

Operational Changes and Performance Improvements



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Outsourcing

Outsourcing of any service is a very big decision for any Council.

There are normally two sets of circumstances that this becomes an option:-

Perceived Financial/Productivity Benefits

- ❖ An external provider will provide the service for less
- ❖ An external provider will provide a better service

Or Existing Provision not Performing

- ❖ The existing service is not providing value for money
- ❖ The existing service is not providing a good service

Background to our Journey

- In late 2010 Renfrewshire Council took the hard decision to give Building Services 12 months to deliver radical improvements or the council would have no option but to outsource the service.
- At this time the department was running at a considerable financial loss, productivity was only 55%, absence was 7% and relationships between management and unions was very tense and at loggerheads on many issues.

Understand the issues

- Find out what are the real issues are don't assume anything
- Listen to people at all levels – internally and externally
- Empower people to speak up
- Be frank and honest with the unions
- Come together with unions to provide solutions
- Give people ownership
- Don't be afraid to act

Making it Work

- Provide the service the client wants.
- Don't promise what you cannot deliver
- Be realistic about what you can achieve and when
- Bring the client with you on the changes
- Let the client be involved in prioritising improvements
- Feedback to the employees and unions what's happening and why.
- Provide real information to employees on progress

Your most powerful asset - People

- Know the weakness and strengths of your workforce
- Identify the gaps in skills
- Invest in a healthy training budget
- Union/ management training forum
- Encourage up-skilling in all trades
- Keep people informed – opportunity board, newsletter
- Feedback the good and the bad
- Get positive press wherever possible and make sure the operatives know about it!
- Small concessions payback 10 fold.

Your customers

- Whether the customer is internal or external they need to receive a good level of service.
- Inform the workforce of customer feedback and survey results
- Develop appointment systems and make sure you attend
- Dedicate the right people to be front facing
- Make sure they understand the importance of good customer service
- Provide training on customer care in the real world

Achievements 13/14

- Productivity up to 75%
- Absence down to 4%
- Reduction in the hourly rate of 24.23% in 3 years
- Surplus of over £1 million
- Increased the customer base to include other departments, private owners and potentially external organisations
- Increase in the ability to carry out larger capital works
- Gold Investors in People Award in March 2013

- 97% of emergencies completed within target
- 92% of all jobs completed within target

Of the 3720 telephone surveys carried out by the client

- 98.9% of appointments kept
- 96% of tenants satisfied with quality of repairs
- 95.7% of tenants satisfied with the attitude of the tradesman.

Conclusion

- Listen
- Learn
- Act fairly and be flexible
- Bring people with you
- Invest time and resources in getting the best from your staff
- Keep people informed of the good and the bad