

modernising a repairs and
maintenance service
“the incredible journey”

Fife Council Building Services



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Head of Asset & Facilities Management
Fife Council
September 2009

Alan G Hill
Housing Maintenance Manager
Building Services
September 2009

Asset & Facilities Management Services



Ken Gourlay: Head of Service

Building Services is one of 5 Services in Asset & Facilities Management Services. The other 4 Services are:

- Corporate Asset Management
- Property Services
- Catering and Cleaning Services
- Fleet Services

Building Services



Alan Hill: Housing Maintenance Manager

- 5 operational depots
- 350 workforce and staff
- 23 million turnover
- 32 thousand domestic properties
- 150,000 Annual Repairs
- apprentice programme
- operational stores
- training

Building Services structure



Building Services income profile

Diversity of work

Repairs &
Maintenance

- Contracts - major & minor (£30m)

- 150,000 housing jobs (£23m)

Minor Works

- 30,000 non-housing jobs (£23m)

- 4,650 social work jobs

Major
Contracts

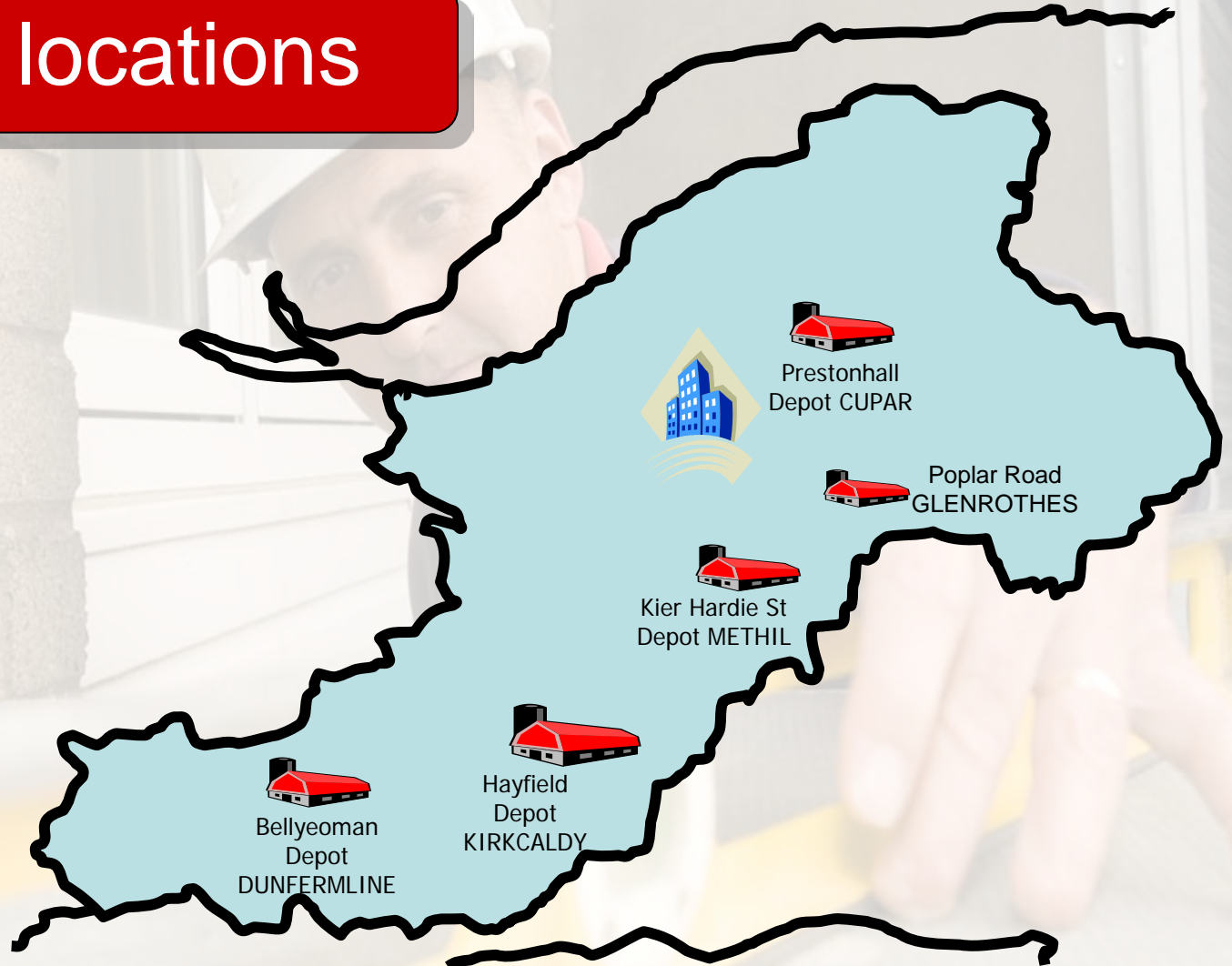
- gas (£2m)



