

Term Maintenance Case Studies

No. 2 Planned & Reactive Works

CASE STUDY: Derbyshire County Council (DCC)

THE REQUEST

DCC approached the MHA Term Working Group with a request to help support improvement and hence efficiency in the delivery of their planned and reactive works.

THE APPROACH

The Term Working Group, through their efficiency advisors, CWI, carried out a mapping exercise of the existing process with those who actually carried out the works. This identified the current challenges and the opportunities for improvement.

THE CHALLENGES

The mapping exercise and follow up interview with key personnel identified the following challenges to be overcome to ensure greater productivity in delivery and therefore improved efficiency:

- Excessive abortive works
- Incorrect classifications
- Non – standardised processes across the depots
- Double recording of defects
- Low morale and silo working between the parts of the process and individual depots
- An unmoving backlog

IDENTIFIED AREAS OF IMPROVEMENT & ACTION PLAN

DCC key management were given feedback on the outcomes and a detailed action plan on improvement works to be undertaken. These were detailed under two main headings:

1. A re-engineered process
2. Culture improvement and integration

The detailed actions were discussed with the Term Working Group in a peer review and the actions were amended to include the groups shared knowledge'

THE REVISIT

DCC implemented the actions and at the revisit improvement was highly visible. The new process had been installed through joint workshops with all parties involved. Key operational personnel had been seconded to different depots to break down the silo working and management feedback had been improved.

THE QUANTIFIED OUTCOMES

- Increased productivity by 22.5%
- Abortive calls reduced by 83%
- Back log reduced by 3000
- Longer scheduling time achieved
- Improved morale.

All leading to audited savings in excess of

£350,00 per annum

And still increasing.

