

Property Services - Service improvement action plan

	Where do we want to be	How will we achieve this	Who will lead	Who is involved	Time-scale	Status	Reason	Revised timescale	Revised Status
1	Customer Focus					Red Amber Green			Red Amber Green
1.1	Customer involvement in developing needs and expectations	Undertake survey of customers view of service to establish corrective actions necessary	HoS	HoS	Completed as part of Property Review	Green			Green
1.2	Clear understanding of roles and responsibilities	Complete Service Level Statement's for service delivery with clients	HoS	Team Managers	Completed – continue annually	Green			Green
1.3	Effective system that handles queries and complaints	Implementation of ISO 9000 Quality Management System (QMS) The standard has a strong focus on the customer needs and expectations	HoS and Business Development and Quality Manager (BDQM)	Team Managers/All staff	Mar-11	Amber	The role of the BDQM is fundamental to the implementation of this project. Due to SMR the Property Restructure was suspended in respect of the post to accommodate likely redeployment needs. The post has not been filled despite redeployment and is now being advertised	Mar-11	Amber
2	Communication								
2.1	Effective and timely communications	Monthly reports issued to clients in accordance with PMM	All Managers	All staff	Implemented	Green			Green
2.2	Effective processes and procedures	Fully embed PMM within all projects undertaken by Projects team and roll out PMM to Maintenance activities.	Projects Team Manager	All staff	Completed	Green			Green
		Implement QMS (see 1.3)				Amber	see 1.3		Amber
2.3	Regular communications with customers.	Develop regular 'account' contact with key clients: Cultural Services Children Services Older People Services	HoS	Team Managers	January 2009 - ongoing	Green			Green
2.4	Provide advice and formation	Publish monthly newsletter for Education and other properties.	Maintenance Manager's	All staff	Implemented	Green			Green
	Share property information across the Council	Install new information web based property database accessible by clients	Information Officer	All staff	2009 - 2011	Red	The role of the BDQM is fundamental to the implementation of this project. Due to SMR the Property Restructure was suspended in respect of the post to accommodate likely redeployment needs. The post has not been filled despite redeployment and is now being advertised. The project has not commenced but every effort will be made to make up the time lost subject to imminent recruitment to the post		Amber
3	Technical and Management Competency								
3.1	Managers to provide better service planning strategic overview and greater leadership of teams	Implement new organisational structure	HoS	All staff	Apr-09	Green			Green
3.2	Robust performance management	Develop key performance indicators to accurately represent service delivery. Revise current indicators accordingly and ensure they are accurately reported.	HoS	Team Managers	Apr-09	Red	This was not achieved due to resource disruption of Property restructure and SMR but has now been undertaken within 10/11 service plan		Green

3.3	Strengthened links between individual and organisational performance.	By use of appraisals management	HoS/Team Managers	All staff	Annually		Green				Green
3.4	Maximise the personal development of all staff	By use of appraisals management	HoS/Team Managers	All staff	Annually		Green				Green
3.5	Maximise the skills of all staff	Undertake a skills audit	HoS	Team Managers, All staff	Mar-10	Red			This was not achieved due to resource disruption of Property restructure and SMR. A Corporate skills audit is ongoing which will now capture this - the 'results' are awaited.		Green
4 Resources Levels											
4.1	Maximise capacity of existing staff.	Implement new organisational structure. Review workload and ensure processes are in place to measure	HoS	All staff	Apr-09	Red			The revised structure was implemented following Executive approval of the Service Review of the Property Unit in May 2009. The redundancy process then followed. The recruitment to the BDQM was however suspended due to redeployment requirements that would emanate from the Corporate SMR. Redeployment did not occur and accordingly the post is now being advertised. The expected date of completion of this recruitment is unknown		Amber
5 Process and Procedures											
5.1	Robust Quality Management procedures	Implementation of ISO 9000 Quality Management System. (see 1.3)	(see 1.3)	(see 1.3)	(see 1.3)		Amber				Amber
5.2	Effective processes and procedures	Fully embed PMM within all projects undertaken by Projects team and roll out PMM to Maintenance activities.	Projects Team Manager	All staff	Mar-09		Green				Green
6 Value for Money											
6.1	Established service level of performance	To bench mark property Services against other Local Authorities and National Standards.	HoS	Team Managers	Mar-09	Red			Initial benchmarking exercise was undertaken within the Property review however responses were very poor and follow up discussions with 'Berkshire' authorities indicate a general reluctance to share information. A renewed effort is planned to completed this project and features in the work plan for the BDQM. This post is now being recruited to as noted above.	Sep-10	Amber
6.2	Defined budget responsibilities	Realign budget responsibilities to Team Managers	HoS	Team Managers/Finance	Completed		Green				Green
6.3	Highly efficient and effective procurement vehicle for reactive and planned maintenance works	Develop a new maintenance contract	Maintenance Manager	All WBC stakeholders	Apr-11		Green				Green
6.4	Highly efficient and effective procurement vehicle for minor works	Implement Berkshire wide Framework Agreement for Minor Works	Maintenance Manager	All Berkshire Unitary Authorities	Apr-10	Red			Delay caused by other Berkshire Council's obtaining Executive approval. Some remain outstanding. Tender process completed, 14 contractors appointed to the framework. Individual contracts need to be signed by the contractors. Expected completion end of May. Amber status reflects ability of other Berkshire Council's obtaining Exec approval	May-10	Amber