



Service Plan 2007/10

Revision No. 2 - February 2007

Service Plan for: Construction (Building Services)

Directorate: Neighbourhood Services

Service Plan Holder: Andrew Plant

Workplan:

Ref: Business Development Plan *(MS Project)*

This is a 'live' document used through the network by the BM Management Team. Therefore, a summary is shown for reference only.

Director: Terry Collins

EMAP : Neighbourhood Services- Andrew Waller

1: The service

Service description

Building Services is part of the Construction division of CYC Neighbourhood Services that provides Building, Mechanical and Electrical Engineering services that will develop into a more comprehensive range of construction related services for domestic & commercial property, facilities and the built environment.

Description of service

- General building repairs & maintenance
- Domestic gas servicing, installation & repairs
- Commercial oil & gas heating installation, servicing & repairs
- Domestic & commercial electrical installation, servicing, repairs & testing
- Adaptation/DDA works
- Property refurbishment & maintenance
- Purpose made & bespoke joinery manufacturing
- Home improvement design & installations
- Building, mechanical & electrical project/scheme design & management
- Capital building projects
- 24 hr/365 day emergency call-out service
- Skilled multi-trade workforce

Current Capacity

- 47,000 job orders & projects ranging from £25 to £250,000 to domestic and commercial property including;
- Social Housing
- Sheltered & Aged Person Accommodation
- Government Buildings, Libraries & Public Facilities
- Historic Buildings
- Schools & other Educational Facilities
- Social Care and Special Needs Facilities
- Domestic and Commercial premises
- Sports & Leisure Facilities
- Events & Public Open Spaces
- Private Domestic Housing

Customers

- Tenants of the City of York Housing
- City of York Public Buildings and Facilities
- Social Services
- Schools, Colleges, Universities & other educational Institutions
- Private & Commercial premises of York & surrounding areas
- Housing Associations & other Social Housing Landlords
- NYCC & other Local Authorities
- North Yorkshire Police & Fire Authority
- Private house-holders and residents of York & surrounding areas
- Charitable organisations & Trusts

Service objectives

The purpose of the service is:

- to provide a construction & maintenance service that meets the requirements of our current and future customers;
- to manage and develop Building Services to meet the demands of our customers and contribute to the corporate strategy of the City of York Council.

The key areas for 2007-10 are to:

- **provide a 'Lean' Service**
 - Contribute to the efficiency agenda by adopting a 'Lean' approach to service (using the Systems Thinking & Intervention methodology)
 - System Review of the core processes across all work areas
 - Robust Performance Measurement & Monitoring (including Capability Measures of Variation & Financial Control)
 - Diverse, flexible and mobile workforce
 - Organisational structure, management system and processes to implement growth strategy
- **develop a closer, more professional relationship with Clients and the Supply Chain - with emphasis on Partnership working**
 - Implement the Partnership with Housing Services for Building Maintenance
 - Partnership working – extend the scope to Adaptations, Domestic Gas Servicing & Decent Homes
 - Partnership working – promote and develop with other clients
 - Partnership working – Supply Chain procurement & relationships
 - Maintain current tendered arrangements
- **develop and implement a strategy for growth**
 - Enhance and develop services – existing and new clients
 - External trading with private householders and other private & commercial property
 - Property refurbishment and maintenance
 - Social Housing & other capital works
 - Work planning & programming
 - Marketing plan & re-branding
- **improve Risk Management**
 - Assessment of Commercial Risk
 - Safety – activity based risk assessment & work method statements
 - Financial monitoring– Improved Financial Data & Information for Trading Accounts
 - Contract procurement & administration
 - Duty Holders under CDM & Domestic Sub-Contractor management
 - Registration to Corgi/NICEIC etc.
 - Improved access to relevant information
 - Plant & Equipment Management System
- **improve Education, Training & Development opportunities**
 - Training & development programme
 - Staff development and accredited workforce with formal recognition
 - Apprenticeship schemes
 - Core competency/skills base
 - Flexible, diverse management and workforce

