

Property and Asset Management Business Plan 2005-2006

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1.0 Management Overview

1.1 Introduction

Property and Asset Management services in Cambridgeshire are subject to **modernisation** pressures stemming from both government and county agendas. Rapid demographic growth, information and communication technology developments, rising expectations and new work styles are changing the Council's needs and the pace of change continues to accelerate.

Government's attention is strongly focussed on making Council's assets perform and on **strategic asset management**. Recent initiatives aimed at achieving this include the single capital pot, asset management planning, and new partnering and asset management developments. In addition, government is keen to see local authorities transform themselves as users of Information Communication Technology and as leaders in 'e' commerce and electronic government. These are in turn driving organisational and **work style changes**.

At the County level **demographic pressures** and Cambridge **Sub-Region growth**, expressed in the new **Structure Plan**, are driving the need for new facilities and infrastructure to be developed and refreshed. Property and Asset Management is at the forefront of these developments and contributes fully to the service agenda. Its high level objectives are reflected in the new service plan for the Office of Corporate Services, and this business plan sets out in more detail how it intends to make that contribution.

Property is a **significant asset and resource** for Cambridgeshire County Council and if utilised well helps provide optimal services for people in Cambridgeshire. The current asset value is some £650m with over 600 establishments. The County Council's Corporate Asset Management Plan and Capital Strategy were assessed as 'good' (the highest possible), by Government for two years in succession and the County Council has recently been awarded "Beacon" status for Asset Management by the Government

The Directorate delivers a full range of property and asset management services including:

- New Developments.
- Maintenance.
- Estate Management.
- Facilities Management.

The emphasis is on effective service delivery built upon considered planning and effective procurement to ensure that buildings and services meet customer needs and represent value for money. All staff have a contribution to make and need to add value to whatever function or process they are engaged on.

1.2 Achievements for 2004/05

Over the past year key achievements have included:

- Major development schemes progressed include; Milton Road Primary School and the new Cambridge Special School;
- Hereward Hall, the new northern county offices in March featured in the Society of Chief Architects in Local Authorities' Yearbook;
- Reprocured the new Framework Maintenance Works Contracts;

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- Project managed relocation and re-instatement following the £2 million Mayfield School fire;
- Developed a new policy for the Installation of Fire Sprinklers;
- Enhancement and development of the 'Project Plan' within E-Business suite [EBS] to improve project management processes and procedures;
- Completed Sackville House, Cambourne comprising new library, trading standards head quarters, new health centre and touchdown office, and short listing for RICS property awards;
- Development of Draft Long Term Capital Strategy to 2016;
- Significant property input into major corporate projects e.g. Guided Bus, Central Library redevelopment, SmartLife etc.;
- Awarded Beacon Status for property asset management by Office of the Deputy Prime Minister;
- Property and Asset Management's role in achieving Investors in People (IiP) status for Resources Directorate;
- Development of Corporate DDA Compliance Strategy;
- Delivered over £1 million of office improvements;
- Huntingdon Town Centre Project agreements in place and work commenced on Phase One and Dryden House & Annex refurbished for general office and Register service use (approximately 200 staff successfully moved to the new offices);
- Reception Switchboard call answering performance above target for the whole year;
- Implementation of County Office space recharging in EBS;
- Completion of County Office floor plans to the specification for uploading into EBS;
- Negotiated contract award for the new Contact Centre - Amundsen House, St Ives;
- Roll out of Property Yellow Pages, Report Index and Project Viewer icons - providing service departments and partners with desktop access to project synopses, EBS property reports, AutoCAD viewer (for floorplans) and GIS (for site maps and Terrier info); and
- Provision of disability awareness and technical training across the Council to meet clarified BVPI 156 targets and encourage managed solutions.

1.3 Key Themes for 2005/06

- Implement strategic partnerships;
- Establish preferred models of school design;
- Promote and implement 'sustainable development';
- Improve contract management;
- Progress Huntingdon Town Centre and other flagship projects;
- Drive the development of the eBusiness suite property modules;
- Maintain Beacon Council Status;
- Deliver accommodation for the Reshaping For Excellence strategy;
- Implement the Strategic Asset Development Strategy; and
- Proactively manage the developments in growth clusters/sub-regions such as Northstowe.

