

REPORT TO: SCRUTINY COMMITTEE – 22 APRIL 2015
REPORT ON: PROPERTY DIVISION PSIF ASSESSMENT
REPORT BY: DIRECTOR OF CITY DEVELOPMENT
REPORT NO: 153-2015

1 PURPOSE OF REPORT

1.1 To report on the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model for Property Division

2 RECOMMENDATION

2.1 It is recommended that the Committee notes the Areas for Improvement and Improvement Plan.

3 FINANCIAL IMPLICATIONS

3.1 None

4 BACKGROUND

4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Service Improvement Framework. As part of this programme the Property Division carried out an assessment between March and May 2014. A summary of the key findings is included in this report.

4.2 The Property Division has the responsibility for the strategic management, repair and maintenance and energy management of all Council owned property assets. This includes all operational properties that support Council services, such as corporate offices, schools, community facilities, and non operational properties and land that are held for economic, social or strategic reasons, such as shops, industrial units, offices, and land.

4.3 The Property Division comprises a multi-disciplinary team of professionals in management, maintenance and valuation, all working towards the common goal of creating and retaining as many jobs as possible in the City of Dundee through ensuring the sufficient provision of land and property.

4.4 Results

A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights a sample of the most key performance measures for the services and shows their trends over this period.

PROPERTY DIVISION
Key Results for the service

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration

Definition	10/11	11/12	12/13	13/14	Current Target	Benchmark	Long term Improvement Status
Proportion of internal floor area of operational buildings in satisfactory condition	79.54	80.24	80.96	85.82	90	85	▲
Proportion of operational buildings that are suitable for their current use	80.21	81.67	82.49	82.62	90	81	►
Cost psm of utilisation of property (£)	34.3	36.26	36.89		36		►
Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours	130.16	117.2	137.8	117.43	-5%pa		▲

4.5 Strengths

The assessment highlighted areas where the service has key strengths in its existing approach to continuous improvement. These are listed in the table below.

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Approaches that are delivering results
There are Building Coordinators in every department who act as a liaison between Property Division staff and the people using the building.
The division has regular meetings with customers to discuss their needs and requirements to assist with their service delivery now and in the future.
The division ensures that new and refurbished properties have the most energy efficient systems in place within budget.

4.6 Areas for Improvement

The PSIF assessment looks at all the critical factors in having an improvement culture in the service. The following table summarises the key areas for improvement identified and the actions to be taken to improve them.

AREAS FOR IMPROVEMENT

Theme	Area for Improvement	Action Required
Customer satisfaction	The division does not have customer satisfaction measures in place.	Design a customer satisfaction survey to measure customer perceptions of service delivery.

Quality assurance	There is no regular audit process to ensure that all contracts have been classified correctly	Ensure that regular reviews are carried out in conjunction with the Architects Division to ensure accurate, relevant and up to date records and populate GVA.
Systems	The GVA is not being used to its fullest potential through a lack of knowledge and management of the system.	Establish a working group to review the GVA with a view to rationalising current duplicate and parallel systems to ensure that users get a system that is fit for their purpose.

An improvement action plan has been prepared following the assessment and will be monitored over the next three years on the council's online plan monitoring database when a repeat of the assessment will be carried out. This is attached in Appendix one.

4.7 Quick Wins

During the assessment, the following items were identified that could be addressed very quickly and are already being resolved:

Area for Improvement	Action taken or in progress
Staff were unaware of the changes to the corporate complaints system and that all staff now have a responsibility to record complaints on the system.	Remind all staff that there is an elearning module on corporate complaints handling available.
Information is not shared sufficiently widely across some divisions within City Development and this can impact on our customers.	Workshop organised to identify and address issues.
There is no performance review method in place to allow the Division to share internal performance data across teams.	Add set agenda item to Team Leaders' meetings.

5 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6 CONSULTATIONS

- 6.1 The City Development Management Team has been consulted and is in agreement with the contents of this report.

7 BACKGROUND PAPERS

- 7.1 City Development Service Plan 2012 to 2017.
7.2 Property Division employee survey results 2005 to 2013.

Mike Galloway
Director of City Development

Colin Craig
Head of Property

APPENDIX 1

Improvement Action Plan

Department: Property Division

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Lead Officer	Start Date	Action End date
1	Customer satisfaction	CO1	The division does not have customer satisfaction measures in place.	Design a customer satisfaction survey to measure customer perceptions of service delivery.	Customer satisfaction is measured	John Kennedy, Team Leader, Building Surveying Services	01/04/15	31/07/15
2	Service delivery	CO2	Information between the Asset Management, Capital Projects and Building Surveying Services teams is not being exchanged effectively to inform each team's operational needs.	Set up regular formal meetings to allow continuous exchange of operational information between teams.	Improved communication Improved service delivery	Head of Property	01/04/15	31/04/15
3	Quality assurance	CO3	There is no regular audit process to ensure that all contracts have been classified correctly.	Liaison meeting now set up to take place every 2 months between the Property Division and Architectural Services Division to ensure accurate recording.	Accurate information	John Kennedy, Team Leader, Building Surveying Services	01/04/15	31/04/15
4	Systems	CO3	The GVA is not being used to its fullest potential through a lack of knowledge and management of the system.	Establish a working group to review the GVA with a view to rationalising current duplicate and parallel systems.	Reduced duplication	Alex Gibson, Team Leader Property Services and Energy Management	01/04/15	30/08/15

5	Procurement	CO3	Property Division staff to be brought up to date with the recent changes to the procurement process.	Liaison between the Property Division, Architectural Services Division and Finance Procurement has resulted in procurement processes being integrated into all work practices. This integration is subject to ongoing reviews.	Efficient procurement procedures	Alex Gibson, Team Leader Property Services and Energy Management	01/04/15	30/06/15
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