



Lean Business Solutions



Case Study - Equipment and Adaptations

The Customer: The Community Housing Group

★ **The Challenge:** Improve customer relationship

★ **The Solution:** Lean Intervention

★ **The Results:** Growing the business



Relationships between The Community Housing group (TCHG) and its local council were poor and although TCHG was doing a good job, the perception was not reading the same. The situation was exacerbated by the insufficient data on the organisation's performance. As a result, the council had lost confidence and were looking for alternative arrangements if the agreed budget was not maintained. Knowing it had a good team made it all the more frustrating for TCHG, so it asked Lean Business Solutions to help diagnose the problem and implement a solution as this had helped other areas of the organisation.

The goal was to improve business performance; bring about benefits to the organisation and its tenants, align objectives to the group's business plan and to grow the business for the future.

LBS helped TCHG set a project team comprising all key stakeholders. This included senior management to re-introduce the balance and restore trust between the organisation and the council. LBS delivered awareness training, taking the team through the application of lean principles and solutions were generated that were then presented to senior management, who improved their implementation.



When the lean team initially looked at the starting position a few issues became clear. Perception was overtaking fact and the organisation was not asking the right questions of what the council wanted. It was apparent that their priority list was different from TCHG's and the two organisations were working against each other instead of working together to achieve the same result!

Lean Business Solutions helped the project team to stand back and look at the bigger picture of what was currently happening. It soon became apparent that the 'Voice of the Customer' wasn't understood and due to insufficient data on performance that the perception did not match the statistics. By starting with VOC, gathering the facts and then mapping the process a range of issues were uncovered. Too many people were involved, their roles and responsibilities were unclear and conflicting departmental responsibilities led to inconsistencies throughout the process.

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Information on performance before was unclear and needed to be changed into concise data.

The team could soon see that to get to where they wanted to be was to focus on the customer, to involve them throughout the process, manage their expectations and ultimately delight them!

Equipment & Adaptations should aim to be the best and most efficient and effective provider of improvements to the quality of the individuals' life to the satisfaction of the client and the tenant.

By scrutinising the whole process from beginning to end and challenging waste areas, a new process was developed that is measurable and clearly defined.

Results Achieved:

- A dramatic increase in customer satisfaction
- Additional work from the council
- Productivity up by 20%
- Management time freed up to take on additional responsibilities
- Opportunities to deliver the service outside the district
- Real increase in employee motivation and satisfaction



"The application of lean principles transformed our failing service into a success story in a surprisingly short period of time. Customer satisfaction soared with the introduction of our new process and it is pleasing to know that we can now help more people quicker than we ever imagined. Our reputation for service delivery is growing too and is generating lots of new business opportunities making this a very exciting service to work in."

Jayne Brennan, Equipment & Adaptations Officer, The Community Housing Group.



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