



## **Service Plan 2007/08 (Stage 1 Template)**

**Service Plan for:** Property Services

**Directorate:** Resources

**Service Plan Holder:** Neil Hindhaugh

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

**Director:** Simon Wiles

**EMAP :** Corporate Services – Quentin Macdonald

## 1. Service description & 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 restructured to respond to the developing 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
- Facilities Management
- Strategic Business and Design

#### Asset and Property Management

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

- Property Management
- Commercial Portfolio Management
- Asset Management

Activities include the generation of capital receipts (£30m over the next three years) to support the capital investment programme of the council; developing and implementing proposals to acquire and dispose of assets in support of service delivery, including back to back deals (e.g. Barbican sale to support major investment in the council's swimming pools provision); The management, review and implementation of change and investment in the council's commercial portfolio (132 properties generating c. £ 2.4m per annum); Managing and reviewing the change in need and use of the council's property assets to ensure that the council's property resource matches current and future service needs, including producing service and area asset management plans. (Total number of properties 780 valued at around £ 250m)

#### Facilities Management

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

- Facilities Management (Operational)
- Facilities Management (Development)

Operational activities include the delivery of programmes of work for repair and maintenance, access (DDA compliance), health & safety and improvements to property assets; responding to day-to-day property needs of all service properties and schools (where they have an agreement); the management of asbestos in council buildings and responding to the needs of all building legislation and health & safety requirements; the development and management of energy, environmental and sustainability initiatives. Development activities include the review of the administrative accommodation portfolio and the implementation and delivery of a £30m project to replace a significant part of that portfolio; managing the day-to-day accommodation needs of all services through a facilities management service.

#### Strategic Business and Design

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

- Strategic Business Services
- Design Services

Activities include Business and partnership development, focusing on financial planning, programming and monitoring, resource and income management, procurement and tendering, performance management and the administrative hub of the service; commissioning of all professional and contractual services to support the delivery of a £20m capital investment programme; Quantity Surveying, playing an essential role in the procurement, financial and contractual management of all construction activity; the provision of a multi-disciplined design and project management service (Architects, Mechanical and Electrical Engineering, Planning Supervision and Inspection) for all capital building schemes for the council

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

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- SO1:** To have a fully developed, established, approved and operating role for the Corporate Landlord
- SO2:** To have a strategic and cost effective project plan for the provision of the council's 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
- 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
- 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

### 2. Significant drivers for change and improvement

Driver	Affect on service delivery
<p>The need to generate capital receipts to support capital investment in council assets in line with the recently approved Capital Strategy document.</p> <p>® Failure to achieve targets is a high level strategic risk for the council.</p>	<p>The need to deliver capital receipts from a diminishing asset base requires innovation and a focus upon excellent asset management. Resources will need to focus upon the collection and collation of improved property core data; the rationalisation of existing property assets through improved integration of service provision and the subsequent release of surplus assets. Opportunities will take time to develop and to deliver, and will require support from and close working with both service directorates and City Strategy.</p>
<p>The effective and timely delivery of the capital programme.</p> <p>® Each individual project has its own project risks, but strategically we must ensure that expenditure is reconciled with budgets and note that delay in delivering projects may result in the loss of grant funding.</p>	<p>Property Services are currently involved in the delivery of several significant and important capital projects. The Admin Accom Headquarters at Hungate (c £30m), the replacement of the Joseph Rowntree School (c £24m), the extension and refurbishment of the new York High School (c £12m), the pools programme (c £6.5m) and miscellaneous projects (c £8m). All of which require</p>

