



## Case study

Name: Amey Plc  
Sector: Facilities Management  
Location: London

## Improving service to local authorities

The facilities management division of Amey Plc is centred around ensuring workplaces, schools, hospitals, prisons, military housing and airports are kept productive, safe and clean.

It became apparent in one of Amey's facilities management contracts within local authorities, that the contract was continuing to lose money despite being 4 years into a 10-year contract. Amey therefore initiated a review to understand the issues causing these losses and identify corrective actions.

Managementors worked with Amey on one area of this improvement plan, focused on the helpdesk and engineering functions. The purpose of the intervention was to establish an effective Management Operation System (MOS) and develop a current Reporting Tool to facilitate operational performance reporting, implement a culture of active management and identify opportunities to do more without increasing headcount.

### Key challenges

- Need to demonstrate service improvements to the client
- Need to integrate different areas of the business to provide a true end-to-end service
- To understand the true performance of the operation
- To reduce the cost of service and achieve SLA performance

### Key gains

- Increased efficiency and effectiveness of Helpdesk and Engineer operations
- Improvement in SLA attainment
- Increased internal delivery, with less of a reliance on sub-contractors
- Improved compliance and service to the customer

## Background

Ferrovial, Amey's parent company, is one of the world's leading infrastructure management and investment companies, operating in over 15 countries around the world.

Various acquisitions, including Comax, Enterprise and Owen Williams, have enabled Amey to offer clients an end-to-end service, from design and engineering through to management and maintenance. Amey now employs over 21,000 members of staff and operates in nearly every area of the UK within private, public and regulated sectors. The business provides a diverse range of services including; engineering, facilities management, utilities, transport, environmental services, defence and justice.

Amey has been in business for nearly 100 years and prides itself on creating safer, smarter, and sustainable places to live, work and travel. By designing, building, maintaining and investing in our country's services and infrastructure, they make a difference.

## Challenge

Four years into a 10-year contract to provide total facilities management to 2,000 properties in local authorities, the contract was continuing to struggle to provide services at the required margins. Having previously worked with Managementors, Amanda Fisher, Managing Director for Facilities Management, Defence and Justice, asked Andy Voase, Operations Director for London and the South, to use Managementors to help in identifying and supporting Amey to resolve the issues behind these performance issues.

"We needed help in improving the efficiency and effectiveness of the Helpdesk and Engineering operations," comments Andy. "The real challenge was to ensure we give value for money for the council tax payers, whilst also making an acceptable margin."

There was the need to gain full visibility of engineer activity and performance, ascertain headcount requirement, understand exactly what was required in the contract and ultimately achieve a reduced cost of service and improvement in SLA performance.

Consequently, there was the desire for Managementors to work with Engineers, Team Leaders and Operations Managers to support Amey in driving performance improvements by developing new ways of working, especially around the planning, control and co-ordination of the work, together with the implementation of an effective MOS to improve the productivity of direct and sub-contracted teams within this local authorities contract.

*"Managementors were able to provide dedicated consultants who focused on a different angle and showed me a different perspective – and I now have a much better understanding of how to drive improvements. There's no way I would have got down to the same level of detail and achieve what we have without the help of Managementors."*

*Andy Voase, Operations Director – South, Amey*



## Approach

Managementors carried out an in-depth analysis of the contract, identifying that the key issues were around the efficiency of resource programming and inability to recognise and measure true productivity.

Following this, the aim of the project was to focus on the Helpdesk operations, along with directly employed and sub-contracted engineering teams, carrying out activities to ensure that all existing improvement work streams were co-ordinated and delivered against schedule.

The implementation kicked off with the Helpdesk, where information capture was a key issue. A group of tools, such as a call handling script, email templates and a priority decision matrix, were developed to rapidly improve information capture at the front end.

Working with the Helpdesk Team Leader, short interval controls were put in place to ensure that tasks were not being left unassigned, that cost codes were being applied correctly and that an agreed percentage of calls and emails received each week were being quality checked, with feedback being provided to the call handlers to help drive continual improvements.