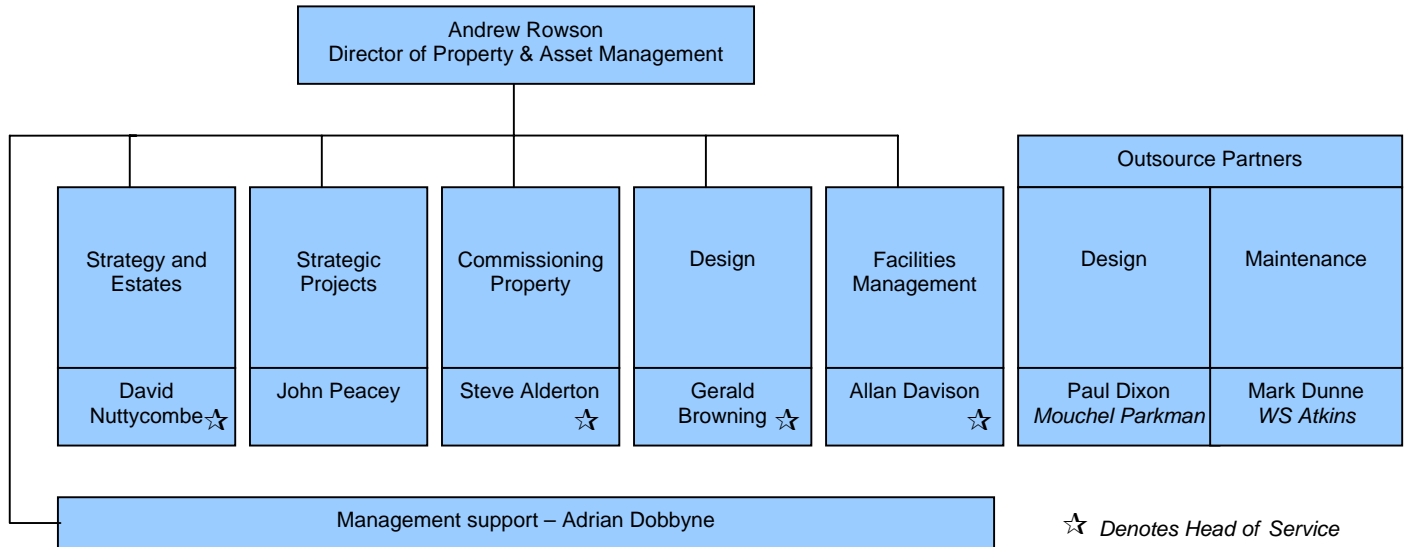
1.4 The Core Services

- New developments including the design and project management of new buildings;
- Maintenance;
- Estate management including strategic asset management planning; and
- Facilities Management.

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1.5 Organisation and Management Team

The organisation of the Directorate is shown below. The 150 staff are grouped into service areas and these are detailed in Appendix 1. The Management Team bring a broad range of professional skills and experience to the new Directorate and these are outlined in Appendix 2.



