



Case study

Name: Rydon Maintenance
Sector: Property Maintenance
Location: Forest Row, UK

Building a New Era of Sustainable Service Delivery

A dedicated, dynamic and long-term partner that provides responsive repairs and maintenance services to housing associations and local authorities, Rydon Maintenance wanted to maximise customer responsiveness while gaining better control of operational cost variations.

Background

Part of the Rydon Group, a successful construction, development and management group operating throughout southern England, Rydon Maintenance provides a range of expert maintenance services to the social housing, health and social care sectors.

Rydon's responsive housing repairs division adopts a collaborative partnership approach to service delivery and is measured against key performance targets that include resident satisfaction rates.

Priding itself on building strong relationships with service partners and local residents, and with a genuine emphasis on continuous improvement, repair teams are often collocated alongside housing management and asset management staff. Rydon's call centre, located at Dartford, receives repair calls direct from residents.

Key challenges

- Streamline the customer/service interface to achieve improved responsiveness
- Reduce response cycle times to maximise customer service delivery
- Optimise operational efficiencies to improve long term cost performance of PFI contracts

Key gains

- Reduced response/cycle times has improved the customer experience
- Improved efficiency ratios and increased 'first time resolution' rates is generating improved customer satisfaction and capacity to support new contract wins
- Better resource utilisation is delivering lower service delivery costs

The challenge

Operating in a highly price sensitive business, Rydon Maintenance undertakes a number of PFI (private finance initiative) contracts on behalf of housing associations and local authority customers.

These long term contractual agreements, which typically last up to 25 years, mean Rydon has to manage unpredictable workloads efficiently and cost-effectively, while providing a high level of service.

“Any change in the cost base has an impact on contract margin,” confirms Jeff Henton, Managing Director of Rydon. “Optimising our operational resources would better position us to ameliorate cost variations resulting from demand peaks – such as those that arose in response to this winter’s extreme weather conditions. It would also ensure that we’re able to maintain performance against contractual obligations to avoid incurring penalties.”

Achieving all this would involve transforming working practices across the organisation in a bid to improve day-to-day operative efficiency ratios and maximise customer satisfaction rates.

Creating the foundations for change

Managementors worked alongside Rydon’s field-based operatives and the teams based within the Dartford call centre to assess current work practices and identify the potential inhibitors to operational excellence.

“Thanks to the findings identified by Managementors we’ve made important changes to how we undertake demand forecasting and job scheduling,” explains Jeff. “Having invested in handhelds, vehicle tracking and scheduling software systems, we revisited our end-to-end process flows to enhance the benefits of these technologies and optimise the daily performance of our operatives in the field.”

New standard job times and descriptions were established, giving operatives more appropriate timeframes to complete and close jobs in a single visit and support the more accurate allocation of jobs to operatives with the appropriate skill sets.

To maximise intelligence from the field, operatives were given guidance and training on the need for timely and standardised completion of job reports on their PDAs. This helped generate more accurate and sanitised reporting, making the daily analysis of operative performance against plan possible.

Operatives and their supervisors are now able to complete issue logs highlighting areas that need to be escalated for resolution by management staff.

“Every year our operatives interact with almost half a million members of the public. With the help of Managementors we’ve remodelled the way we deliver services to generate long term benefits for residents, customers and the business.”

*Jeff Henton, Managing Director,
Rydon Maintenance*



Calling for change

Interfaces between branch operations and the central call centre teams were strengthened to improve collaboration and institute joint problem resolution to overcome barriers to field operative performance.

Field-based supervisors were allocated a dedicated administrator, based at Dartford, to assist in the planning of their operatives' days. Responsible for answering tenant calls and booking appointments, administrators use the newly defined job codes to undertake smarter scheduling. To help operatives 'hit the ground running', a more detailed initial call script was developed to ensure administrators capture a more accurate description of need from tenants.

With this improved data capture in place, operatives now get all the information they need relating to the fault description and location. This has cut on-site diagnosis times and increased operative effectiveness as parts relating to call outs can now be scheduled 'just in time' to stock for operative vans, reducing the need to leave site for supplies or reschedule a return visit.

Field based supervisors and administrators regularly touch base throughout the working day at 08.00, 12.00 and 15.00 to review progress against plan, identify job overruns, assess workloads, and manage unexpected rescheduling requirements. All of which supports the improved planning and utilisation of operative time.



"Managementors were very professional and highly driven. They challenged our teams to work in new ways and think outside the box in order to deliver the sustainable ongoing performance improvement we commit to giving our customers."

*Jeff Henton, Managing Director,
Rydon Maintenance*



Working together seamlessly

Supervisors, administrators and operatives now work as a single cohesive team, with a clear understanding of their respective responsibilities when it comes to the planning and utilisation of operatives and the management of resources to boost operative productivity against performance targets. Armed with more accurate operative availability and plans, supervisors are able to reduce the risk of ‘voids’ in operative days and are reducing the need to rely on sub contractor services.

“The number of effective jobs completed per day has increased and our first time fix rates are steadily improving, all of which is boosting operational capacity,” confirms Jeff Henton. “What’s more, we’re able to more accurately predict likely demand levels and prepare our resources appropriately.”

“But perhaps the most significant change is that we’ve broken through departmental boundaries to work as a cohesive whole that shares resources much more effectively. Everyone has a clear understanding of the performance measures that tell us when we’re on track, and are able to work together to resolve challenges the moment these arise.”

“Today we have a more efficient business that delivers better and faster against tenant need. Even better, we’re starting to generate efficiency savings that long term will benefit the bottom line and give us the capacity to grow the business with confidence.”



Contact us to find out what
Managementors can do for you

Call +44 (0)1256 883939

e enquiries@managementors.co.uk
w www.managementors.co.uk