Scheduling was the next area of focus; where a solution was developed and a pilot initially carried out within one area, to improve visibility of engineer whereabouts and ensure that both Amey and the client had confidence that work would be completed as planned. Standard times for jobs were introduced and these allowed the effective implementation of short interval control, as well as being used as an aid in identifying operational issues impacting on performance.

Once improvements in engineering productivity were demonstrated, emphasis was placed on improving and hitting SLA, whilst at the same time maintaining the productivity improvements. This was done through frequent jeopardy management of tasks throughout the day, in line with the priority level of the task.

The right kind of behaviours were reinforced with Call Handlers, Schedulers, Supply Chain and Engineers, enabling performance improvements to take place by removing bad behaviours, such as late starts, extended breaks and early finishes.

Once the scheduling solution had been piloted and rolled out, external spend with sub-contractors was analysed. This analysis started by reviewing the sub-contractors with the highest spend, as well as those being assigned a high volume of 'simple' tasks, for example water management, emergency lighting and fire door PPMs, as well as general M&E reactive jobs such as plumbing, electrical and fabric work.

Andy had recognised there was a need to reduce the reliance on supply chain due to performance and cost issues. Managementors' detailed findings showed that contractor performance was not acceptable; they had little financial incentive to perform and were cherry picking their work based on price per month for planned work and the hourly rate for reactive work. A skills matrix was developed to establish what upskilling training could be carried out with the existing resource to enable work to be brought in-house.





Following this, the process of sub-contractor control was reviewed and remodelled, with a new, Supply Chain Control (SCC) team being created. Rigorous controls were put in place to control the use of sub-contractors and to bring the allocation of work under full control of the scheduling team.

Reducing the cost of service whilst improving SLA performance was key in being able to achieve Andy's top aspirations of "generating substantial cost savings, whilst creating robust processes to ensure the service could still be delivered whilst sustaining these cost savings."

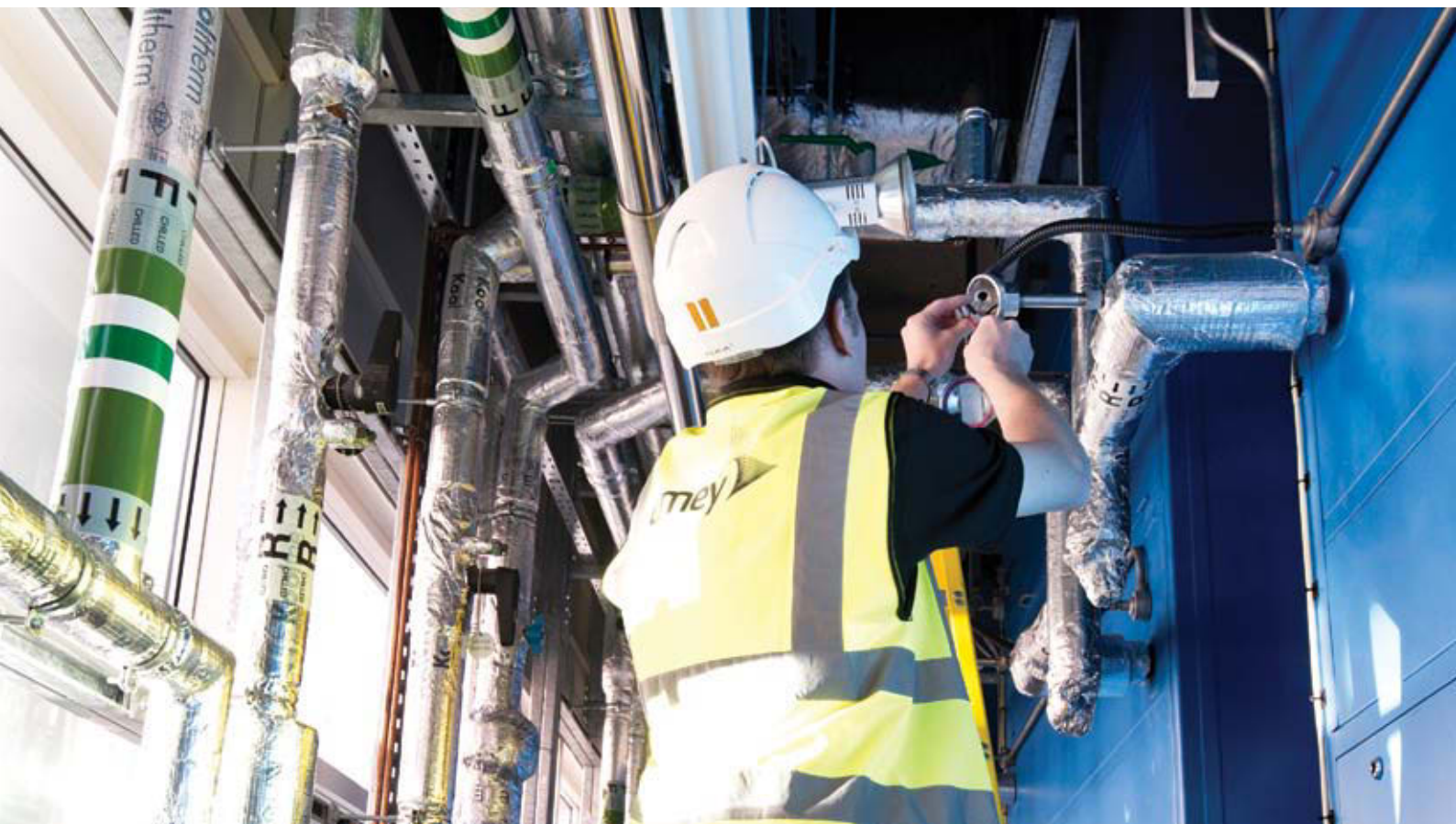
Additional quick response activities were developed to focus on bringing the operation under control and to provide sufficient stability for process, system and people development to take place. These activities gave immediate momentum to the project and demonstrated to all areas involved in the project that change could and would happen.