Service profile

- 5 depots
- 715 trades staff
- 258 support staff
- 93 apprentices
- 1,066 employees
- £78 million annual turnover

depot locations



“reflection”

- thirteen years on!!!
- where have we come from?
- what have we gone through?
- what have we achieved?
- pain and gain?
- what next?

“1996” - remember then?

- DDC, KDC, NEFDC, FRC, (GDC)
- vastly different organisations?
- size, structures, cultures,
- terms & conditions, procedures, processes, IT
- Councillors, TU
- “a big task ahead“!

April 1996 local government reorganisation

- new council
- new structure
- new teams
- new challenges and goals
- opportunity?
- fear?
- the unknown?

“let the journey begin!”



“the incredible journey!”

- 1996 local government reorganisation
- 1998 Building Operations restructure
- 2000 EFQM assessment
- 2000 Hamilton/Scott, consultants
- 2002 Fife Council restructure
- 2004 EFQM assessment
- 2005/06 Building Services restructure
- 2007 HMMT EFQM health check
- 2008 Best Value Audit
- 2008 EFQM assessment

where we were in 2000

- Consultants report
- low morale
- poor performance
- lack of direction
- disjointed management team
- poor communications
- client/contractor arrangements
- schedule of rates
- outdated bonus scheme
- grievance/conflict culture
- poor reputation
- uncertain future

where we were in 2004

- EFQM findings
- positive report
- improving service
- sound approach to leadership ,service planning and partnerships
- early stages of transition from CCT to Best Value

restructure: key objectives

- restructure of Service as STO
- management team restructure
- cultural change
- craft Package
- Single Status
- rationalisation of depots
- re-induction process

where we were in March 2006

- new structure
- new partnerships
- remuneration agreed
- single status uncertainty
- new roles and responsibilities
- new teams
- new challenges

Building Services: 2006 objectives

- service direction and leadership
- clarity of roles
- identify actions
- team development
- sense of purpose and worth
- professionalism
- customer focused



the “vision”

to be recognised as:

“an excellent service provider
by the council and our customers”

2006 strategic challenges

- financial
- efficiencies
- Service planning
- SHQS
- partnerships
- customer focus
- inspection
- new technology
- cultural change
- restructure
- Staff development
- Single status
- cont improvement
- improve reputation

2006 operational challenges

- productivity
- resource mgt
- KPIs
- attendance mgt
- change mgt
- communications
- team building
- health & safety
- workloads
- recruitment
- customer relations
- industrial relations
- **results !**

2006 desired culture

- vision/direction
- effective comms
- motivational mgt
- trust/support
- performance focus
- train and develop
- involve/value
- listen/learn
- achievement
- pride/recognition
- **teamwork**

structure principals and design people, performance, partnership

- meet Council objectives
- customer focused
- Performance Mgt framework
- deliver on Best Value
- establish clear processes
- staff development
- ownership/accountability
- continuous improvement
- a peoples organisation
- “fit for purpose”

operational principles

- a single performance culture
- clear service standards
- customer focused
- quality and costs
- accountability/integrity
- teamwork/flexibility
- the right advice first time
- clear communications
- “can do” attitude/culture
- pride in the job

2007 EFQM health check findings

- rapidly improving organisation
- many areas of good practice
- team spirit and peers support
- commitment to improvement and driving change
- demonstrated leadership/empowerment
- improved communications through thematic meetings
- strong team working
- good access/relationships with line management

EFQM findings (continued)

- robust approach to service/section planning
- management has clear vision for the service
- clear evidence of sound, structured approach to service development
- clear understanding for change and the direction of travel for the service
- clear evidence of a strong improvement drive based on the 2000 findings
- strong perception of good relationships with customers and the quality of our service

EFQM findings (continued)

- evidence of employee development
- strong financial management
- performance culture
- cross service working
- co/ords, improved workforce flexibility
- strong focus on Best Value, unit cost, VFM
- strong focus on performance scrutiny
- strong approach to benchmarking being developed

