

# APSE South & South West Asset Management, Housing and Building Maintenance Advisory Group

#### **Wednesday 12th December 2012**

The Bristol Conference Centre, Shirehampton, Bristol



### Welcome

**Chair: Cllr Jenny Smith, Bristol City Council** 

# TOTAL PLACE APPROACH TO ASSET MANAGEMENT



- 1. BACKGROUND
- Patchway need a site for a new hub!
- Partners
  - SGPCT
  - Fire & Rescue
  - A&S Police
  - GWAS
- SWRIEP funding
- Partners expanded to include Bristol City, BANES and North Somerset Councils
- Area expanded to include Greater Bristol





#### **OBJECTIVES (3 stages):**

- 1. Plotting of all partner-owned land & buildings
- 2. Project later expanded to include other public sector partners, e.g. Highways, Network Rail, etc.
- 3. Final stage to include community assets

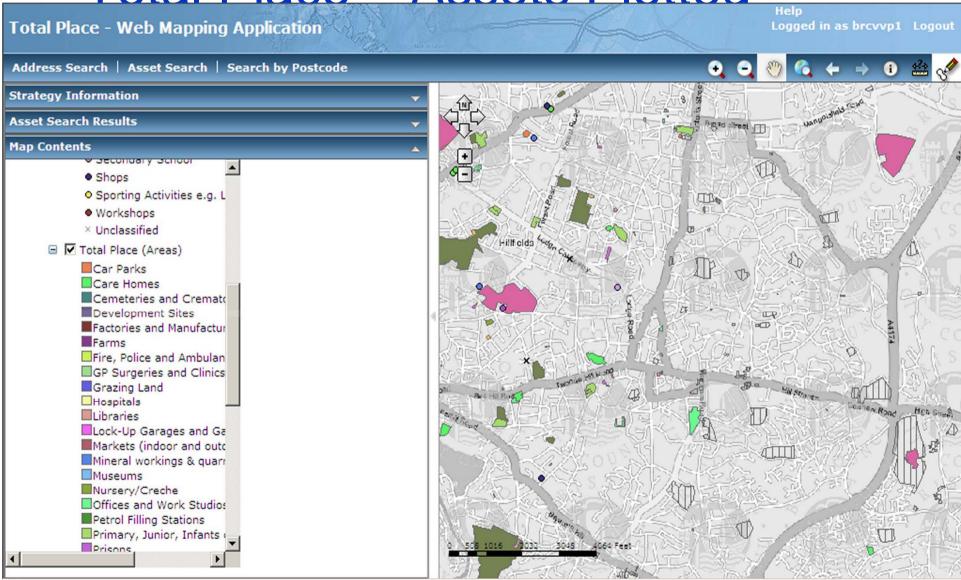
#### **OUTCOMES -1:**

Property asset information web app went live in November 2010

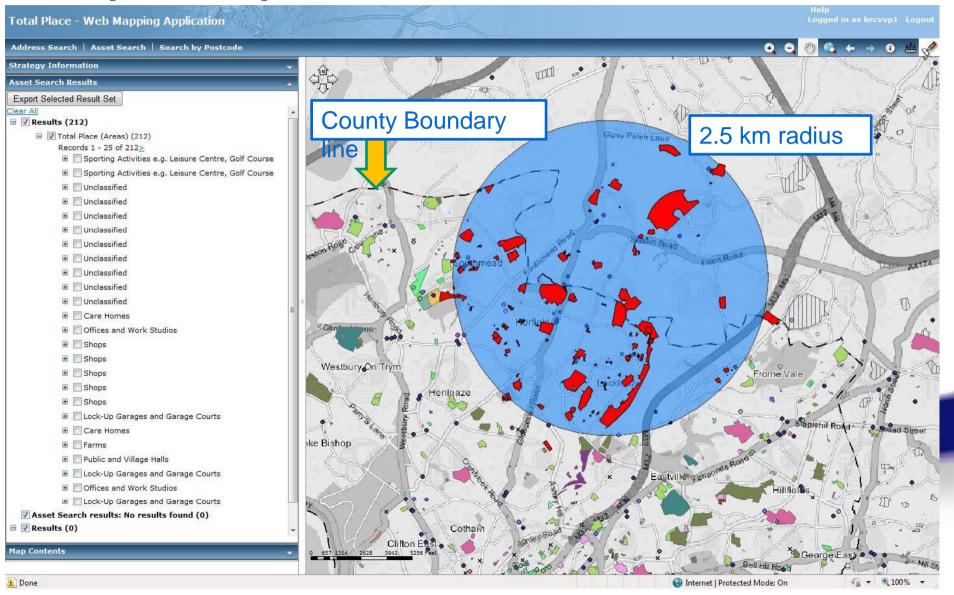
http://maps.bristol.gov.uk/pinpoint/?service=
assetinfo



Total Place – Assets Plotted



## Search for assets within any radius of a specified point



**OUTCOMES Stage 1 cont.:** 

- £1.5m savings p.a. identified based on "notional rents".
   (£15m over 10 years)
- Additional savings achieved through capital receipts
- Internal market between space buyers (e.g. health providers, Police) and space providers e.g. UA's.
- Changes in working culture, partnership working, smarter working practices etc,
- Confidentiality issues. Non Disclosure Agreement.
- Non-public strategic layer for asset managers
- GIS information enables personal contact between asset managers for sensitive issues.
- Benefits of networking /communication!



- Winner of National Gazeteer Exemplar award 2011.
- Somerset CC have adapted the model.



Stage 2 (Extending to other partners)

#### **Outcomes:**

- Little appetite for combined asset planning.
- Overlap with other initiatives (e-Pims, SHAPE)
- Property data lifted from other sources and added to layer.

Stage 3 (Including Community data)

#### Challenges:

- Collating data on non-council-owned buildings
- Quality of data.
- Security, eg contact details
- Resources

#### Stage 3 Outcomes:

- All property owned by parish & town councils included.
- All known community buildings included for Bristol & South Glos.
- Can be searched by radius or postcode. Some contact details given.
- Pin data (illustrative) only.



#### **Link to Localism 1 – Transparency Agenda:**

- DCLG survey on publishing asset data
- Wave 3 of Capital & Asset Pathfinders focusing on growth agenda, assets being used to unlock local opportunities.
- Some data difficult /meaningless
- Asset mapping provides a convenient way for community to access information



#### **Link to Localism 2 - Assets of Community Value**

- Local authorities must decide which properties should go on the Register.
- Danger of local orgs competing for funding /footfall.
- Asset mapping a useful tool for planning /decisionmaking.
- Helps community groups with business planning /fund-raising by looking at opportunities within a radius.



#### **Conclusions:**

- 3 phases of the Total Place project delivered.
- "Non-cashable" community benefits of having health /police /council services together.
- Working together with partners
- Mapping as a tool enabling proper planning of community assets.
- Localism gives direct access for the community to the asset planning process.
- Links to growth agenda & stronger communities.





