
Is There A Better Way?



Planning &
Scheduling



First
Time Fix



Mobile
Working



Voids &
Planned
Maintenance



Business
Insight

Is There a Better Way?

Whether you are already using some of the tools designed to enhance your capabilities or you are looking for new ways to improve and streamline processes in your housing organisation, we have compiled this best practice guide to answer the question - Is There A Better Way?

The eBook comprises of five core chapters, with each focusing on a key area, where in our experience, significant productivity and customer satisfaction improvements can be made by organisations in the housing sector.



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Planning & Scheduling

This chapter focuses on work Planning & Scheduling and suggests ways in which you can increase productivity, reduce costs and improve customer satisfaction through work optimisation, dynamic scheduling and intelligent appointment booking.

Planning & Scheduling

01 The Planning Challenge

02 Optimising The Schedule

03 Taking The Emerging Day In Your Stride

04 Booking Appointments Intelligently

1. The Planning Challenge

For every housing repair organisation, scheduling work will almost always take a significant amount of time, and crucially, getting it wrong can have severely harmful effects on costs and customer service.

Planning and Scheduling are not simple. If you have five operatives, carrying out 5 jobs per day at separate locations – then there can be 8,626,800 different scenarios for allocating those jobs. Put another way, there are 3,000+ ways of getting it wrong.

5 Operatives With Just 5 Jobs Each



= 8,626,800 Different Planning Scenarios

Is There A Better Way?

Most certainly yes. By fully utilising the intelligence inherent within your Dynamic Resource Scheduling tool to ensure that every option is considered and the best option is selected each and every time.

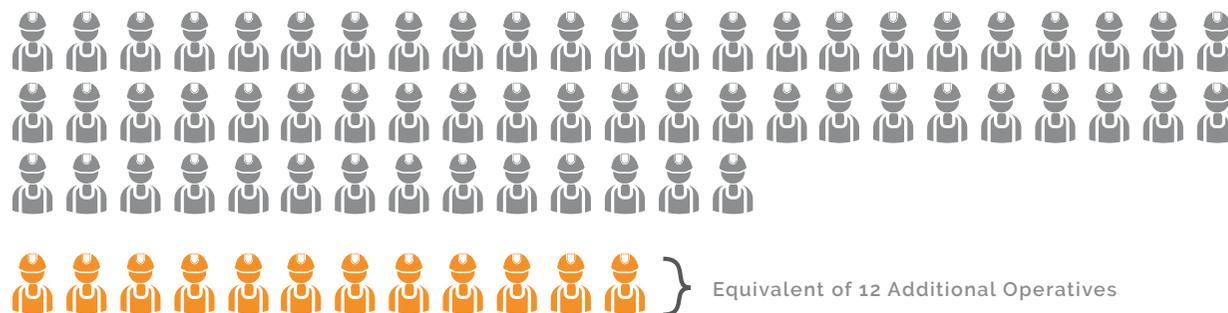
It is about taking advantage of what is possible with the applications available to ensure that every job is performed by the right operative at the right time, regardless of what changes in circumstances take place during the emerging day.

2. Optimise The Scheduling

By letting your Dynamic Resource Scheduling application handle the complexity, planners are able to focus on defining the parameters that drive the most optimum use of resource.

“Productivity Improved from 5 hours per day, per operative to an average 6:45 hours per day, per operative.”

North Lanarkshire Council



Two factors help our clients to significantly increase productivity while improving customer satisfaction:

Identifying Suitable Operatives

This is more than matching skills to job. Other factors such as required timescale, location, equipment, language, certification, annual leave, can and should be taken into account. The more rules you have, the better optimised your repairs become, however, we recommend to limit this to fewer than ten so not to restrict flexibility.

Identifying The Best Operative

Identifying suitable operatives is likely to produce multiple options, now it is about identifying the best. A key factor here is travel time, and this is not based on 'as the crow flies' but needs to take into account street level journey planning to significantly reduce travel time and costs.

3. Taking The Emerging Day In Your Stride

Dynamic Scheduling is the key to ensuring that whatever emerges throughout the day, you are always working to the most optimum plan.



Without Dynamic Scheduling

New jobs are simply allocated to first available slot across operatives.

With Dynamic Scheduling

The day is re-planned to create the most optimum schedule including the new job.

