

# Allan Whyte

## Head of Service

### Aberdeen City Council



# Embedding the Principles of Performance Management

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- Modernisation and Improvement
- Making a Difference
- Performance Agenda



# Modernisation and Improvement

## Drivers for Change

- Local Government 2003 Act
- Scottish Housing Quality Standard - 2015
- Asset Management
- New Build
- Homelessness - 2012 Target
- Customer expectations
- Single Outcome Agreement

# Modernisation and Improvement

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“When I report a repair, arrange an appointment as soon as possible that is convenient to me; keep me informed as to when someone is coming, have a suitably skilled operative turn up when promised, and complete the repair on that visit, however long that takes.

If this isn't possible, keep me informed and arrange to come back as soon as possible to complete the work”.

**Simple ... what the customer wants**

# Modernisation and Improvement

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- **Craft Agreement**
- Flexible use of resources
- Appointments to suit tenants
- Pick your own working hours
- 24/7 cover
- Fixed Costs
- Apprentices
- Move away from traditional SMV based bonus/  
Introduce shadow bonus system as a productivity measure

# Modernisation and Improvement

## What we improved in Housing Repairs

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- **IT System**
- Diagnostic Tool, emphasis moved from pre to post inspections
- Dynamic Scheduling
- Appointment Systems
- Cost Control
- Material Supply and Control
- Mobile Working

# Modernisation and Improvement

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- **Procurement**
- Prime Cost - Maintenance Agreements
- Framework Agreements - Capital Works
- New Build
- Asset Management Planning

# Making a difference



Association for Public Service Excellence

**APSE service award 2008**

**Best service team: Construction & Building**

**Winner: Aberdeen City Council**

# Making a difference

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- Cost certainty/ increased surplus
- Flexible workforce/ training
- Customer care/satisfaction
- Supply chain management
- Improved industrial relations
- Strong leadership

# Making a Difference

- Housing Void Performance - over £2M annually; 1597 to 150 properties
- Housing Repairs performance improvements – 11% across priority areas
- Re-design of the repairs service through more flexible working hours, improved work scheduling and mobile working modules.
- Efficiency saving **£1,573,000**

# Making a Difference

- Average days to complete a routine repair from tenants request
  - 2008 : 10.75    2009 : 5.73
- % of all repairs on time
  - 2008 89%    2009 98%
- Jobs / man / week
  - 2008 21.5    2009 25.8    up 20%
- % satisfied with repairs
  - 2008 avge 86%    2009 avge 95%

# Performance Agenda

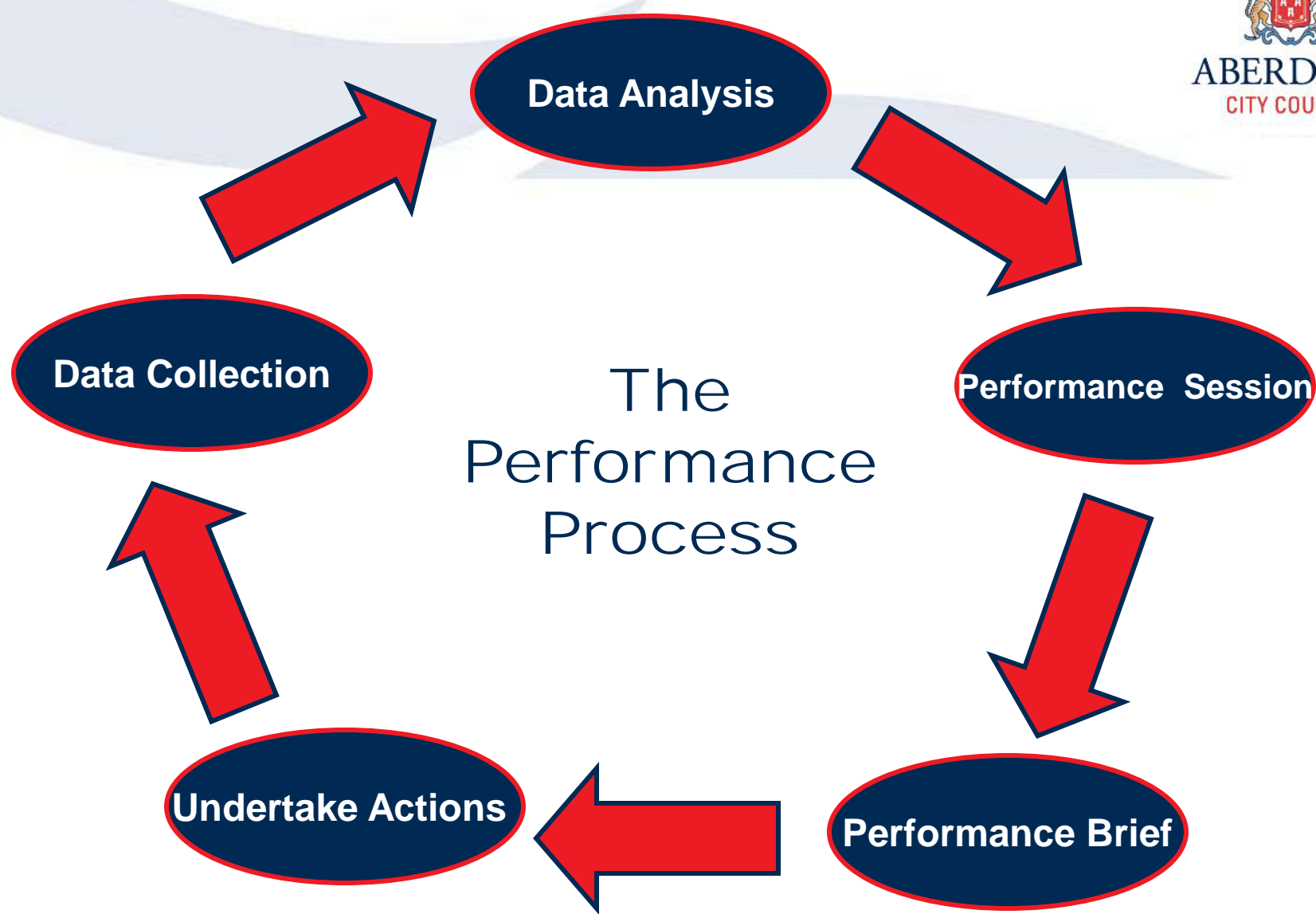
- Citistat :Performance Management System.
- Originated in Baltimore, USA
- Use of performance data to drive performance
- Focus and use of the performance information supplied
- High level involvement



