



Building Cleaning and Security

Team Plan 2015/16

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Service Plan: Housing and Building Services
Date signed off: 31/07/2015
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Team Overview – Building Cleaning and Security

The **Building Cleaning and Security** team undertakes a number of key roles for the Council. The team provides a **cleaning, security/porter, courier and sewer service to various public and Council owned buildings**

The Team's broad functions are:

- To provide a cleaning service to a number of schools and corporate buildings throughout the Council
- To provide a security/porter service to various clients throughout the Council
- To provide a courier service, transporting mail between various buildings throughout the Council
- To provide a sewerage service to departments of the Council

Our Contribution to Service Plan priorities 2014/15

Our contribution to the Service Plan priorities last year:

- Reviewed cleaning services provided at various school sites to provide customer focused services
(Objective 7 To deliver customer focused, cost effective services)
- Reviewed services provided at new sites where provision had been relocated to new buildings
(Objective 7)
- Removed building security and reduced building cleaning in library in response to clients revised budget proposals
(Objective 7)

Our Team Plan 2015/16

Service Outcome 2:		Every customer is highly satisfied with the services we directly provide (Relates to non-housing services).						
Objective 7:		To deliver customer focussed, cost effective services.						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
HS/A106	Develop a facilities management approach to public buildings in terms of cleaning, compliance and responsive repairs.	We can demonstrate an added value service for the client.	High	Andrew Treweek	September 2015	March 2016	Senior managers to work with OM to deliver a fit for purpose model.	
HS/A110	Seek out best practice in terms of internal service provision and commerciality.	Adopting best practice principles to improve services to internal clients.	Medium	Andrew Treweek	January 2016	March 2016	OM to lead with senior management support.	
BC&S/TP01	Review and streamline the current administrative processes for the functions delivered by Building Cleaning and Security	Greater efficiency within the management team, more time available to address direct operational issues and improve total service package to the client base	High	Simon Bowden	01 Oct 2015	31 Dec 2015	Cleaning and Security Manager/Security Supervisor/Area Supervisors	Additional support available from Business Support Team. Clear accountability of each employee's roles and responsibilities within processes. Process maps and

								guidance still to be drafted
BC&S/TP02	Implement an ongoing scheduled training programme for frontline and back office staff	Fully trained and competent workforce. Improved service delivery quality. Improved flexibility to work demands and staff rotation. Improved retention of staff and reduction in sickness absence levels	High	Pam Davey Lee Thomas Teresa Webb	01 Jan 15	Ongoing	Cleaning and Security Manager/Security Supervisor/Area Supervisors	Training ongoing from previous PDR/TDR exercise – new schedule to be drafted following completion of current PDR/TDR
BC&S/TP03	Review current Terms and Conditions for new starters within Building Cleaning/Security Services regarding training availability	Mandatory employee attendance for training outside of contracted hours, for a specified number of occasions each year. Day to Day operations not being impacted by training courses, continuity of service and improved quality standards	High	Pam Davey Teresa Webb	September 2015	March 2016	Security Supervisor/Area Supervisors	Building Cleaning staff discussed with Human Resources and amendments will be implemented. Awaiting completion of corporate Security review, new structure may provide opportunity to redraft JD's, Person Specifications and T&C's
BC&S/TP04	Develop an Employee Charter/Code of Conduct	Clear guidance and acceptance of expectations for all employees within the section (frontline and	Low	Simon Bowden	01 Dec 2015	30 June 2016	Cleaning and Security Manager/Security Supervisor/Area Supervisors/Frontline Teams	The Critical Success Factors previously identified will form the basis of the Charter. Utilise

		management). Mutually accepted commitment to continuous improvement and accountability						points raised via Team Briefings/PDR/TDR process to further develop.
BC&S/TP05	Implement an accredited training programme and licensing for all CCTV users within Security Services	Develop a team of fully trained and licensed Security Officers (CCTV Operators)	Medium	Lee Thomas	01 Sept 2015	30 November 2015	Cleaning and Security Manager/Security Supervisor	Delayed due to Corporate Review and potential downsizing of staffing levels – Cost implications of training and licensing (approx. £250.00 per employee)
BC&S/TP06	Undertake a comprehensive review of all Security Services operations (static and mobile) and the related safe systems of work	All staff are instructed to work to a prescribed operational process that ensures their own safety and that of other users/members of the public/tenants	Medium	Lee Thomas	01 April 2015	31 October 2015	Cleaning and Security Manager/Security Supervisor/Frontline Teams	All site Risk Assessments have been reviewed and updated. Preparatory work undertaken for site specific manuals, further information being collated from frontline teams - Ongoing
BC&S/TP07	Undertake an annual review of all Building Cleaning operations and the related safe systems of work	All staff are instructed to work to a prescribed operational process that ensures their own safety and that of other	Medium	Pam Davey Teresa Webb	01 April 2015	31 August 2015	Cleaning and Security Manager/Area Supervisors/Frontline Teams	All site Risk and COSHH Assessments have been reviewed and updated. Preparatory work undertaken for site specific manuals,

