

Buckinghamshire County Council

Place Service

Presentation of proposal for new Property Service

Peter Hardy

1st October 2013



What's happened to date ?

- Property Service is a key part of the management of BCC property assets of buildings and land.
- July 2011 – Cabinet endorsed an in-house transformation
- Before the Place transformation, significant thinking around Property, assessing the appropriate structure and functions and a drive towards a more commissioning model, though minor changes at that time
- The service has gone through several changes in the past, the most recent being the creation of the Place Service
- Revisit Property services post Place implementation to review detail structure

Rationale for Proposal – Why?

- On going requirement for the Council to make efficiency savings
- Communities and Built Environment portfolio transformation target of £1.8m
- PED and Localities achieved £300k
- Place Transformation achieved £500k to date
- Some property change has taken place but further change required
- Internal transformation was committed to a savings target of £185k in MTP prior to Place transformation

Rationale for Property Transformation Programme?

- Further Place transformation savings expected from Property
 - £400k savings expected from Corporate Landlord including area office savings arising from consolidation of Southern Area Offices
 - £185k outstanding from internal transformation commitment
 - £317k further savings committed to from Property
 - Potential to achieve further savings £??? - directly and indirectly

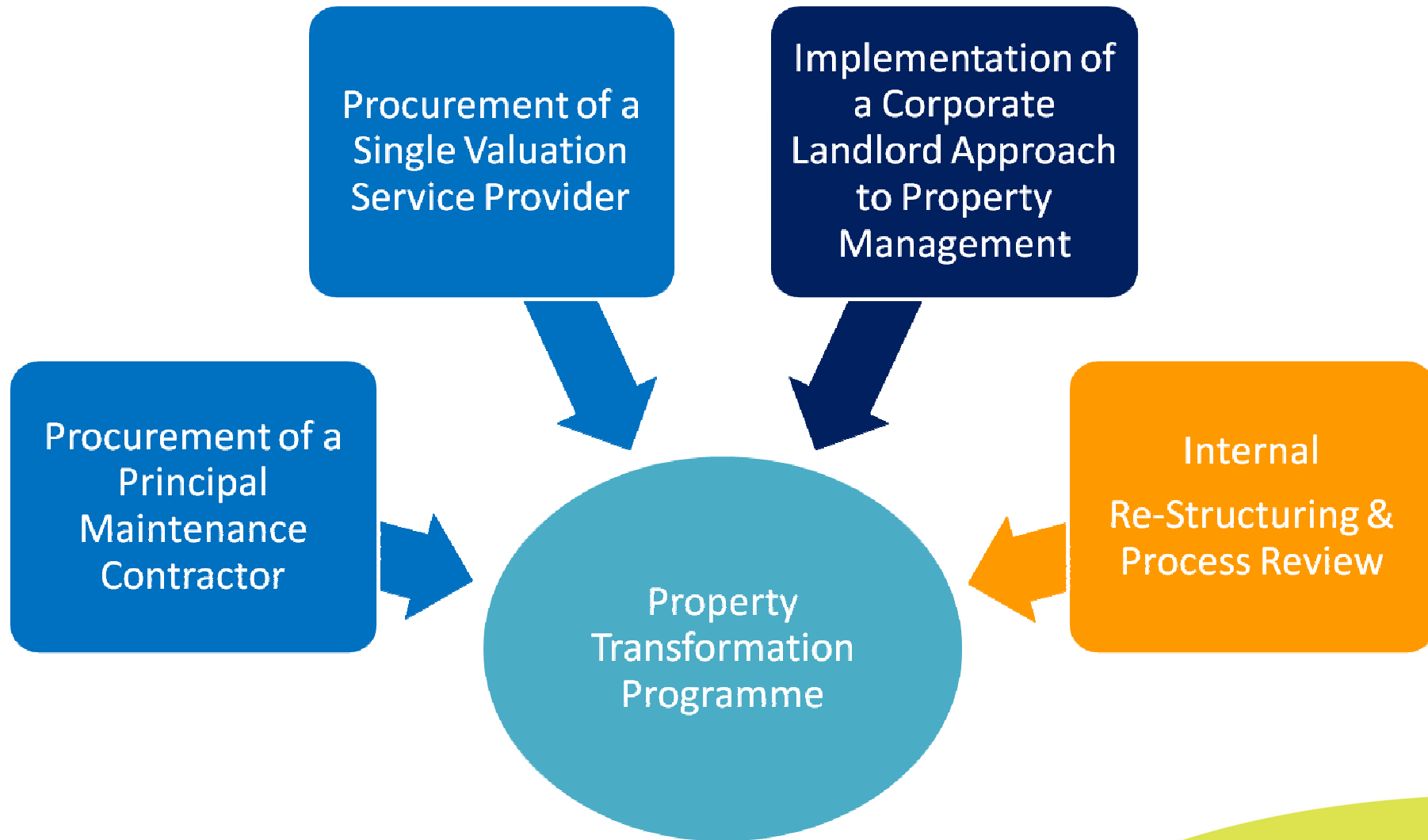
- The Place re-organisation programme Phase 1 has been completed. The need to re-procure Estates and FM services and corporate landlord gives the opportunity to redesign the service to suit future service provision

