



## **Service Plan for 2008/09 (Covering April 2008 – March 2011)**

**Service Plan for:** Property Services

**Directorate:** Resources

**Service Plan Holder:** Neil Hindhaugh  
Assistant Director: Property Services

**Workplans:** Asset and Property Management,  
Facilities Management  
Strategic Business and Design

**Director:** Simon Wiles  
Director of Resources

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*Date:*

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**EMAP :** Corporate Services :  
Cllr Ceredig Jamieson - Ball

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## Section 1: The Service and its Objectives

### **Service description**

Property Services play a significant and leading role in the management of all property assets, the management of administration accommodation to support all services and the planning, implementation and delivery of a substantial part of the Council's capital investment programme.

The department has been structured to respond to the role of a dedicated Corporate Landlord for the council.

Property Services cover 3 key functions in support of the Corporate Landlord role:

#### Asset and Property Management

This function is provided by specialist professional services covering three distinct areas of work:

- a) Property Management
- b) Commercial Portfolio Management
- c) Asset Management

#### Facilities Management

This function is provided by specialist professional services covering two distinct areas of work:

- a) Facilities Management (Operational)
- b) Facilities Management (Development)

#### Strategic Business and Design

This function is provided by specialist professional services covering two distinct areas of work:

- a) Strategic Business Services
- b) Design Services

Our main customers are front line services within the council and their partner providers, local developers, tenants of our commercial portfolio and responding to enquiries from general public and community

### **Objectives**

**SO1:** To have a fully developed, established, approved and operating role for the Corporate Landlord

**SO2:** To deliver and project manage a strategic and cost effective project for the provision of the council's new administrative accommodation

**SO3:** To have a balanced programme of capital expenditure and funding through the generation of capital receipts

**SO4:** To be proactive and innovative in the development and implementation of proposals to acquire assets in support of service delivery

**SO5:** To be supportive of the York Pride initiative through effective repair and maintenance of the council's property assets, including the management of asbestos, access needs and health and safety issues

**SO6:** To be a high performing service in terms of the management of the council's commercial portfolio

**SO7:** To be a high performing service in terms of management of all property assets ensuring that decisions relating to retention, acquisition, disposal and utilisation are focused upon the achievement of the council's corporate objectives and priorities and to ensure all property assets are fit for purpose

**SO8:** To have a capital investment programme that responds to service and customer needs, provides value for money and is focused upon the achievement of the council's corporate objectives and priorities

**SO9:** To be a flexible and innovative service in procuring and delivering capital and maintenance programmes

**SO10:** To be a high performing service in terms of design and construction, ensuring that delivery, value for money, quality, safety, sustainability, environmental and accessibility considerations are to the fore

**SO11:** To be businesslike and cost effective in the provision of both in-house and partner provided property services to the council

**SO12:** To be supportive of staff in their personal development, welfare and contribution to all objectives

**SO13:** To contribute to the overarching objectives and operation of the Resources Directorate through effective crosscutting and integrated working

