

Planned Improvements

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The Wrekin Housing Trust

THE CUSTOMER:

The Wrekin
Housing Trust

THE CHALLENGE:

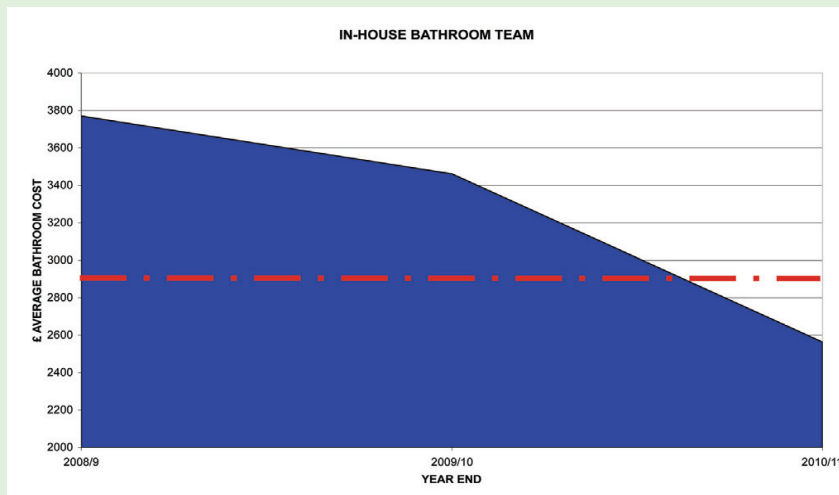
Reduce costs of
Planned Improvements

THE SOLUTION:

Lean Intervention

THE RESULTS:

- Costs reduced
- Higher customer satisfaction
- Specification increased
- Saving £800k p.a.



*Our customer choosing his tiles
with the team who will actually
do the work for him.*

The Wrekin Housing Trust (WHT) is a leading housing association which has successfully applied Lean Techniques in a number of key areas, including Responsive Repairs and Voids as well as Income Management and the Customer Contact Centre.

David Hall in his role as Head of Asset Management has been closely involved with the Lean projects.

'We have worked with our partner, Lean Partnership, and those projects have delivered substantial bottom line benefits. One of the areas we chose to look at, which has a significant impact on the achievement of the business plan as well as tenant satisfaction, was our Planned Maintenance Service.

We chose to look at a significant stream of work – Bathrooms - which was delivered by our own in-house team. We knew our costs were 35% higher than the assumptions in our Business Plan and Benchmarking showed us that other RPs were delivering similar standards for a lot less cost. We wanted to increase our efficiency to reduce our unit costs and to create more capacity to grow the volumes and look for work outside the trust.



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"All kinds of business activity can benefit from a lean intervention. Looking at processes from a lean perspective, and working with Lean Partnership has made us challenge our thinking. We are now working with a process which has not only improved efficiency but it also delivers a better service. More for Less. The tenants are happier with the quicker throughput time and the tradesmen delivering the work have changed their ways of working and taken much more responsibility for doing the work and solving their own problems along the way."

*David Hall,
Head of Asset Management,
The Wrekin Housing Trust*

"We have always been an organisation that looks to continually drive improvements in service delivery both from a value for money and quality of service point of view. We have used Lean principles as a tool within the organisation to drive these improvements across a range of operational and back office services and find that without exception we have driven costs down and quality up when adopting Lean principles. The results within the bathroom team are no exception and the task for us as part of our organisational development is to enable the trust to accept Lean as part of the day job."

*Wayne Gethings,
Director of Asset Management,
The Wrekin Housing Trust*

"We decided to look at the "bathrooms business" from a lean perspective. We mapped the process from end to end – from the planning to completion and reporting. We discovered some really surprising issues.'

"We had a thorough rethink of how we did things. The result was a much

improved and more customer oriented service, which also needed a lot less back office management. Our productivity has improved to such a level that we now delivering within the business plan costs and the back office management team have taken on a significant amount of additional work.

Results Achieved:

- Direct cost reduced by 30% at same time as increasing specification to include showers
- Increase in right first time
- Management resources freed up – 30%
- Tradesmen enjoying the increased responsibility and customer interface
- Dramatic reduction in throughput time
- Real increase in customer satisfaction

Next Steps:

- Team is continuing to pursue further savings
- Further increase in "Right First Time"
- Roll out to other improvement programmes
- Elimination of complaints



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