Emergency repairs, job overruns and no-access are all factors effecting the emerging day. Repair organisations have three options:

1. They build-in a buffer of free operative slots to accommodate emergencies and overruns, and live with the inefficiency this generates in utilisation and travel.
2. Simply slot emerging work into the schedule of relevant operatives on a first availability basis ignoring who is the best operative.
3. Re-evaluate the plan and reschedule to take into account emerging work to ensure that they maintain the most optimum work schedule across all available operatives.

4. Booking Appointments Intelligently

Booking an appointment should not be about finding an available slot, but presenting the most cost efficient window.

The greatest opportunity for a repair organisation to maximise efficiency is at the point a tenant is booking an appointment. It is vital that the customer service advisors not only have a view on available slots, but also intelligence on most efficient slots.

WED 5 MAY	THURS 6 MAY	FRI 7 MAY	SAT 8 MAY
09 - 12	09 - 12 ★	09 - 12 ★★	09 - 13
09 - 15 ★	09 - 15 ★★	09 - 15 ★★★	
15 - 17 ★	15 - 17 ★★	15 - 17 ★★	

Colour and Stars indicate the most cost effective appointments available.

The difference between offering an available slot and the most Optimum available slot can be as great as an hour a day per operative.

Dynamic Resource Scheduling should be utilised when appointments are being made to identify the most effective use of resource based on three factors:

1. Availability of appropriate operatives.
2. The most cost effective slots that are available based on resource and travel optimisation.
3. The most cost effective slot that could be made available through dynamic rescheduling to further optimise resource utilisation and travel.

Your customer service team should then be presented with a simple screen that enables them to offer appointments in the order that is most efficient for your organisation.



First Time Fix

This chapter focuses on the continuous challenge of achieving the highest possible rate of First Time Fix. What factors determine whether a first time fix is achievable and what can repair organisations do to ensure that more repairs are completed during a single visit.