“the road to excellence”

- switch on to political objectives
- know your workforce ,strengths and weakness
- know your customers
- plan managing change
- create teams with identity
- make the correct appointments
- set clear goals and objectives
- adopt an inclusive management culture
- good performance must be recognised
- poor performance must be challenged
- be visible ! champion change



plan to perform

- structured Inductions
- consult with partners
- development days
- thematic team meetings
- workforce engagement
- monitor and review progress

team development

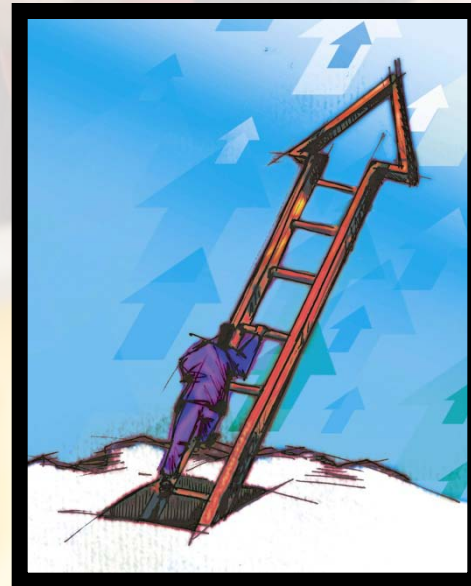
- professional qualifications
- staff appraisal
- 360 degree assessments
- operational focus groups
- succession planning through our excellent apprentice scheme
- workforce communications through toolbox talks and newsletters

personal contribution

- lead from the front
- be honest ,fair and consistent
- provide genuine support
- constantly communicate
- tell it as it is
- ask if you don't know
- trust your gut instinct
- act in the best interests of the business
- “ what you permit you promote “

achievements and challenges

Ken Gourlay



Building Services report card 2008

“Pass Marks “

- financial targets met
- housing KPIs 94% up 6% from 2006
- improvements in:
 - property team performance
 - the contracts section
 - strategic management
 - service planning
- investment in depots
- investment in training and re-inductions
- nationally recognised apprentice scheme
- leading on benchmarking activities through APSE
- customer confidence

press release March 2008

Councillors have praised the efforts of employees in Fife Council's Building Services for their turnaround in performance over the last 3 years. At a meeting of the Council's Policy, Finance and Asset Management committee, the efforts of over 1000 staff were recognised.

CEO Ronnie Hinds said the turnaround in fortunes of the service were down to a strong management team and the motivation and enthusiasm of employees.....