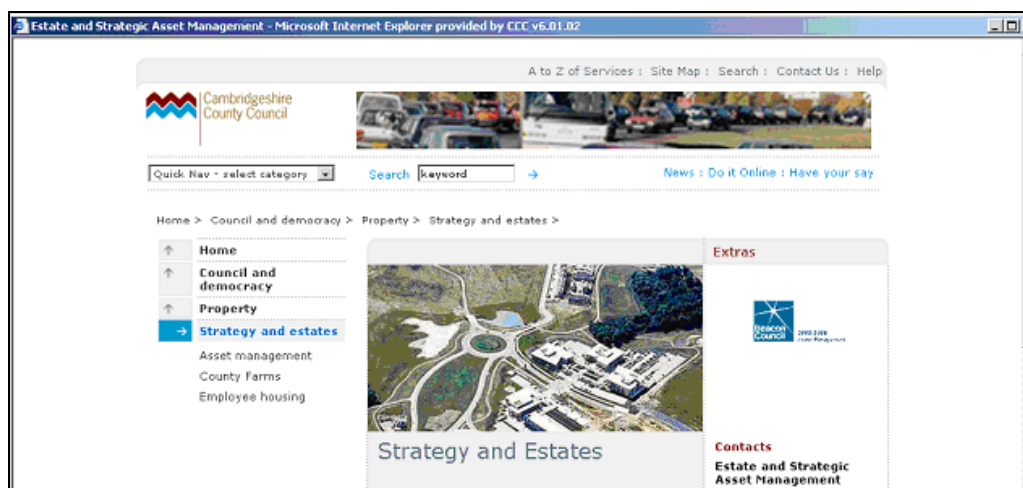
1.6 Staffing and ICT

The Directorate has a multi-disciplinary workforce and is committed to their continuous personal development. All staff have access to good quality PCs and appropriate software where it is needed for their job. The corporate ICT network allows reliable and efficient access. Design Team members use AutoCAD 2000. Staff use the financial system (FAMIS), and the property information system (PREMIS), as part of the new e-business suite.

Internet

Property and Asset Management are actively involved in the use of the Intranet and Internet technology, see

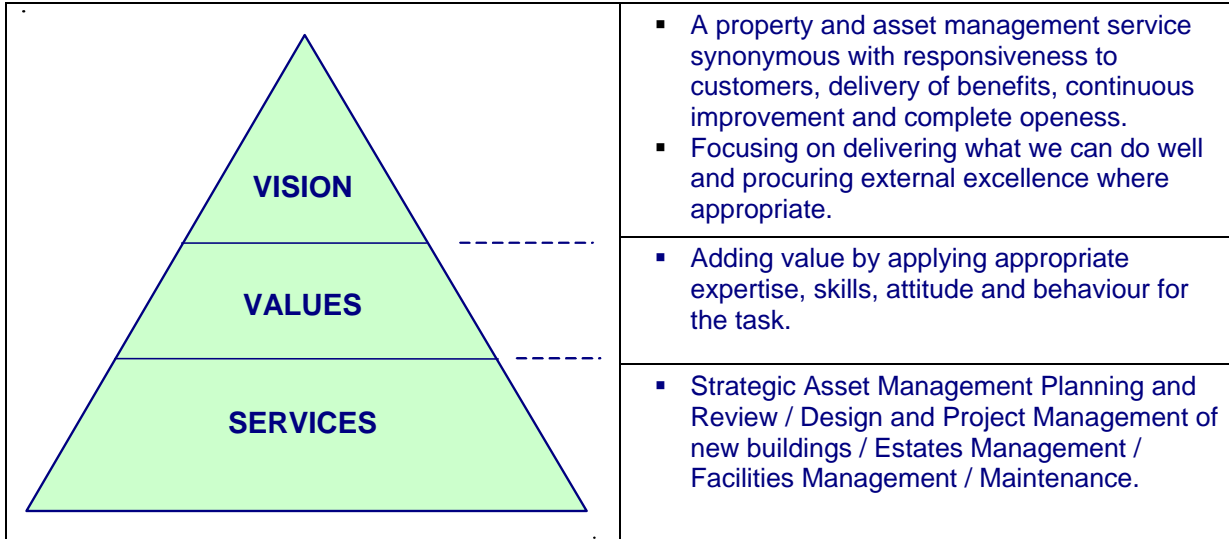
<http://www.cambridgeshire.gov.uk/council/property>



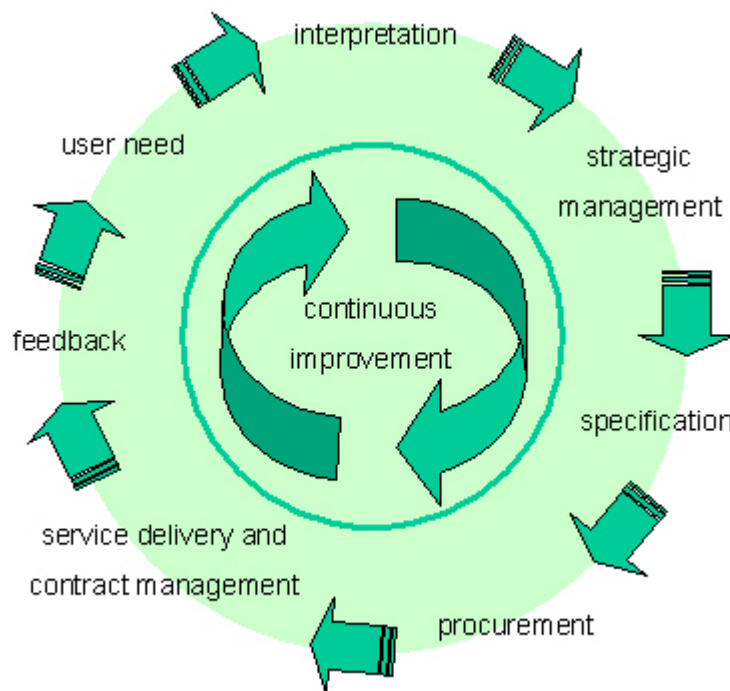
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2.0 The Service

