

# **Performance improvement through operational change**

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# **APSE Building Maintenance Most Improved Performer**



Improvement over three years to 2012/13

Continued improvement for 2013/14

Most improved for us =

Low starting point

Still a lot of work to be done

Were not nominated for the best service provider 2012/13



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Introduction – NCH Commercial Services

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Why?

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# **Nottingham City Homes – Commercial Services**



- ALMO formed in 2005
- 28,000 properties
- Commercial Services – Direct Labour Organisation
- 430 people – 350 Craft Operatives and apprentices
- 300 Fleet
- £30million contract
- In-house stores and supply (current review ongoing)

# Story of change



- July 2008 – 5 year repairs contract with possible add on
- DLO – TU influenced, Bonus scheme, Pay rates, Loss making
- Poor performing – Benchmarking data
- 2008 to 2009 – New management team assembled
- Better Practice Review (2010-12)
- First Class First Time programme (2012-15)
- Just Housing – VFM review
- April 2014 – 8 Year partnering agreement with NCC

# Why?



Self explanatory really!

Loss making

Poor performing

Poor customer satisfaction

Own pride

5 year contract that may not have been renewed

April 2014 – 8 Year partnering agreement with NCC



# Operational changes

## Part 1



Better Practice Review (2010 to 2012)

Modernisation of the DLO

- New terms for workers
- Mobile working

Benchmarking (info, processes and visits) through PN



# Operational changes

## Part 2



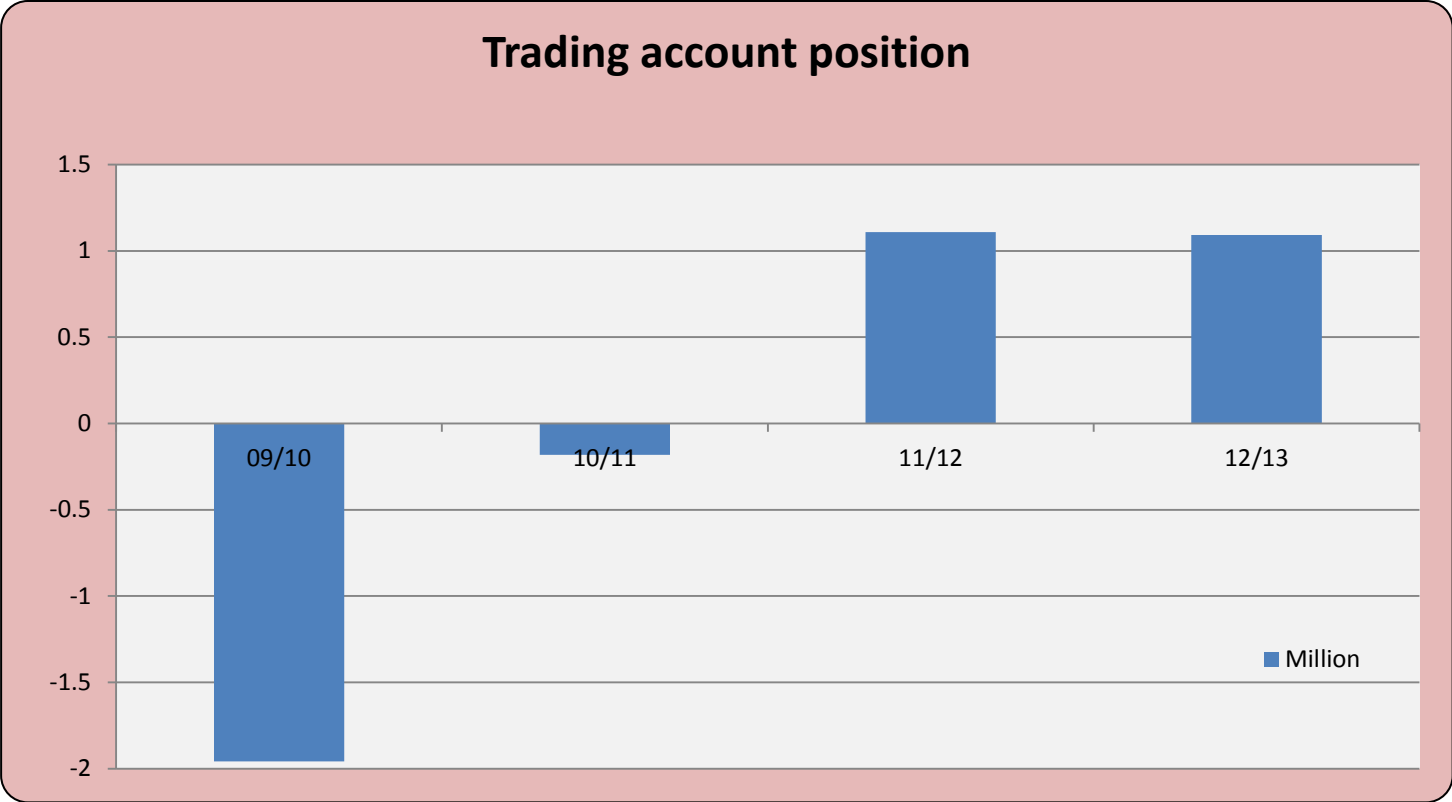
First Class First Time (2012 to 2015)