# Question & Answer Session

### James Owen

Head of Energy and Sustainability

Swindon Commercial Services Limited

In-house Renewables Delivery









## Why do it?

### Sweat your assets



### Fuel Poverty



### Environmental targets and policies



### How to do it?

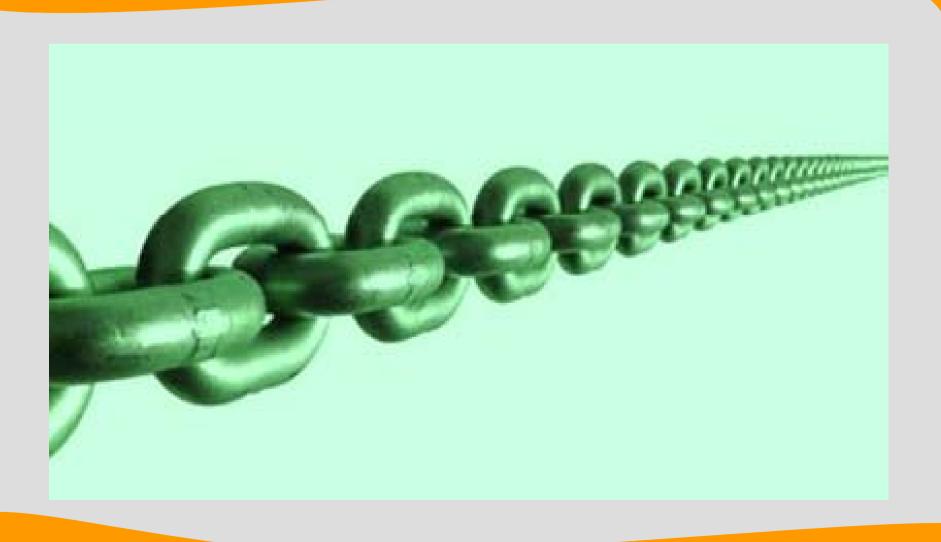
#### Accreditations



### Train



### Supply Chain



### Funding



### What are we doing?





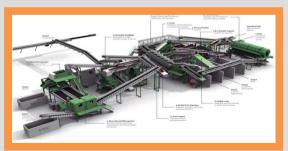














#### **Success Stories**

22.03.2012

## climate change



he arguments for embracing renewable energy as part of a climate change mitigation strategy are well understood. In an ideal world, local authorities would be leading renewable-energy projects for environmental reasons alone.

Given the current economic climate, however, the case for renewables becomes all the more compelling when there is a clear business case for investment and tangible benefit in the form of jobs, skills development and stimulation of local economics and supply chains. Recent reCouncil-led renewable-energy schemes deliver economic and social benefits as well as helping tackle climate change, as pioneers such as Swindon demonstrate, says

Paul O'Brien

down in price and we have got smarter on installation. The forthcoming Green Deal entails £.4hn spending a year, which means there is an opportunity.

'Councils doing it themselves is the best way to make the most of that opportunity as it gives a legacy of local skills and intelligence.' Changes to FITs rates have obviously caused uncertainty for local authorities involved in renewable-energy projects. But, all is far from lost, in my view, Our research model built in sensitivity tests for factors which are liable to fluctuations.

#### A couple of Case Studies



#### Catherine Wayte School

#### Client

Catherine Wayte Scho

#### The Contract

The installation of Solar Photovoltaic panels on the roof of Catherine Wayte school in North Swindon, with monitoring equipment.

#### Challenges

We had very little time for the entire process from gaining planning permission to registration upon completion, in order take advantage of the Government's Feed in Tariff before the tariffs were reduced. Our client also wanted the installation work to be carried out during school holidays.

#### Our Approach

Our approach
A prudent and realistic financial model developed by Swindon Commercial
Services Ltd and accredited by the Association for Public Sector Excellence
(APSE) provided answers to questions from the various stakeholders involved
in the decision making process. Pre-surveys using Solmetric SunEye <sup>TM</sup>
equipment enabled reliable data to be entered into the cost generation model.
Examples demonstrating proves benefits from both a financial and carbon
reduction perceptive, enabled quick decision to be made and the project to go
ahead

In Just nine weeks we promoted the concept, gained Council support, acquired all cross-party Cabinet approval and funding; dealt with all planning questions; ordered, installed and registered the scheme before the tariff was reduced. The work was completed during school holidays ensuring a smooth installation process with very little disruption to the school.

We installed a total of 186 panels, producing 42kWp of energy.

#### One year on and beyond

MWh*
,600
7,500
years

\*This is equivalent to producing enough energy to power 14.500 homes for 1 hour

Email: scscustomerservices@swindoncommercialservices.co.uk www.swindoncommercialservices.co.uk





Swindon Commercial Services Ltd Waterside Park. Cheney Manor Industrial Estate Darby Close Swindon SN2 2PN Tel: 444 (0)845 600 6422



### Thamesdown Transport Depot

#### Client

Swindon Borough Council

#### The Contract

The installation of Solar Photovoltaic panels on the roof of the main transport depot in Swindon complete with monitoring equipment.

#### Challenges

The installation of the panels was completed while the bus depot was fully operational, requiring our installers and suppliers to set out detailed pre-construction method statements.

We had very little time for the entire process from gaining planning permission to registration upon completion, in order to take advantage of the Government's Feed in Tariff before the tariffs were reduced.

The client required a Return On Investment within 10 years, which our detailed financial model was able to demonstrate with confidence.

#### Our Approach

A prudent and realistic financial model developed by Swindon Commercial Services Ltd and acredited by the Association for Public Sector Excellence (APSE) provided the client with answers to the most important question "How much will we save on our energy bills and will the investment pay for Itself?" Careful pre-surveys using Solmetric "SunEye" Mequipment enabled reliable data to be entered into the cost generation model. Examples demonstrating proven benefits from both a financial and carbon reduction perceptive, enabled quick decision to be made and the project to oa ahead.

In just nine weeks we successfully promoted the concept, gained Council support, acquired all cross-party Cabinet approval and funding; dealt with all planning questions: ordered and installed and registered the scheme before the tariff was reduced.

We installed a total of 432 panels, producing 99 kWp of energy.

#### ne vear on

Continued online, remote monitoring of the installation gives a 'real life' picture of the overall performance and financial benefits to the client.





Email: scscustomerservices@swindoncommercialservices.co.uk www.swindoncommercialservices.co.uk

### What Next?



### **ESCo Heat and Power Networks**



### Civic Ownership



### Why SCS?





# Question & Answer Session





OPTI-TIME
Flexible Scheduling

The Use of technology in Building Maintenance Appointment systems





#### Predicting the future

- Household internet access
  - 2006 57% v 2011 83%
- 81% UK adults regularly use the Internet every week
- 64% UK adults purchased goods online
- 27% UK adults sold goods online
- Smartphone sales overtake PC sales October 2010
- Mobile app online time exceeds PC time June 2011
- 48% of adults have accessed the Internet via Mobile
- Device proliferation Phone / Smartphone / tablet
- Network speed 4G





#### Repairs – Influences on the horizon

- Customer (tenant) & staff expectations increased
- More consumer mobile devices, fewer rugged
- Mixed estate of mobile devices is becoming normal
  - Different sizes and different Operating Systems
- BYOD (Bring your own device) being common place
- More Cloud computing for mobile & scheduling
  - Even if back office does not go there too
  - Connect the cloud to the back office systems in secure efficient way
- Dynamic scheduling and Mobile doing more





#### Repairs – Closer to home

- **Customer Web access** 
  - Genuine self-service, PC and mobile app access to services
  - Essential component of IT strategy
  - Email v SMS. Email addresses more permanent. Mobile video
- Dynamic scheduling and Mobile doing more e.g.
  - GPS of device influencing the scheduler in real time
  - GIS giving the planner better information to manage exceptions
  - Simple processes on a PDA, extended capability other tasks
  - Complex, multi-workflow jobs on a Tablet
  - Planner /operative messaging OT messaging
  - Supervisor Portal
  - **KIRONA** Booking other services – Corporate resource booking

#### Corporate resource booking

- Organisations have a wide range of services to deliver that all call for some form of resource management either through
  - Appointment booking
  - Standard scheduling
  - Dynamic scheduling
  - Batch scheduling
  - Project scheduling
- These services also need to made available both to the public and internal stakeholders through a variety of channels