- The Property Transformation Programme is the next phase of work to realise further benefits and support the wider strategic aims of the Council.

Rationale for Property Transformation Programme

- This transformation is not solely focussing on achieving efficiency savings and budget reductions. The vision for Property is for a component of Place which offers;
 - An enhanced approach to strategic asset management through Corporate Landlord
 - High quality corporate facilities delivering productivity improvements in line with Achieving Outstanding Performance targets
 - Hard FM and property development services aligned to current and future customer base expectations
 - Invests in and develops its assets to provide long term revenue income

Property Transformation Programme

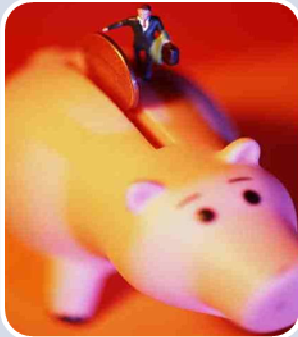


Corporate Landlord Definition

The Council defines Corporate Landlord as:

“Property services, resources and infrastructure are pulled together under a central operating/facilitating unit. A fundamental principle is that that the provision and management of all buildings is handled centrally to maximise building efficiency in use and service provision”

What are we looking to achieve ?



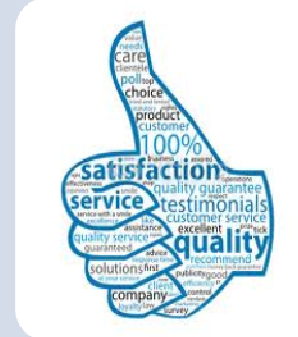
Efficiency
Savings



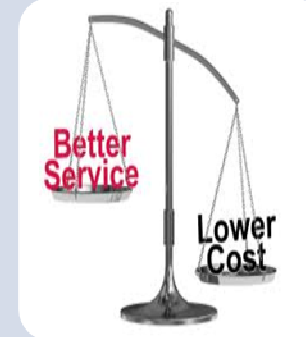
Pro-active
and Strategic
Approach to
Asset
Management



Promote
Co-location
(internally &
with
partners)



Better Service
(Quality &
Consistency)