- RFT – People
- RFT – Systems
- Culture
- Business Planning
- Logistics

Benchmarking (info, processes and visits) through PN

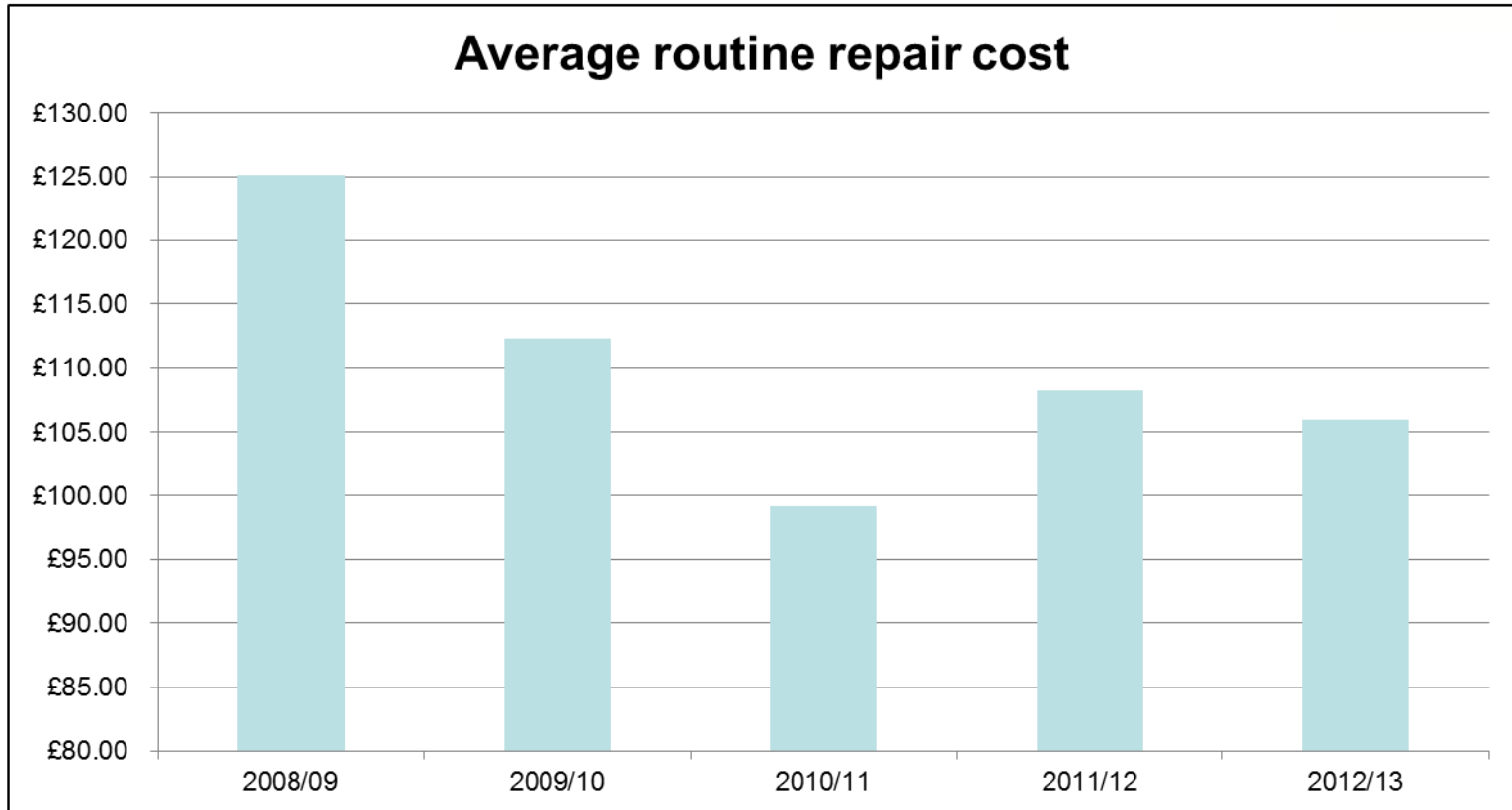


# Financial improvement



# Financial improvement 2

## Average cost of an order

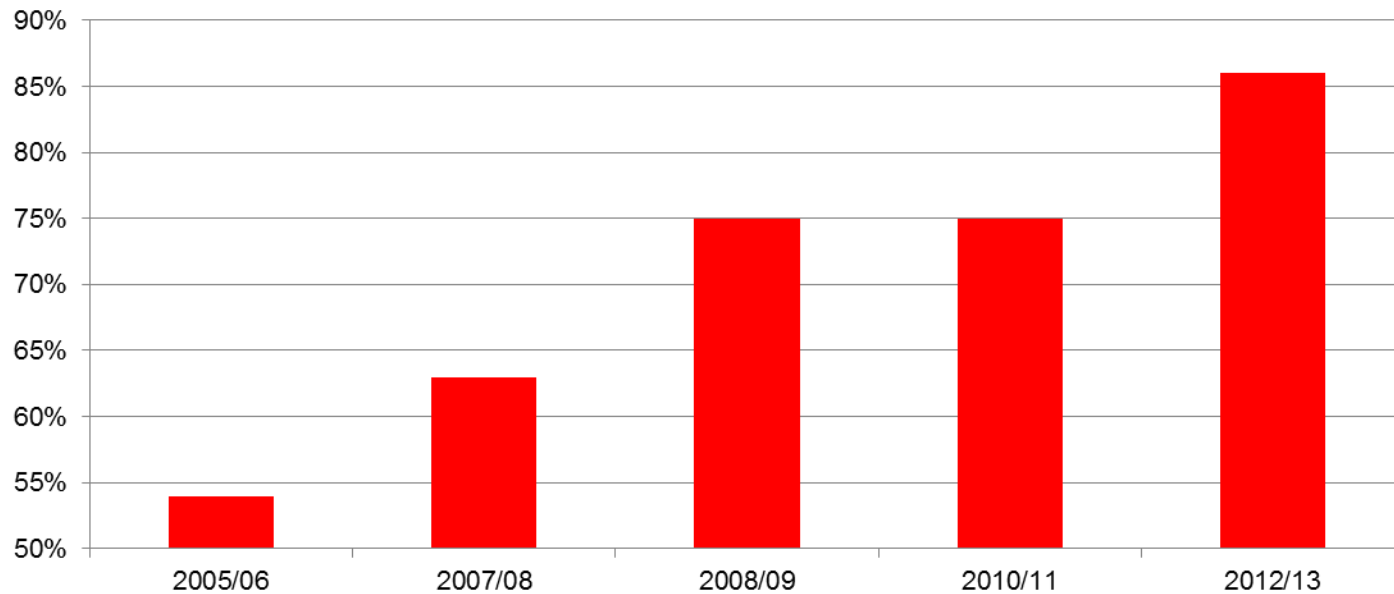