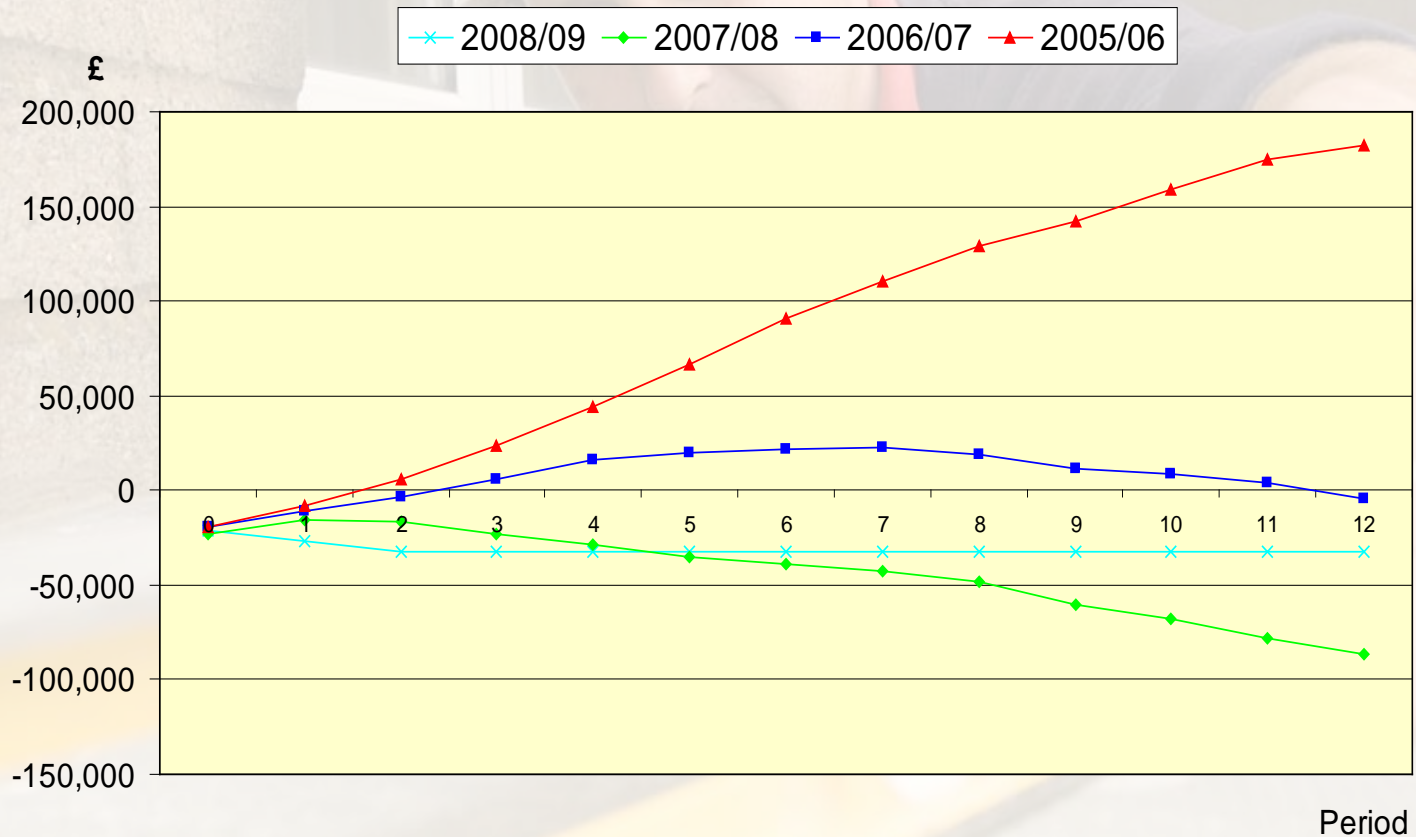
"Back in 2002 the service was suffering losses and financial performance was poor, now we are looking at an entirely different picture!"

Councillor Peter Grant added: "with this commitment to performance the