

# **Property Services Service Action Plan**

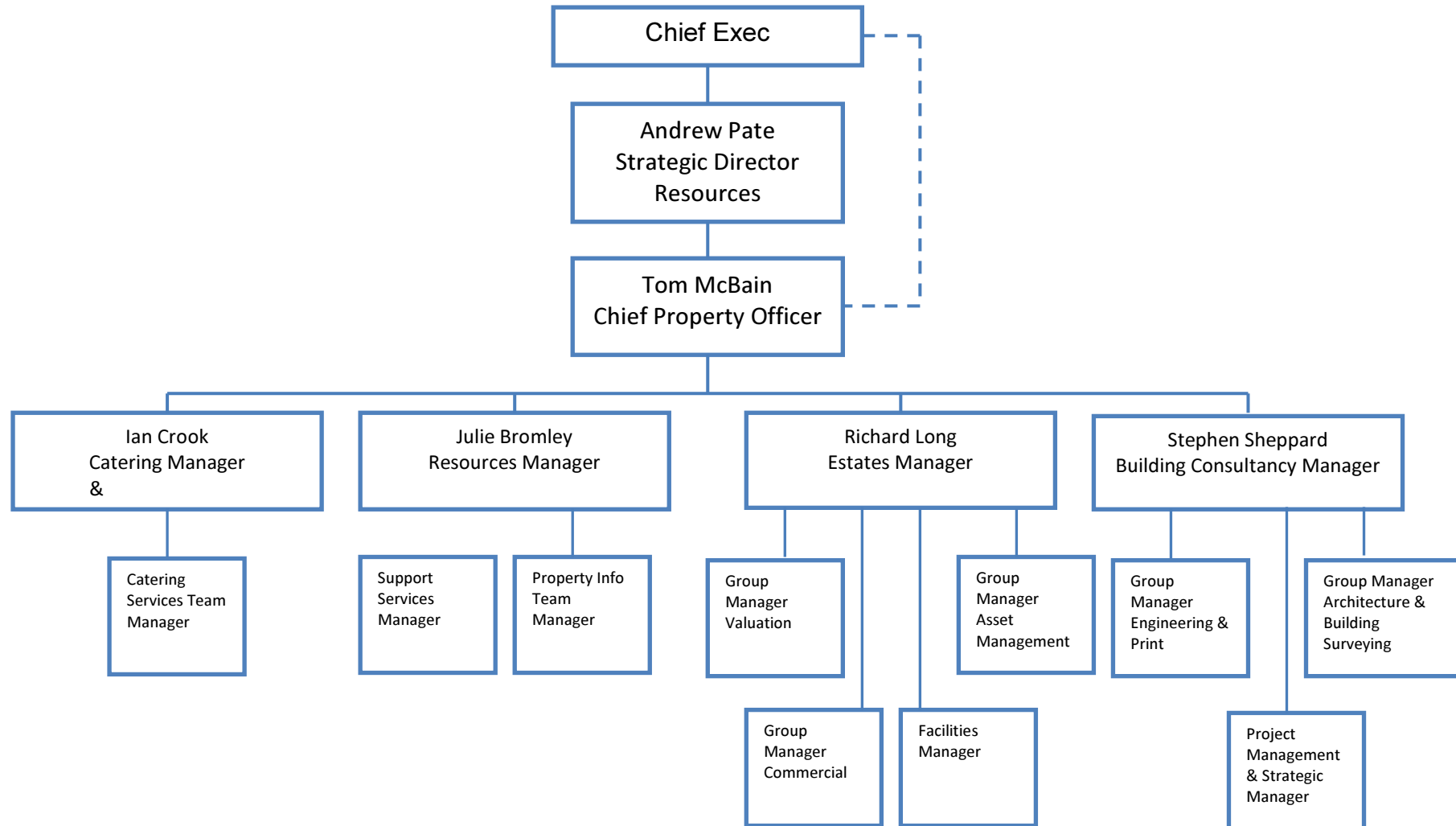
**2012/13**

## **Introduction**

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

<b>Divisional Director</b>	Tom McBain
<b>Lead Portfolio Holder</b>	Cllr David Bellotti
<b>Staffing Establishment (2012/13)</b>	Property Services 131 FTE (Traded Services 128 FTE)
<b>Scope of Service (size, proportions and activities)</b>	
<p>Sole responsibility for providing strategic and operational property advice to Council, Cabinet and service areas.</p> <p>Providing a robust, cost effective and professional management of the Council's property assets to ensure they provide value for money, are fit for purpose and fully support the Council in delivering its vision, core values and priorities.</p> <p>Supporting and advising all service areas of the Council on the effective use of property to allow teams to deliver services directly to the public. This includes delivering the Council-wide strategic plan for assets that promotes efficient property use as a driver within the medium term financial plan. Also the management of 340 operational properties including schools, libraries, depots and offices and 325 community and infrastructure assets including parks, open spaces and play areas.</p> <p>Delivering a comprehensive range of property services to manage and maintain the Council's property holdings held within the revenue estate and to optimise the return from this investment. This includes the management of 525 let properties of which 200 comprise the prime investment estate. 2010/11 income from the portfolio was £15.6 million, of which £12.2 million was from the commercial estate.</p> <p>Delivering property related projects on behalf of clients and stakeholders to enable services and occupiers to achieve their property aspirations and to deliver effective services.</p> <p>Supporting the Council's aims to generate access to capital resources for reinvestment through the disposal and redevelopment of identified assets.</p> <p>Working directly with other Council services to plan, design, procure and manage construction and development schemes.</p> <p>Providing an efficient, cost-effective building maintenance service, building cleaning service, catering service and print and design service. In 2011/12 this included 4,500 school meals provided and 200 vulnerable people provided with community meal each day.</p> <p>Leading the Workplaces programme to implement flexible working across the Council, reduce the Council's carbon footprint by 70% and the amount of office accommodation by 40%, reduce the number of Council occupied offices from twelve to three, increase recycling and provide an off-site storage and archive facility.</p>	

## Management Structure of Service



<b>Service Manager Functions</b>			
<b>Ian crook</b>	<b>Julie Bromley</b>	<b>Richard Long</b>	<b>Stephen Sheppard</b>