		users/members of the public/tenants						further information being collated from frontline teams - Ongoing
BC&S/TP08	Investigate the utilisation of other agencies and external bodies to improve recruitment i.e. modern day apprenticeships	Ensuring continuity of service and addressing service shortfalls in an efficient and timely manner. Retention of client base and cessation of discounts	Medium	Pam Davey Teresa Webb	01 April 2015	31 March 2016	Area Supervisors	Development of links with Authority agency master vendor and increasing provision of staff. Initial investigation undertaken on Career Wales and modern day apprenticeships. Completion of corporate review dependant on whether this progressed.
BC&S/TP09	Implement the service changes as identified within the corporate Service Review	Streamline service provision that meets customer needs in tandem with identified corporate savings	High	Simon Bowden	01 April 2015	30 November 2015	Cleaning and Security Manager/Security Supervisor/Area Supervisors	Corporate Review still being compiled via BPR team. Costs provided for varying levels of service provision. Reductions of 20% in cleaning at Libraries completed
BC&S/TP10	Introduce an equipment/product stock control and inventory programme for all functions within Building Cleaning and Security	Reduction in variable overheads i.e. 'out of date' products, delivery costs. Minimise the increase in charges to client base	Medium	Pam Davey Lee Thomas	01 April 2015	31 March 2016	Security Supervisor/Area Supervisors/Frontline Teams	Review of annual stock orders currently being undertaken and current site storage capacity. Inventory levels being determined

BC&S/TP11	Review current onsite CCTV arrangements and draft a comprehensive procedure for system use and control and access to images	Adherence to all relevant legislation. Audit trail for all requested image access. Increased awareness of CCTV in operation and development of CCTV systems that are tailored to the specific needs of each site.	Medium	Simon Bowden Lee Thomas	01 September 2015	30 November 2015	Cleaning and Security Manager/Security Supervisor	Preparatory work undertaken by Security Supervisor – corporate policy required. To be included as part of Corporate review Training identified and to be scheduled
BC&S/TP13	Review processes relating to vehicle monitoring and introduce a robust approach to managing vehicle utilisation	A reduction in fleet numbers, vehicle use and subsequent related costs. Minimising increases in charges to the client base	Urgent	Simon Bowden	01 April 2015	31 March 2016	Cleaning and Security Manager	Completed – Reduction of 1 fleet vehicle. Ongoing review of vehicle use in relation to changing demands in service provision. Involvement in the pool car implementation. This action can be deleted if it is complete.
BC&S/TP14	Work in conjunction with other participating sections to introduce a more coordinated approach to	Increased client satisfaction with all aspects of a project or service. Promotion of services to other sections and	Medium	Simon Bowden Lee Thomas Pam Davey	01 April 2015	Ongoing	Cleaning and Security Manager/Security Supervisor/Area Supervisor	Good working relationships developing with Housing colleagues. Issues with Building project schedule

	delivering all aspects of a project or service	development of potential business opportunities						for summer recess
BC&S/TP16	Work in collaboration with ICT to investigate the viability of implementing technology for quality management and other operational functions	Improvements in sustainability by the reduction of paperwork. Improvements in onsite efficiency for conducting specific supervisory tasks. Reduction in variable costs to the service in areas such as travel and administration	Low	Facilities Support Coordinator Lee Thomas Pam Davey	01 September 2015	31 March 2016	Cleaning and Security Manger/Area Supervisor/Security Supervisor	No progress as yet
BC&S/TP18	Review the current pricing mechanism, overheads, costs and recharges in relation to all services provided by the Cleaning and Security section	Any potential savings are identified and passed onto the client ensuring that the service(s) strive to remain competitive on cost as well as service quality and added value	Urgent	Simon Bowden	01 April 2015	Ongoing	Operational Manager – Building Services Cleaning and Security Manager Finance Officer Accountant	Increased prices for 2015-16 – Cleaning by 9.86%, Security by 3%. Accounting error saw projected £150,000.00 deficit become a £17,500.00 surplus
BC&S/TP12	Develop, in conjunction with client base, current Service Level Agreements for: - Static Security Guarding	A definitive agreement on the levels of service being provided that meets the changing needs and expectations	Medium	Simon Bowden Lee Thomas	01 April 2015	30 September 2015	Cleaning and Security Manager/Security Supervisor	Key-holding SLA nearing completion. No progress yet on other drafts

	<ul style="list-style-type: none"> - Mobile Services and Key-holding - Sewer Response Unit - Courier Services 	of the respective client. Clarity on the roles and responsibilities of both the service provider and the client						
BC&S/TP17	Increase the frequency of management consultation and liaison with the client base	A proactive approach to addressing client concerns and issues. The ability to implement timely action plans to address any service deficiencies and shortfalls. Retention of current client base and development of strong working relationships. Provision of added value to the operational element of the service	Urgent	Simon Bowden Lee Thomas Pam Davey	01 September 2014	Ongoing	Cleaning and Security Manger/Area Supervisor/Security Supervisor	Increased consultation and discussion has already resulted in two Primary Schools retaining our services following stated intention to seek other providers
BC&S/TP15	Work in collaboration with the Voids section to develop a dedicated Voids Clearance/Cleaning Service	Development of a new business opportunity and an additional income stream to the Cleaning and Security trading account. Increased resource enabling	Medium	Simon Bowden Lee Thomas Pam Davey	01 June 2015	30 September 2015	Operational Manager – Building Services Cleaning and Security Manager	No progress as yet

		the delivery of other potential business opportunities i.e. cyclical cleaning. Improved quality in the condition of properties for viewing and habitation by current and prospective clients							
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