#### **Current situation**

- Organisations usually end up with a multitude of different solutions unique to each service that all need support Appointment booking
- In reality a number of services that never get around to having a solution
- Users have a confusing choice of different channels available in order to secure the resource they require





#### Examples of services

**Bookings & Appointments** 

Hot Desks
Citizen Meetings
Meeting Room
Interview Booking
Registry Services

Dynamic Scheduling

Housing Repairs
IT Support
Range of cyclical inspections
and activities

Resources

Rooms
Equipment
Staff
Vehicles

Planned Tasks

Domiciliary Care
Social Services
Estate Management
Voids

Scheduling

Pest Control
Bulky Waste Uplifts
Housing Officers
Estate Management
Surveyors



#### "Corporate" booking areas





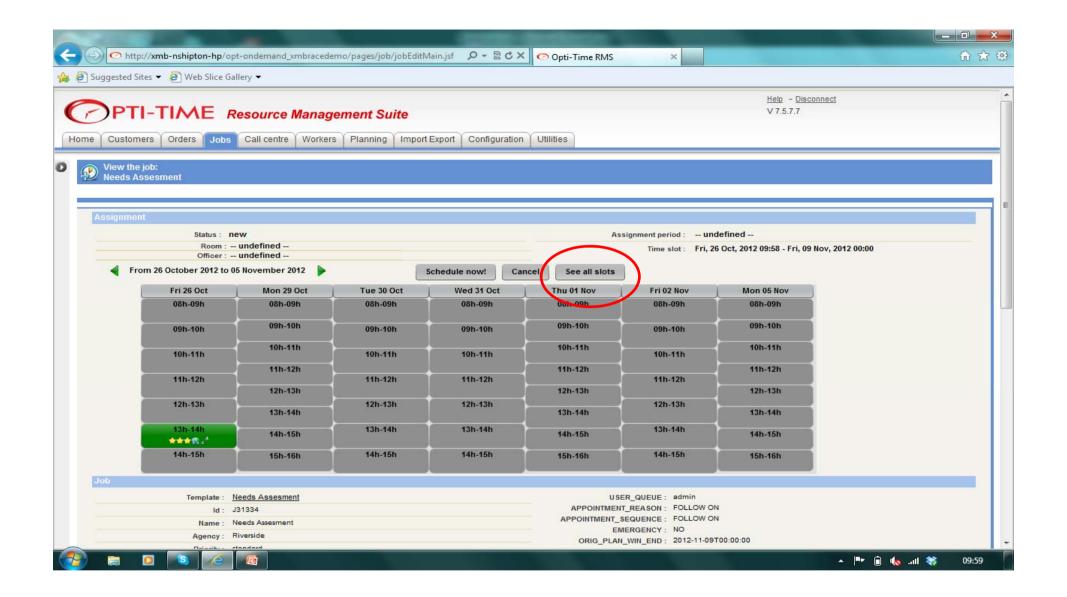




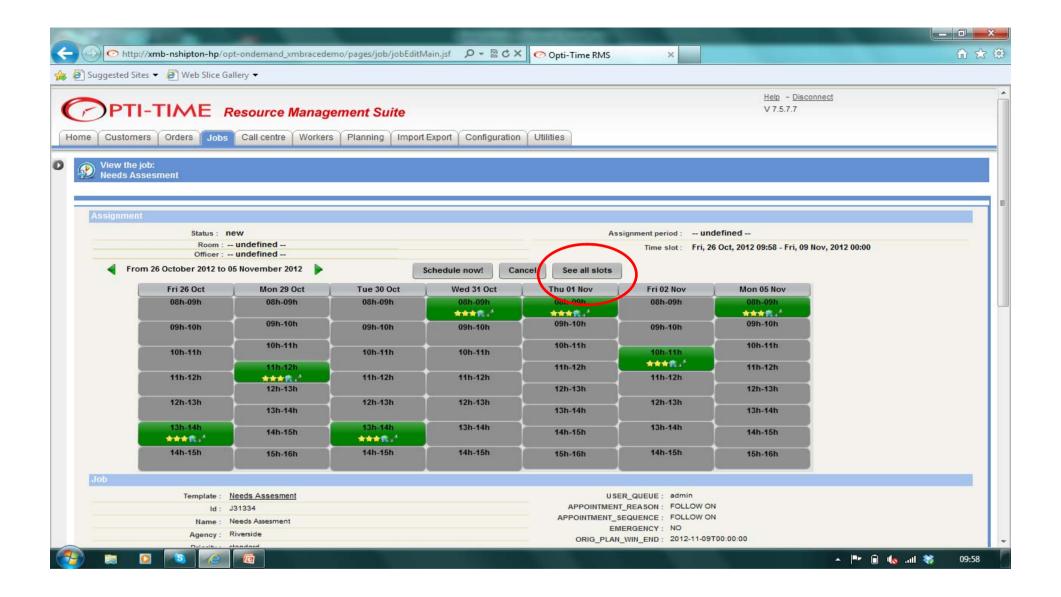






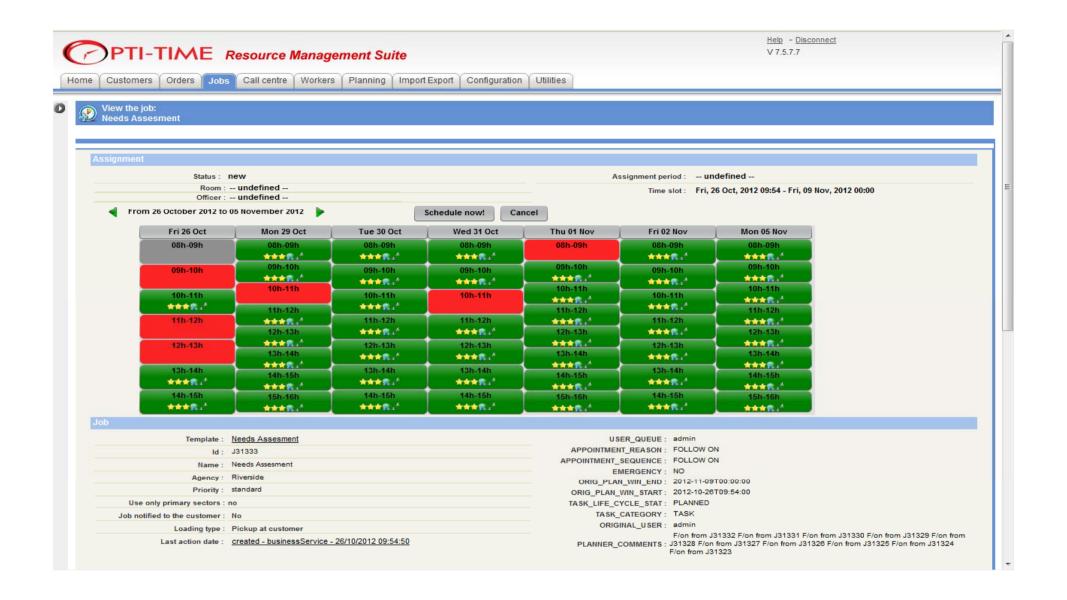


OPTI-TIME can be configured to show "Best Slot" only first. If this doesn't suit the customer then call centre agent can select "See all slots". This example is for a Needs Assessment showing 1 hour appointment slots