Value for
Money to
Customers

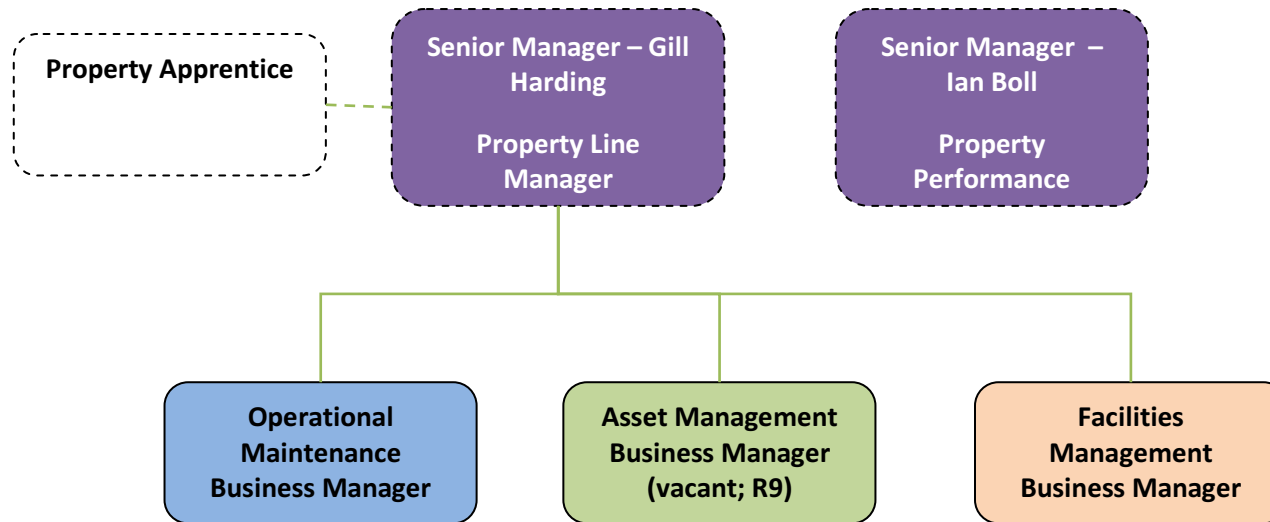
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Property Services – Proposed Operating Model

Property Place Service Functions						External Provider Functions		
Strategy	Programming	Delivery Assurance			Delivery	Delivery		
Strategy	Programme Development	Contract Performance & Improvement	Building Services	Estates Management	Soft Facilities Management	Asset & Estate Management	Design & Construction	Building Maintenance
<ul style="list-style-type: none"> Asset management planning Property policy Define property requirements Act as property Business Partners Lead working with partners Office strategy and space standards Legislative & policy changes Locality reviews Strategic Business cases for capital investment Initial brief Report on property performance 	<ul style="list-style-type: none"> Planning & co-ordinating projects & programmes Client side Project management Strategic option appraisal & outline business cases Project & design briefs Secure capital allocations Commission work from Stage A R&M Programme Development Review & approve annual work programmes Planning & managing technical gateways 	<ul style="list-style-type: none"> Develop procurement strategy Manage procurement process for new procurement Manage existing contracts Contract issue resolution Contract change control Manage contractor performance 	<ul style="list-style-type: none"> Building condition surveys Management of minor works Advice on self funded schemes Advising on sustainability Advising on building conservation Building dilapidations Property legislation and building regulations 	<ul style="list-style-type: none"> Commission and undertake estates management work Oversee the disposals programme and asset valuation programme Manage the lease event diary Manage estate matters relating to school sites and caretaker housing Manage the terrier and core property records Provide information on Council land and buildings <i>Management of the agricultural estate</i> 	<ul style="list-style-type: none"> Management of the Council's offices & FM services Porterage Mail Security Moves management Meeting room management New ways of working standards/ enforcement Surplus property maintenance Grounds maintenance 	<ul style="list-style-type: none"> Strategy & asset management support Property disposal, acquisition, valuations and transfers Landlord & tenant work Ratings Planning advice Capital accounting valuations Property rationalisation 	<ul style="list-style-type: none"> Project management Feasibility studies Outline design Detail design Cost management Project risk management Defects management & resolution Gateway management New build Re-modelling Refurbishment 	<ul style="list-style-type: none"> Minor works CAFM Helpdesk Health & safety Statutory compliance Fire safety & procedures DDA compliance PAT testing