First Time Fix

01 The First Time Fix Challenge

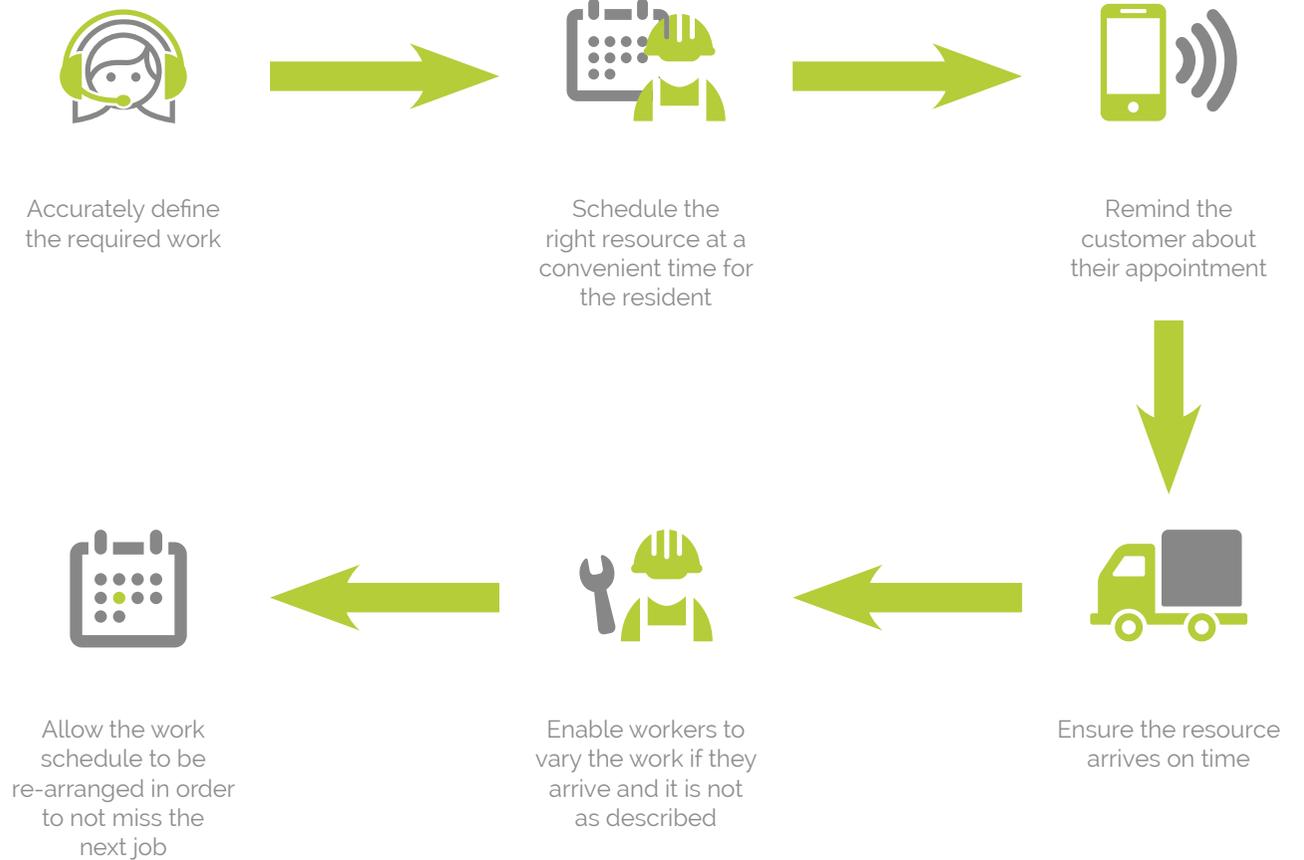
02 Accurately Defining Repairs

03 Ensuring Access

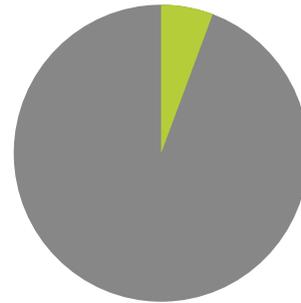
04 Enabling Work Variations

1. The First Time Fix Challenge

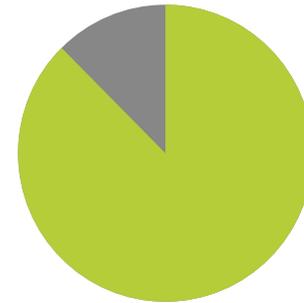
What makes First-Time Fix such a challenge for housing repairs' organisations is that it is not dependent on any single factor but on aligning the complete repair cycle to ensure maximum effectiveness.



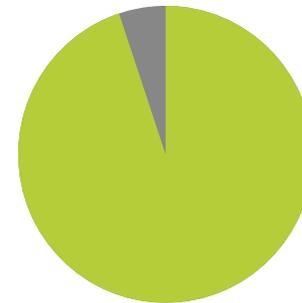
The Value Of Getting This Right



No Access Rates Can
Fall To Less Than 5%



First-Time Fix Rates In
The High 90's



Reaching Customer
Satisfaction Of 95% Or
Higher

2. Accurately Defining Repairs

Step one of achieving a first time fix is to accurately define the required repair and then ensure that you have the right resource with the right tools and parts scheduled for the works.

Effective Triage

The challenge is to gain enough information from the tenant on the likely root cause of the issue they are reporting. This is achieved through either utilising highly skilled contact centre agents or seamlessly integrating a diagnostic application that guides the agent through the questions to ask in order to accurately identify the required repair.



According to the **Aberdeen Group** First Time Fix Rates can be increased from 62% to 86% through having an effective Triage Process in place.



Together Housing Group are achieving 92% First Time Fix Rates through using Dynamic Resource Scheduling.



Accurate Scheduling

Once the repair has been accurately identified, the next challenge is scheduling the right operative with the right tools and/or parts to complete the repair.

Convenient Appointments

With the right resource identified, key to first time fix is finding the convenient time when this resource can gain access to the property – agreeing an appointment during the initial call is essential.



Together Housing Group are now appointing 100% of jobs at the first point of contact with the customer.

3. Ensuring Access

First Time Fix is dependent on the operative being able to gain access to the property when they visit in order to carry out the repair – failing to do so is not only a wasted visit but requires another visit to be scheduled.

Keeping Customers Informed

With dynamic resource scheduling DRS it is easy to keep customers informed. Each appointment can be confirmed automatically by email or SMS, with reminders being sent at time intervals such as 24 or 48 hours before the job is due. When an operative updates the job on their mobile device to say that they are en-route to the property, a SMS can be sent to remind the tenant. In cases where a delay is experienced, the tenant's expectations can be managed.



North Lanarkshire Council's no access rate dropped from 40% to 3% through use of DRS and Job Manager.