2.1 The Vision, Values and Services are shown below



Our aim is to add **value** at every stage of the cycle of service provision. Our core generic processes can be summarised as follows:



Through these underlying generic processes, operating throughout the Directorate, we can be integrated and mutually supportive.

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2.2 Service Plan Framework

The Council's planning framework is illustrated below:



The high-level goals and objectives for Property and Asset Management are incorporated into the Service Plan of the Office of Corporate Services. This overarching plan, together with individual Section Business Plans, sets out the full range of goals and objectives for Property and Asset Management.

2.3 Performance Management

Performance Indicators:

At high level a range of Performance Indicators, including National Property Performance Indicators (NPPI's) and Best Value Performance Indicators, are used for reporting to the Office of the Deputy Prime Minister (ODPM). At a lower level for internal management we will be monitoring the Council's charter standards and operational tasks. Reporting is quarterly to the Management Team of Property and Asset Management, and Office of Corporate Services.

Staff:

Staff appraisals and supervisory meetings will be undertaken in accordance with the corporate performance management scheme and Property and Asset Management have achieved IIP accreditation.

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Financial Performance:

The Directorate manages section cost budgets and specific works budgets. Budgets are managed using the FAMIS financial system (the corporate accounting system). There are monthly reviews with Corporate Finance.

The total budget for the five sections is £4.9m. As Property and Asset Management operates these sections to a balanced budget, income is budgeted to equal expenditure. In 2005/06, it is anticipated that fees for services will be £2.4m and corporate funding will be £2.5m. Fees for services may be external (e.g. Cambridge University), or internal relating to project work or service level agreements with other CCC departments. Corporate funding is provided where departments are not charged directly for services that Property and Asset Management provide across the Council. For example strategy, procurement advice and programme management are all activities paid for from corporate funding.

The specific operational budgets (i.e. non section) are budgeted according to guidelines set by the Council. These budgets are for Lease and Pool Cars, Telephones, County Offices, Staff Housing, Travellers, County Farms, Capital Receipts and Building Maintenance.

2.4 Risk Management

The Directorate participates in the Office of Corporate Services risk management exercises and in the formulation of a Business Contingency Plan for the Office and the Directorate.

2.5 Action Plans

The key elements set out within the individual sections' action plans are;

- **hard deliverables/outputs;**
- **benefits/outcomes;**
- **lead officers;**
- **key partners/contributors;**
- **milestones; and**
- **performance indicators to achieve these goals and objectives.**

3.0 Review Arrangements

3.1 The goals, objectives and detailed action plans of each section will be reviewed on a quarterly basis by the Property and Asset Management, management team.

Appendices

Appendix 1 – Property and Asset Management services

Appendix 2 – The Management Team - Qualifications and Expertise

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Appendix I – Property and Asset Management services

Strategy and Estates

Headed by David Nuttycombe with a team of 23. His job purpose is to determine and advise on the future direction, scope and shape of service delivery requirements in consultation with customers and providers; and to ensure the Council's property portfolio (including farms) is properly used, located and managed to support County Council's objectives. This includes:

- Taking a long term view;
- Maintaining and developing links with government (ODPM) on the Corporate Asset Management Plan, the dissemination of Beacon Status best practice, and Capital Strategy;
- Co-ordinating option and service review work;
- Producing the overall business/service plan and developing strategies to work with customers and deliver identified needs;
- Property sales and acquisitions;
- Farms management;
- General asset management (including leases, licenses, rent reviews, valuations and other advice); and
- Staff housing and dealing with enquiries about property ownership and resolving associated disputes.

