



Sandwell Metropolitan Borough Council

Working in Partnership to Improve the Customer Experience



Introductions

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Sandwell is a metropolitan borough in the Black Country, which is made up of six towns:

- > Oldbury
- > Rowley Regis
- > Smethwick
- > Tipton
- > Wednesbury
- > West Bromwich



The population of Sandwell is estimated to be **325,000**, projected to increase by **30,300** by 2030.*

*ONS 2017 Mid-year population estimates



Every year Sandwell Council deliver around:

- > **90,000** emergency, urgent and routine repairs for council owned homes.
- > **35,000** gas repairs.
- > **26,000** gas services.
- > **16,000** planned housing repairs.
- > Out of hours service for emergency repairs, seven days a week.



Where we were

- System stability issues and existing mobile technology was reaching end of life, and becoming increasingly unreliable.
- There were issues with information not synchronising between field-based employees using mobile technology and the back office resulting in greater challenges with managing employee performance.
- Increased reliance on scheduling software for accurate information
- Whilst the Response Repairs arm was using mobile technology, the Voids and Gas Servicing teams were using paper-based processes.
- No access levels and the need to improve the customer experience.
- The existing stock management system was also not fit for purpose.



Our Aims

- > A working system!
- > There was a need to simplify the technology solution in place, making it less complex and prone to failure – A Fully Hosted Cloud based Solution
- > Extending mobile working within the Sandwell Asset Management and Maintenance Service beyond the Response Repairs arm. E.g. Voids, Gas Servicing, Contractors...
- > Solutions to compliment with Sandwell's future channel shift ambitions
- > Having the right stock at the right time was crucial to keeping repair appointments, reducing unnecessary administration associated with rescheduling, as well as the negative impact on customers
- > Improve customer communication and satisfaction



First Steps – Procurement commencing 2016

Three procurement exercises were undertaken for:

1. An asset management system
2. Corporate mobile including text messaging
3. A stock management system.

Advanced and Keymas (stock system) submitted successful tenders



Timeframes



The Partnering Approach

•Commitment from Senior Management to provide a dedicated project team

•**Outcomes:**

No misunderstandings
Ensure Timescales Met
Reduce Formal UAT

Attend 2 Days each week from Sept 2017 to Jan 2018

•Weekly, internal consultation; real feedback from real users

Regular feedback to Advanced Developers

•**Test, Test, Test!**

•Roll-out programme with demonstrations and user guides, run test system etc from Feb 2018

•**Ready to go live, March 2018**



Importance of Partnering

- > Helping to deliver a fit for purpose solution
- > Suppliers are the experts in their systems - ensure we are able to exploit system benefits
- > Joined up approach / Knowledge Transfer
- > Agreed timescales to achieve goals
- > One Team



What was Achieved?

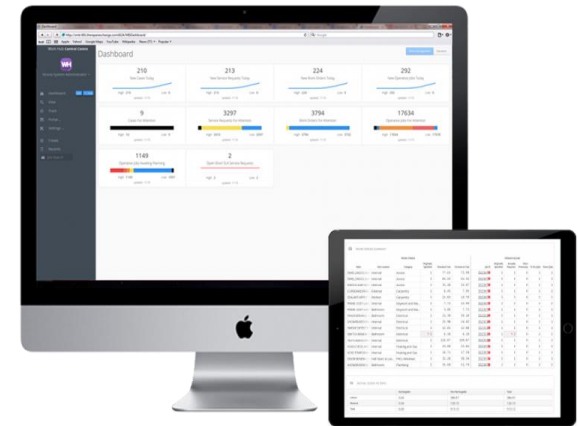
- > Developed a new workflow management back office system for the Asset Management and Maintenance Service (covering housing repairs) with integration to 3rd party systems
- > Implemented a new Mobile Workforce Solution to work with the above
- > Replacing existing mobile hardware which had reached the end of their useful life and were prone to failure
- > Delivered Improved Text Messaging for DLO Repair Jobs in June 2017
 - > Enhanced December 2018 for Contractor Repair Appointments & Contractor Gas Servicing
- > Delivered Mobile working for Response Repairs, Voids March 2018
- > Delivered New Stock Management System April 2018
- > Delivered Mobile Working for Contractor Gas Servicing April 2019



