

*All thoughts must be distilled into action and action that brings results.*

# Wall to wall improvements at the UK's largest homebuilder.

**The UK's housing market was one of the hardest hit in the economic downturn, with homes discounted up to 40%. To remain competitive, Barratt Developments quickly reduced Site and Divisional Office headcount and brought in Celerant Consulting to help design and implement a 'Quality & Cost' Improvement Programme.**

**B**arratt Developments is one of the UK's largest homebuilders and consists of Barratt Homes (traditional homebuilder), David Wilson Homes (larger family homes), Ward Homes (operating in Kent and SE England) and Wilson Bowden (commercial and mixed use property). It directly employs 5,200 people across 26 UK Divisions and most site work is subcontracted.

The sharp downturn in the UK's housing market had dramatically reduced profits, so costs had to be cut, without affecting quality or customer service. Barratt has a overriding culture of customer satisfaction and provides a 5 year warranty on new homes, so Celerant Consulting immediately focused on helping the company to get everything 'Right First Time' - whether

that involved building new homes or correcting any defects during the 5 year warranty.

### Laying the right foundations for the future

After site walking tours to perform a root cause analysis of construction and correction failures and a detailed analysis of all the processes involved, Celerant's experts designed and implemented:

- A comprehensive MCRS<sup>®</sup> Management System with a balanced focus on time, cost and quality metrics, to drive accountabilities for performance down to the right level.
- A Closework<sup>®</sup> approach to active site management to eliminate construction and correction failures.
- A leaner process of Customer Service contact after move-in.
- A leaner Customer Service organisation, better suited to future reduced work volume,

was also identified and managers were given extensive coaching on how to develop and performance manage their people. ■

### STRONG RESULTS FROM FLOOR TO CEILING

- A 35% reduction in remedial work during construction, with a 25% reduction in remedial material costs.
- A 40% reduction in customer service costs after move-in.
- Working alongside the client, Celerant also identified a 25% reduction in the Customer Service organisation, delivered annualised benefits of £12.06m (with £10.86m agreed on) and identified £5.8m in further savings.

*'Q&C is the most successful project ever rolled out by the Group. It's the first project to improve quality and at the same time reduce costs.'*

Tom Proctor, Construction Director,  
Barratt North East.