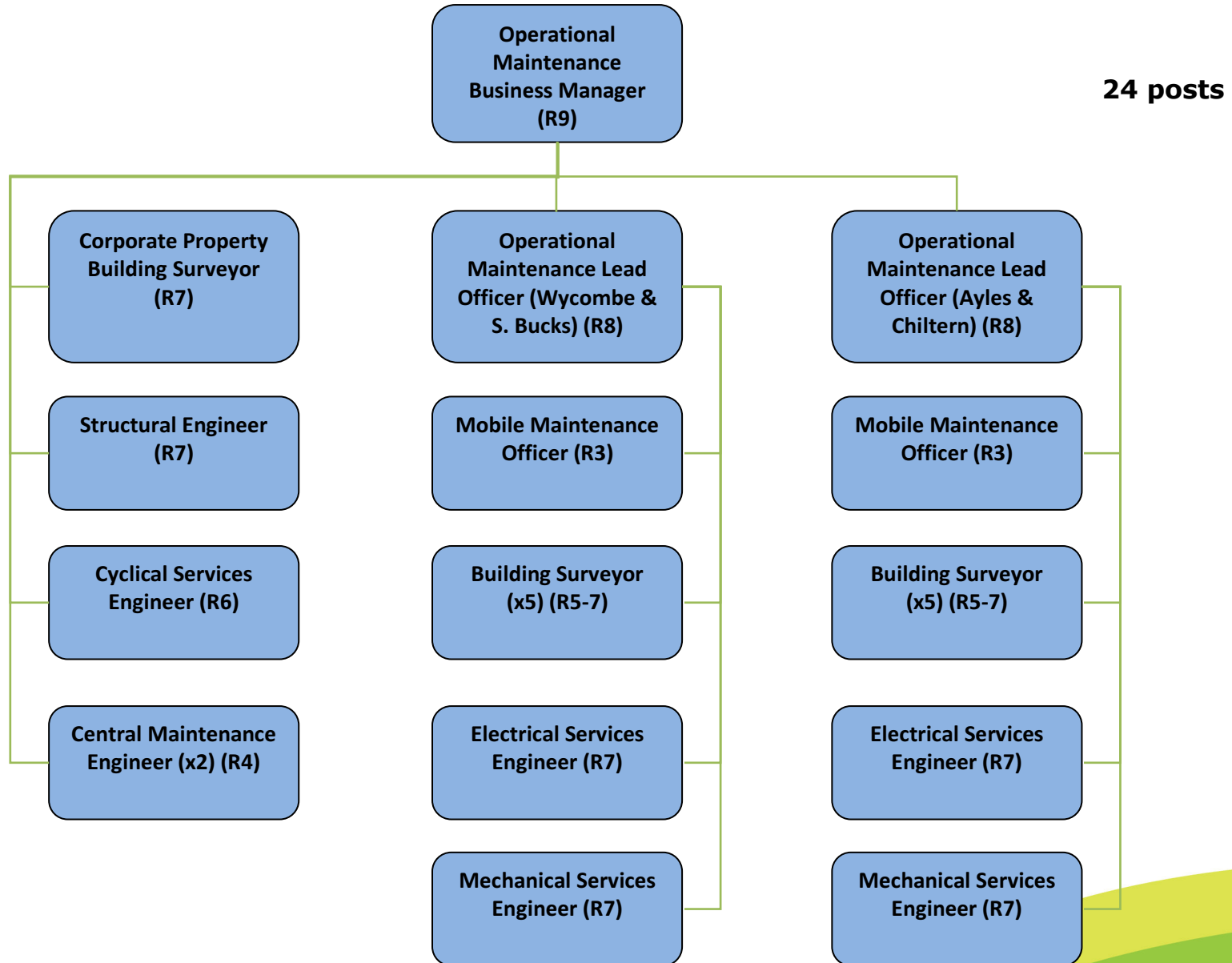
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Existing Structure



