

improvement journey

Quarter 1 (April 11 – June 11)



repairs



During the first quarter of this year our customers told us that we needed to speed up the time taken to complete repairs. We understand that an efficient and effective repairs service is important to our customers and your feedback helps us to identify where improvements need to be made.

The repairs and maintenance service, delivered by Buildingservices continues to receive increasingly positive satisfaction results. May 2011 witnessed the highest independently recorded satisfaction rating from customers to date. However, there are a number of areas within the service that require improvement to ensure our customers enjoy excellence in service delivery. This excellence must become the prevailing experience of all our customers who require the repairs service from time to time.

In this drive to achieve continuous improvement, Buildingservices are scheduled in September 2011 to use a Systems Thinking intervention designed to improve the service directly but also to embed a. Systems' thinking culture which has been proven successful throughout the UK public sector including the NHS.

Prior to the Repairs Service Centre being established in 2007 a similar exercise was used to improve the processes designed to deliver the repairs service. The average time to complete a repair was significantly improved at that time. It is clear that we need to refresh the service design in order to deliver what our customers are saying is needed.

The Service has changed significantly since that time and a number of new technology systems have been introduced to support greater mobile working and the way jobs are appointed by agreement with the customer. The planned improvements set to begin in September will seek to realign our processes with what our customers are telling us. We will start by making sure that we are truly working towards our customers needs as opposed to what we believe to be the case. One of the ways we achieve this is by categorising demand or what you are saying to us when you contact us.

One of the central concepts that will be focused on during the intervention is to draw a distinction between Value Demand and Failure Demand.

Value Demand is the demand for a **service** from customers, while **Failure Demand** is the demand caused by a failure to do something **right** for the **customer first time**. Failure demand is all the bureaucratic exercises that large companies do that customers rarely care about, and nor should they. Failure demand is also a symptom of us not achieving the right standard of service for our customers the first time around. A good example is that we spend a large amount of time chasing down enquiries, re-appointing work or trying to find the right person to do the right job at the right time.

Since one of the key aims of our service is to eliminate waste, Failure Demand is the most significant type of waste preventing us from achieving the excellence we refer to earlier in this article. Treating failure and value demand alike gives us a false impression of greater productivity. This merely reinforces the need for Buildingservices to establish what our customers really need when they contact us and therefore how we should redesign our systems and processes to deliver it.

The waste that we must identify and remove within the service is defined as follows:-

Delay - on the part of customers waiting for their repair, for delivery of a part, for a response from the service, craftsmen not arriving as promised

Duplication - Having to re-enter data, repeat details and answer queries from several sources within the organisation

Unnecessary Movement - Lack of first time fixing of repairs therefore increasing the amount we travel to merchants and suppliers

Unclear communication - the waste of seeking clarification and possibly having to re-specify service levels when our customer have been clear with their need.

Incorrect inventory – Stocking the wrong parts or not being able to obtain the right part when our customers need them

An opportunity lost to satisfy customers - a failure to establish rapport, ignoring customers, unfriendliness, and rudeness

Poor quality - product defects, lost or damaged goods that delay the repair being completed

Further information will be available after the review on the changes and improvements we have made, to see our current performance look under “our performance”