

# From a 360-day backlog to two weeks

## 14 days

maintenance backlog, down from around 360

## 3.5 months

to clear almost a year of overdue work

## ~50 people

one team across day and night shifts

### THE CLIENT

A heavy manufacturing business in the UK, on a site of around 10,000 people. We worked with the maintenance team of about 50, including 10 to 11 in leadership roles, across day and night shifts.

### THE PROBLEM

The maintenance backlog had grown to around 360 days. Breakdowns kept pulling the team off planned work, and the more planned work slipped, the more things broke. Overtime was heavy.

Work wasn't well planned, output varied widely between people, and the team was disengaged. The day and night shifts barely communicated, and the night shift felt like the poor relation. In meetings, many people stayed quiet, either switched off or not feeling safe to speak.

### THE RESULTS

- Backlog down from around 360 days to two weeks.
- Team-designed fixes, such as only scheduling jobs once parts and tools are confirmed.
- Visibly higher engagement, with people speaking up.
- Other departments treated as customers to serve, not interruptions.

### WHAT WE DID

- **Agreed where we were heading.** Sessions with the whole team to agree what the future should look like.
- **Made performance visible.** We put the backlog and performance on display and set up daily stand-ups. Leaders expected little interest; the operators took to it straight away.
- **Connected the shifts.** Simple handover routines so day and night worked as one team.
- **Taught problem solving.** The team learned to find and fix root causes themselves.
- **Built trust.** We coached open, honest conversations so meetings became productive.
- **Developed the leaders.** Leaders learned to set clear expectations, and to raise standards by coaching on the shop floor.



*This has completely transformed how we work. We'll never go back to the old way.*

MAINTENANCE SUPERVISOR

**If firefighting is crowding out the work that would prevent it, let's talk.**

Ash Latham | [ash@better-everyday.co.uk](mailto:ash@better-everyday.co.uk) | [better-everyday.co.uk](https://better-everyday.co.uk)