## Section 2: The Drivers

Driver	How might this affect our service
<p><b>External Drivers</b></p> <p>a. Guidelines on Asset Management Plans issued by RICS and include 11 good practices that Local Authorities should be able to demonstrate.</p> <p>b. Legislative changes in the construction industry (management of asbestos, legionella, environmental and sustainability agenda, building regulations and health &amp; safety issues)</p> <p>c. CPA KLOEs - Asset Management Planning, Repair and Maintenance and Value For Money</p> <p><b>Corporate Drivers</b></p> <p>d. Our Corporate Strategy</p> <p>e. Organisational Change Agenda</p> <p>f. Administrative Accommodation Project – delivering a c. £40m project that will provide the council with new facilities that respond to organizational change and from which excellent services can be delivered.</p> <p>g. Make or buy considerations</p> <p>h. Attendance at Work Initiative</p> <p>i. Job Evaluation</p> <p>j. <a href="#">EASY@York</a> introduction of new technology opportunities and business process re-engineering to improve services to the customer</p> <p>k. The government has given clarification of their intent through CPA to monitor investment in the maintenance of existing property assets.</p> <p>l. The need to generate capital receipts to support capital investment in council assets in line with the recently approved Capital Strategy document.</p> <p>m. A significant capital programme, particularly in the educational environment</p> <p><b>Directorate Drivers</b></p> <p>n. Directorate Strategy</p> <p>o. Budget and Performance Monitoring and Reporting Plan</p> <p>p. Resources Staff Survey Response Plan</p> <p><b>Service Drivers</b></p> <p>q. Business Re-alignment</p> <p>r. Development of an Improved Business, Performance and Financial Management Culture</p> <p>s. Review of Facilities Management Service</p> <p>t. Workforce Planning and Development, and Partnership Working</p> <p>u. Changing Customer Needs</p>	<p>a. Influences the council's new Corporate Asset Management Plan.</p> <p>b. Continual response to the changing legislation to ensure that the council is in compliance and that any risks are effectively managed and limited.</p> <p>c. CPA performance rating</p> <p>d and e. Ensure effective contribution to the corporate initiatives emanating from the strategy and change agenda.</p> <p>f. To champion, manage and deliver this resource intensive project.</p> <p>g. Part of Property Services business re-alignment</p> <p>h. Develop and implement initiatives to improve attendance</p> <p>i. Manage the implementation and impact of job evaluation</p> <p>j. Support and respond to needs.</p> <p>k. Development and implementation of the repair and maintenance strategy</p> <p>l. Becoming more complex and challenging to raise capital receipts. Need for rationalization of assets.</p> <p>m. Delivery of major programme through internal and managed external providers</p> <p>n. Support a corporate approach to achieving the Directorate's priorities and objectives.</p> <p>o. Provide clear, concise and timely performance and financial information.</p> <p>p. Delivery of agreed actions</p> <p>q and r. Respond to the changing demands upon the service to the benefit of clients and customers.</p> <p>s. The review will have corporate-wide implications.</p> <p>t. Establish and implement plan</p> <p>u. Regular liaison with customers</p>

### Section 3: Critical Success Factors (CSFs)

CSFs for 2008/09	Why a CSF?
BVPI 156 – To continue to meet our targets accessibility (Disability Discrimination Act) for access to our public buildings.	To provide access to all council services for all customers and to reduce the risk of being prosecuted under the Disability Discrimination Act.
To ensure that all building programmes of work are completed in year for each of our clients	To enable our clients to satisfy service managers and their operational needs and help them manage their capital finances effectively.
Setting ourselves the target of achieving a high level of performance for all new buildings in terms of carbon emissions, energy use and sustainability	To meet developing national benchmark standards, the council's Carbon Management Targets, Energy and Water Management Policy and Sustainability Policy and to set an example to all other sectors by responding to environmental needs
Improve the flow and accuracy of property information to our clients, customers and Members	To be more proactive as a business and be more customer focused

### Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
To decrease the tonnage of biodegradable waste and recyclable products going to landfill (1)	To ensure that new and restored buildings are eco friendly and built with suitable facilities to contribute to the outcomes of this priority.
Reduce the greenhouse gas emissions from council activities and encourage, empower and promote others to do the same (2)	To participate in, and in some cases lead, the agendas for Carbon Management, Energy and Water Management and Sustainability in Design across the range of Property Services and Corporate activities to achieve the council's objectives within this priority.
Increase the use of public and other environmentally friendly modes of transport (3)	Ensure that support for transport policies is an integral part of all Development Team agendas prior to the development of new council assets (e.g. schools, leisure facilities, administrative headquarters etc) and the development of surplus assets and land within the city.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces (4)	To implement the approved strategy for the council to improve the condition of its buildings and to make them accessible to the public and compliant with all Health & Safety legislation.
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York (5)	Ensure that the design, development and construction of new council buildings and open spaces provides secure and safe environments for the local community. To consult with that local community and the police liaison officer to develop a clear understanding of the local risks and issues.
Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest (8)	Support the programme for development of land and buildings to meet the objectives of this priority Ensure that those developments are designed to be inclusive and to meet the Equalities agenda.
Improve the quality and availability of decent affordable homes in the city (10)	Participate in a forum to explore new approaches to releasing publicly and privately owned land for affordable housing. To ensure that the requirements of this priority are incorporated into the council's Corporate Asset Management Plan.

