

NORTH LANARKSHIRE COUNCIL

REPORT

To: Education (Resources) Sub-Committee	Subject :
From : Director of Education Director of Community Services	Education Grounds Maintenance Contract: Performance Review
Date : 18 September 2000	
Ref : MM/KF/FLB	

Summary

This report describes the performance of the grounds maintenance contract for the period July 2000 to September 2000.

Recommendations

The education resources sub-committee is recommended:

- (1) to note the performance of the grounds maintenance contract for July 2000 to September 2000.
- (2) to request the submission of regular performance review reports to future meetings of the sub-committee

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Members wishing further information about the paper should contact:

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NORTH LANARKSHIRE COUNCIL: DEPARTMENT OF EDUCATION**Joint Report by the Director of Education and Director of Community Services****Education Grounds Maintenance Contract: Performance Review****1 BACKGROUND**

This performance review report covers the period July 2000 to September 2000.

2 QUALITY PERFORMANCE**2.1 Monitoring System (Appendix 1)**

The department of community services currently maintains 173 properties. The monitoring of work on a day to day basis is by Grounds Maintenance Operations in accordance with a system that is audited by Service Development and Review. The properties are divided into 9 groups and each are allocated a local manager. Over the 7 week period (calendar weeks 30-36 inclusive) an education property was inspected, on average, once every two weeks, as detailed in Appendix 1.

2.2 Customer Satisfaction and Complaints

No complaints were received for this period.

3. BUDGET PERFORMANCE**3.1 Recharges**

The estimated recharge for programmed work for 1999/2000 was £610,000 against a budget of £620,949.

3.2 Adhoc Commitments

No money was spent on miscellaneous non-routine work during this period.

4. SAVINGS UPDATE

4.1 Work has commenced to implement the grounds maintenance service improvement action plan, which was approved by the community services (Operation Review) sub-committee in April 2000. It contains a list of 31 improvement tasks (included as Appendix 2). These tasks have been included in the Grounds Maintenance DSO Business Plan 2000.

4.2 A key finding of the customer survey was that headteachers are not clear about the grounds maintenance work that had been agreed for their location. In order to address this matter an information pack for property keepers explaining the service and including a specification for the work and other useful information has been drafted. This information will be circulated to establishments in October.

- 4.3 Property keepers were also concerned that the service is consistently provided. The information pack will help address this issue. In addition the work ticketing system, introduced in April this year, which schedules all routine tasks will improve the consistency of delivery.

5. DEVELOPMENTS

- 5.1 The current review of the grounds maintenance services as part of the Council Best Value Service Review Rota has matched the specification for grounds maintenance to the budget available. The specification of the service also takes cognisance of the responses to both the grounds maintenance service delivery questionnaires and the several quality measurement checklist.
- 5.2 The service review report has now been circulated in the education department and work has commenced to implement the improvement action plan with particular focus on improving financial transparency.

6 RECOMMENDATIONS

The education sub-committee is recommended:

- (1) to note the performance of the grounds maintenance contract for the period July 2000 to September 2000.
- (2) to request the submission of regular performance review reports to future meetings of the sub committee.

EDUCATION PROPERTIES INSPECTION REPORT (calendar weeks 20 to 29 inclusive) 2000 (10 Weeks)						
Contract Area	No.of Sites	No.of Inspections	No.of Features Available for Inspection	%Features Inspected	No.of Failures	%of Total Features Defaulted
CUMBERNAULD ONE	30	105	423	24.82%	0	0
CUMBERNAULD TWO	9	32	107	29.91%	0	0
STRATHKELVIN	8	28	97	28.87%	0	0
MONKLANDS ONE	20	70	184	38.04%	0	0
MONKLANDS TWO	16	56	156	35.90%	0	0
MONKLANDS THREE	12	42	130	32.31%	0	0
MONKLANDS FOUR	7	25	79	31.65%	0	0
MOTHERWELL ONE	13	46	118	38.98%	0	0
MOTHERWELL TWO	20	70	230	30.43%	0	0
MOTHERWELL THREE	23	81	214	37.85%	0	0
MOTHERWELL FOUR	15	53	152	34.87%	0	0
TOTALS	173	608	1890	32.17%	0	0.00