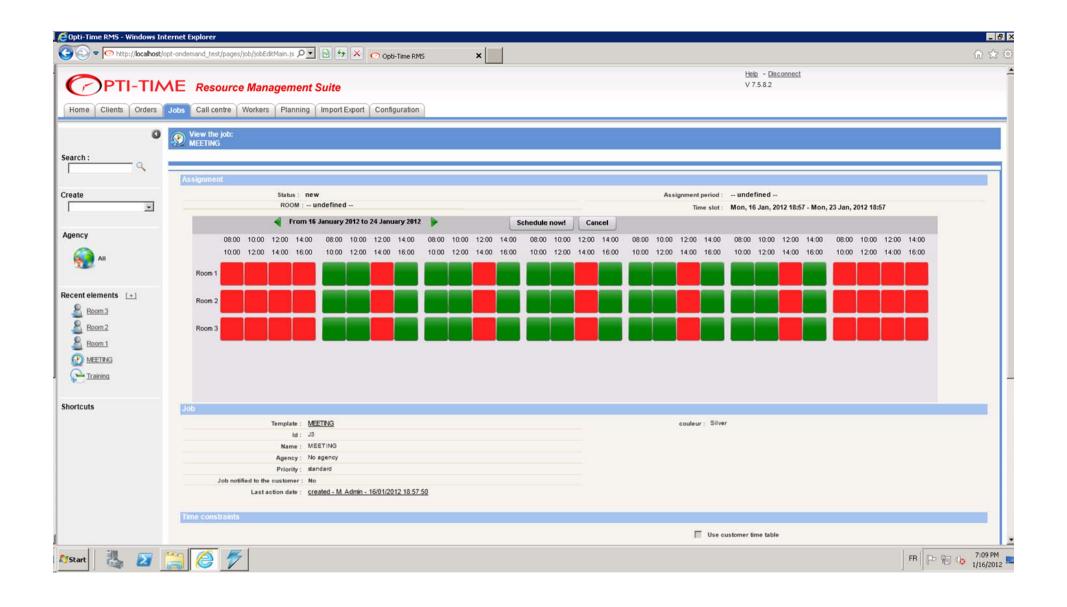


In this view OPTI-TIME displays the best slot for each day. The option to select "See all slots" is also available to the call centre agent.





All available booking slots are now displayed and may be scheduled.



Booking screen showing each resource (v5.3)

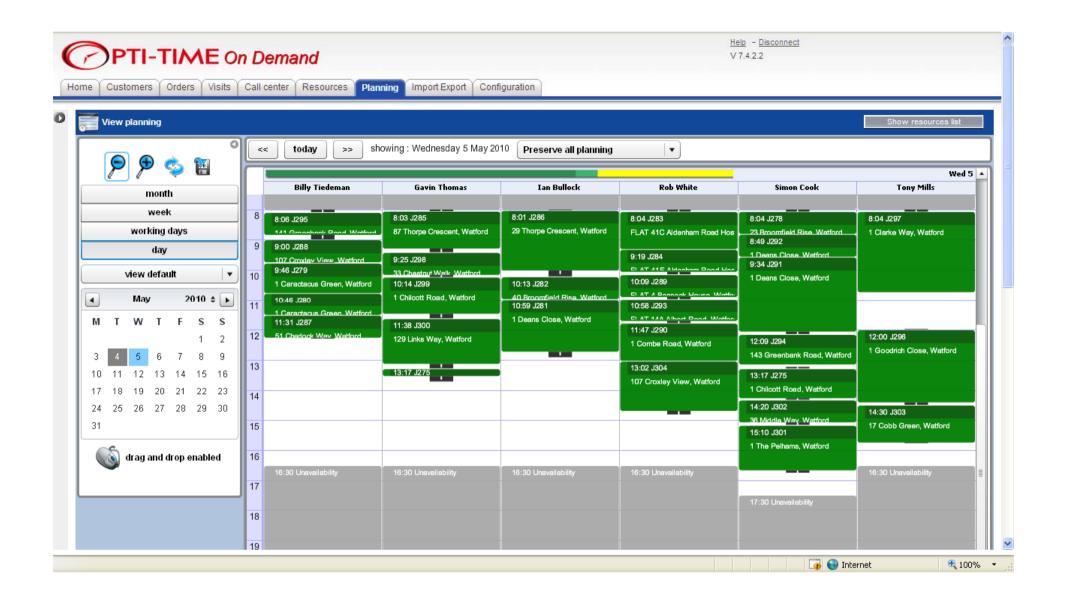




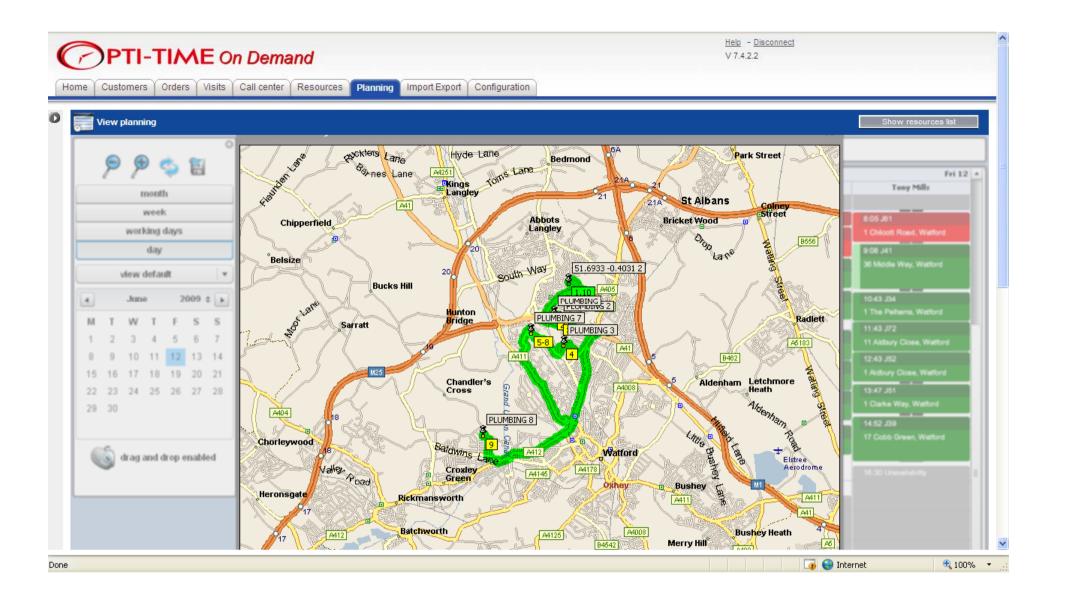
Responsive Repairs – Appointments & dynamic scheduling

"The evolving day"





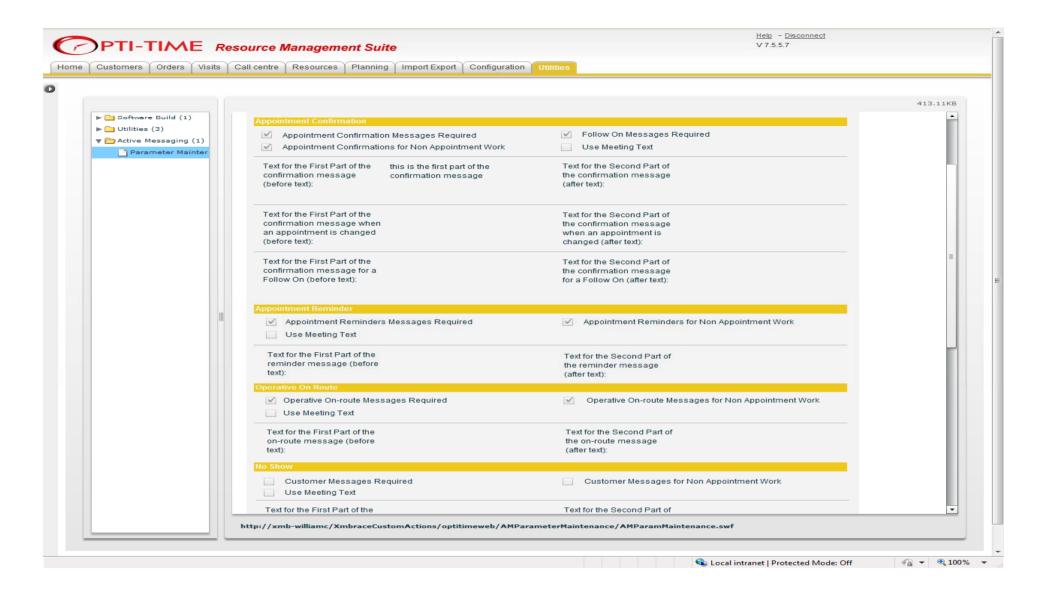
OPTI-TIME is an intelligent resource scheduling system – this means it holds live diaries for all operatives and it understands your rules about which operatives to use for which work