#### **Links to other plans**

a) Capital Strategy b) Corporate Asset Management Plan c) Service Asset Management Plans d) Area Asset Management Plans e) CRAM (Capital Resource Allocation Model) f) Capital Investment Plan g) [Easy@York](#) h) York Pride i) Procurement Strategy j) Resources Directorate Business Objectives k) Local Development Framework

## Section 5: Balanced Scorecard of outcomes and measures

### Customer based improvements

<b>Customer based measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>C1</b> - BVPI 156 – accessible public buildings	85%	87%	89%	92%
<b>C2</b> - Projects +£100k - % of customers satisfied with the service	N/a	80%	85%	90%
<b>C3</b> - Projects +£100k - % of customers satisfied with constructed product	N/a	85%	90%	95%
<b>C4</b> - Projects +£100k - Cost Predictability <sup>1</sup>	N/a	67%	70%	75%
<b>C5</b> - Projects +£100k - Time predictability <sup>1</sup>	N/a	95%	95%	95%
<b>Customer based actions</b>				
Improvement action	Deadline			
Development of Service Asset Management Plans for all client services	September 2008			
Development of Area Asset Management Plans, incorporating service, community and partner needs – completion of Tang Hall and commencement of New Earswick and Acomb	March 2009			
Implementation of the approved strategy for investment in council buildings to reduce the repair and maintenance backlog and to address accessibility issues.	On going			
Development of new Service Level Agreements in consultation with Clients	March 2009			
Development and Implementation of improved communication and information management systems for all clients, managers and members.	July 2008			
Re-alignment of the Property Service to respond to client, customer and business needs.	July 2008			

### Process based improvements

<b>Process based Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>P1</b> - Capital Strategy - complete	Approved	Annual review	Annual review	Annual review
<b>P2</b> - Corporate AMP – complete	Approved	Annual Review	Annual Review	Annual Review
<b>P3</b> – Preparation and presentation of annual asset and property management performance reports on a corporate and service basis	0%	50%	100%	100%
<b>P4</b> – Provision of Sustainability and Carbon Emission Statement for all significant building projects	75%	95%	100%	100%

### Process based Actions

Improvement action	Deadline
A review of all property assets to determine those surplus to requirements in the short, medium and long-term and to identify opportunities for rationalisation of property through integration of service provision.	Ongoing
Understanding and agreeing the process of Service Asset Management Planning, identifying property needs, developing proposals through project option appraisal, commissioning work and project management and delivery	Ongoing
Produce Annual Report for Executive and Service EMAPs on the corporate and service based performance in the management of property assets.	Annually in July
Implementation of the approved strategy for investment in council buildings to reduce the repair and maintenance backlog and to address accessibility issues.	Ongoing
Development of a policy for Sustainable Energy and Water Use in council buildings	July 2008
Development of a framework for Sustainability by Design, including the provision of a sustainability statement, BREEAM assessment and carbon emission footprint for each building project.	July 2008
To undertake Business Process Engineering in those areas identified as requiring consideration within the Property Service Re-alignment.	July 2008