# Performance improvement

## Customer satisfaction

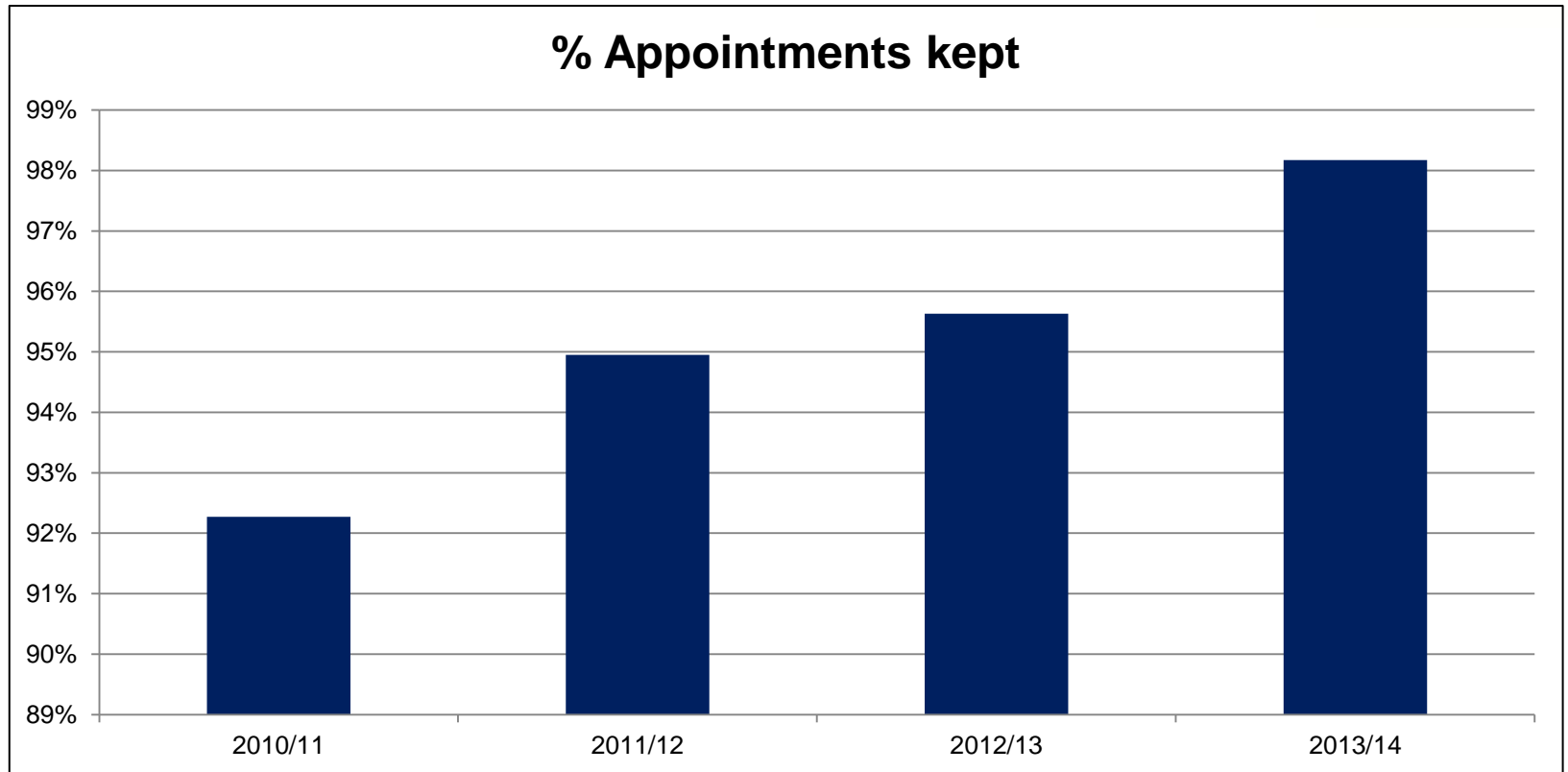


**STAR survey - Satisfaction with the repairs service**

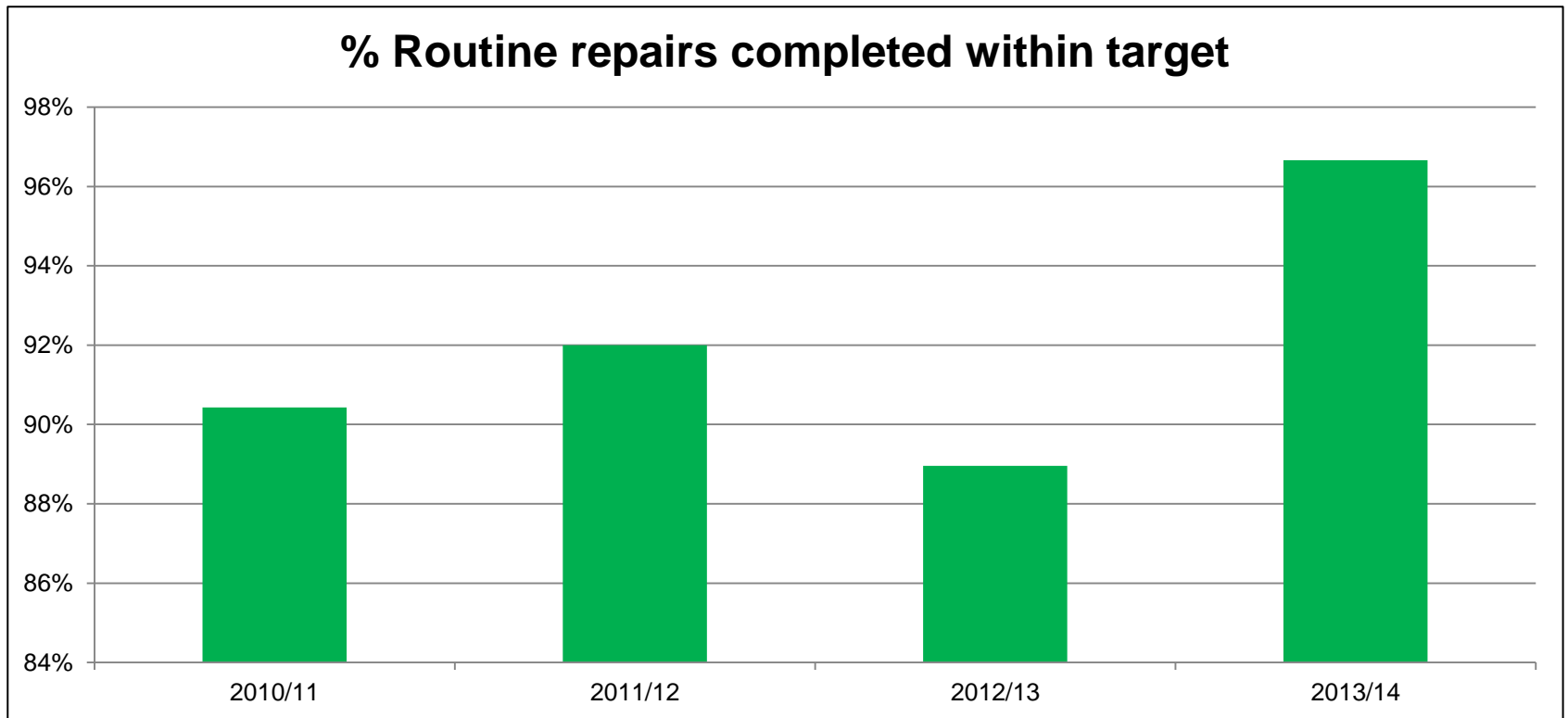


# Performance improvement

## % Appointments kept



# Performance improvement Routine repairs completed