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	significant strategic input, project management and implementation to challenging timescales.
<p>The management and maintenance of existing property assets. The government has given clarification of their intent through CPA to monitor investment in existing property assets. At a time when both capital and revenue resources are at a premium innovative methods of reducing demands of the repair and maintenance backlog need to be explored.</p> <p>Ⓜ Strategic risk of not achieving a good score under CPA</p> <p>Ⓜ Operational risk of building failure through lack of investment</p>	<p>Our focus must begin with collecting and collating improved core property data, particularly with regard to condition, and through the Corporate Asset Management Planning process develop clear strategies for rationalisation and replacement of poor performing buildings. Again this requires the support of the service directorates in managing our property assets.</p>
<b>3. Priority improvement for 2007/08 &amp; beyond</b>	
<b>Performance improvement</b>	<b>Reason why improvement is required</b>
<ul style="list-style-type: none"> <li>• BVPI 156 – To continue to meet our targets accessibility (Disability Discrimination Act) for access to our public buildings.</li> <li>• To ensure that all building programmes of work are completed in year for each of our clients</li> <li>• Setting ourselves the target of achieving a high level of performance for all new buildings in terms of energy use and sustainability</li> <li>• Improve the flow and accuracy of property information to our clients, customers and Members</li> </ul>	<p>To provide access to all council services for all customers and to reduce the risk of being prosecuted under the Disability Discrimination Act.</p> <p>To enable our clients to satisfy service managers and their operational needs and help them manage their capital finances effectively.</p> <p>To meet developing national benchmark standards and to set an example to all other sectors by responding to environmental needs</p> <p>To be more proactive as a business and be more customer focussed</p>
<b>Other comments to note</b>	
<p>Framework contracts for consultant services are an important supporting resource in delivering Property Services. A framework contract is currently being procured for Asset and Property Management services to be implemented in April 2007. The framework contract for design services is to be re-let in 2007/8.</p>	

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### 4. New or changed actions for 2007/08 and beyond

Action	Service plan outcome	New? / Change?	Links to note	Comments
<p>Property Services have now established a Sustainability by Design development group including representatives from client directorates and the council's sustainability officer and energy management officer, they are charged with the following:</p> <ul style="list-style-type: none"> <li>- Development of a policy for Sustainable Design in council buildings.</li> <li>- Development of a framework for Sustainability by Design, including the provision of a sustainability statement for each building project.</li> <li>- Setting standards, including reference to BREEAM and the development of planning guidelines</li> </ul>	<p>Better quality building design, with a clear reference to sustainable and energy efficient building solutions</p>	<p><b>New</b></p> <p><u>Deadline</u> April 2007</p> <p><u>Deadline</u> October 2007</p> <p><u>Deadline</u> October 2007</p>	<p>Aspects of Sustainability by Design are being incorporated and piloted within the delivery of current major building projects.</p> <p>Linked to the new Energy and Water Management Group</p> <p>Requirement to achieve a 'very good' rating for BREEAM included in draft Local Development Framework (LDF)</p>	<p>Needs to respond to new government initiatives and targets.</p>
<p>Undertake a review of existing support service (FM) provision in the administrative accommodation portfolio, with a view to rolling out across all property in the future.</p> <p>Work in partnership with Neighbourhood Services to review and let new cleaning contract with reference to future Admin Accom needs in the new building</p>	<p>New arrangements for the provision of property support services such as cleaning, caretaking and security of Council buildings.</p>	<p><b>New</b></p> <p><u>Deadline</u> March 2008</p>	<p>Review of Neighbourhood Services</p>	<p>Initial review for Admin Accom has started, but important to collaborate with Neighbourhood Services</p> <p>Timing linked to OJEU procurement route.</p> <p>Maybe significant staff issues to consider.</p>

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<p>To develop a Workforce Plan, inclusive of a competency framework and personal development plan for all staff in Property services</p>	<p>A fully developed Workforce Plan</p>	<p><b>Change</b> <u>Deadline</u> Delayed: to be reviewed in line with corporate timetable</p>	<p>Corporate Review</p>	
<p>Appraisals will focus upon the personal and group development required to enable each member of staff to make a positive contribution to the new service and change process. To ensure that all staff have the opportunity for personal development through participation in group development work</p> <p>Establish group development teams to respond to Property Services business and staff development needs</p> <p>In place: Sustainability in design; Corporate Property data base</p> <p>To put in place: Review of contract documentation and procedures</p>	<p>Increase job satisfaction and retention amongst staff</p>	<p><b>New</b> <u>Deadline</u>  July 2007</p>	<p>Staff Survey</p>	<p>Responding to staff needs identified through the Staff Survey and the Property Services department away day development process</p>