



Royal Mail

	<b>Industry:</b>	Facilities Maintenance
	<b>Business Area:</b>	Property and Facilities Solutions
	<b>Project Type:</b>	Scheduling/Field Engineering
	<b>Duration</b>	20 months
	<b>Location:</b>	Nationwide



## Featured Results



“The Helpdesk is operating significantly better and is moving on leaps and bounds - the roll-out of the new ways of working is now aligned to our customers’ requirements and beginning to deliver successful results. Had you not come in and set the principles and foundations and guided the team, we wouldn’t be where we are today.”

**Stuart Davies**  
Managing Director - Royal Mail  
Property & Facilities Solutions



**£4.6m**

annualised savings enabled

**12 to 24 schedulers**

without an increase in overall NSC headcount

Robust subcontractor and overtime controls introduced

Enhancement of productivity measures to enable visibility of “true” engineering performance

Improved communication between the engineering and scheduling functions

“The project with Managers has enabled us to transform our ways of working, to align ourselves to the FM industry.”

**Stuart Davies**  
Managing Director - Royal Mail  
Property & Facilities Solutions

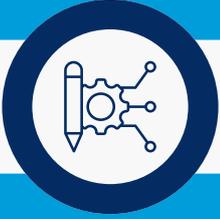
## The Challenge

- Ensuring buy-in from key stakeholders across a varied business landscape
- Working closely with Union representatives to develop an approach to best achieve mutually beneficial outcomes, navigating through wider and more complex operational challenges
- Introducing a culture of active management at all levels of the business
- Strengthening the interface between helpdesk, scheduling and operations
- Developing an operating model that was ‘fit for the future’
- Improving service levels and quality whilst reducing the overall cost of delivery



**m<sup>2</sup>**

# Our Solution



**Engineering and Scheduling Quick Wins** rolled out by Engineering Management within each region, supported by the Managementors team, through a series of roadshows, allowing for open discussion and Q&A sessions to ensure full understanding



**A new OD** was designed and implemented to better support the engineering function and drive active management through appropriate spans of control and greater accountability. This increased productivity resulted in released capacity across the operation



**An enhanced productivity reporting suite** was introduced based on accurate job times (PGLs) - the daily report became a crucial tool for managers, providing oversight of their team's performance, allowing them to identify issues and see how their actions impact upon performance



**Subcontractor spend reporting** and improved controls provided management with the tools and information to identify opportunities to bring work in-house, leading to substantial cost savings



**A more flexible engineering model** was created, allowing for the introduction of cross-bordering to reallocate resource, optimise travel and increase right first time approach



"I think the biggest positive for me, is that we've changed our outdated ways of working, transformed the culture, the behaviours and the operating model and we're moving forwards to creating a more fit for purpose operation. We've achieved a huge amount in a difficult environment and are now starting to see the changes implemented come to fruition."

**Stuart Davies**

Managing Director - Royal Mail Property & Facilities Solutions



## Who did we work with?

- MD, Property and Facilities Solutions
- Technical Services Director
- Finance Director
- National Service Centre Manager
- FM Works Manager
- Regional Operations Managers
- Technical Services Managers
- Scheduling Team Leaders & Schedulers
- Mobile & Residential Engineering Teams
- Helpdesk Teams

## Key Benefits

Working closely with stakeholders at all levels of the PFSL team, Managementors successfully facilitated significant transformation across the organisation, through embedding effective processes, tools and ways of working to significantly improve engineer performance, create capacity and improve levels of service.

The Royal Mail PFSL structure was redesigned to provide efficient spans of control and areas of ownership enabling a better focus on actual performance, active management and service levels. Beyond this, attention and care were taken throughout the national roll-out to ensure that specific regional challenges were fully understood and taken into account, with close training and support from the project team.

As a result, the PFSL team has been able to significantly reduce its operating costs and self-deliver a substantial amount of work that was previously subcontracted. With a new organisational design, reengineered processes, clear visibility of engineering productivity and efficiency, and a MOS champion in place to ensure that the new ways of working are sustained, the Royal Mail PFSL team now has a strong foundation upon which to continue its 'fit for the future' journey.

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