# Performance Agenda

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- Leadership : High level involvement.
- Enhanced data quality and analysis.
- Focus on improvement, scrutiny and accountability.
- Ownership of actions - empowerment.
- Challenge performance levels.
- Indicators meaningful - Service Managers.
- Cultural and organisational change.



# Performance Agenda Scheduling

Duncan Roger William, McKenzie Robert, Gray James, Morrice Keith, Martin Dean

**Schedule** 12 February 2009

**thursday 12**

	Duncan Roger William	McKenzie Robert	Gray James	Morrice Keith	Martin Dean
<b>08<sup>00</sup></b>	Jobbing - Emergency - 1061000 1061001600 Completed	Jobbing - Emergency - 3621000 362100080A Completed	Jobbing - Emergency - P1083 P10839 Completed	Jobbing - Emergency - 1323066 132306670D Completed	
<b>09<sup>00</sup></b>	Jobbing - Emergency - 3506002 3506002800 Completed	Jobbing - Emergency - 3330203 3330203800 Completed	Jobbing - Emergency - 3514014 3514014400 Completed	Jobbing - Emergency - 3225001 3225001300 Completed	
<b>10<sup>00</sup></b>	Jobbing - Emergency - 3157005 3157005400 Completed	Jobbing - Emergency - 1605001 160500120C Completed	Jobbing - Emergency - P1373 P13731 Completed	Jobbing - Emergency - P1499 P14998 Completed	
<b>11<sup>00</sup></b>	Jobbing - Emergency - 1446502 144650220E Completed	Jobbing - Emergency - 3588015 3588015000 Completed	Jobbing - Emergency - P1480 P14803 Completed	Jobbing - Emergency - 13-23BEAT 13-23BEATTIEAVE Completed	
<b>12<sup>00</sup></b>					
<b>13<sup>00</sup></b>	Jobbing - Emergency - 3369004 3369004600 In Progress	Jobbing - Emergency - 3688008 368800880E In Progress		Emergency - 3 3584004400 Completed	Emergency - 3 3584004400 In Progress
<b>14<sup>00</sup></b>					
<b>15<sup>00</sup></b>					
<b>16<sup>00</sup></b>					
<b>17<sup>00</sup></b>					

Description 1214726 - 149291

**Planning Data**

Priority : Priority 1  
Target Date : 12/02/09  
Actual Start : 12/02/2009 13:34  
Actual End : 12/02/2009 14:34  
Planning Window Start : 12/02/2009 12:32  
Planning Window End : 12/02/2009 16:32  
Planned Duration : 01:00  
Original Duration :  
Planned Travel time : 00:00

**Resource**

Morrice Keith Hard Locked

**Status**

LifeCycle Status : Started  
Completion Status :

**Customer**

MS M BARNETT  
44  
44 ST NINIAN COURT  
SEATON  
ABERDEEN

Post Code : AB24 1XG  
Area Code : BC AB24 1

**Description**

TOILET NOT FLUSHING  
RS-v4.0.0 (RM-v4.1.4)

# Performance Agenda

## Everyone Focused on Performance

- Easily understood targets
- Performance management at all levels.
- Regular performance meetings to discuss performance and actions.
- Involve staff in decision making.
- Let others know if a change works.



# Performance Agenda

- Use of performance data to drive improvement
- Now part of committee/ team process
- Collate, analysis and action
- Set challenging targets
- Benchmark and Learn from others. Performance Management Framework -Achievable realistic targets

# Conclusion

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- Focus on the outcomes for your customer
- Empower your team/Collaborate with partners
- Focus on modernised systems
- Focus on embedding performance management in a shared environment for continuous improvement
- Review the delivery model
- Fundamentally, design the service around the customer: modernise the service and embed performance management to continually drive improvement

# Conclusion

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*“The customer is the ultimate judge of value”  
Sir John Egan*