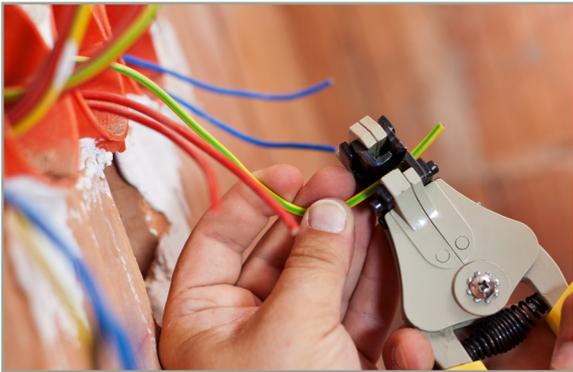


CAPITA

Case study

Transforming repairs services in Kensington and Chelsea



The Royal Borough of Kensington and Chelsea TMO is one of the largest tenant management organisations in the country. When the TMO wanted to bring its property repairs in-house to improve the customer experience, it turned to Capita for software to help manage the process effectively.

Introduction

Kensington and Chelsea TMO run a slick repairs operation for the 10,000 properties that it manages for the council, but roll back several years and tenants would have told a different story. Repairs were being managed by external contractors and although they were reporting that customers were satisfied, tenant surveys revealed otherwise.

“Resident satisfaction was hovering around the 65 per cent mark, and service ratings ranged from very poor to acceptable with a high rate of complaints,” says Andy Marshall, the TMO’s repairs managing director.

The board and executive team at the TMO decided change was needed. So, in September 2013, they took the radical step of moving away from their third party contractors and started an in-house repair service from scratch.

Room for improvement

It became clear that one of the first things required was a reliable repairs management system. “Our system was a little labour intensive at that point. If a new repair was reported, someone in the back office had to raise the job on the system. This was passed to the contractor’s system and when the job was completed, someone entered this information manually once again,” explains Andy.

This meant there was little flexibility in scheduling jobs and reacting to situations such as operatives running late or booking emergency orders.

“Our customer satisfaction has moved up from 65 per cent and has hit 95 per cent.”

Andy Marshall, managing director, Royal Borough of Kensington and Chelsea TMO

Taking control

The TMO purchased Capita's OPENContractor, which coordinates all aspects of repairs including people, stock and data handling. The information is then available via operatives' mobile working devices via Capita TotalMobile, linking directly to job scheduling for direct appointment setting.

"We already used the Capita Housing management system and were happy with how it worked. The benefit of choosing another Capita system is that it can integrate with existing housing information, so data on properties does not have to re-keyed," remarks Andy.



A smoother process

Since the project went live, routine processes have become simpler. "Our team now books appointments and allocates them to operatives who access their jobs directly on their mobile devices. The maintenance worker can then note any extra work that needs doing for the repair, get the materials and complete the job," adds Andy.

The borough is now in the process of implementing Capita's OPENContractor Portal, so any contractors used are able to access all information about any jobs that have been allocated to them, online. This means there will be fewer phone calls and emails confirming details of repairs.

The TMO's ICT manager, Nurul Miah, recognises the benefits of greater automation. "Planners can move jobs around depending on workflow or unforeseen issues. This way our operatives are sent one job at a time and their work is not interrupted. Everyone in the back office can see how individual repairs are progressing if a tenant calls in for an update."

Stock control is another key benefit. "When stock is running low in our operatives' vans, the system automatically orders the new parts we need. It links directly with our third-party supplier, which means we don't need to enter orders or process invoices manually," says Nurul.

Better outcomes

The new set-up means Andy and his team can focus on improving services. "We can see the number of jobs per operative, the income levels they achieve and average jobs per man per day. We can also look at trends over a period of time and see if our service is improving, static or dropping off so we can step in and do something about it. "Previously we only had half the picture. Now the data is ours and we know it's accurate. As a result, we are able to develop our team and improve our KPIs such as workmanship, first time fix, time taken and appointments kept.

"Although we still have a long way to go, our decision to move in-house has really paid off. Since we made the change, our customer satisfaction has moved up from 65 per cent and has now hit 95 per cent. This is just in the first six months – it's a great start."

Key benefits for the Royal Borough of Kensington and Chelsea

- Improved customer satisfaction from 65 per cent to 95 per cent
- Better service delivery to residents
- More efficient planning of operatives' time
- Greater flexibility in arranging appointments
- A more engaged mobile workforce
- Tighter control of stock management
- Time saved by automating many manual processes
- A valuable tool for monitoring and analysing trends in service.

Key benefits and functionality of the Capita solution

- Automates work with total integration from raising a job through to completion
- Sends details of repairs to operatives to access on their mobile device
- Dynamic scheduling allows planners to react to unforeseen situations
- Appointments can be sent to operatives one by one
- Automates stock replenishment and interfaces with main supplier
- Enables operatives to vary job details if necessary and order parts
- Captures workflow and financial data.

For more information about OPENContractor, Capita TotalMobile or Capita's social housing management solutions please call 08701 631800, email cssenquiries@capita.co.uk or visit www.capita-software.co.uk/socialhousing