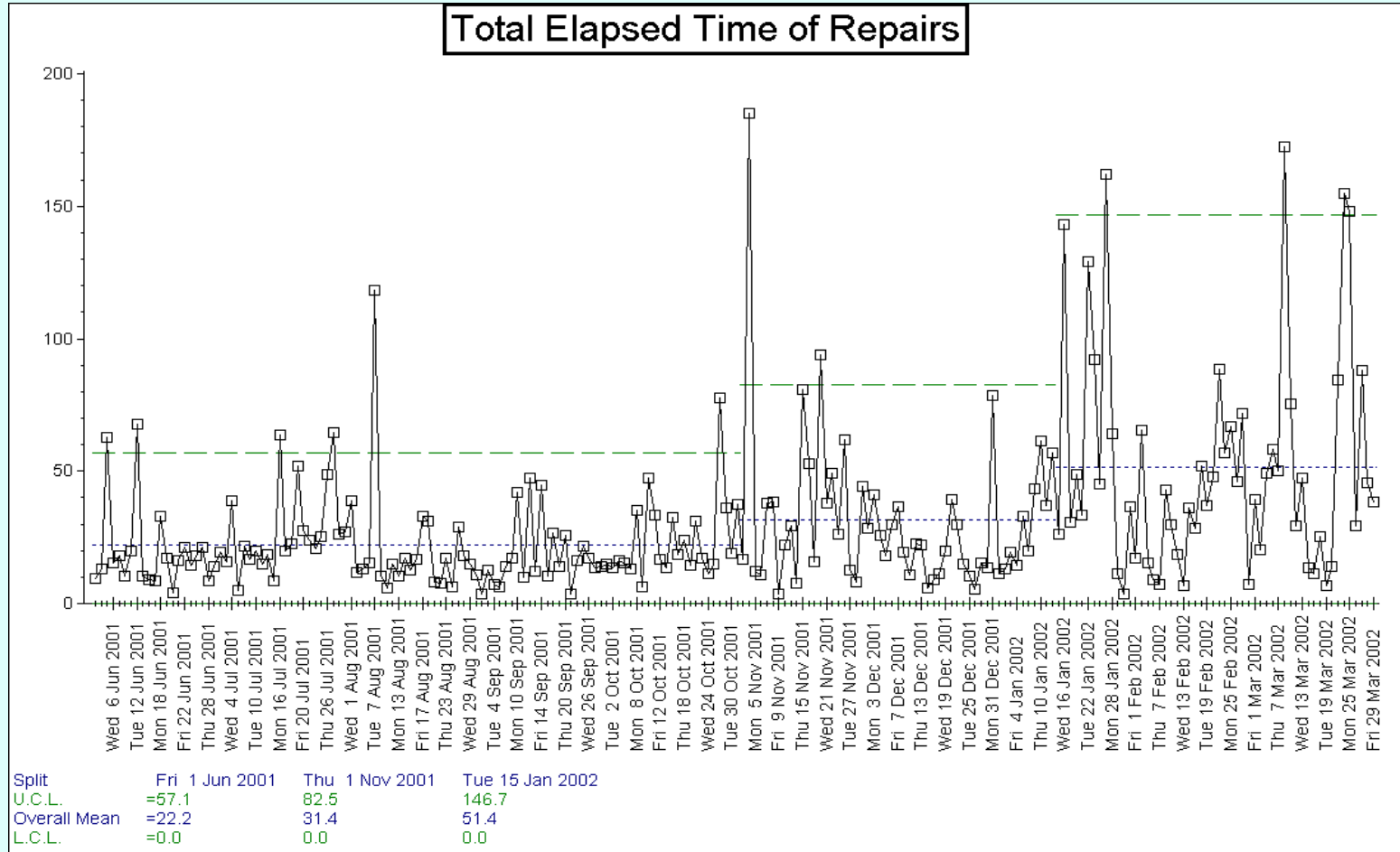
Capability

- ⑩ **Looked at 4,800 jobs over a 9 month period**
- ⑩ **Total elapsed time for repairs:-**

JUNE 2001	=	22.2 days av
NOV 2001	=	31.4 days av
JAN 2002	=	51.4 days av



Capability



Redesigning a better way

If we want the **WOW** Factor

From the Customers' viewpoint, what would it look like?

Design Principles

1. It's what matters to the customer, i.e. when will it be done!
2. First time fix (or second time in case of an inspection)
3. One phone call in
4. As quickly and as well as we can
5. Teamwork
6. Get the **WOW** Factor !!!



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MEASURES

1. Total end to end time (TET)



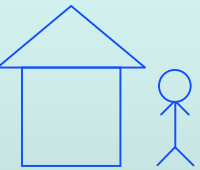
DONE ✓

2. Repair fixed 1st time or 2nd time at most on inspections
3. Number of repairs completed including un-reported repairs
4. Job Well Done (**WOW factor**)



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New Systems Picture



Value call by customer

Call Taker

Works order

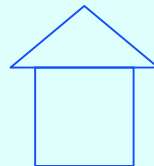
1st time fix

Get materials

2nd time fix

Inspect repair/renewal

Complete whole repair



Benefits

1. TET down from 51.4 days to 8 days average
2. Completing 89% 1st time fix
3. The **WOW** factor - 96% score 8/10 or more
76% score it perfect (10/10)
4. Failure demand down to 25% - more work to do !
5. Lost calls down from 32% to 9%
6. No Schedule of Rates and Bonus Scheme ... no amendments
7. Individual and Team Motivation



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...and more benefits

8. Working as a team – less functional specialism – arranging follow on trades
9. Tradesmen order own materials near place of work – fewer trips to depot
10. Tradesmen carry out inspection
11. Tradesmen responsible for whole repair and arranging access (mobile no. given out)

IT'S A 'TRUE' PICTURE



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