Issue logs were introduced to give staff the ability to not only highlight issues, but have a process in place to allow these issues to be

resolved, or escalated where required. These issue logs were supported by action logs and daily reviews; with the purpose of reviewing issues and agreeing actions to resolve them.

Another of Andy's key aspirations was to achieve "a better understanding of the management information metrics in order to drive performance."

Managers found there was a lack of appropriate and meaningful internal KPIs to enable effective management of the business; meaning management couldn't be confident in the status of the operation. Therefore, a Reporting Tool was developed by Managers in order to gain visibility of, and give the ability to review, engineering performance at both an individual and area level, as well as SLA attainment. This tool enabled managers to evoke short interval control, raise questions in terms of performance and agree actions to address areas of underperformance – giving a reliable and accurate measure for driving improvements.



## Outcomes

Managementors worked collaboratively with Amey to develop new improved processes together with a fully functional MOS, which has equipped management with the tools required to effectively manage the business. A training program of workshops was delivered to all levels of staff to ensure the right behaviours were in place; so that a culture of active management was prevalent within the business.

“The Managementors team integrated extremely well with the teams at Amey. Despite some initial resistance by some of the staff, the majority responded to the project very positively, embracing the changes and then helping to drive them,” commented Andy.

Operational standards are now used as a basis for planning across the contract in conjunction with the newly developed Reporting Tool, enabling performance data to be reviewed at every level; giving full visibility of jobs completed and SLA performance required to drive performance improvement.

Key deliverables achieved include, reduced rework and sub-contractor costs, as well as an improved service to the client and better margins. “We achieved my four key aspirations, specifically the substantial cost savings, which is great,” commented Andy, “I’d driven turnarounds before, but not in the way Managementors did – they started from the bottom and knew exactly what they were looking for.”

“For us, we need to focus on the key managers who understand the new processes and behaviours – concentrating on making sure these processes and behaviours are taken on board by both existing and new staff moving forwards”, concludes Andy.

*“The most significant gain for us is being able to take the right kind of action to achieve the outcomes; now we understand what we’re doing, the numbers are going in the right direction.”*

*Andy Voase, Operations Director – South, Amey*

Contact us to find out what Managementors can do for you

**Call +44 (0)1256 883939**

**e** [enquiries@managementors.co.uk](mailto:enquiries@managementors.co.uk)

**w** [www.managementors.co.uk](http://www.managementors.co.uk)