

Appendix 2

UPDATE ON EIT REVIEW OF FACILITIES MANAGEMENT

SUMMARY

This report updates Members on the progress in implementing the aims and recommendations outlined in the EIT review of Property and Facilities Management.

RECOMMENDATIONS

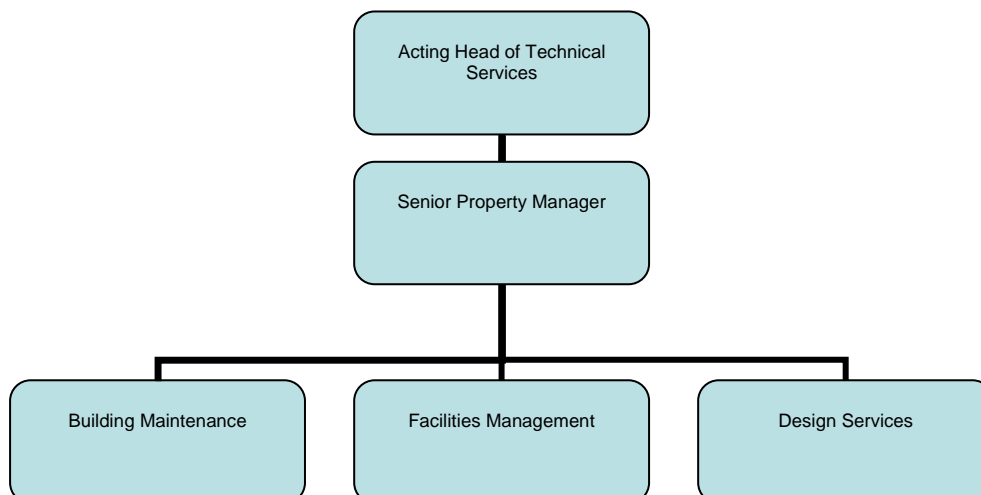
That Members note the proposed operating model, action plan and work to consider partnership options.

DETAIL

1. Members will recall that the following recommendations were made to Cabinet on 17 December 2009:
 - That a consolidated approach to the Management of the Council's Buildings Assets be adopted.
 - That the delivery element of the Facilities Management process be consolidated into one service area as defined in **Appendix 2A** of the attached report with the premise that all buildings are considered to be corporate with a centralised maintenance budget.
 - The budgets in relation to the management of the buildings be consolidated into one area.
 - That further investigations be carried out into potential partnering solutions.
2. Officers have been exploring the most appropriate way of incorporating these recommendations into the current organisational structure and developing an action plan on issues to be considered by the service in the immediate future. Consideration has also been given to future partnering options.

Organisational Structure

3. The delivery element of Facilities Management will be integrated within Technical Services. This will require the transfer of some services and staff from CESC and Resources and the functions will be delivered within one service area as follows:-



4. Detailed structures are in the process of being developed for the Facilities Management element and full consultation will be undertaken with Unions. The Building Maintenance and Design Services elements will be largely unchanged. The Senior Property Manager and Facilities Manager (which is a new post), will be covered on a temporary basis due to the exploration of Partnering options.
5. Members will also be aware from the budget report, that the Council is exploring the option of delivering a number of services, including Facilities Management, in partnership with Darlington. Work is now progressing to assess the feasibility of this option. This work is expected to be complete by the autumn before a detailed Business Case is prepared and considered by Cabinet. Upon completion of this a final Operating Model will be determined. It is important however, that work progresses in the short term to ensure momentum is maintained and the potential savings identified in the EIT report are delivered.
6. It is proposed that the Strategic Asset Management function is consolidated within the Finance & Assets service in Resources. This will ensure that all capital, asset and investment planning is within one area, consolidate strategic work and align this with financial planning. Detailed structures are again being prepared and these will be developed on a permanent basis as this area is not considered within the Partnership development.
7. Details of the key functions provided by each area are outlined at **Appendix 2A**.
8. Budgets are in the process of being re-aligned and the budget responsibility for all day to day building issues will transfer to the Head of Technical Services (Acting). The planned maintenance programme will be developed and budgets prioritised by the Strategic Asset function.
9. The action plan for implementation of the review, the feasibility stage of the Partnership and indicative workplan of the Facilities Management function, is outlined at **Appendix 2B**.
10. It is still anticipated that the review will save £300K from the staffing restructure and the consolidation, prioritisation and planning of the tasks associated with the new functions.