<b>Catering Manager and Special Projects</b>	<b>Resources Manager</b>	<b>Estates Manager</b>	<b>Building Consultancy Manager</b>
Catering Services	Property Information Team & Knowledge Management Unit	Valuation team	Project Management and Strategic Group
Special Projects	Admin Support	Commercial Team	Architectural and Surveying Group
	Finance Team	Facilities Management	Engineering Group
		Strategic Management	

## Customer Profile

### Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners etc.

- Customers include Council, Cabinet and other leaders who require strategic and operational property advice and information and any service area within the Council with a requirement for Property Services.
- Stakeholders may be defined as those benefitting from the revenue and capital generation programmes.
- Traded Services such as cleaning and catering provide services to other Council service teams and direct to schools.

### Are there any specific customer needs that require your service to change?

- Other services are experiencing a reduction in their budgets which will have a negative impact on the demand for Property Services.
- Schools have experienced severe reductions to devolved budgets which will affect the volume of capital projects to be managed.
- The transfer of care provision to Sirona Care and Health has placed a contractual pressure on repair and maintenance budgets and contractual obligations on the Council that previously did not exist.

## Service Delivery

### Planned improvements to service delivery in 2012/13

- Embedding a climate of distinct commissioner / provider functions within Property Services with Estates acting as the professional property agent to the Council in relation to the management of the property portfolio. Estates will provide a range of services and functions direct to the Council and act as the client in commissioning other property services including the Building Consultancy within Property Services.
- The introduction of project management principles across all Property Services' workstreams will provide better project reporting and monitoring of projects.
- Both of the above will help to improve relationships and ways of working with clients.
- Prioritisation of work linked to capacity within teams – prioritisation will be assisted by the implementation of project management principles and the commissioner and client functions.
- New software for Community Meals teams will enable efficiency savings which will be passed to the client service (Adult Services).

### Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc.)

- Traded Services – removal of budget deficits and increased efficiencies £103k. Mainly affects Catering and Cleaning. We will be reviewing how traded services are delivered and what we should be delivering in the future.

