

OUR JOURNEY TOWARDS
SUSTAINABLE TRANSFORMATION WITH
Royal Mail
 PROPERTY & FACILITIES SOLUTIONS (PFS)

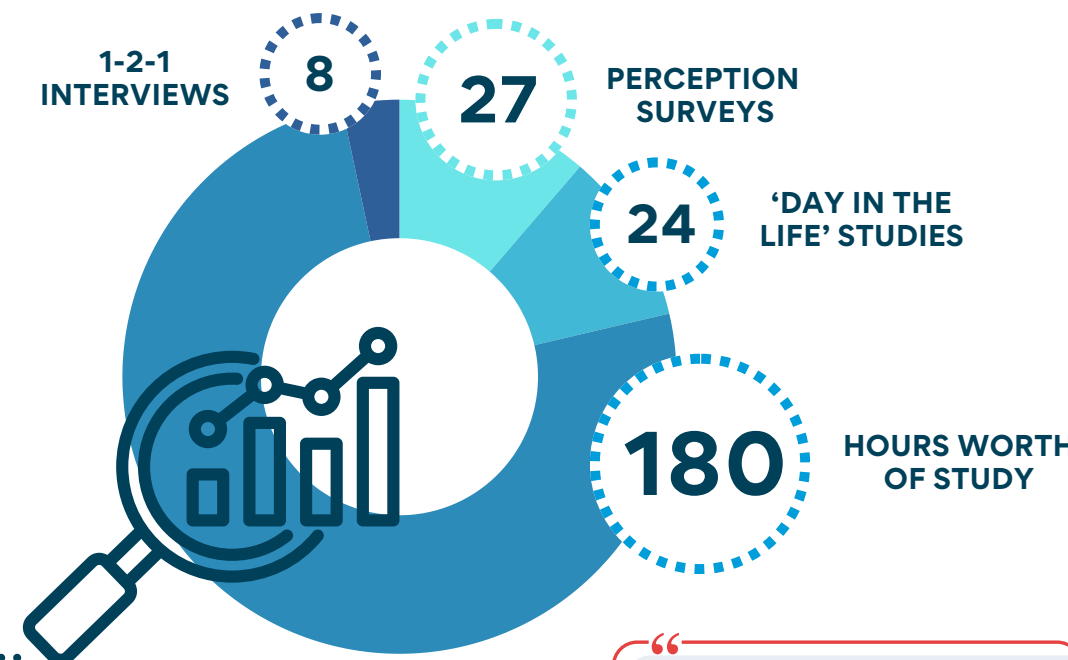
DISCOVERY

IMPLEMENTATION & ROLLOUT

RESULTS

SUSTAINABLE TRANSFORMATION

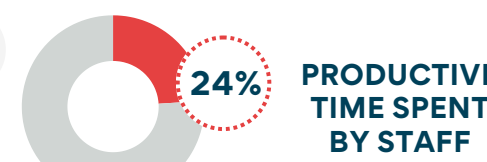
SEPTEMBER '21



KEY OPPORTUNITIES

- Significantly improve engineering utilisation and productivity through transforming the Helpdesk and Scheduling functions, and upskilling the technical supervisory teams
- Reduce the number of unsuccessful/repeat engineer visits through improved quality of information, planning and coordination of works
- Strengthen the MOS to effectively resolve issues, provide transparency of performance, and furnish the business with a framework for continuous improvement
- Create an organisational structure to support the business in achieving its operational and financial aims
- Enhance customer experience

"If I ignore the plan, why are they bothering to plan it in? We just plan it ourselves."
 Engineer



KEY OBJECTIVES & APPROACH

- Working closely with Union representatives to develop an approach to best achieve mutually beneficial outcomes, navigating through wider and more complex operational challenges
- Ensuring buy-in from key stakeholders across a varied business landscape
- Introducing a culture of active management at all levels of the business



- Strengthening the interface between helpdesk, scheduling and operations
- Developing an operating model and organisational design that was "fit for the future"
- Improving service levels and quality whilst reducing the overall cost of delivery

[CLICK HERE FOR FULL DETAIL ON IMPLEMENTATION PHASE](#)