2: The drivers

Driver	Affect on service delivery
External	
<ul style="list-style-type: none"> ▪ Construction (Health & Safety) Legislation 	<ul style="list-style-type: none"> ▪ CDM Regs; Construction (H.S&W) Regs; Asbestos; introduction of the new Work at Height Regs. - changes to work methods with financial implications
<ul style="list-style-type: none"> ▪ Local Government Act 2003 	<ul style="list-style-type: none"> ▪ Opportunity to trade & charge for non-statutory services. Encourages local authorities to enhance their existing services and to develop new ones, in particular to their well-being, which will help to improve the overall service they provide to their community. ▪ Enable LA to trade with private bodies and persons in a commercial manner.
<ul style="list-style-type: none"> ▪ National and Yorkshire & Humberside Housing Strategy 	<ul style="list-style-type: none"> ▪ Achieve Decent Homes for Social Housing
<ul style="list-style-type: none"> ▪ The Housing Act 2004 	<ul style="list-style-type: none"> ▪ Changes to RTB legislation and impact upon levels of work from social housing
<ul style="list-style-type: none"> ▪ NPS (National Procurement Strategy for Local Government – Public Sector Construction) 	<ul style="list-style-type: none"> ▪ The National Procurement Strategy sets out how councils can improve the delivery and cost effectiveness of high quality services through more effective, prudent and innovative procurement practices. The Strategy illustrates the scope for potential cost savings through more efficient procurement practices and partnership working, to release resources to the frontline.
<ul style="list-style-type: none"> ▪ Gershon Report (Independent Review of Public Sector Efficiency) 	<ul style="list-style-type: none"> ▪ Contribute to the Efficiency Agenda through process improvement
<ul style="list-style-type: none"> ▪ CPA (Comprehensive Performance Assessment) 	<ul style="list-style-type: none"> ▪ Provision of robust performance management information
<ul style="list-style-type: none"> ▪ Government Performance Measures 	<ul style="list-style-type: none"> ▪ Prescriptive method of measurement promoted by Audit Commission and their impact on capability measures of variation and service
Corporate	
<ul style="list-style-type: none"> ▪ Review of CYC Financial Management System 	<ul style="list-style-type: none"> ▪ Ability to meet invoice requirements of diverse client base ▪ Requirement to raise invoices through front-line staff
<ul style="list-style-type: none"> ▪ Housing Partnership 	<ul style="list-style-type: none"> ▪ A commitment to ‘partnership’ working from both parties will result in less waste & duplication and better Repairs & Maintenance service for housing tenants
<ul style="list-style-type: none"> ▪ Risk management (Safety, Health, Environmental & Financial) 	<ul style="list-style-type: none"> ▪ Reduction in risk to CYC & customers
<ul style="list-style-type: none"> ▪ Corporate Re-structure 	<ul style="list-style-type: none"> ▪ Impact of reorganisation on current 5 year plan & risk to current change programme
<ul style="list-style-type: none"> ▪ Easy @ York 	<ul style="list-style-type: none"> ▪ Level of direct customer contact for front line staff ▪ Building Services mobile information solution
<ul style="list-style-type: none"> ▪ York Pride 	<ul style="list-style-type: none"> ▪ Impact of York Pride initiative environmental considerations across functional boundaries
<ul style="list-style-type: none"> ▪ CYC Budget Policy 	<ul style="list-style-type: none"> ▪ Allocation of Client budgets and the anticipated return from Neighbourhood Services
<ul style="list-style-type: none"> ▪ Efficiency Agenda 	<ul style="list-style-type: none"> ▪ Process Improvement
<ul style="list-style-type: none"> ▪ 2006-09 Corporate Strategy & Priorities 	<ul style="list-style-type: none"> ▪ Contribution to the 13 priorities by Building Services