- Staff or post reduction £150k. This equates to approximately 4.8FTEs. It is envisaged that these reductions will be made through the removal of vacant posts to avoid any compulsory redundancies.

### External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

- Academies present new way of working, a potential change in demand (although this has not seen yet) and the potential for teams to be more focussed on maintaining strong relationships with stakeholders. Focus needs to be on client need within a framework of affordability and choice.
- The Localism Act will require Property Services to engage with community groups on matters such as the Community Right To Bid and allocation of local assets, which is a new way of working, currently has little governance or guidance and currently, the potential level of interest from the community is difficult to estimate.
- The economic climate will continue to offer a challenge for the realisation of income and development opportunities.
- Public sector financial pressures may not directly affect parts of Property Services but reduced client budgets will affect demand on the service and potentially cause challenge to the cost of the service provided. Property Services will need to demonstrate value for money in the services it provides.

## Service Costs

### Explanation of Service costs (including areas of high spend and growth / investment)

Dimensions:

	Exp £	Inc £	Net £
Property Services Teams	5.737	1.664	4.073
Corporate Estate	6.573	1.225	5.348
Commercial Estate	1.246	15.263	14.017
Traded Services	5.096	5.043	0.053
Client works	1.823	1.823	0.000
Capital schemes (approx.5 year programme)	51.963	0.000	51.963

### Value for Money improvements - planned efficiencies / savings to be made during 2012/13

- Commercial Estate income – work will continue to actively manage the Commercial Estate with a programme of lease renewals and the on-going benefit of a major lease restructure increasing income by £300k. Other opportunities are being sought to improve this target and protect the Council from future impacts of the economic climate.
- Decrease in staffing numbers will reduce the cost of running the corporate and commercial estates. There will also be value for money improvements in other corporate FM functions carried out by Property Services.
- A zero-based budgeting exercise is underway which will address service priorities and capacities.

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	-5297.822	-5482.360	-5925.982	-6163.662
Removal of one-offs	0.000	72.319		
Service Proposed Base Reductions to Balance Budgets	0.000	-553.000	-303.984	-345.770
Service Proposed Growth	0.000	37.059	66.304	66.304
Proposed Base Budget	-5297.822	-5925.982	-6163.662	-6443.128
Target Budget	-5297.822			
Deficit / (Surplus)	0.000			
Additional Stretch Reductions	0.000			
In Year Adjustments	-184.538			
Proposed Overall Budget	-5482.360	-5925.982	-6163.662	-6443.128

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive nor exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach as an appendix to this Service Plan.

<p><b>Organisational Development: Implementation of ‘future organisational model’:</b></p> <ul style="list-style-type: none"> <li>• <i>How are you developing new workforce structures/ways of working to support the ‘future council’ organisational model?</i></li> <li>• <i>What alternative service delivery arrangements are planned/anticipated?</i></li> <li>• <i>Are you considering job redesign? If so how/what</i></li> </ul>	<p>Implementing the commissioner and provider principle of working will be a move towards working within a ‘future Council’ model. This includes designing an intelligent client structure.</p> <p>Further implementing new ways of working will ensure flexible, efficient and customer-driven working practices.</p>
<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> <li>• <i>Have you identified new manager skills that will be necessary in the ‘future council’</i></li> </ul>	<p>Property Services will continue to encourage and support staff through the Council’s management programme and the use of external opportunities. Professional and technical staff are required to comply with CPD requirements when part of a professional organisation and this type of training is often wider than technical training and encourages personal development.</p> <p>Further work is underway to address identified staff risks/potential gaps due to factors such as the age profile of the senior managers.</p> <p>The adoption of project management principles across the whole service will allow staff to take more responsibility for delivering workstreams and will encourage managers to develop skills which will suit the new way of working, as well as giving good control over budgets, programmes and outcomes.</p> <p>It is likely that managers will need to acquire new or develop existing skills within the ‘future Council’ model.</p>
<p><b>Skills &amp; Competencies</b></p>	<p>The commissioner and provider focus may well identify a further need for</p>



<ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<p>different skills within the services.</p> <p>The implementation of project management as a generic skill across all teams.</p> <p>Most people's jobs will require the same skills.</p> <p>Prioritisation of work by capacity will help to identify skills gaps.</p> <p>Frequent PDR's and staff/manager meetings where appropriate, should identify skills gaps.</p>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc. to address current/future skills shortages</i></li> <li>• <i>Is removal of the default retirement age likely to impact on you workforce?</i></li> </ul>	<p>It seems unlikely that there will be any short term recruitment issues.</p> <p>Changes to the retirement age could have an impact on the service due the age profile within some teams.</p>
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	

## Equalities

We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts.

