

A2 Dominion improve voids and repairs process

Results & ROI

- Reduction in inbound failure calls to Customer Support Centre from 57% to 18%
- Improved voids process performance with 96% of voids return dates being met
- Financial savings due to significant reduction of duplicated roles and responsibilities
- Simplified IT systems for more efficient interfacing of repair data

The client

A2Dominion Group provide over 36,000 homes in London and southern England with thousands more in development. They also offer a wide range of housing options, including affordable rented, temporary, student, sheltered, supported and key worker accommodation, as well as homes for sale and shared ownership.

The challenge

In September 2010 the repairs service and customers were put at risk when Connaught, the sole maintenance provider for A2Dominion, went into administration. A2Dominion reacted rapidly invoking contingency arrangements and took direct control of the Customer Service Centre (CSC) where repairs were reported. They also engaged three interim property services contractors to carry out responsive property repairs. These measures were effective in ensuring a continued service. However, by December 2010 the CSC was receiving 600 repair calls per day, 57% of which were found to be failure demand.

The approach

In December 2010 Ad Esse were engaged to support A2Dominion and the three main contractors to immediately stabilise the repairs service using Lean tools and simultaneously design the future operating model for a new contract procurement process based on the learning and insight generated and to save development time and cost in the future.

After initial process stabilisation the Lean innovation sessions identified interim process designs to get to the strategically selected future operating model as a Joint Venture with specialist repair provider(s). Once the JV partners had been appointed they were able to participate in Lean workshops covering Strategy, Operations, Repairs, Voids, IT, Human Resources and Finance. These iterative sessions produced 'Lean' designs with the outputs from one session informing the Lean design of one or more other areas and vice versa. This approach had the advantage of

reducing process development time across multiple stakeholders and was accompanied by disciplined project management and detailed action plans for implementation. The new processes developed were then rolled out across all JV partners to ensure there was a standard approach to delivering the repairs and voids service.

The benefits

- Increase in customer satisfaction with both the voids and repairs process
- All JV partners involved in the process have clarity on where they sit and what they deliver through the implementation of shared process across JV partners
- Process allow JV partners to leverage specialist skills and knowledge to add value
- Simplified and shared performance measures across JVs that support daily Information Centres, meeting structures, financial controls, Continuous Improvement and contractual requirements
- Savings made by removing duplicated roles directed to improving services for residents and training/apprenticeship.

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We loved the practical 'common sense' approach that was initially adopted and used subsequently, and the greatest compliment I can pay Ad Esse is that in mobilising the JV contracts there has been such a transference of skills and knowledge to A2Dominion staff that we are able to mobilise along Lean lines with minimal consultancy support.”

David Lingeman, Group Director of Property Services