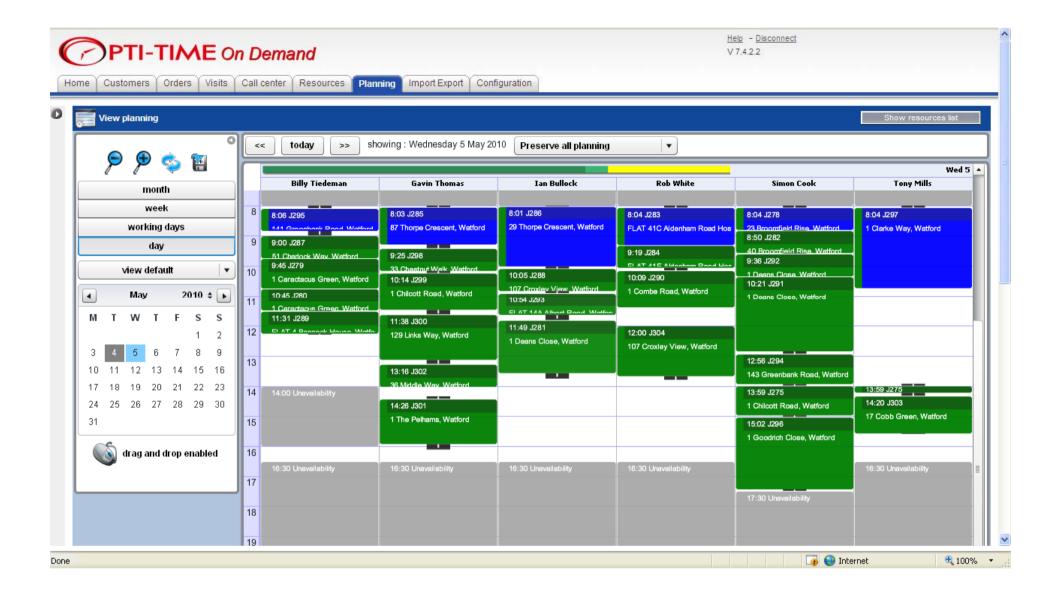
All work is route planned to try and minimise the global travelling time within your workforce



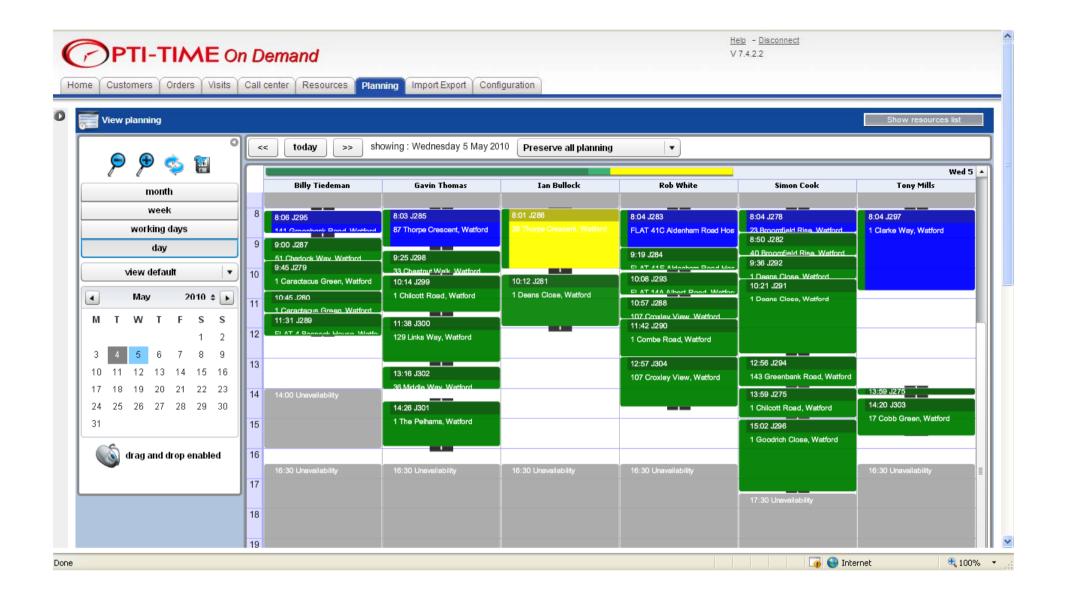
The above screen is based on real availability, location and usage rules of your operatives, the colours and stars show when a suitable operative is nearby so that excessive travel can be avoided at point of appointment. The customer is then sent a text message confirming the appointment



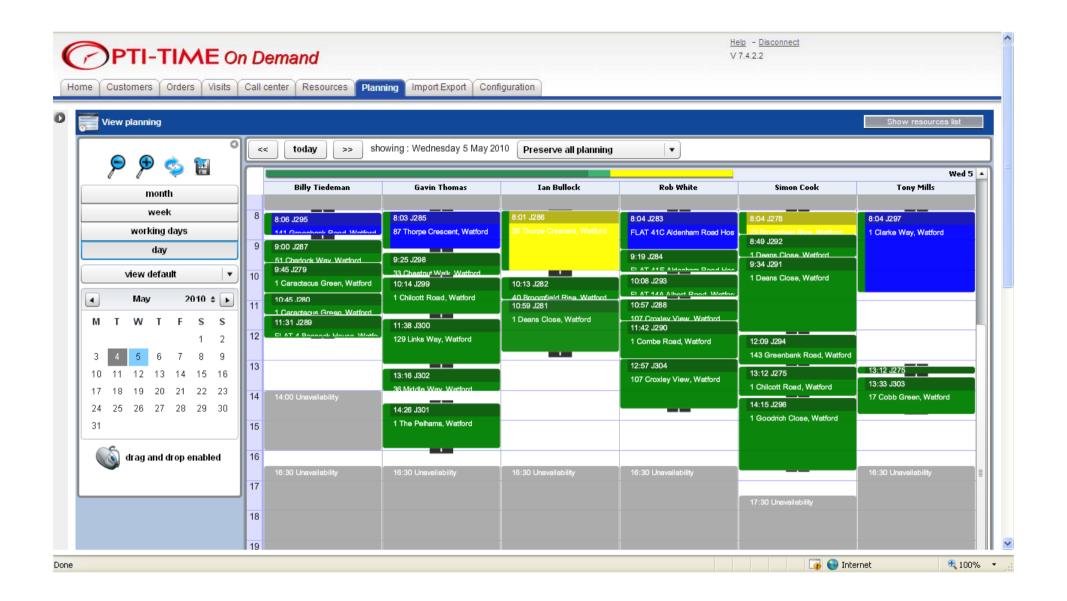
Configurable SMS text messages can be sent to confirm appointment, reminder the day before, operative on route when job accepted via mobile, and basic qualitative survey when job is completed