future is looking good and it is hoped next year if profits continue to rise, we could be looking at a reduction in charges which is excellent news".

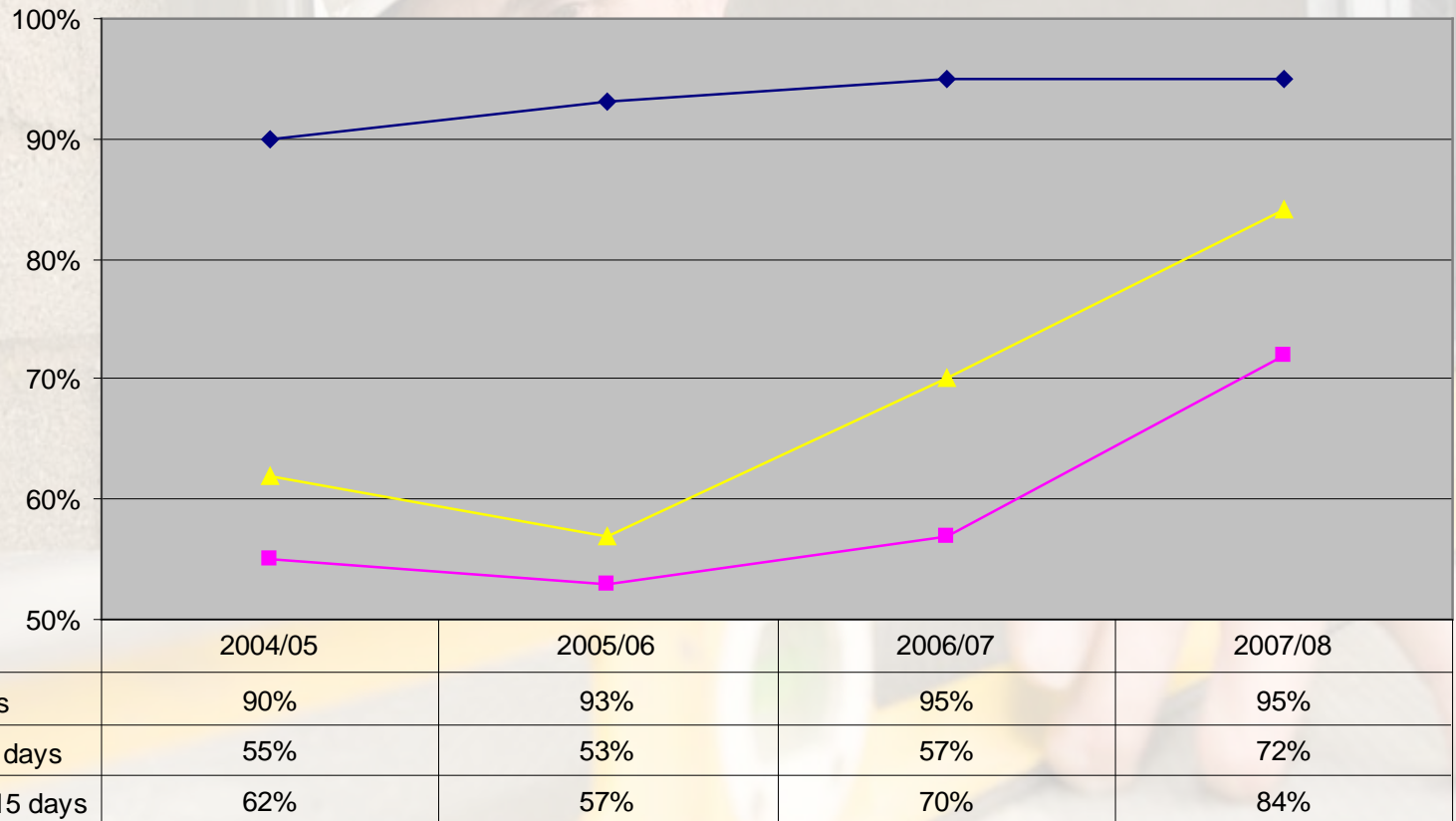
Courier, East Fife mail, Fife Free Press, Dunfermline Press