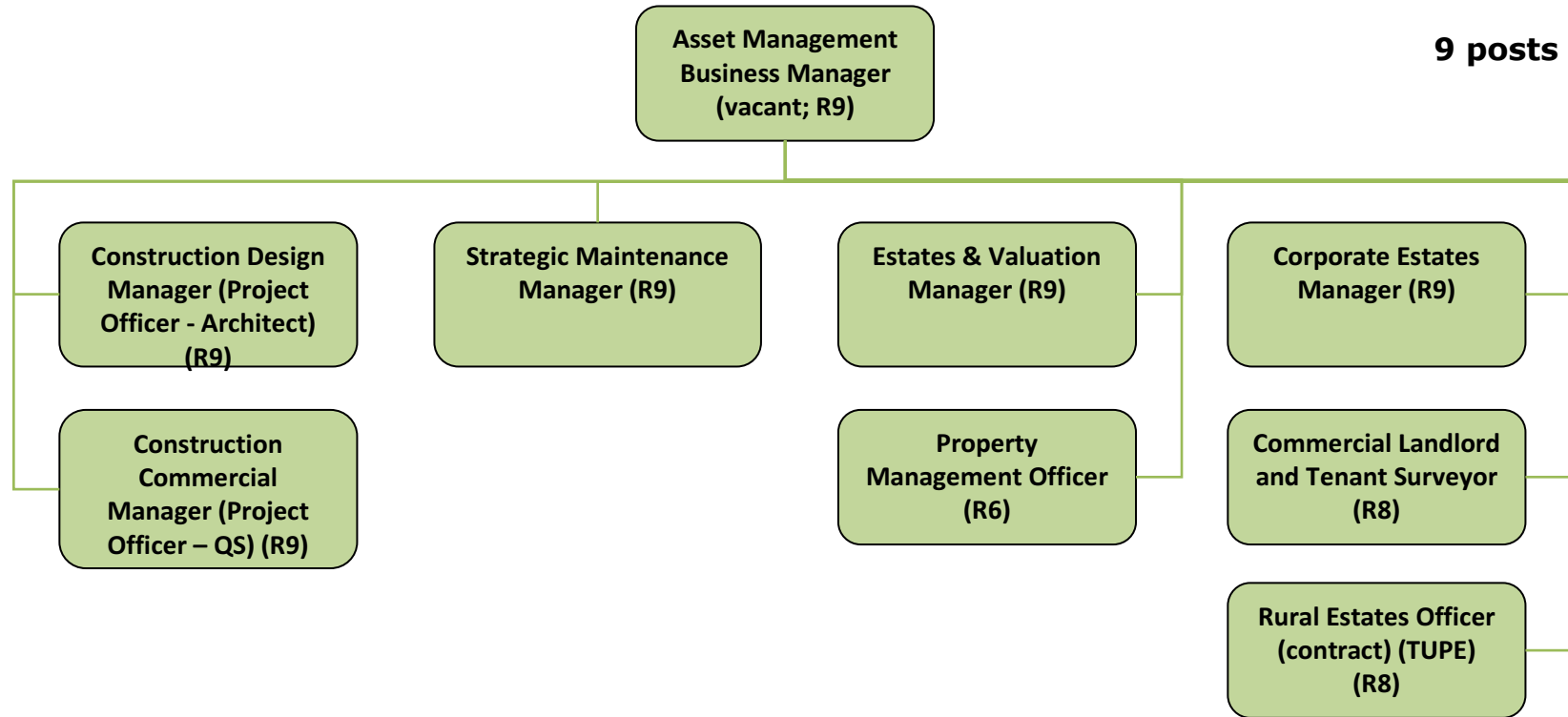
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Existing - Operational Maintenance