MARCH '22
WEEKS 1-6

APR-JUL '22

AUG-OCT '22

OCT-DEC '22

JAN-FEB '23

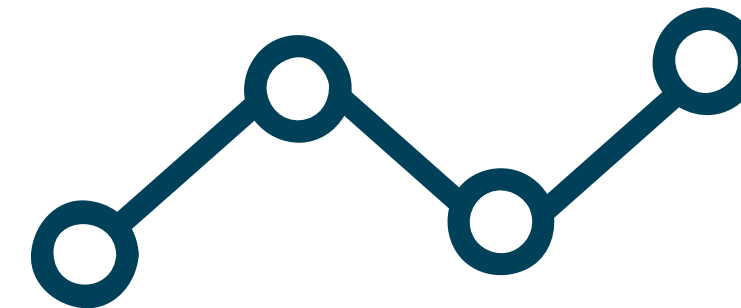
FEB-DEC '23

JAN-AUG '24

PROJECT MOBILISATION & KICK-OFF

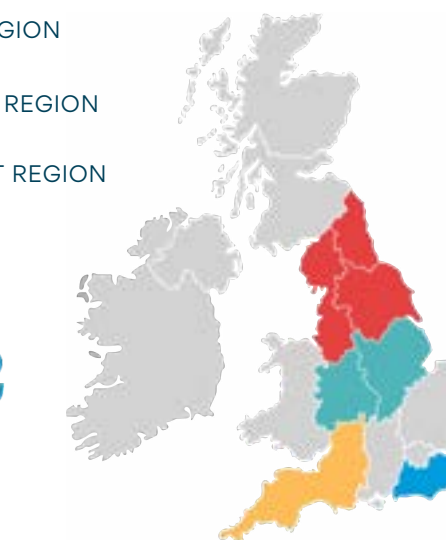
- Project set-up, kick off, information gathering & review
- Base development and agreement
- Engagement with unions
- Quick wins and initiatives to tackle challenges and strengthen interfaces
- Training workshops and 1:1 coaching

Kicked-off in the North



SCHEDULING, ENGINEERING & OD ROLL OUT

- CENTRAL REGION
- SOUTH EAST REGION
- SOUTH WEST REGION

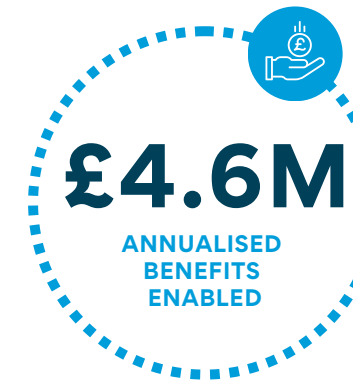


MANAGEMATORS STEPPED BACK FROM FULL-TIME IMPLEMENTATION

CONTINUED FOLLOW UP SUPPORT:

PFS SELF-DELIVERY OF SOLUTION ROLL OUT

NORTH REGION



ENHANCEMENT OF PRODUCTIVITY MEASURES TO ENABLE VISIBILITY OF "TRUE" ENGINEERING PERFORMANCE

IMPROVED COMMUNICATION BETWEEN THE ENGINEERING AND SCHEDULING FUNCTIONS

ROBUST SUBCONTRACTOR AND OVERTIME CONTROLS INTRODUCED

HELPDESK TRANSFORMATION ENABLING AN INCREASE FROM 12 TO 24 SCHEDULERS WITHOUT AN INCREASE IN OVERALL NSC HEADCOUNT

DEDICATED MANAGEMENT OPERATING SYSTEM CHAMPION TO ENSURE SUSTAINABILITY OF SOLUTION

"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

OCTOBER '24
7 MONTHS POST PROJECT

"We've really kicked on with the new MOS and have rolled it out ourselves into wider areas since Managementors left. This is a testament to the skills transfer and level of understanding built within the management team and MOS champion. It's really given us a steady footing of what can be achieved. We're bringing in new people and with this new MOS, it's making sure everyone is accountable for what their objectives are, and really bringing them out into the field and bring results back from their meetings."
 Jamie O'Keefe, Technical Services Operations Director

"We're definitely on track to realise the business case benefit of £4.6m. Our financial performance has significantly improved, along with our service levels."
 Jamie O'Keefe, Technical Services Operations Director

"We've taken what we learnt on the project and finessed it. We've put more ownership on the ops managers being involved in the calls and taking an active lead on them. It's freed up the Technical Services Manager's time to create that active environment and management drive. We're now getting really good tangible actions out of our calls and the ops guys now have more time to actually go out into the field and bring results back from their meetings."
 Scott Marsland, Transformation Support Manager & MOS Champion

MOS

FINANCIAL BENEFIT

ACTIVE MANAGEMENT

"The follow-on support has been extremely tailored to our needs. The team would reach out weeks before to see what we need further support on and the follow-on work would be centred around and delivered to the point where we were at in the journey. It's been brilliant!"
 Scott Marsland, Transformation Support Manager & MOS Champion

FOLLOW-ON SUPPORT

"It was a tough tough transformation programme. There were some painful moments and frustrating times but we got through it. We had a period towards the end where we started to see the green shoots of the financial performance and the other performance that flowed with it. It was clear to see that it was going in the right direction so without the programme ultimately, we wouldn't have got to the stage we're at now. It's been great overall."
 Jamie O'Keefe, Technical Services Operations Director

ON REFLECTION