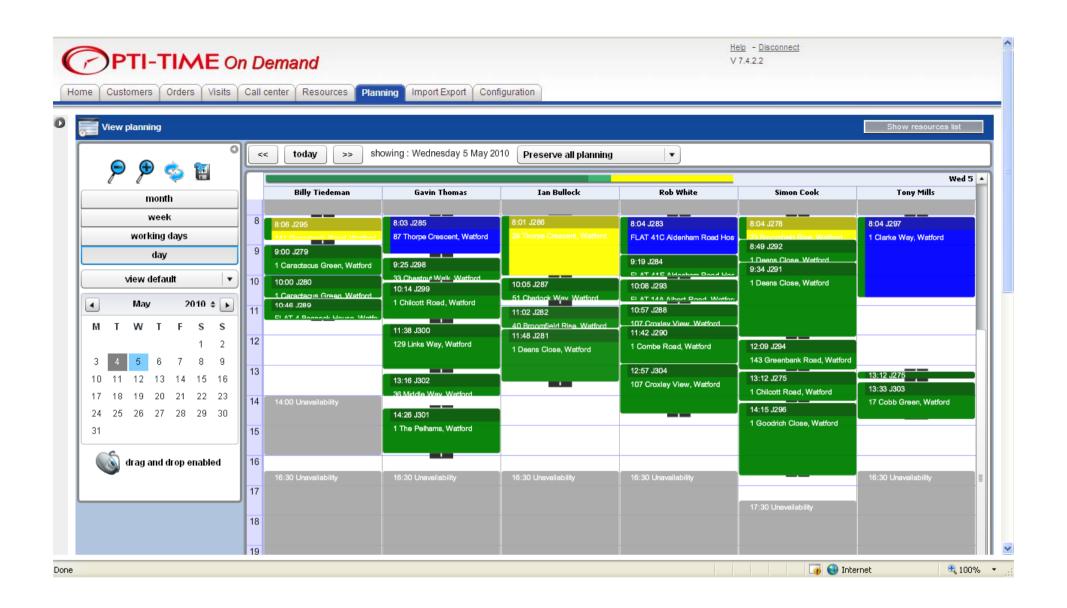
At the start of the day, the first job for each operative is automatically despatched to their handheld devices (PDA), the diary shows the status in real-time



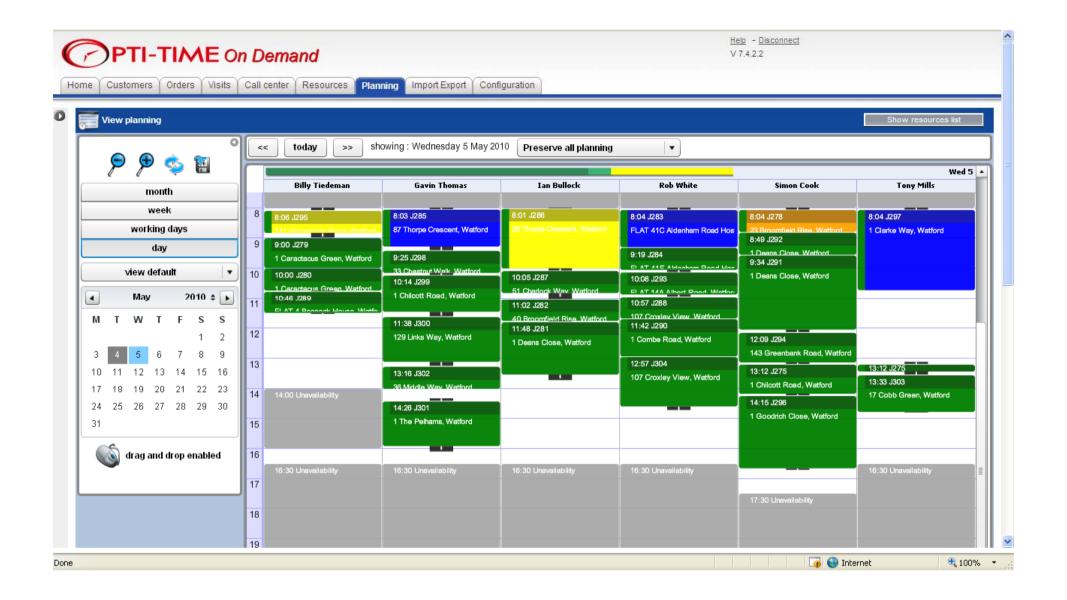
As operatives log on and receive their jobs, the diary view updates so you know exactly what is happening



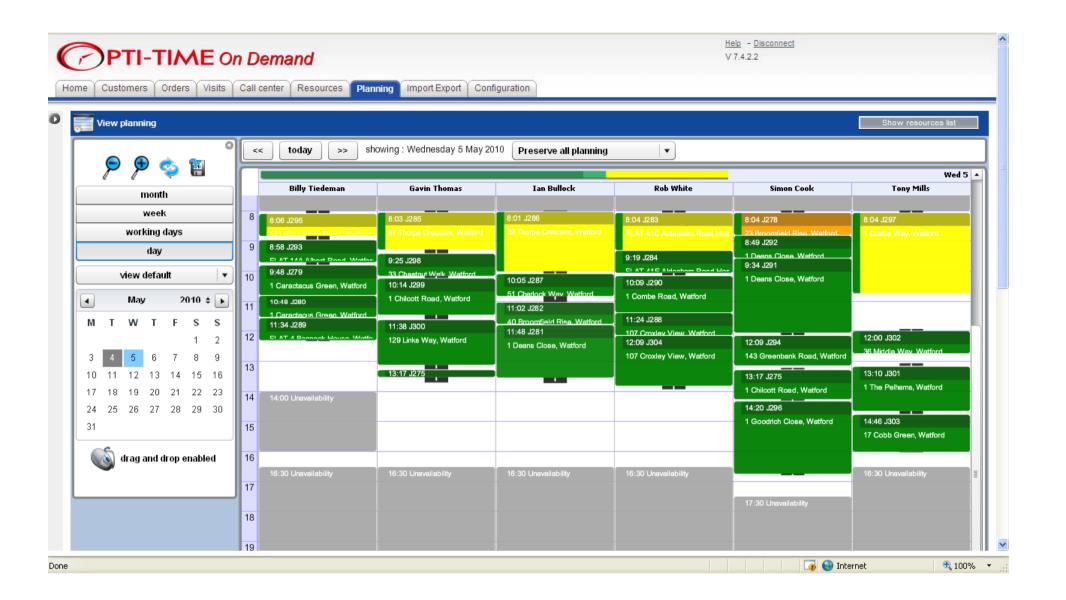
This then repeats as second operative logs on