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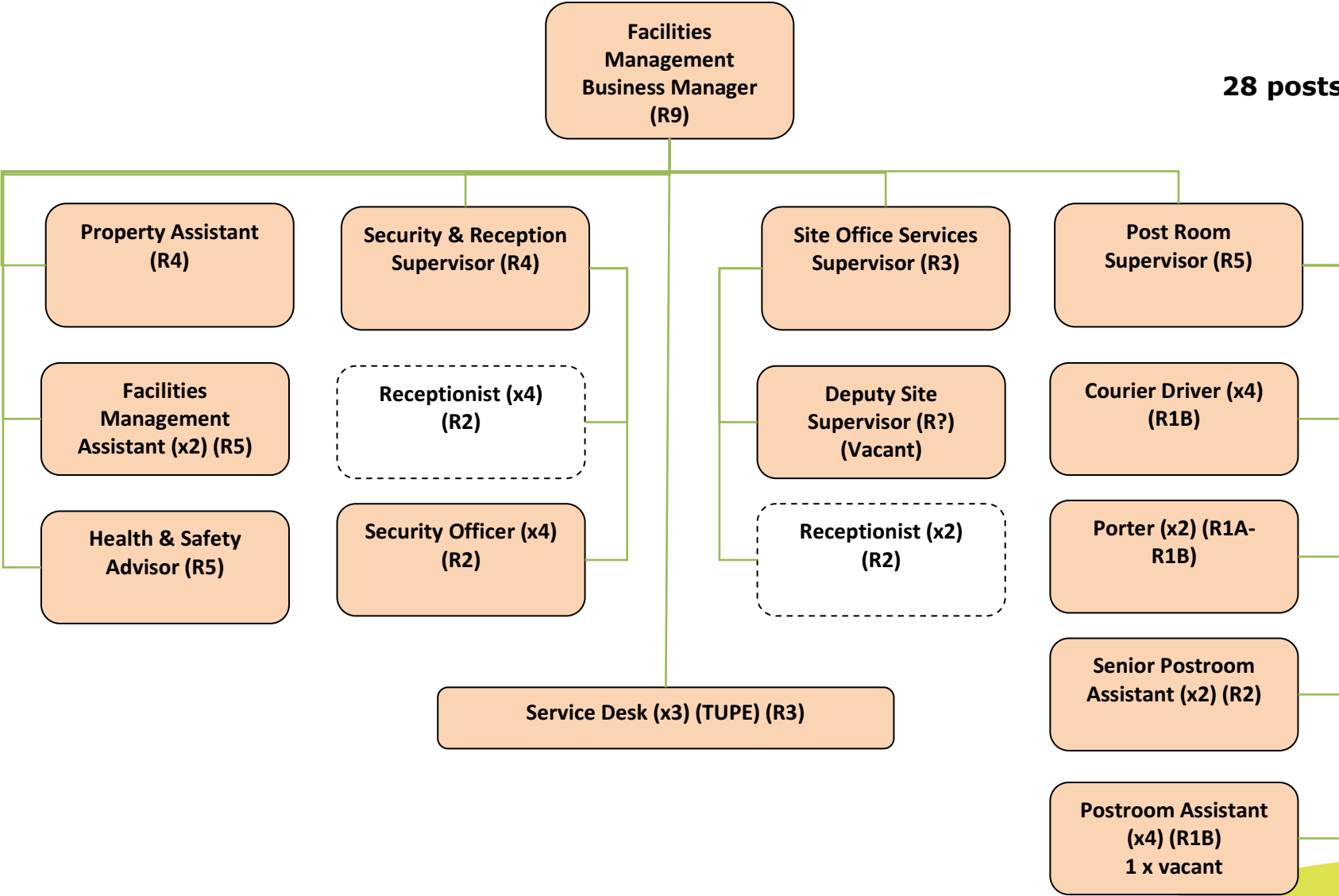
Existing - Asset Management