Grounds Maintenance Best Value Service Review Improvement Action Plan

Improvement actions proposed from BV review	Improvement Target	Officer responsible for implementing improvement action	To be completed by (Date)
4. Extend benchmarking exercise to include organisations external to Local Authority.	To identify areas for improvement action.	Service Development & Review Manager (Parks)	March 2001
5. Implement through the <i>Open Spaces Working Group</i> a strategy to rationalise account holding.	To improve accountability for grounds maintenance responsibilities on a site by site basis.	Service Development & Review Manager (Parks)	March 2001
6. Review the Service Specification	To meet customer needs	Service Development & Review Manager (Parks)	October 2000
7. Develop a service profile and information pack.	To increase customer awareness.	Service Development & Review Manager (Parks)	September 2000
8. Review procedures for work requests and response times.	To meet customer needs.	Service Development & Review Manager (Parks)	October 2000
9. Study ways in which job satisfaction can be achieved.	To improve staff morale.	Grounds Maintenance (Ops) Manager	December 2000
10. Review incentive system.	Increase productivity and reduce costs.	Grounds Maintenance (Ops) Manager	October 2000
11. Produce training plan for Grounds Maintenance service.	To increase effectiveness of workforce.	Grounds Maintenance (Ops) Manager	November 2000
12. Review risk assessment for handling waste items.	To ensure staff safety.	Grounds Maintenance (Ops) Manager	May 2000
13. Develop communication plan	To increase effectiveness and introduce innovation.	Service Development & Review Manager (Parks)	September 2000
14. Review the management organisation.	To ensure efficient service.	Service Development & Review Manager (Parks)/Grounds Maintenance (Ops) Manager	December 2000
15. Review existing equipment and equipment maintenance arrangements.	To ensure efficient service.	Grounds Maintenance (Ops) Manager	October 2000
16. Review litter collection practice.	To ensure quality of service.	Service Development & Review Manager (Parks)	October 2000
17. Investigate first stop shop.	Increase ease of use of the service for the customer.	Service Development & Review Manager (Parks)	June 2000
18. Investigate improved methods of staff consultation.	Increase ownership of service by employees.	Grounds Maintenance (Ops) Manager	December 2000
19. Implement process mapping and associated procedures.	To ensure efficient service delivery and quality	Service Development & Review Manager (Parks)	March 2000
20. Review existing and define new policies required to operate Grounds Maintenance service.	To ensure consistency of services to stakeholders.	Service Development & Review Manager (Parks)	July 2000
21. Develop Performance Indicators based on service standards.	To increase transparency for stakeholders.	Service Development & Review Manager (Parks)	March 2001
22. Investigate a rewards system for well maintained areas.	To improve motivation.	Service Development & Review Manager (Parks)	December 2000

Improvement actions proposed from BV review	Improvement Target	Officer responsible for implementing improvement action	To be completed by (Date)
23. Implement functional analysis of current building usage.	To ensure value for money.	Service Development & Review Manager (Parks)	Sept. 2000
24. Deployment of "Getting to Know You".	To improve relationship with stakeholders.	Service Development & Review Manager (Parks)	March 2001
25. Set up internal working group to reduce sickness absence in the Grounds Maintenance service.	To improve attendance at work.	Grounds Maintenance (Ops) Manager	June 2000
26. Review pricing of work, including standard minute values.	To ensure cost effectiveness and competitiveness.	Grounds Maintenance (Ops) Manager	March 2000
27. Review methods of work in relation to pruning and grass cutting operations.	To improve efficiency and competitiveness.	Grounds Maintenance (Ops) Manager	October 2000
28. Review allowances currently in force.	To improve efficiency and competitiveness.	Grounds Maintenance (Ops) Manager	December 2000
29. Produce more specific work instructions in the form of work tickets for each activity and redesign system of determining performance levels.	Improve accountability.	Grounds Maintenance (Ops) Manager	March 2000
30. Introduce transparency in the costs for each activity at site/property level.	Improve service to customer	Service Development & Review Manager (Parks)	September 2000
31. Join ADLO Performance Networks.	Assess service by data benchmark comparison.	Service Development & Review Manager (Parks)	June 2000