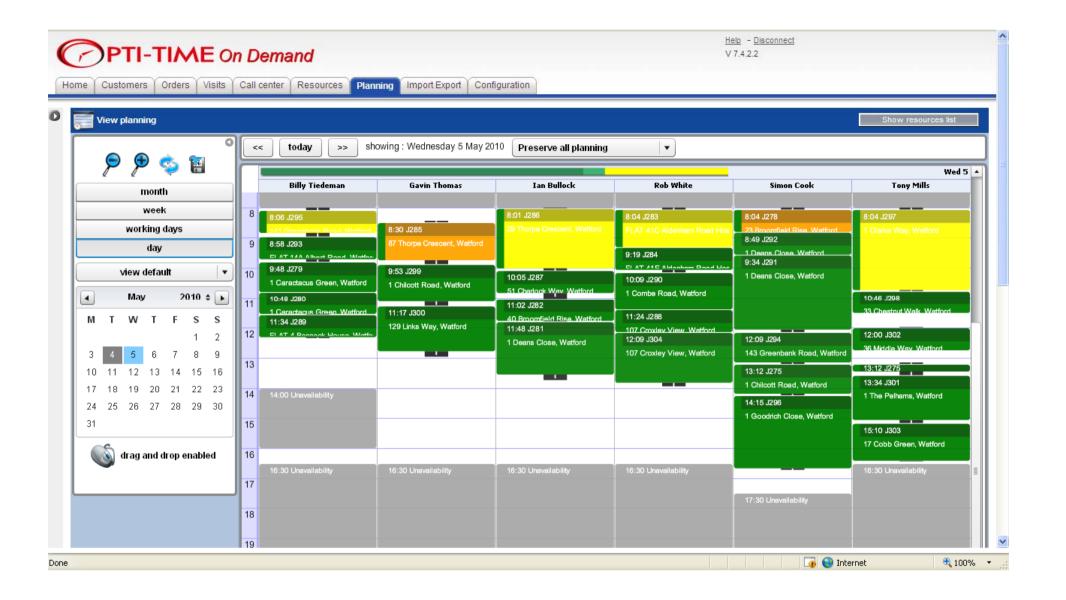
Third operative logs on



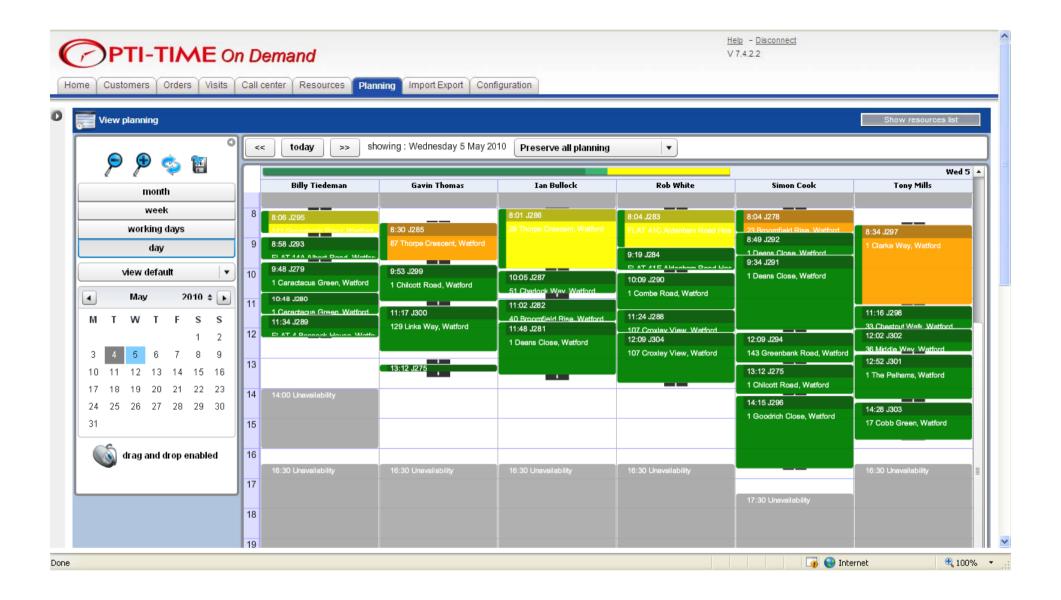
The job that has turned orange above indicates that the operative is on-site and has started work



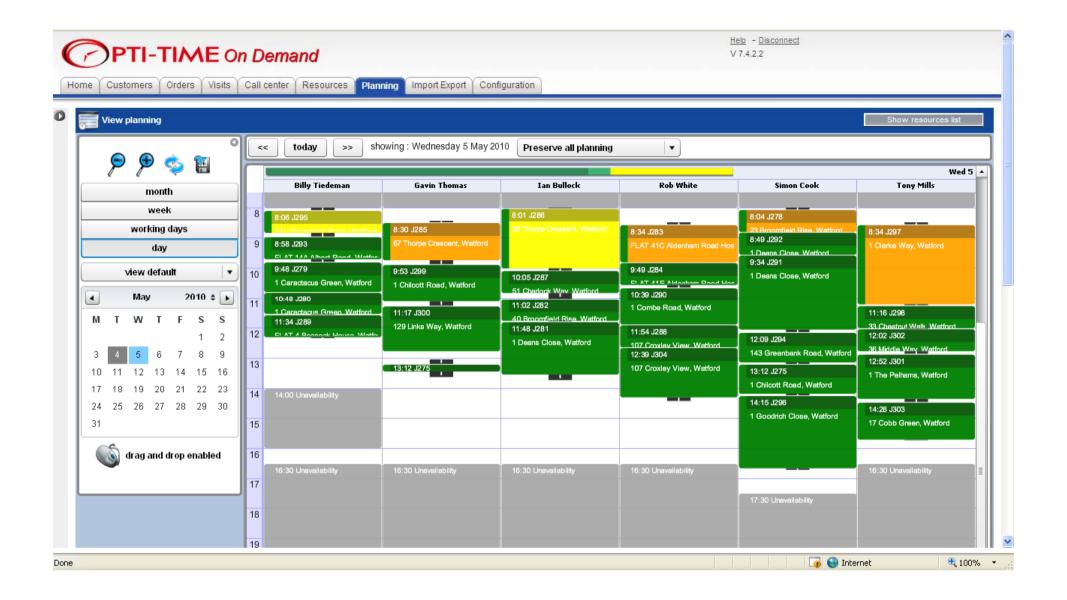
All operatives have accepted their first jobs



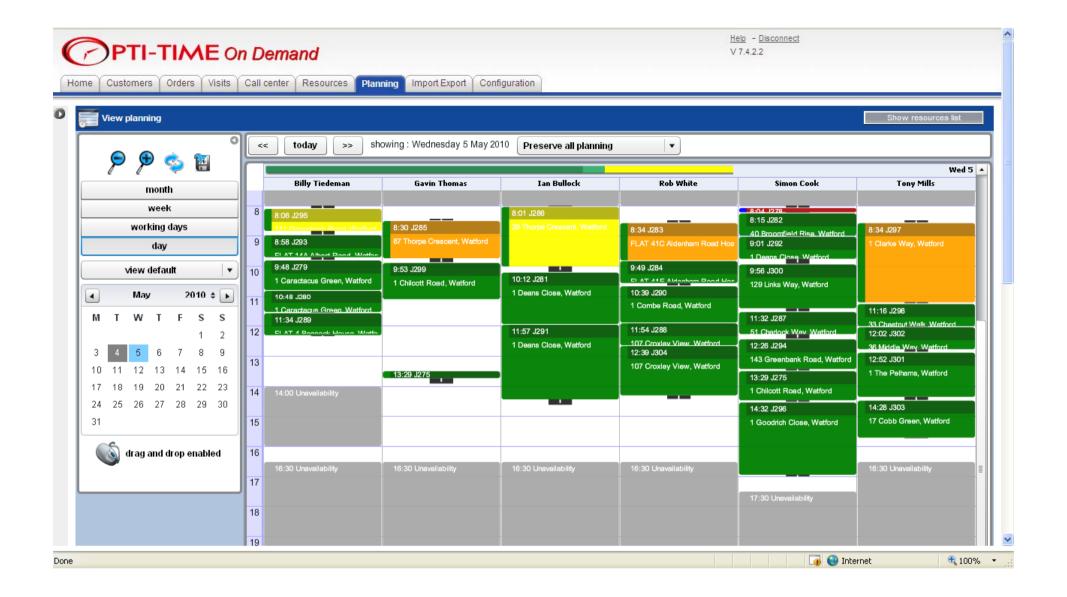
As other operatives start the schedule continues to update with actual start times being reflected. Other jobs are continually being re-assessed with new work coming in to see if there is a better way of allocating the jobs