Driver	Affect on service delivery
Directorate	
<ul style="list-style-type: none"> ▪ Transformational Leadership & organisational change programme 	<ul style="list-style-type: none"> ▪ Leadership that provides consistency of purpose, with method and robust measures that promotes a change in culture. ▪ Systems Thinking & Intervention rather than Command & Control thinking.
<ul style="list-style-type: none"> ▪ Neighbourhood Services 5 year plan 	<ul style="list-style-type: none"> ▪ The direction for Neighbourhood Services and a framework for the organisation for 2004-2009
<ul style="list-style-type: none"> ▪ External Growth 	<ul style="list-style-type: none"> ▪ An opportunity to enhance current services and expand into new services available for the wider community of York & surrounding areas
<ul style="list-style-type: none"> ▪ Partnership rather than contractual (adversarial) 	<ul style="list-style-type: none"> ▪ Non-adversarial relationships with clients & customers to achieve more value for customers
<ul style="list-style-type: none"> ▪ New arrangements for transport/fleet 	<ul style="list-style-type: none"> ▪ Introduction of private sector with the aim of bringing sustained improvement to the provision of vehicles to services
<ul style="list-style-type: none"> ▪ Relocation of head office & depot 	<ul style="list-style-type: none"> ▪ Suitable environment with reduced risk providing a workplace fit for purpose
<ul style="list-style-type: none"> ▪ Structure within Neighbourhood Services 	<ul style="list-style-type: none"> ▪ Provision of sufficient and relevant support to Building Services
Service	
<ul style="list-style-type: none"> ▪ Process Improvement 	<ul style="list-style-type: none"> ▪ System review of all core processes & impact on support services ▪ Better measures with improved communications and decision making ▪ Improved financial information, monitoring and invoicing
<ul style="list-style-type: none"> ▪ Modernisation & e-gov. 	<ul style="list-style-type: none"> ▪ Systems Review & mobile information solution ▪ Requirement to engage supply chain in mobile solutions
<ul style="list-style-type: none"> ▪ Marketing Plan for Growth 	<ul style="list-style-type: none"> ▪ Enhance existing & develop new services ▪ Diverse skills base with flexible and mobile workforce ▪ Marketing & re-branding
<ul style="list-style-type: none"> ▪ Staff development 	<ul style="list-style-type: none"> ▪ Training & Development Plan
<ul style="list-style-type: none"> ▪ Work Planning 	<ul style="list-style-type: none"> ▪ Develop & use of work programmes
<ul style="list-style-type: none"> ▪ Current statutory obligations & legislative changes 	<ul style="list-style-type: none"> ▪ Management of Risk and access to relevant information ▪ Changes to work methods with financial implications
<ul style="list-style-type: none"> ▪ Reorganisation of Building Services 	<ul style="list-style-type: none"> ▪ Alignment of direct overheads ▪ Insufficient management capacity within Building Services to achieve anticipated growth ▪ Risk to process improvement

3: Critical Success Factors (CSF)

CSF	Reason why improvement is required
Leadership commitment (CYC Corporate & Neighbourhood Services) to Systems Thinking & Intervention (Re-Design)	Support for managers and front line staff to effectively change processes, measures etc. for sustained improvement Improve charging mechanism & recover cost for all work done
CYC Corporate & Community Services commitment to Partnership working for Housing Maintenance	Support for managers and front line staff to improve the Repairs & Maintenance service
Implement Housing Partnership	Improved service for housing tenants (less waste & duplication) better value for money – reduce losses on R10 by recovering and improving on ‘actual costs’
Further Partnership working with internal & external customers and develop into the Supply Chain for all construction related activity	Use the benefits of non-adversarial relationships to offer better levels of service & use of budgets. Establish better procurement methods and effective use of the Supply Chain and contribute to growth
Growth - enhance existing service with current clients and develop new ones through external charging for discretionary services	Services available to the wider community, protect the York ‘pound’ and provide a financial return to CYC Revenue & Capital internally funded projects plus other works to engage increased capacity, achieve value for money and anticipated income levels
Organisational stability for staff within Building Services	Review current staffing levels & align overheads - Management capability/development/stability and growth strategy
Improved Financial Data for Trading Accounts and suitable & sufficient Management Information	Accurate monitoring of financial performance and work programs. Increase capacity of Managers to make decisions using reliable information & data
Improved Invoicing process incorporated into new corporate Financial Management System	Requirement for flexible, efficient invoicing process that responds to diverse customer base
Improved Commercial Risk Management	Reduce residual risk to low
Implement Training, Education & Development Plan	Flexibility – staff development – skills base – recognition - growth