Garry Cummings
Head of Finance & Assets

Strategic Asset Management

- Capital Strategy & AMP development
- Asset utilisation/strategic planning
- Define property and FM targets
- Review asset performance
- Prioritisation of Repairs & Maintenance Plans (inc Schools)
- Investment Strategy and Planning
- Programme Development and Monitoring
- Acquisitions and disposal Planning
- Development of Capital Strategy, Plan and Programmes
- Monitor capital projects
- Management/ownership of asset management systems and data
- Agreement and Monitoring of Performance Measures
- Risk management
- Community and partnership working (e.g. asset transfer policies)

Property / Building Maintenance (Hard FM)

- Management of Legionella inspection
- Asbestob Management
- Building Inspections
- Condition Surveys
- Advice on maintenance plans
- Maintenance and Upkeep of Asset Database
- Organisation and Management of reactive maintenance
- Organisation and Management of planned maintenance
- Delivery of Maintenance
- Air conditioning/heating system
- Energy Management inc software systems
- Energy Reduction Strategy
- Meter Readings
- Energy Invoice processing

Soft FM

- Space planning and organisation
- Furniture acquisitions - inc storage and reallocation
- Co-ordination of moves
- Decoration
- Waste Collection/recycling
- Management of Window cleaning
- Management of Grounds maintenance

Management of Building Cleaning

Electrical testing co-ordination

Lifts, hoists, evac chairs – service/maintenance and certification

Management of conference facilities

Alarms/fire extinguishers

Water coolers – servicing/maintenance

Fire Risk Assessments/Exit doors/MDR units

Evacuation procedures (and testing)

FM Service/Helpdesk

Caretaking

Facilities Management Review - Action Plan

	A - Establishment of Service	Timescale	Responsibility	Timescale
1	Finalise model for operating Asset Strategy and Facilities Management and Action Plan with CMT :	Apr-10	G Cummings	Completed
2	Report progress and agree action plan with - ALCS Committee - Cabiet - Consultation / Discussion with Schools	19/05/10 20/05/10 01/06/10	G Cummings G Cummings G Cummings	
2	Develop Interim Structures - Confirmation of Baseline Costs position - Development of Structures (Delivery / Strategic) - Consultation with Staff - Consultation with Unions - Job Descriptions - Implementation	May-10 May-10 May-10 May-10 May-10 Jul-10	G Cummings G Cummings / R McGuckin G Cummings / R McGuckin G Cummings / R McGuckin G Cummings / R McGuckin G Cummings / R McGuckin	
3	Determine scope of Services provided by delivery team and Strategic Team	May-10	R Smith	
4	Consolidate budgets and determine budget responsibility	Jul-10	G Cummings	
5	Co-location of Services	Jul-10	R Smith	
B - Consideration of Partnership				
	Agree Scope of Services to be included - High Level - Detail	Apr-10 May-10		
	Stakeholder Analysis	May-10		
	Briefings with Staff	Apr-10		
	Identify Service Baseline and Capture Information - Costs - Performance levels - Organisation of services	May-10 May-10 May-10		
	Options Analysis / Assessment of Current Position - Workshops - Assessment	Jun-10 Jun-10		
	Consultation and Design	Jul-10		

C - Indicative Work Programme			
1	Lead on the accommodation element of WorkWise programme	ongoing	R Smith
2	Develop Building Occupation Strategy / Protocol	Q3 2010/11	R Smith
3	Develop Prioritised Maintenance requirements and agree programme with strategy team.	Q3 2010/11	R Smith / T Montague
4	Review the arrangements for :		
	- Building Cleaning	Q3 2010 / 11	R Smith
	- Security	Q3 2010/11	R Smith
	- Recycling and Waste Collection	Q3 2010/11	R Smith
	- Caretaking	Q4 2010/11	R Smith
	- Frequency and mechanisms of building inspections	Q4 2010/11	R Smith
	- Relationships between building inspection, design and delivery of programmes	Q4 2010/11	R Smith