**Please follow the link to the appropriate EIA. [equality impact assessment: financial plan](#)**

## Key Service Priorities 2012/13

It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives and high level outcomes set out in the table below. At the end of each priority, services **must** indicate whether it will contribute to an objective and add the reference letter for each outcome it will help to deliver.

Objectives	Outcomes	Ref
<b>1. Promoting independence and positive lives for everyone</b>	Children and young people enjoy their childhood and are prepared for adult life.	A
	Schools develop and extend their role in the local community	B
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

## Priority 1:

<b>Details of Service Priority</b>	<b>Asset Management</b>		
<b>Impact on local community</b>	The service will be able to demonstrate value from money from the Council's property assets as a result of good asset management.		
<b>Groups of service users affected</b>	Indirectly all services		
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>	
Asset review, informed by the understanding of the condition of the asset which determines appropriate repairs and maintenance programme to ensure that assets are fit for purpose and meet the accommodation needs of the Council	Annual Programme	Completion of programme in full, on time and within budget	
Condition surveys	Annual Programme	Completion of programme in full, on time and within budget	
Repairs and maintenance programme	Annual Programme	Completion of programme in full, on time and within budget	
Disposal programme (releasing assets for sale or development) for properties and assets identified as surplus to requirement or need	Annual Programme	Completion of programme in full, on time and within budget	
<b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b>			
<b>Strategic Objective</b>	<b>Contributes – Y/N?</b>	<b>Relevant Outcomes</b>	
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution		
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution		
<b>3. Building a stronger economy</b>	No direct contribution		
<b>4. Developing resilient communities</b>	No direct contribution		

## Priority 2:

<b>Details of Service Priority</b>	To maintain and increase income generation from the investment estate
<b>Impact on local community</b>	Revenue generation programme to support the provision of Council Services
<b>Groups of service users affected</b>	Indirectly all services

Key Activities	Timescales	Performance Measures
Income profiling, monitoring and management	Annual programme	Overall performance of estate
Management of voids	On-going programme	Level of void properties (in terms of number of properties, £ and as percentage of rent roll)
Management of debt	On-going programme	Level of debt (£ and as percentage of rent roll)
Identification of new income opportunities	As identified	To be set for each opportunity
Management of existing leases	On-going programme	Overall performance of estate

### Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	Secondary contribution	<i>Potential</i> for A, B or C
<b>4. Developing resilient communities</b>	No direct contribution	

### Priority 3:

<b>Details of Service Priority</b>	<b>Maintain and increase levels of capital generation from development opportunities and sale of surplus property assets</b>		
<b>Impact on local community</b>	Capital generation programme to support the provision of Council Services		
<b>Groups of service users affected</b>	Indirectly all services		
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>	
Pursuing a programme of developments projects	Annual programme	Budget, timescales, milestones and objectives within individual projects	
Pursuing a programme of disposal projects	Annual programme		
(see appendix of key projects and workstreams)			
<b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b>			
<b>Strategic Objective</b>	<b>Contributes – Y/N?</b>	<b>Relevant Outcomes</b>	
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution		
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution		
<b>3. Building a stronger economy</b>	Secondary contribution	<i>Potential for A, C or D but these may not be the main drivers for a given project</i>	
<b>4. Developing resilient communities</b>	No direct contribution		

## Priority 4:

<b>Details of Service Priority</b>	<b>Managing capital and revenue R&amp;M (repairs and maintenance) programmes in line with Priority 1</b>
<b>Impact on local community</b>	Council's property assets demonstrate value from money and are fit for purpose and remain safe, warm, weather tight and operational
<b>Groups of service users affected</b>	Indirectly all services