Keeping Commitments

It is essential that operatives arrive on time to ensure they can gain access to the property at the time it was agreed the customer would be available. This is achieved by utilising mobile working to track operative progress and dynamic scheduling to re-allocate work between colleagues in order to ensure an appointment is met.



The City of Edinburgh's customer kept appointments rose from 78% to 96% after implementing DRS and job manager.

4. Enabling Work Variations

Not all repairs run to plan. An initial basic repair can turn into something more complex, or a job can simply take longer than expected. The efficient way to deal with this is to provide the operative with the time they need to complete the task.

Sanctioning Work Variations

By seamlessly integrating your mobile working solution with your dynamic resource scheduling, planners gain full and immediate visibility of the days work and its progression, allowing them to sanction job variations and realign work items to ensure the emerging day is taken in their stride.



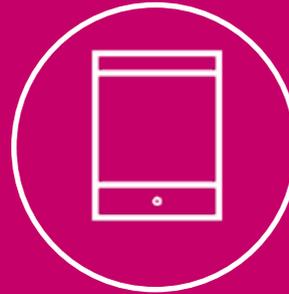
According to the **Aberdeen Group** in 13% of cases where a first time fix has not been achieved, this was due to the operative not having enough time to complete the work.

Managing The Impact

By utilising the power of mobile working and dynamic resource scheduling to manage the emerging day, housing repair organisations are able to accommodate variations while ensuring that these have minimum impact on other works scheduled and commitments made to residents. This is achieved by dynamically reallocating work based on real-time information of activity being performed.



Bernicia's customer satisfaction from its repairs service increased from less than 77% to over 91% within the first 6 months of using DRS.



Mobile Working

This third chapter focuses on the use of Mobile Working and how mobile solutions can have a significant impact on housing organisations.

If you already have a mobile working solution in place, then hopefully this chapter will challenge your thinking as to whether you are maximising this technology and gaining all of the potential benefits that you could get.

If you are still predominantly paper-based when it comes to your operatives, then this chapter is aimed at showing you what can be achieved from migrating to mobile working and the value that this creates for your organisation, the operative and the tenant.

Mobile Working

01 Paper Or Mobile App

02 Impact Of Mobile Working

03 Removing Paper

04 Real-Time Visibility

05 Empowering Operatives

1. Paper Or Mobile App

It may be the way that you have always done it, but it is always worthwhile taking a step back and consider how things work and how things could work and ask the question, is there a better way?



A Briefcase Of Paperwork



One Mobile Device



Driving Back To Base



Information Now On Hand



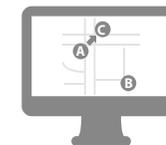
Re-Keying Paperwork



Auto Update Office Systems

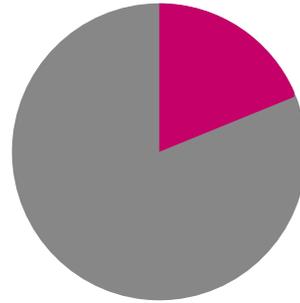


Office Chases For An Update



Real-Time Visibility

2. Impact Of Mobile Working



**20% INCREASE IN
PRODUCTIVITY**

NORTH LANARKSHIRE COUNCIL



**£5000 COST REDUCTION
PER WORKER**

SALIX HOMES

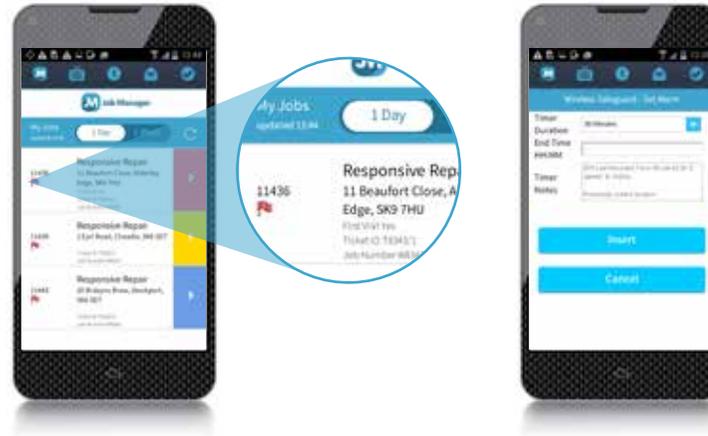
£500,000

ACTUAL COST REDUCTION PER ANNUM

SOUTH GLOUCESTERSHIRE COUNCIL

3. Removing Paper

The first significant value that mobile working offers is the removal of paper – job sheets, order sheets, work sheets, time sheets and every other sheet that slows down the operative.