interest on balances

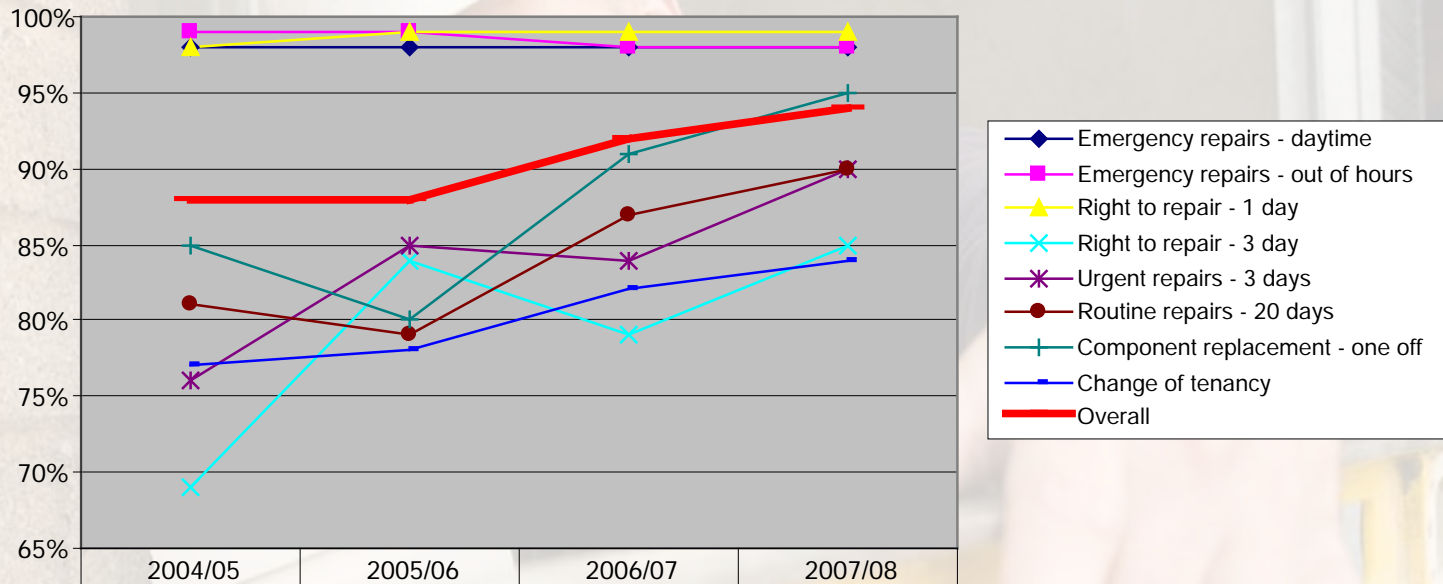
IORB CUMULATIVE



Property KPIs

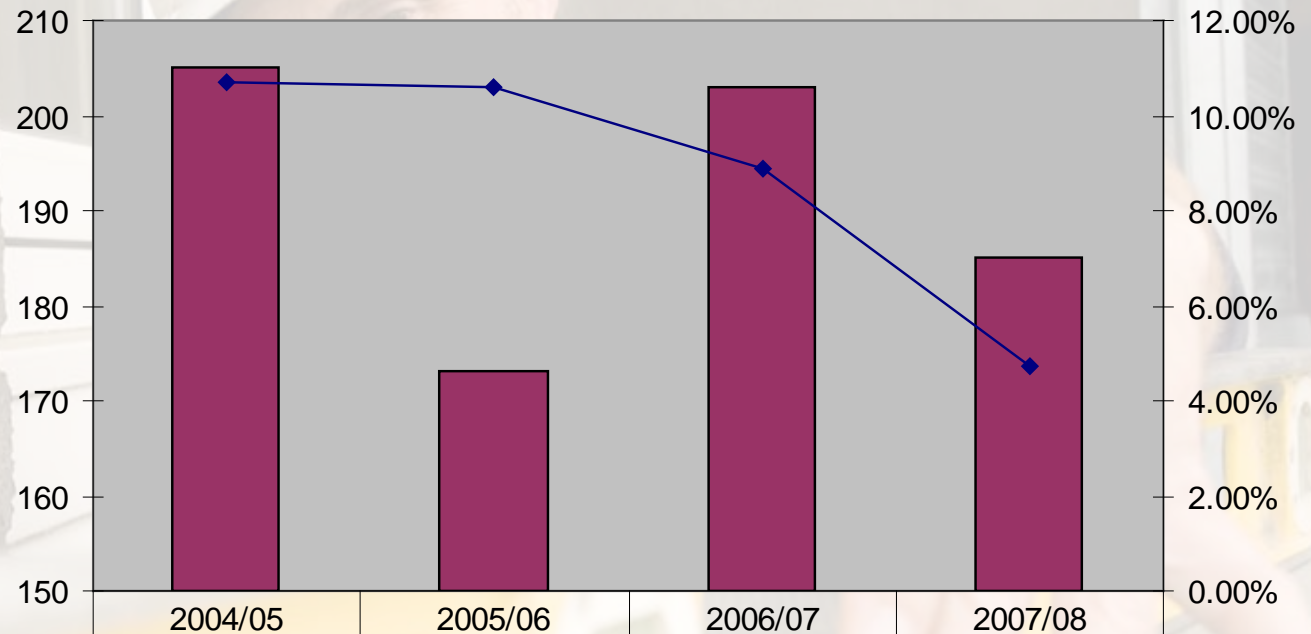


Housing KPIs



	2004/05	2005/06	2006/07	2007/08
Emergency repairs - daytime	98%	98%	98%	98%
Emergency repairs - out of hours	99%	99%	98%	98%
Right to repair - 1 day	98%	99%	99%	99%
Right to repair - 3 day	69%	84%	79%	85%
Urgent repairs - 3 days	76%	85%	84%	90%
Routine repairs - 20 days	81%	79%	87%	90%
Component replacement - one off	85%	80%	91%	95%
Change of tenancy	77%	78%	82%	84%
Overall	88%	88%	92%	94%