within target



# Commercial Services Achievements 2013



Gas Safety in Social Housing  
Most improved DLO  
Apprentice of the year



# Problems?

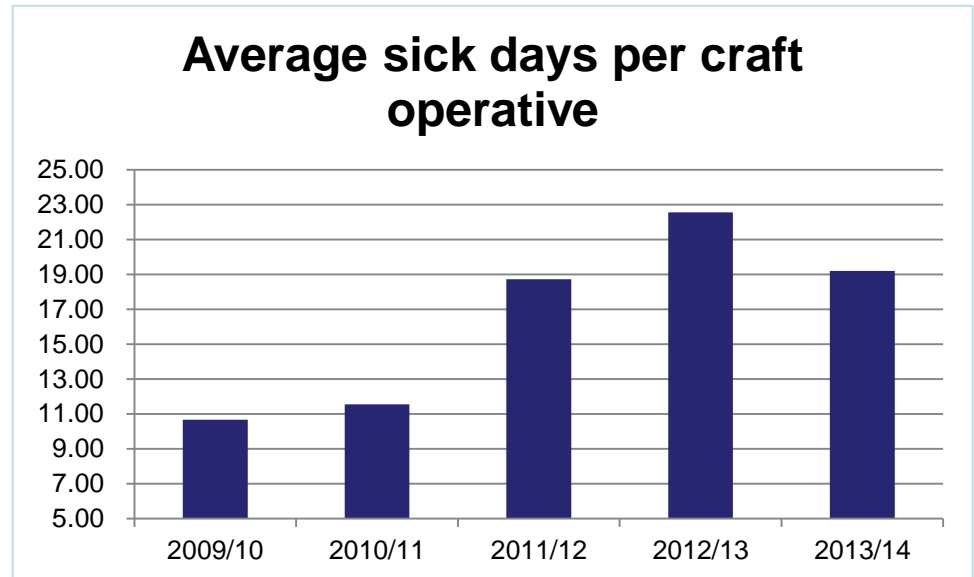


Red tape

Culture

Disciplinary investigations

Sickness



# **Commercial Services**

## **Future investment**



Training Centre

New build

New work streams

Repairs contract

Continue to benchmark





# Questions?



**Nottingham  
City Homes**

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Service Improvement

Nottingham City Homes

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