The Right Information

With access from the mobile device to work history, every operative understands the full history of the task in hand. They can diagnose the issue more quickly and fix far more effectively without the need to return to base or call for help.

Electronic Capture

By utilising electronic forms on the mobile device both the quality and completeness of information collected in the field is dramatically improved. Complement this with the ability to take a photo, collect a signature or scan a bar code and life is made far easier for operatives.

No Admin

Data collected on the mobile is validated and automatically posted into the relevant dynamic scheduling, housing management, repairs, CRM or document management system. There is no longer any need to have admin resource struggling to transcribe operative-completed forms - a significant reduction in people-hours.

4. Real-Time Visibility

With paper, at the end of each day managers and planners can see where the operative has been; with mobile working, managers and planners can see where the operatives are now.



Work Progress Updates

With operatives having the ability to update job status in real-time from their mobile, managers have constant control over their operation; they can ensure that all works are on track and when issues arise, deal with these immediately in order to minimise impact on productivity and the tenant.

Location Tracking

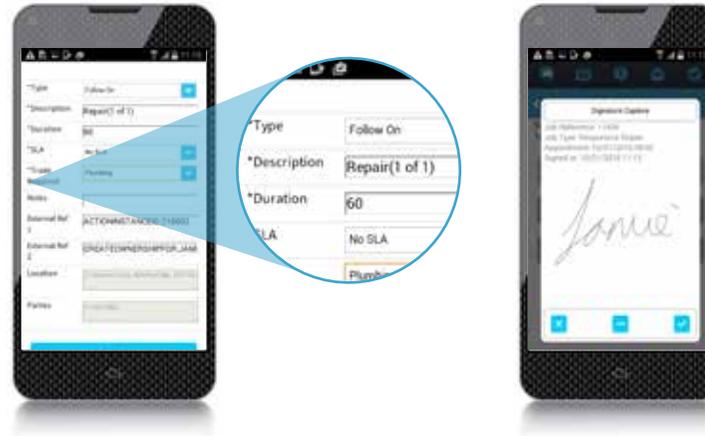
By equipping each operative with a mobile device, location services can be used to enable managers and planners to see where each and every operative is currently located and where they have been. This information can be used for audit trails as well as lone worker and operational actions.

Real-Time Scheduling

With each operative connected, the scope for rescheduling the emerging day is vastly expanded. Planners have full visibility on the location and progress of each operative and can adjust work schedules and provide these to operatives directly with a click of the button – no need for calling around and juggling paperwork.

5. Empowering Operatives

It is not just about what can be done by the operative more efficiently, it is what processes can be transformed with mobile working to make the whole organisation more efficient.



Orders & Appointments

By providing basic applications on the mobile device, operatives are able to order specific parts to complete work and to schedule additional appointments while they are with the tenant - reducing admin overhead and streamlining processes.

Lone Worker

When operatives are working alone or out-of-hours, the mobile device can act as their lone worker support with an emergency capability to indicate if assistance is required and to raise the alarm.

Cross-Discipline Applications

The scope of what the operative can do can also be increased with the ability for them to directly log tenant requests on their mobile device such as anti-social behaviour, the need to see a housing officer, etc., all of which can streamline processes, take work out of the back-office and deliver a better customer service.



Voids & Planned Maintenance

This chapter focuses on the use of Dynamic Resource Scheduling to optimise the way Social Housing Organisations undertake planned maintenance activity and accelerate the turnaround of void projects.

If you already utilise Dynamic Resource Scheduling for responsive repairs, this chapter will provide you with key insight into how you can extend this best practice to planned maintenance and project based work.

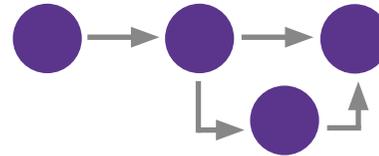
How you can blend responsive activity with planned activity is key to achieving the best outcomes, enabling you to optimise the use of resources across the different types of work, while ensuring that you continue to deliver on your commitments to tenants.

Voids & Planned Maintenance

- 01 The Common Challenge
- 02 The Impact Of Project Planner
- 03 Planning & Scheduling Voids
- 04 Appointing Planned Maintenance
- 05 Maximising All Resources

1. The Common Challenge

How do you optimally blend resources across responsive repairs and project based work such as voids, programmed capital work or cyclical servicing?