Operational Risks

- The delivery of this plan is reliant on several key issues highlighted in Section 3 above.
- These issues could significantly increase or reduce the risk of failure to meet the Service Plan objectives for 2007-10

4: Links to Corporate Priorities

Improvement Statement	Contribution
<ul style="list-style-type: none"> ▪ Decrease the tonnage of biodegradable waste and recyclable products going to landfill 	<ul style="list-style-type: none"> ▪ New EcoDepot facilities ▪ Segregation & Management of Building Waste
<ul style="list-style-type: none"> ▪ Increase the use of public and other environmentally-friendly modes of transport 	<ul style="list-style-type: none"> ▪ Improved Fleet Management ▪ ABRO Partnership
<ul style="list-style-type: none"> ▪ Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces 	<ul style="list-style-type: none"> ▪ Property Maintenance to Social Housing, Public Buildings, Schools, Facilities etc. ▪ CYC Housing Partnership ▪ Services for cultural events and activities in Public Buildings, Schools, Facilities and other Open Spaces
<ul style="list-style-type: none"> ▪ Increase people's skills and knowledge to improve future employment prospects 	<ul style="list-style-type: none"> ▪ Staff Development through Education & Training ▪ Apprenticeship Schemes
<ul style="list-style-type: none"> ▪ Improve the quality and availability of decent, affordable homes in the city 	<ul style="list-style-type: none"> ▪ Flexible, safe, value for money Services by local people ▪ CYC Housing & Social Housing Partnerships ▪ Enhance existing services to meet customer demand
<ul style="list-style-type: none"> ▪ Improving our organisational effectiveness 	<ul style="list-style-type: none"> ▪ Design of management systems and processes from a customer perspective ▪ Application of 'Systems Thinking'

<p>Links to other plans</p> <ul style="list-style-type: none"> • CYC Council Corporate Strategy • CYC Housing Partnership Agreement 	<ul style="list-style-type: none"> • CYC Community Services Housing Landlord (HRA) Plan • Yorkshire & Humberside Housing Strategy
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5: Performance Measurement & Monitoring

EXISTING MEASURE	WORK TYPE	METHOD/FORMAT	TIMESCALE
Operational measure of capability - Work Ordered to: <ul style="list-style-type: none"> • Signed Off • Paid • Complete 	By Work Area, By Client	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Operational measure of costs: <ul style="list-style-type: none"> • Job Costs • Labour Costs • Material Costs • Labour Hours • Job Charges - Complete, Progress • Profit / Loss • Corrector / Dump No's / Lost Time • Commitment vs. 'Cost Invoiced Cost where some costs have been invoiced 	By Work Area, By Client, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Number of Jobs: <ul style="list-style-type: none"> • Received • Complete • In Progress 	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Other Management Information: <ul style="list-style-type: none"> • Job Allocations • Jobs Outstanding • Appointment Date • Lost Time • No of jobs without Phone No's • SOR Codes No / Value • Jobs List Showing No Access • Levels of Remuneration 	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Over-time measure	By Man, By Month, By Dep	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Sickness & Ill Health Absence	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Health and Safety	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Customer Demand		Demand Analysis	Bi - annual
Accounts Information		Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
PLANNED MEASURES	WORK TYPE	METHOD/FORMAT	TIMESCALE
Partnership KPI's		CYC Social Housing	Monthly
Statutory Social Housing KPI's		CYC Social Housing	Monthly
Hold reason – Card Left, No Access	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Actual Cost Transport			Monthly
24/7 Standby Hours	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Amount of Compensation Claims	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Damage caused by accidents	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
No of people attending H&S training	By Man, By Month, By Dep		Monthly
Time spent on H&S training	By Man, By Month, By Dep		Monthly
Statutory Inspections	Corgi, NICEIC		Various
Re – Work / Follow on Work	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Tender info – No, Quotes, time	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Customer Feedback			Monthly