Commissioning (Property)

Headed by Steve Alderton with a team of 12 (excluding the temporary secondment of the Programmed Customer Services Team of 6). His job purpose is to commission from delivery teams and external sources all the required property services and to contract manage their effective delivery. This includes:

- Commissioning capital schemes and the planned maintenance programme;
- Managing the competitive tendering process;
- Exercising corporate programme management;
- Developing and applying performance management;
- Developing and monitoring performance measures for all property delivery teams
Managing the Strategic Design Services Framework Agreement with Mouchel Parkman; and
- Managing the performance of outsourced maintenance providers i.e. Atkins and Works Contractors

Design

Headed by Gerald Browning with a team of 35. His job purpose is to manage the multi-disciplinary Design teams, including Special Projects, and provide leadership and direction on architectural and design matters. This includes:

- Delivery of design services with Mouchel Parkman as the strategic design partner;
- Design, specification and supervision of capital building projects including major and minor works and planned maintenance schemes; and
- Providing project management, architectural, landscape, quantity surveying, mechanical and electrical engineering, building surveying, clerks of works and planning supervisor services.

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Facilities Management

Headed by Allan Davison with a team of 54 his job purpose is to manage the multi-disciplinary facilities team and give leadership on all facilities management matters. This includes:

- Routine Customer Services (Hallkeeping, main receptions, cleaning, car parking, grounds maintenance, security, postal services, courier service etc.);
- Programmed Customer Services (Touchdown centres, delivery of County Office projects, corporate accommodation strategy, programmed maintenance etc.);
- Facilities Health & Safety (asbestos and legionella risk management, fire and emergency evacuation procedures, health & safety inspections etc.);
- Customer Contracts and Business Support (Lease and pool cars, telephones, mobile phones etc);
- Traveller Liaison (advice, policy unauthorised encampments etc); and
- Supporting and/or leading strategic property projects (e.g. Huntingdon Town Centre Project).

Management Support

Headed by Adrian Dobbyne with a team of 16. His job purpose is to provide support services to the Directorate including finance and accounting, administration, ICT and people development. This includes:

- The provision of financial control, time recording and management accounts;
- Develop the people resource, including training and development needs, and personnel administration;
- To provide a full range of back-up support services including secretarial, clerical, financial and administrative;
- To manage, in conjunction with all relevant groups, the provision of ICT throughout the Directorate) developing all hardware and software to meet business needs; and
- To drive forward the implementation and development of the e-business suite with particular reference to the Property Manager, Assets and Projects modules.

Strategic Facilities Manager – Special Projects

John Peacey leads a variety of strategic FM projects including the FM provision at Huntingdon Town Centre project. He also leads on “green” issues for the Directorate. This includes:

- To establish a new quality working environment for the phase 1 offices forming part of the Huntingdon Town Centre Redevelopment, identifying organisational needs and delivering a best fit between available accommodation and occupiers;
- To liaise with Environment project team to identify new corporate office opportunities at Northstowe;
- To contribute to the delivery of strategic corporate accommodation projects within the long term capital strategy by managing or providing resources relating to strategic FM issues; and
- To coordinate and lead on the Directorate’s actions identified in the Council’s Climate Change Strategy including:
 - The provision of an energy policy
 - Establishment of an energy management facility
 - Development of monitoring systems

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Appendix 2 – The Management Team - Qualifications and Expertise

Degrees in:

- Architecture, Planning and Building
- Chemistry
- Estate Management
- Philosophy, Politics and Economics
- Social Administration

Masters Degrees in:

- Architecture
- Social Administration
- Business Administration

Professional Qualifications:

- Associate Member of Institute of Energy
- Corporate Member of the Chartered Institute of Housing
- Fellow of the Institute of Telecommunication Managers
- Fellow of the Royal Institution of Chartered Surveyors
- Member of the Royal Institute of British Architects
- Member of the Institute of Incorporated Engineers
- Members of the Royal Institution of Chartered Surveyors

Experience has been gained with:

- Central Government and forces (USAF, RAF, MoD)
- Construction Industry Training Board
- Debenham Tewson Chinnocks
- Greater London Council
- Health Authority
- Insurance Industry (Loss Adjustment)
- London Boroughs
- London Fire and Civil Defence Authority
- Multinational Engineering Concern
- Peterborough City Council
- Peterborough Development Corporation
- Private Architectural Practice
- Suffolk County Council
- Touche Ross/Deloitte and Touche
- Cambridgeshire County Council.