How do you sequence work to optimise the use of each trade?



How do you reduce void timescales and increase rental income?



How do you combine Responsive Repairs and Planned Maintenance workforces to reduce costs and increase efficiencies?



How do you easily view and manage the timescales of all repairs work in progress?

2. The Impact Of Project Planner

Project Planner allows organisations to take greater control of responsive and planned works and ultimately make them more efficient.



"Since the implementation of project planner the average time taken in having a home ready to be re-let has reduced by 5 days."

Mark Best, Call Centre Manager

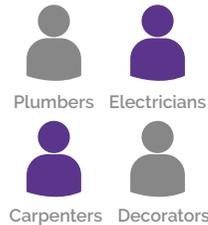


"Project Planner is unique in the way it breaks down complex maintenance projects, such as void properties, into manageable chunks of work."

Margaret Slingsby,
Performing & Productivity Manager

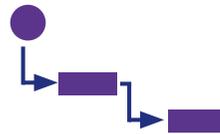
3. Planning & Scheduling Voids

The scheduling requirements for planned works are very different from those for reactive work. With planned work, a more holistic approach is required taking into consideration not only multiple tasks but the interdependency of these tasks.



Model Scenarios

The ability to identify all tasks for each project and to model the sequence of these in order to identify the most optimum use of resources.



Identify Critical Path & Potential Bottlenecks

Identifying potential issues during the planning stage and ensuring that contingencies are built into the schedule to minimise disruption and slippage.



Schedule

Schedule works taking into consideration the complete workforce in order to minimise travel and the use of contractors when internal resources are available.

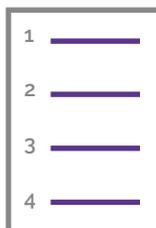


Real-Time Tracking

Enabling continuous tracking of the project, identifying issues and overruns early and dynamically rescheduling work to minimise impact and potential idle time of trades.

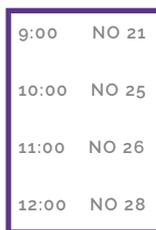
4. Appointing Planned Maintenance

Creating the optimum sequence of activities to drive efficiency in the appointing of cyclical maintenance.



Planning Maintenance Work

Where planned maintenance spans multiple properties, the objective is to make the most efficient use of resources to complete the work. Project Planner enables you to manage such activity as a programme rather than a set of individual tasks, enabling you to schedule activity in the most efficient way i.e. to leverage trades, to minimise travel, etc.



Optimising Appointments

By grouping and sequencing tasks, Project Planner is then able to create the most cost effective schedule of appointments. This can then be used to set appointments with tenants to ensure that the maximum number of tasks can be completed each day.



Monitoring Progress

Project Planner enables you not only to track progress against your programme of works, but to also ensure that each task is being completed as scheduled. This ensures that work is completed within the required timescales and any overruns can be dynamically taken into account within the schedule.

5. Maximising All Resources

Ensuring maximum productivity by treating all of your segmented teams as a single workforce.



Team Based Management

As project plans are automatically transitioned into schedules, you gain the full benefit of Dynamic Resource Scheduling with visibility of resource utilisation and progress against each task. This ensures that resources can be dynamically reassigned within the team to ensure each project remains on track.



Cross-Team Scalability

By utilising the same Dynamic Resource Scheduling software across teams, such as reactive and planned works, organisations are able to easily share tasks across the entire workforce. This cross-team scalability not only significantly increases operative productivity but allows job completions to be accelerated.



Optimising Travel

Cross-team visibility also enables a better use of resources based on location. For example an emergency repair may be better served by a void operative working nearby thus minimising travel time, and in reverse, rather than a responsive team member being sent to a remote destination, they can be allocated void work within their vicinity.



Combining Tasks

Finally, by linking responsive repair scheduling with planned maintenance can enable organisations to combine tasks to further optimise the use of resources. For example a responsive repair on a property that has a future planned maintenance task scheduled can be linked and completed as one.



Business Insight

This final chapter focuses on how management information can provide invaluable business insight into your organisation and deliver real actionable intelligence.

If you are using dynamic resource scheduling and mobile working, this chapter aims to show you how you can use the wealth of data you are collecting and turn this into business insight, that will enable you to continually improve the efficiency and effectiveness of your organisation.