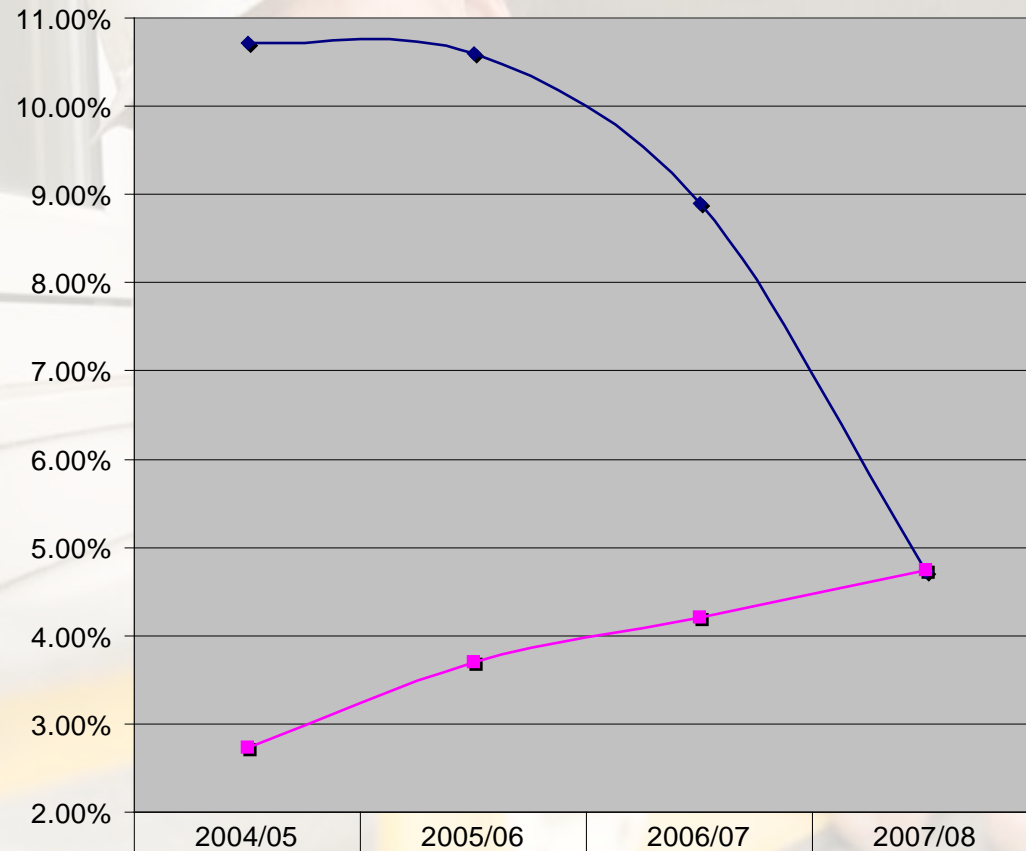
accidents reported to HSE



■ Number of accidents reported to Health and Safety Executive

◆ Days lost (craft employees) through accidents

accidents v training



◆ % of absence lost to accidents	10.71%	10.60%	8.90%	4.72%
■ Training time as % of total time	2.73%	3.70%	4.20%	4.74%

EFQM Strengths 2008

- leadership
- major restructure completed
- rationalisation of depots
- customer satisfaction
- values
- innovation
- people
- sharing best practice
- managing finances

EFQM Achievements 2008

- commitment to Excellence
- Significant Trading Organisation established
- strong financial management
- performance improvement
- craft remuneration package
- cultural change
- strong partnership arrangements in place
- growing your own workforce
- re-induction for all employees

2009: “the journey goes on”



2009: “where are we now?”

- 3 years down the line
- structure arrangements in place
- partnership arrangements in place
- remuneration agreed/implemented
- single status now agreed
- political endorsement
- vastly improved reputation
- same challenges, new challenges !

Building Services challenges

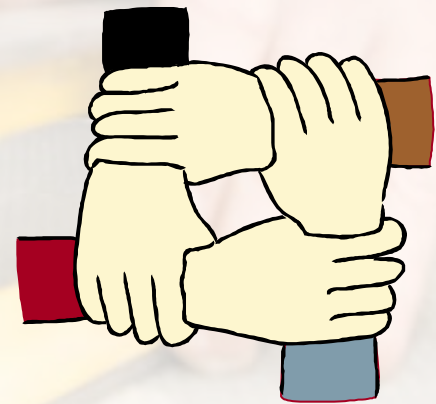
- continuous improvement/Best Value
- housing regulator inspection
- contribute to the delivery of the Council's Big 8!
- SHQS Delivery
- research alternative delivery models
- business growth
- year on year efficiencies
- partnerships
- develop a sustained skilled workforce
- IT development: handhelds, work scheduling, visa purchase cards
- depot rationalisation
- sustainability: reduction in fleet, procure sustainable materials, reduce travel, re-cycling carbon footprint etc

the future?

2009/2010 ?

2010/2015 ?

**“Its in our
own hands”!!!?**



grow your own workforce



“celebrate success !”



This is not just any Construction Service
this is Fife Council's BUILDING SERVICES

