

‘Modernisation of the Service at Aberdeen City’

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- Getting it Right



Why Bother?

- National Outcome 15
- A high quality service
- Continually improving
- Efficient and responsive
- Providing for the Local People

Why Bother?

Drivers for Change

- **The demand for improving service standards**
but...
- **Expectation to reduce costs**
.....and so we must Achieve Efficiencies

Craft Agreement 2006

Objectives

- Flexible use of resources
- Appointments to suit tenants/customers
- Flexibility within the working day
- 24/7 cover
- Fixed Costs
- Apprentices

Craft Agreement 2006

What we had to do

- Reach agreement on flexible work patterns with Trade Unions
- Review pay rates
- Create functional teams
- Introduce dynamic scheduling
- Promote a culture that involves staff in service improvement and that ensures every employee is valued

Benefits of the Craft Agreement

- Setting aims and target for expenditure (Budget control)
- Move from weekly salaries to monthly
- Training all staff on repair-ordering policy, business concepts and budgets, so the service becomes less demand-led
- Reduce the level of expensive emergency work, ensuring that Contact Centre staff do not over-prioritise repairs, by using scripting tools

Benefits of the Craft Agreement (cont'd)

- Increase planned work carried out and link to planned work programmes
- Target reductions in responsive maintenance spend
- Plan to increase Capital Work carried out by repair teams due to increased productivity

Benefits of the Craft Agreement (cont'd)

- Allows trades staff to multi task
- Reduces the complexity of repairs ordering by simplifying the schedule of rates
- Provide diagnosis software to staff
- Introduce flexibility, by leaving some diagnosis to operatives, to deal with inaccuracies

Craft Agreement - Mobile Working

Allen Small

System Manager

Aberdeen City Council



Customer requirements

When I report a repair,

- arrange an appointment convenient to me
- inform me when someone is coming
- have a suitably skilled operative turn up when promised,
- complete the repair first time where possible
- if not possible, keep me informed
- complete the work

Simple ...

Craft Agreement

- **Foundation for modernisation**
 - Change of Processes
 - Diagnostic Tool & Scripts (Contact Centre)
 - Mobile working
 - Scheduling & Appointments

Change of processes

- Benefits
 - Improved service to Tenant & Client
 - Greater efficiency
 - Better decisions; reduced firefighting
 - Materials
 - Emergency work
 - Driver for further improvements
 - Opportunity to win external contracts

Diagnostic Tool

- Benefits
 - Scripts & Non technical users (Contact Centre)
 - Identification of correct repair
 - Allocation of correct trade
 - Use of correct contract/cost codes

Mobile Working

- Benefits
 - Home based
 - Job at a time
 - Improved performance/more jobs per day
 - Variations and flexibility
 - Improved emergency response times
 - Lower vehicle fleet costs
 - Reduced timesheets

Scheduling & Appointments

- Benefits
 - Improved Service
 - More appointments
 - Increased productivity/more jobs per day
 - Reduced travel costs/green policy

Some of the difficulties

- **Timing**
 - year end impact
- **ICT implementation harder than expected**
 - stage failures & resource implication
 - backlog of processing & credibility impact
- **concurrent people issues**
 - non craft job evaluation & low morale
 - major restructure of Service
- **system discipline**
 - users & hardware

Outcomes

- Statistics

Outcomes - Customer

- % of repairs appointments kept

2008 = 78% **2009 = 97%**

- % of non-emergency jobs completed in one visit
(first time fix)

2008 = 62% **2009 = 86%**

- % satisfied with repairs

2008 = ave 86% **2009 ave 95%**

- Average days to complete a routine repair from request

2008 : 10.75 **reduced to 2009 : 5.73**

Outcomes – Council

- % of non-emergency work by appointment
- 2008 85% 2009 98%
- % of Emergency repairs completed in one day
- 2008 94% 2009 98%
- % of jobs completed in a maximum of two visits
- 2008 92% 2009 97%

Outcomes - Council

% of all repairs on time

2008 = 89% 2009 = 98%

% of appointment repairs on time

2008 = 86% 2009 = 99%

% of non-appointment repairs on time

2008 = 94% 2009 = 98%

Jobs / man / week

2008 = 21.5 2009 = 25.8 (up by 20%)

Outcomes - Financial

- Financial Savings to ACC 2008/09.
- Re-design of the repairs service through more flexible working hours, improved work scheduling and mobile working modules.
- **Efficiency saving - £1,573,000**
- This has been published in the Council's annual statement of efficiency gains for 2008/09.

Outcomes - Awards



Association for Public Service Excellence

APSE service award 2008

Best service team: Construction & Building

Winner: Aberdeen City Council

- Any Questions?