It will also demonstrate how this information can enable you to make more informed decisions on what resources you need, and more importantly where to position these resources.

Business Insight

- 01 The Business Intelligence
- 02 Productivity By Work Type
- 03 Productivity By Field Worker
- 04 Cost By Geography
- 05 Appointment Efficiency

1. The Business Intelligence Opportunity

As the manager of an organisation with a field based service you are constantly looking at how you drive productivity, align resources to demand, and deliver the best possible service to your customers. To ask the question, is there a better way?



Efficiency & Cost By
Work Type



Productivity Of
Each Operative



Cost To Serve By
Geography



Efficiency Of
Appointment

2. Productivity By Work Type

By gaining a holistic view of the work being conducted by your field-based team, you are able to drill down on each job type, identifying trends where a particular work type is taking a disproportional amount of time, and as such cost to complete.



Accurate Benchmark Of Effort By Work Type

By analysing productivity by type of work, it is possible to gain an accurate benchmark, based on actual performance, of how long and for what cost, each type of job should be completed.

Identifying The Exceptions

With this benchmark, it is then possible to identify those jobs that fall outside of the norm and take exceptional time and cost to complete. This enables you to pin-point and address areas of poor performance, is this often due to no-access, operative skill level or poor job classification.

Manage In Real-Time

Many missed SLA's are due to office staff not being aware of a problem until its too late. Using data that populates office performance dashboards in real-time allows staff to identify challenges and take timely measures to solve them immediately.

3. Productivity By Field Worker

With every job being scheduled and tracked, it is possible to gain extensive insight into the performance of each operative and how this is collectively impacting the performance of your organisation.



Operative Performance & Appraisals

Organisations can easily measure the productivity of their workforce and even give field workers access to charts and data sets for their individual performance, on a computer or mobile device. This enables performance appraisals that are based on robust and consistent measures. By setting, measuring and relaying individual performance information directly to the workforce, organisations drive efficiency much more readily.

Performance By Work Type

By drilling down on operative performance by work type, managers are able to quickly identify if overall performance is being affected by trends and issues associated with any single or group of work types.

Addressing Productivity Issues

By analysing operative productivity and understanding the root cause of any performance falling short of overall benchmarks, then this can be immediately addressed either through closer management or operative training and development.

4. Cost By Geography

For those organisations operating across a wide geographic area it is essential that you position your workforce where the greatest demands are in order to ensure you minimise the cost of serving each geography.



Work By Geography

Through detailed tracking of each job and its location, managers are able to gain full visibility of the work they are performing across the whole region and how this is broken down by individual geography.

Workforce By Geography

Managers are then able to overlay the workforce including specific skills onto each geography and gain a clear understanding and mapping of where demand is located and where the operatives fulfilling this demand are located.

Cost By Geography

Through this, managers are quickly able to understand the cost of serving each geography and evaluate the impact on cost of having different resources and skills in different locations as well as evaluating serving some regions by contractor only staff.

5. Appointment Efficiency

For those organisations offering appointed services, then how such appointments are offered can have a significant impact on the productivity of the organisation and the cost of field based service.



Appointment Allocation

Managers should be able to gain a clear picture of how appointments are being made by the customer service team and then to understand performance against these in terms of appointments being met and first time fix completions.

Appointment Efficiency

In addition to this, analysis can be performed on the efficiency of appointment slots, is work being allocated in the most optimum way to minimise operative travel and ensure that the most appropriate operative is allocated to each job.

Cost Impact Of Appointment Setting

Appointing work efficiently can have a significant impact on the cost of completing work and being able to analyse what proportion of work is being allocated in the efficient way and the impact of improvements in appointment setting can have on the organisation.

About Kirona

Founded in 2003, Kirona is recognised as a leader in the development and delivery of Field Service Management software solutions.

Our success comes from extensive experience in the social housing sector and our focus on tailoring our approach to guarantee our customers achieve their business goals.

Over 35,000 field-based operatives rely on a Kirona based solutions and we are helping the leading Housing and Contractor organisations to increase the number of jobs they complete each day, reduce overheads such as mileage and administration, and provide better customer service.

We help our clients to improve the way the plan and dynamically schedule work with DRS, we maximise efficiency in the field through our Job Manager mobile working solution and we provide managers with valuable insight and KPI tracking on their operation through InfoSuite.



Crown Commercial Service Supplier



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