Work Hub

Work Hub is our Asset Management & Maintenance System

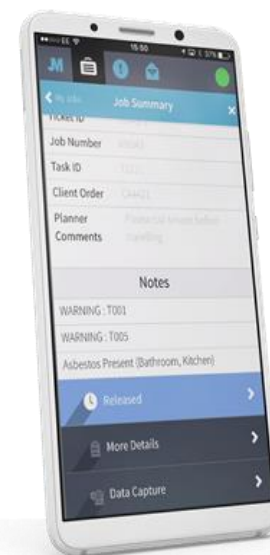
- > It enables seamless, reliable data flow, connecting the different departments with one another. It connects the back office with the field based repairs team
- > Manage the detail of work and the resources utilised to complete it, fully monitor and control costs
- > Manage communication with customers effectively, through the provision of onsite customer repair property history on the mobile device when responding to cases and issues



Job Manager

Job Manager is our Corporate Mobile working platform

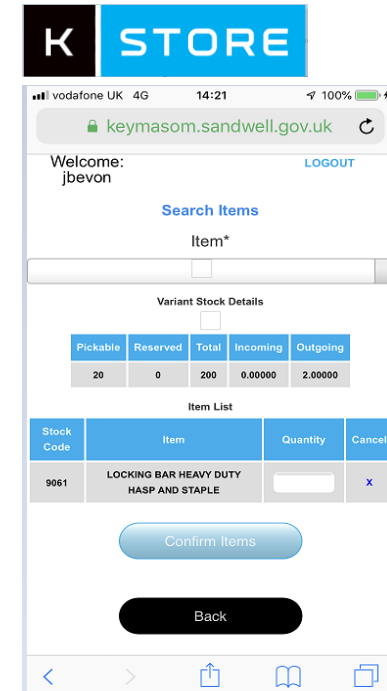
- Job Manager provides Housing Repairs workers with all the information they need to perform the required task.
- Eradicates paperwork from the field as jobs are sent to workers directly each morning and updated throughout the day.
- Follow up jobs can be triggered in the field.
- Provides real time visibility, enabling customer service teams to update customers effectively.
- Ability to carry on working off line, when out of signal.



Stock Management System



- > Improved Stock Availability
- > Improved Stock Accuracy
- > Automated replenishments based on minimum stock holding levels
- > Having the right stock at the right time – minimising unnecessary repair appointment rescheduling



Employee Engagement

- > Mobile Device Choice took place with 250+ Employees
- > Employee engagement assisted greatly in both reducing training and adoption of new mobile solutions.
- > Training for 500 Employees over 4 Weeks
 - > Managers, Planners, Contact Centre, Local Centres, & Craft Employees



Some of the benefits we are seeing

- Makes the employee's job easier. No one talks about I.T. anymore
- Seamless, reliable data
- Paperless; no scanning, no printing, less to input
- Photo uploading – data capture
- Satellite navigation, route planned
- Driver vehicle check, ensuring their safety
- Gas servicing and electrical minor works certificate held against job
- Internal communications – read receipts
- Employee status; working, lunch etc.
- Lone working safeguards



Some of the benefits we are seeing...

- Accurate, live information, linked to asset database - optimised use of resources to meet demand
- Real time visibility of the working day, live job progress
- Tenant information; e.g. contact telephone details, special notes & red warning flags
- Property repair history readily available on mobile devices for our trade employees
- Repair teams empowered to create follow-on jobs, reducing the need for tenants to report jobs
- Improving communication with customers, and supporting “avoidable contact”
 - Text Messaging - Appointment confirmation, 7 day reminder (on our Larger Repair Jobs), 1 day before reminder, “We’re on our way”
 - Reduction in tenants missing appointments and no access
 - Customer satisfaction surveys



Customer Satisfaction

Year	Customer Satisfaction	No Access
2016-17	84.9%	10.88%
2017-18	90.9%	10.50%
2018-19	93.8%	10.10%
2019-20 YTD 31 Aug 2019	93.9%	9.71%

- > Customer satisfaction continues to increase year on year
- > No Access is continuing to fall
- > The operation no longer suffers from failing, unstable technology - a key factor in maintaining productivity.



Next Steps

1. Ordering Materials on a Mobile Device
2. Electrical Servicing
3. Asbestos Register
4. Fire Safety Inspections (Risk Assessments / Fire Incident Reporting)
5. Estate Management





Any Questions?

