

**REPORT TO: SCRUTINY COMMITTEE – 25 JUNE 2014**

**REPORT ON: CONSTRUCTION PSIF ASSESSMENT**

**REPORT BY: DIRECTOR OF ENVIRONMENT**

**REPORT NO: 182-2014**

## **1.0 PURPOSE OF REPORT**

1.1 To report to the Scrutiny Committee the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model for the Construction Services Division

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Management Team notes the key findings of the PSIF assessment including areas for Improvement and associated Improvement Plan.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications as a result of this report.

## **4.0 MAIN TEXT**

4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Sector Improvement Framework. As part of this programme the Construction Services division carried out an assessment between October and November 2013, focusing on Leadership, People Resources and people Results. A summary of the key findings is included in this report.

4.2 Construction Services provide comprehensive construction and property maintenance services on behalf of Dundee City Council. With a directly employed workforce of semi-skilled, skilled and professional support staff, the organisation is one of the largest providers of building maintenance services in Scotland and is the largest direct employer of multi-trade construction disciplines within Tayside.

## **4.3 KEY RESULTS & PEOPLE RESULTS**

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	09/10	10/11	11/12	12/13	Current Target (2017)	Benchmark	Long term Improvement Status
Percentage Non-housing property maintenance works carried out by Construction Division		47	50	78	100%		▲
Construction transport costs as percentage turnover			5.25	4.83	4.5%		▲
Tonnes of construction waste generated	2,326	2,085	2,072	1,594	1,000		▲
Percentage Construction waste recycled			39	78	85%		▲
Employee Survey Results Positive Percentage						Council Average	
Efficiency and Change		66		69		76	►

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	09/10	10/11	11/12	12/13	Current Target (2017)	Benchmark	Long term Improvement Status
Working Conditions		68		68		76	►
Leadership & Supervision		72		70		75	▼
Job Satisfaction		61		61		66	►
Learning & Development		59		65		73	▲
Communication		62		62		70	►

4.4 As can be seen from the above tables the service is showing evidence of continuous improvement in several areas but will be aiming to get improvement in the people related areas by focusing some of the improvement activity below in those result areas.

#### 4.5 Strengths

The assessment also 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

Theme	Approach that is delivering results
Leadership	<p>A defined programme has been established to manage the delivery of outcomes to meet both the council and departmental objectives with monthly performance reviews established.</p> <p>Detailed performance reporting is produced enabling all managers to review both financial and operational performance on a project by project and/or section basis. These key performance indicators are monitored on a monthly basis by the divisions' management team.</p> <p>Induction – Health &amp; Safety induction process is now fully deployed. There is a programme for trade induction is defined and fully utilised by operational managers and training officers.</p> <p>Standard operating procedure for the management of construction waste is fully embedded and delivers in terms of cost savings and legislative compliance.</p>
People Resources	<p>The EPDR process is fully embedded and provides a platform to identify individual training need and potential professional development opportunities.</p> <p>All temporary employees are regularly reviewed, this performance based review is to ensure that staff are meeting departmental quality standards and codes of conduct.</p>

	<p>Professional development – the service adopted Construction Skills Certification Scheme (CSCS) 18 months ago for every member of staff. This industry recognised accreditation evidences competency and clearly defines roles and responsibilities and has become a baseline requirement for many potential external partners</p> <p>Apprentice and young persons target – the department has continued to achieve the targeted ratio of employing 10% of workforce as apprenticeships. This strategy links directly to the Council Plan targets to address youth unemployment and increase social mobility.</p>
People Results	Absence management processes are now fully embedded, with the current years performance improving by approximately 20%

#### 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
Business Development	Flexible working is not delivering a flexible workforce for this service.	Set up a working group to review the working practice and develop working practices to suit service delivery.
Business Development	There is a lack of support for professional staff development.	Investigate suitable professional bodies and make recommendations to the Management Board.
Communication	While there are some systems in place to communicate and cascade information throughout the service, this has not been reviewed recently.	Produce and implement a communication strategy for Construction to tie in with the departmental communication strategy.
Quality Management	We do not have a full accredited quality management system.	Develop a quality management system to an industry recognised standard.

An improvement action plan has been prepared following the assessment and will be monitored over the next two 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.

- 4.6 The assessment team also agreed that standard operating procedures for the management of construction waste is an example of best practice that can be featured in awards and be of interest to others in this sector and across the Council.

## **5.0 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.

## **6.0 CONSULTATIONS**

- 6.1 The Chief Executive , Director of Corporate Services , And Head of Democratic and Legal Services and The Environment Department Management Team have been consulted on this report.

## **7.0 BACKGROUND PAPERS**

- 7.1 Environment Department Service Plan 2012 to 2017.
- 7.2 Construction division employee survey results 2005 to 2010.

Ken Laing  
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20/06/2014

## Improvement Action Plan

Appendix 1

Department: Environment Department, Construction Division

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Responsible Officer	Start Date	Action End date
1	Business Development	CO2	Current flexible working arrangements are failing to deliver the level of a flexible working practice for this service.	Set up a working group to review the working practice and develop working practices to suit service delivery.	Better use of existing resources.	Mark Ross	1/6/2014	31/5/2015
2	Business Development	CO2	There is a lack of emphasis on professional staff development.	Investigate suitable professional bodies and make recommendations to the Management Board.	More professionally qualified staff.	Mark Ross	5/1/2014	31/12/2014
3	Communication	CO2	While there are some systems in place to communicate and cascade information throughout the service, this has not been reviewed recently. This is particularly the case for those without electronic systems.	Produce and implement a communication strategy for Construction to tie in with the departmental communication strategy.	Better informed staff.	Mark Ross	1/12/2013	30/6/2014
4	Quality Management	DO9	We do not have a quality management system covering all of the services.	Develop a quality management system to an industry recognised standard.	Achieving appropriate accreditation.	Mark Ross	5/1/2014	31/1/2015