

# CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

## ***Committee Report***

Public

Date of  
Meeting:

16 January 2003

Title:

MUNICIPAL MAINTENANCE BEST VALUE REVIEW  
ACTION PLAN MONITORING

Report of:

HEAD OF COMMERCIAL & TECHNICAL SERVICES

Report  
reference:

CTS 01/03

### 1.0 Background

The BV review of Municipal Maintenance as completed in 2002 and this report provides an update on progress in implementing the action plan.

2.0 There are several factors which also need to be taken into account, which have subsequently influenced the defined actions. The organisational review within the Authority and the need to respond to and inform that process has had a major influence. Other major initiatives such as LSVT and the Leisuretime externalisation have also had a significant impact on municipal maintenance activities. Similarly a separate BV review has been completed for Property and whilst there was linkage between these two, with hindsight this should have been one thematic review. The actions / improvements from the Property BV review have been embraced where relevant.

### 3.0 Action Plan

The key actions which emerged from the review for the first two years are as follows:

## Year 1

- integration of client / contractor roles
- improved Customer care
- review of cleaning operations

## Year 2

- asset investment to improve efficiency
- review specifications
- explore partnership opportunities
- develop effective performance indicators
- investigate quality systems.

Progress in each of these areas is set out in the subsequent paragraphs.

### 4.0 Integration of client / contractor roles

- The organisational review has established the new Commercial & Technical Services Business Unit which integrates the previous roles. Employees should be confirmed in post by the end January 2003.
- The previous internal contractual relationships will cease and be replaced by a Service Level Agreement with Property Services who will undertake the strategic property role. This SLA should be in place by the end March 2003.
- The development of different working practices together with the essential employee training and development will start in February 2003.

### 5.0 Improved Customer Care

- A copy of the customer care policy is appended and a series of employee training events is in the process of being established.
- Once the new team is in place roles will be clarified but it is the intention to allocate one manager to be the contact person for all relevant activities in a specific building. This individual will undertake a more proactive relationship with the building manager. This should be in place by March 2003.

### 6.0 Review of Cleaning Operations

- Operational changes are being introduced on an ongoing basis to meet all reasonable needs of the building operators.
- The scale of the service is being continually reduced i.e. Community Centres wish to undertake

their own cleaning. LSVT and Leisuretime externalisation have resulted in the transfer of work and resources from the Authority. As the workload reduces the overall economies of scale are lost to the Council. A detailed appraisal is being undertaken and a further report will be brought forward on this issue.

- To improve performance there has been investment in new equipment.

## 7.0 Asset investment

- The Council has now created an asset investment fund where an element of funding from asset disposals is re-directed into the remaining assets. This a maximum of £250,000 / year and the initial priorities for investment are being defined in the near future.
- In 2002/03 the Council allocated £185,000 for a package of measures to ensure compliance to the Disability Discrimination Act on some of its buildings. A bid of £200,000 has been put forward for 2003/4.
- £100,000 has been allocated to introduce an asset database to ensure the more efficient management of all assets.
- The Council has allocated £250,000 to fund improvements to the Council facility at Bousteads Grassing and £100,00 initially for essential works in the Civic Centre.

## 8.0 Review Specifications

- Detailed work on this is scheduled to commence in April 2003.

## 9.0 Partnership Opportunities

- A range of partnerships are in place with the Council working alone and with others both within and outside the Authority. This will be developed further and a more detailed report brought forward in summer 2003.

## 10.0 Develop effective performance indicators

- To a degree the establishment of reliable performance indicators through the review was a problem. Commercial sensitivity and effective comparisons being the barriers. A great deal of work has been progressed through the Association of Public Service Excellence (APSE) and indicators have been developed. Details due to be received shortly and will be circulated when available.

## 11.0 Quality Systems

- No detailed work on this has been started to date with an assessment scheduled to commence in April 2003.

## 12.0 Recommendations

It is recommended that the Committee consider the actions achieved to date in implementing

the improvement plan.

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### **CUSTOMER CARE POLICY**

**Carlisle Works aims to supply services that meet or exceed our customer expectations of workmanship. It is our objective to deliver a standard of service to our clients which achieves the specified level of quality and provides value for money.**

**All members of Carlisle Works are aware of the standard and quality of workmanship required to meet customer's expectations and every effort is made to achieve this standard.**

#### **Objectives:**

- ☆ **The members of Carlisle Works aim to meet the specified or agreed level of workmanship and achieve expectations on time.**
- ☆ **All operatives are required to carry out their work with diligence, care and concern in a matter to minimise disruption to the customer and/or the public in the work environment, and where appropriate keep the public fully informed of any disruptions.**
- ☆ **To be courteous and well mannered at all times.**
- ☆ **Never ignore a customers needs or queries, if it is not their responsibility or job, locate appropriate department or person who can help and ensure matters are progressed.**
- ☆ **The appearance of all operatives should reach a level of acceptance at all times, and clear identification carried at all times.**
- ☆ **Safety is of paramount importance at all times for themselves and others. It is mandatory that all safety procedures are followed at all times.**
- ☆ **Personal protective equipment must be used in accordance with the Risk Assessments to each particular aspect of work.**

REF: Hdrive/Customer Care Policy