Customer based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key customer based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> ▪ Reduction in end-to-end time from first contact to job complete ▪ Less re-work ▪ Less follow-on work/repeated visits ▪ Less failure demand ▪ Work completed first visit ▪ Improved customer contact 	<p>How will you check whether you are improving from a customer perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support customer based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Process based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key process/efficiency based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> ▪ Better process flow ▪ Less duplication/waste ▪ Increased capacity ▪ Less variation ▪ Improved capability ▪ Flexible, diverse & mobile workforce ▪ Better support processes ▪ Better procurement/supply chain process ▪ Improved Planning & Work Programming 	<p>How will you check whether you are improving from a process/efficiency perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support process/efficiency based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Finance based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key finance based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> • Improved format & content of financial information available to BM Management Team • Improved invoicing process for front line staff • Accurate identification & reduction in levels of work in progress • Reduction in elapsed time from receipt of work order to paid • Reduced loss on trading account • Charge & paid for all work • Alignment of direct & in-direct overheads • Extend Remuneration package 	<p>How will you check whether you are improving from a financial perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support financial/budget based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Staff based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key staff based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> • L.C.B. accredited multi-skilled workforce • T&D plan developed, implemented • Supervisory development • Skills-Base & Competence levels • Alignment of direct overheads • Management capacity • Reorganisation/Job Plans 	<p>How will you check whether you are improving from a staffing perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support the development of staff & learning within your service?</p> <p><i>Ref: Business Development Plan</i></p>

Section 6: Corporate Issues

Actions/Evidence	
Equalities action/s	
<ul style="list-style-type: none"> • Current and future staff/workforce vacancies will be open to all members of the wider community • The physical nature of some of the work activities provide for high levels of mobility • Our Marketing Plan for growth includes provision of a service to help clients/customers meet the requirements of the DDA 	
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> • The delivery of this plan is reliant on several key issues highlighted in Section 3. • These issues could significantly increase or reduce the risk of failure to meet the Service Plan objectives for 2007-10 	
Gershon – Efficiency improvement	
<ul style="list-style-type: none"> • Contribute to the efficiency agenda through core process improvement and end-to-end measurement • Focus on partnership and less adversarial procurement relationships • Partnering the Supply Chain • Improved Risk Management 	Ref: Business Development Plan
<u>Competitiveness statement</u>	
All of our services are subject to various methods of procurement, including: <ul style="list-style-type: none"> • Open Tendering arrangements • Partnership arrangements • Value for Money through various exercises including marketing testing, benchmarking & financial analysis with other service providers • Performance using national, local indicators & innovative methods of measurement • Comparison with other services using similar measurement techniques 	

Section 7: Resources

1 General manager
2 Operational Managers
1 Estimator/Surveyor

9 Supervisory staff (subject to re-organisation 2007)
9 Support & Temporary staff (subject to re-organisation 2007)

94 Multi-trade Workforce
4 Apprentices

Recruitment: Staff, Tradesmen & Apprentices to maintain current workforce and any significant increase in growth beyond the capacity of the current staff levels.

Budget

	<u>2006/07</u>	<u>2007/08</u>	
Employees	£ 2,684,330	£ 2,744,970	There has been a 2.5% increase in our budget since last year. This is due to inflation.
Premises	£ 75,130	£ 81,610	
Transport	£ 404,490	£ 389,000	There have been 2 savings in the budgets for efficiencies on workshop duties (£21,000) and as a result of the Building dept restructure (£58,000).
Supplies and Services	£ 1,650,510	£ 1,688,470	
Miscellaneous	£ 1,279,570	£ 1,041,200	
– Recharges	£ 255,100	£ 295,960	
– Other	£ 1,024,470	£ 1,041,200	
Capital Financing	£ 0	£ 0	
Gross cost	£ 6,094,030	£ 6,241,210	
Less Income	£ 6,147,410	£ 6,379,720	
Net surplus	£ 53,380	£ 138,510	

Section 8: Monitoring and reporting arrangements

- Service Plan agreed with Director of Commercial Services
- Service Plan reviewed annually
- Progress monitored at Neighbourhood Services Board Meeting (Monthly)
- Business Development Plan used weekly and reviewed monthly by BM Management Team
- Performance Measures analysed within timescales indicated in Section 5.