### Resource Management improvements

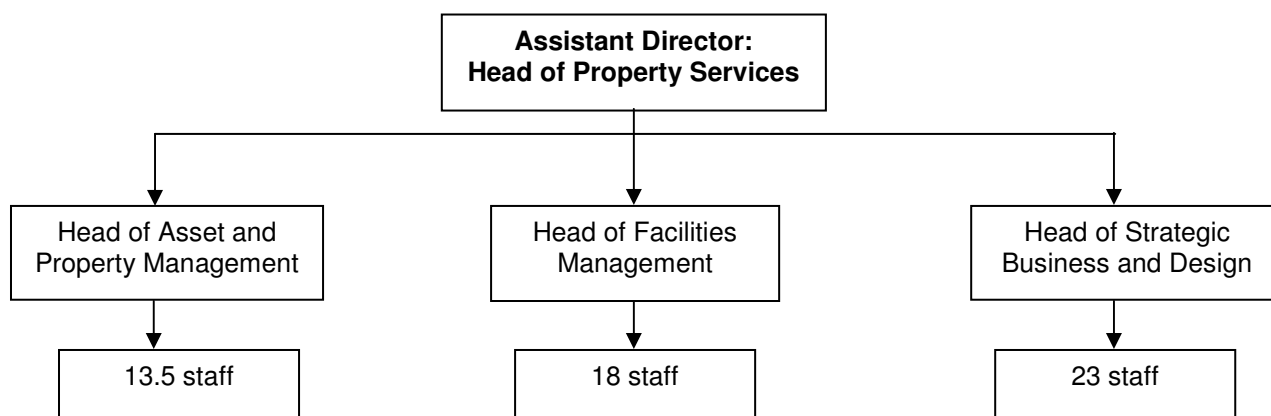
#### Resource Management Measures

Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
<b>R1</b> - Undertake monthly budget reviews	50%	100%	100%	100%
<b>R2</b> - Achieve a balanced outturn	99.9%	100%	100%	100%
<b>R3</b> - Manage the number of days per FTE lost to sickness at a rate below the corporate target	15.8 days	Dir target is 9 days	Dir target is 9 days	Dir target is 9 days
<b>R4</b> - Manage the number of days per FTE lost to short term sickness	5.1 days	Dir target is 5 days	Dir target is 5 days	Dir target is 5 days
<b>R5</b> - % of staff that have received an appraisal	90%	Dir target is 95.5%	Dir target to be set	Dir target to be set
<b>R6</b> - Manage % of staff turnover based upon a Directorate target that is within +/- 2% of the Corporate target	12%	Dir target is 10%	Dir target is 10%	Dir target is 10%
<b>R7</b> - Proportion of Departmental respondents expressing job satisfaction within the Corporate Staff Survey performed every 18 months	72%	Dir target is 50%	N/A	Dir target is 72%
<b>R8</b> - Capital Receipts Target	106%	100%	100%	100%
<b>R9</b> - Commercial Portfolio Income Target	101.5%	100%	100%	100%

## Resource Management Actions

Improvement action	Deadline
Ensure effective monthly departmental budget monitoring regime to meet 100% target	Monthly ongoing
Ensure that all staff receive an effective annual appraisal, personal development review including ensuring all necessary staff are appropriately trained in line with the Leadership and Management Standards framework	March each year
Evaluate, prioritise and action feedback from staff satisfaction surveys	Ongoing every 18 months
Ensure that the sickness absence management and monitoring is rigorously and consistently applied across the Department adhering to the Absence Management procedure	Ongoing - weekly, monthly and quarterly
Ensure that the department is appropriately resourced and skilled to meet the changing demands resulting from the impacts of the Accommodation Review and the Attendance at Work initiative	Ongoing but with a key milestone of 2010
To develop a Workforce Plan, inclusive of a competency framework and personal development plan for all staff in Property services. The appraisal will focus on personal and group development to enable each member of staff to make a positive contribution to the Service.	March 2009
Provision of workshop sessions to establish the direction of the Service, support the implementation of change and improve communication.	July 2008

## Section 6: Resources



Recruitment issues exist for some professional disciplines, where market rates of pay exceed those paid within the local government pay structure. If recruitment process does not deliver candidates of an acceptable quality, market supplements may have to be considered. Alternatively, agency staff and consultants will be used at a higher cost.

Property Services is supported by an acceptable level of external consultants. Consultants are employed through framework agreements.

The Head of Facilities Management has been seconded to the role of Project Manager for the Administrative Accommodation project. Four other posts from FM (Development) are being used to support that role. The FM (Ops) is temporarily reporting to the Head of Strategic Business and Design. The realignment of the Property Service will be completed early in the new year 2008/9 and will result in a modified structure encompassing the above and a greater focus upon communication, finance and performance management.

### **Budget**

	<u>£'000</u> <u>2007/08</u>	<u>£'000</u> <u>200</u> £'000
Employees	£2,036	
Premises	£2,362	
Transport	£21	
Supplies and Services	£365	
Miscellaneous	£ -	
– Recharges	£1,174	
– Other	£ -	
Capital Financing	£1,542	
 Gross cost	 £7,500	
Less Income	(£7,462)	
 <b>Net cost</b>	 <b>£38</b>	