Estate Facilities

Compliance & Asset Management System Processes
The Improvement Kata – ‘way of doing’ in Japanese

The order of steps is important so we know the direction before setting out.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A high-level view of Lean in Higher Education</td>
<td>Identification of service specific vision statement</td>
<td>Hold Benefits Exploration Workshop for given Challenge Statement</td>
<td>High level analysis of process</td>
<td>Practical skills for mapping processes</td>
<td>Working together to find solutions to issues highlighted in previous sessions – all ideas count!</td>
<td>As and when required</td>
</tr>
<tr>
<td>Some examples of success</td>
<td>Identification of supporting challenge statements to set the context for improvement</td>
<td>Identifying the processes with the most issues</td>
<td>Identifying wastes &amp; consider ‘ECRS’ improvements to a process</td>
<td>Hands-on exercise of mapping team’s own process</td>
<td>Using Impact/Difficulty matrix as a tool to find priority solutions</td>
<td>Short ‘clinic’ sessions to answer questions and provide advice</td>
</tr>
<tr>
<td>Introduction to some of the many Lean tools</td>
<td>Produce Benefits Exploration Map for given Challenge Statement</td>
<td>Highlighting minor and major issues</td>
<td>Identifying wastes &amp; consider ‘ECRS’ improvements to a process</td>
<td>Identifying wastes &amp; consider ‘ECRS’ improvements to a process</td>
<td>Further Identification of metrics &amp; measures (Ref BEM)</td>
<td>‘Stand up’ meetings to keep an eye on improvement progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Produce Measurable Benefits Data Plan</td>
<td>Creating a plan for further work</td>
<td></td>
<td></td>
<td>Sharing success (and learning from failure) using SharePoint</td>
</tr>
</tbody>
</table>
The story so far.....

Estate Facilities Vision

Inspiring High Quality Facilities

Challenge Statements

Resource:
A) To invest in People to enable them to provide high quality Services.

Governance:
B) To Inspire and encourage a culture of continuous improvement.
C) To become an exemplar for Asset Management within the University (sector).

Process & Service:
D) To ensure an effective Asset Management System.
E) To provide a responsive and supportive service.
Benefits Exploration Map 1

Long-Term Strategic Benefits

- To ensure an effective Asset Management System
- To provide a responsive and supporting service

Observable/Behavioural Benefits
- Greater staff engagement
- Pride
- Job Satisfaction
- Ownership
- Improved communication
- Transparency
- Staff Retention
- Morale

Stakeholder Benefits
- Improved customer satisfaction
- Improved quality service
- Staff job satisfaction
- Governance assurance
- Less down time (correct parts etc.)
- Transparency
- Attract leading researchers from around the world

Measurable Benefits
- A compliant estate
- Improved service through reduced process time
- Staff capacity saving
- Customer satisfaction
- Reduced costs/budgeting
- Time efficiency
Benefits Exploration Map 2

Long-Term Strategic Benefits

- To invest in people to enable them to provide high quality services
- To inspire and encourage a culture of continuous improvement
- To become an exemplar for asset management within the University including achievement of ISO55001

<table>
<thead>
<tr>
<th>Observable/Behavioural Benefits</th>
<th>Stakeholder Benefits</th>
<th>Measurable Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater staff engagement (staff and university)</td>
<td>Sustainability</td>
<td>Customer feedback</td>
</tr>
<tr>
<td>Increased trust and confidence</td>
<td>Cost-effectiveness</td>
<td>Asset lifecycle</td>
</tr>
<tr>
<td>Increased staff collaboration</td>
<td>Reliability/durability of assets</td>
<td>Fewer breakdowns</td>
</tr>
<tr>
<td>Better match of skills and competencies to job roles</td>
<td>Safety</td>
<td>Cost</td>
</tr>
<tr>
<td></td>
<td>Demonstrable added value</td>
<td>Compliance level</td>
</tr>
<tr>
<td></td>
<td>Improved customer satisfaction</td>
<td>Staff turnover</td>
</tr>
<tr>
<td></td>
<td>Improved contractor relations</td>
<td>Asset condition/depreciation</td>
</tr>
</tbody>
</table>

Energy efficiency
Improved contract monitoring
Staff satisfaction
Asset management maturity level
SIPOC – Suppliers, Inputs, Processes, Outputs, Customers

• Worked through one as a group led by Linda Spinks, ourcambridge Process Improvement Manager
• Then produced others for other process steps
Process Mapping

• 2 sessions completed, 3 scheduled for September

The post-it note information is being transferred to Triaster, the software used by the University of Cambridge to develop process maps and to publish them to be shared across the organisation.
How is it going?

• How has the team embraced this approach?
The team at Laundry Farm has always embraced opportunities to improve and they approached this work with great enthusiasm which was helped enormously by Linda’s cheerful and friendly approach and the confidence she exudes in her training and facilitation. In these workshops, different teams have come together - focusing on the issues effecting them on a daily basis. So as well as improvement, it supports a collegiate culture. This process mapping helped the team to realise how small steps such as writing down everything they do on post-it notes can help them to see where things are being duplicated/complicated and can be simplified. Some of them have come up with their high level processes where they wanted to look deeply into how things are now and how they can improve it, e.g. Document management and Purchasing teams have been looking into the high level processes for procurement.

• What are the positives so far?
Since LEAN training, people at Laundry Farm are talking about `waste’ which is brilliant, because if people realise how to minimise that, it will definitely improve the way we work! We are grateful to ourcambridge for encouraging us all to review our processes and for finding us Linda and her Lean processes. One of the team members, Heather Capitain, was the 200th ourcambridge Champion and we are all proud to be doing our bit to make the University more efficient and effective.