<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Corporate capital planned maintenance and DDA programme	Annual programme	Budget, programme, milestones and objectives within each individual projects
Corporate revenue funded planned maintenance programme	Annual programme	
Commercial revenue funded planned maintenance programme	Annual programme	

### Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

<b>Strategic Objective</b>	<b>Contributes – Y/N?</b>	<b>Relevant Outcomes</b>
<b>1. Promoting independence and positive lives for everyone</b>	Secondary contribution	The DDA programme will contribute to making Council assets more accessible for a greater number of service users
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	No direct contribution	
<b>4. Developing resilient communities</b>	No direct contribution	

<b>Priority 5:</b>		
<b>Details of Service Priority</b>	<b>Deliver projects on behalf of clients and stakeholders</b>	
<b>Impact on local community</b>	Enabling client services and occupiers to achieve their property aspirations	
<b>Groups of service users affected</b>	Council services and stakeholders such as schools	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Following successful implementation in Building Consultancy, fully embed use of project management tools across all Property Services projects	From April 2012	Budget, programme, milestones and objectives as defined within each project, determined by client and/or stakeholder needs
(see appendix of key projects and workstreams)		
<b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b>		
<b>Strategic Objective</b>	<b>Contributes – Y/N?</b>	<b>Relevant Outcomes</b>
<b>1. Promoting independence and positive lives for everyone</b>	Dependent upon objectives of client or stakeholder project	
<b>2. Creating neighbourhoods where people are proud to live</b>		
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>		

## Priority 6:

<b>Details of Service Priority</b>	<b>Future options for Traded Services</b>
<b>Impact on local community</b>	Indirect
<b>Groups of service users affected</b>	All staff with some direct benefits for all services users

<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Implementation of any recommendations from Print Services report (dated Dec 2011)	From April 2012	N/A
Implementation of any further recommendations from review of Catering Services	From April 2012	N/A
Review traded services future delivery	From April 2012	N/A

### Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

<b>Strategic Objective</b>	<b>Contributes – Y/N?</b>	<b>Relevant Outcomes</b>
<b>1. Promoting independence and positive lives for everyone</b>	N	
<b>2. Creating neighbourhoods where people are proud to live</b>	N	
<b>3. Building a stronger economy</b>	N	
<b>4. Developing resilient communities</b>	N	



## Priority 7:

<b>Details of Service Priority</b>	<b>Workplaces workstream</b>
<b>Impact on local community</b>	The Council is changing how staff work to ensure that the services delivered are totally focussed on community needs. Three One Stop Shops will include integrated services and key partners will be on site. Keynsham Town Centre Regeneration scheme includes a new civic centre and library, designed with a focus on the needs of the local community and the new public spaces will improve the experience for pedestrians. The regeneration as a whole is a catalyst for further increased employment and economic growth.
<b>Groups of service users affected</b>	All staff with some direct benefits for all services users

Key Activities	Timescales	Performance Measures
Bath One Stop Shop (Lewis House) open	June 2012	N/A
Relocation of Keynsham library	May 2012	
Keynsham town centre redevelopment start on site	August 2012	N/A

### Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
<b>1. Promoting independence and positive lives for everyone</b>	Secondary contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	
<b>3. Building a stronger economy</b>	Y	
<b>4. Developing resilient communities</b>	Y	

## Appendix 1 – Key Performance Measures and Targets 2012/13

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
7	Implementation of flexible working across the Council <ul style="list-style-type: none"> <li>▪ Reduced office accommodation costs</li> <li>▪ Staff working more efficiently and more able to react to customers' needs</li> </ul>	All relevant staff to have undergone review by April 2012		
7	Reduction in Council office accommodation <ul style="list-style-type: none"> <li>▪ More efficient use of space</li> <li>▪ Saving in accommodation and running costs</li> </ul>	22% by end of 2012/13		
7	Number of properties occupied <ul style="list-style-type: none"> <li>▪ Reduced office accommodation costs</li> <li>▪ More efficient use of space</li> </ul>	9 by end of 2012/13		
7	Carbon reduction	31% by end of 2012/13		