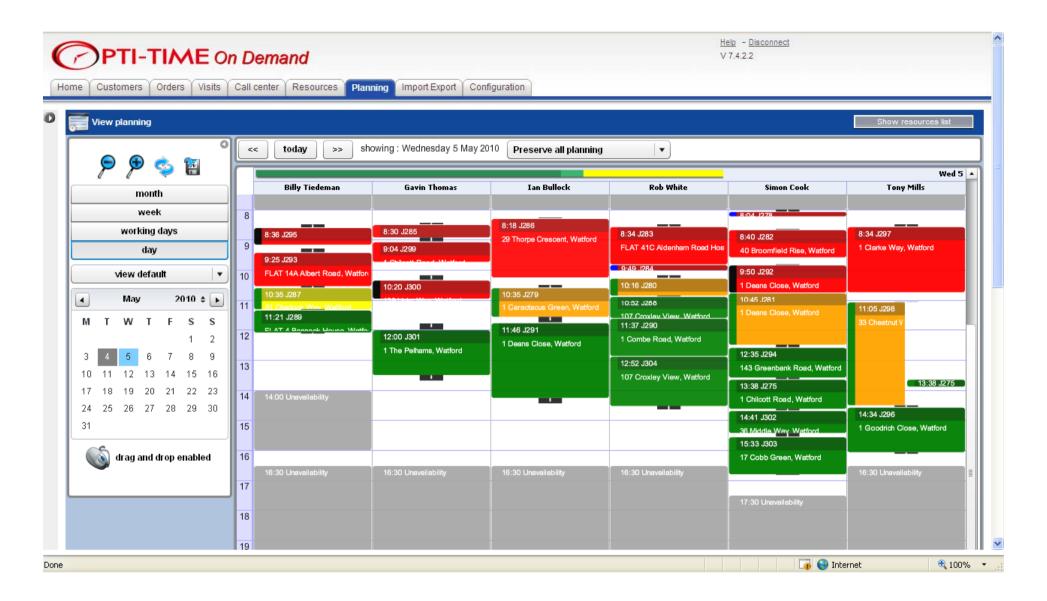
Operatives work one job at a time, this has been clearly shown to increase jobs per day completed by 20% to 40% and improves customer focus and first time fix performance



Four jobs have now started. Actual start times are reflected in the dairies



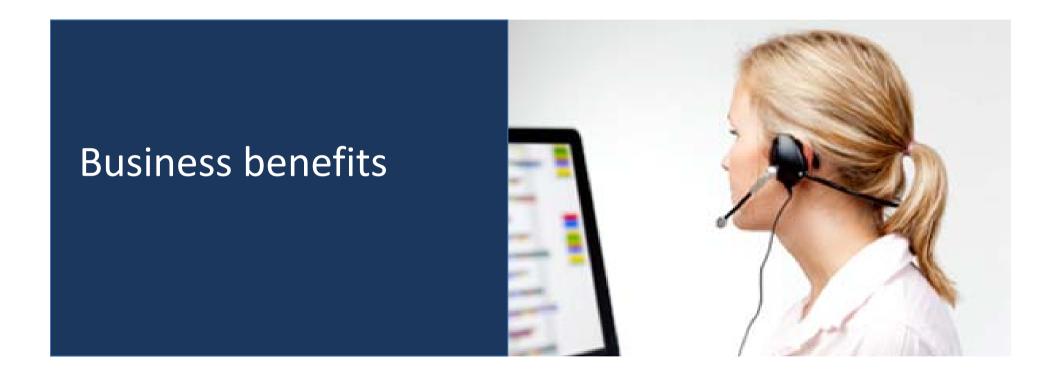
The job that has turned red is completed – the small blue bar on the left shows this was a No-Access visit, the operative will move on his next visit once the planner has confirmed the tenant cannot be contacted



As the day continues, OPTI-TIME gives you unrivalled visibility of the day. The blue side bars show no-access, black side bars show jobs followed on, all red are fully complete. In the above scenario, the planner would be pulling additional work in to ensure all operatives stayed busy all day.







#### OPTI-TIME: Balance v Seesaw



Finding the right balance





#### Benefit metrics

- Customer service
  - Appointments at FPOC made & kept
  - Appointment wait time
  - First time fix & informed of progress
- Organisational efficiency
  - Average jobs/day
  - No access
  - Minimal emergencies
  - Awaiting materials
  - Management information & performance analysis
  - Operative & staff satisfaction work/life balance



#### What OPTI-TIME contributes

- Real-time visibility of availability & activity
  - Contact centre & Planners
- Geographical & travel & skills optimisation
  - FPOC with tenant + zoning / routing / allocation of operatives
- One job at a time dynamic scheduling
  - Supports first time fix ethos
  - Improves customer satisfaction
  - Increases operative productivity & job satisfaction
- Texting tenants to reduce no access
- Focus on solving the real problems
- Multi-channel Web access





#### What matters

- Understand that repairs are unpredictable
- Well managed material supply chain
- Supervisors who are managers
- Empowered planners
- Call centre team are a key part of the process

- Appointment slots
  - am/pm v 2 hour (response)
- Don't lock jobs unnecessarily
- Demand management
  - Cluster remote work
- Pool flexibility
  - Overlapping skills / areas
- Minimise emergencies
- Reduce no accesses





#### What doesn't

- Accurate diagnosis at FPOC
  - Trade, description, and time estimate
- SORs (thousands of them)
  - Operatives update job with what work they did
- Job priorities
  - Emergencies and other jobs
- Jobs overrun
  - Ideally not, but it's not an issue for the operative if they do
  - Planner's role is to manage the consequences
- White space in operative diaries





#### Customer service

- Customer satisfaction: 90%+
  - Robust reliable appointment at F.P.O.C.
  - Based on real availability of operatives
- Appointments made & kept : 90%+
- Reduced no-access: 50% improvement
  - through intelligent and automated customer messaging
- Increased first time fixes: 90%+
  - through flexible working and one job at a time culture
- Reduced appointment wait time: within 1 week
  - as appointments offered on an 'as soon as possible' basis





#### Organisational efficiency

- Operative efficiency / productivity + £300,000 p.a
  - +1 job/operative, 30 operatives, 200 jobs/year, £50/job
  - 25% efficiency, £40K/operative
  - 1 job at a time / dynamic scheduling / Reduced travel, less vehicle & fuel costs
- Reduced no-access: 50% improvement
  - through intelligent and automated customer messaging
- Reduced indirect cost
  - as a result of simplified processes and operative empowerment driven by one job at a time approach
- Reduced over-time / External contractors
  - as work is completed in a more man











## Question & Answer Session



### **APSE Update**



#### **Future Meetings-2013**

## **National** - Housing, Construction and Building Maintenance Advisory Group: Manchester Town Hall

29<sup>th</sup> January

17<sup>th</sup> April

26<sup>th</sup> June

**Regional-** Asset Management, Housing and Building Maintenance Advisory Group September 2013

# LOCAL SERVICES LOCAL SOLUTIONS



#### **Contact details**

#### **Helen Burkhalter**

#### **Principal Advisor- South / South West**

Email: hburkhalter@apse.org.uk

Phone: 01865 749365 / 07880201078

#### **Association for Public Service Excellence**

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road, Old Trafford, Manchester M32 0FP.

**telephone:** 0161 772 1810 **fax:** 0161 772 1811 **web:**www.apse.org.uk