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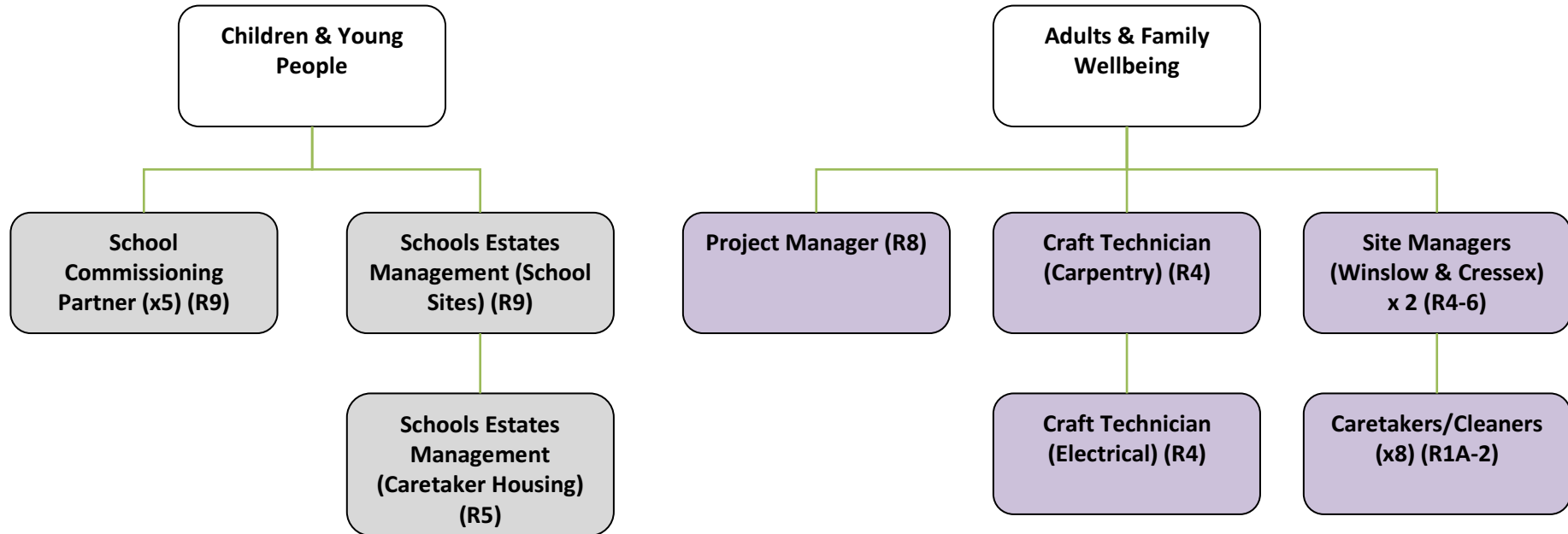
Existing - Facilities Management

28 posts



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Existing – C&YP and A&FW property posts



Some roles and responsibilities will be transferred to Property Services

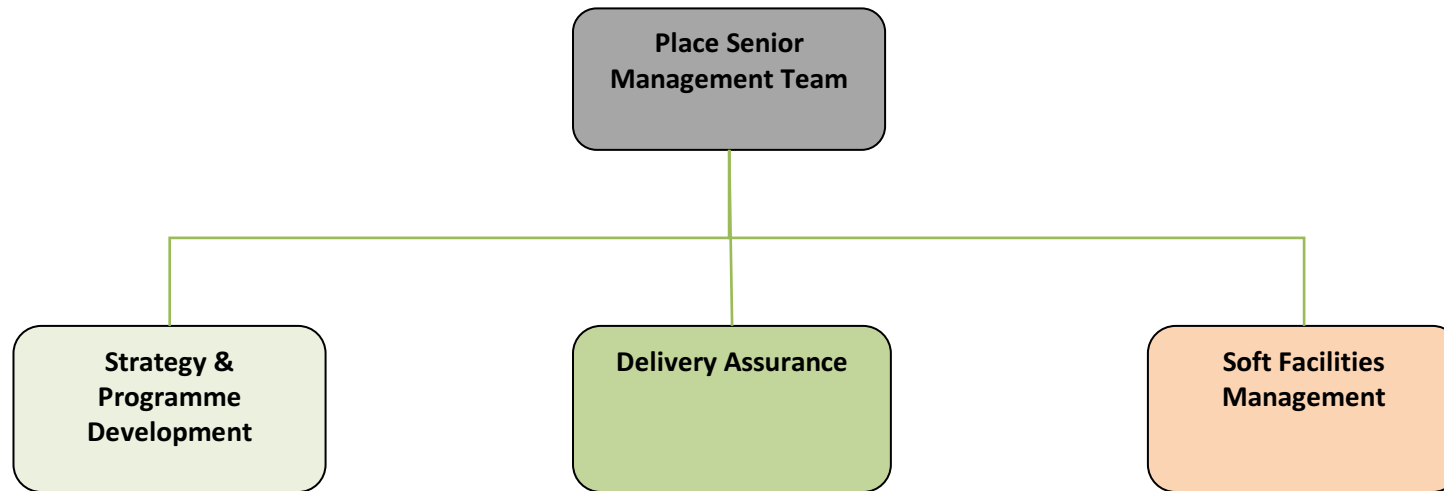
1x Project Manager to transfer to Property Services

2x Craft Technicians to transfer to Property Services Soft FM

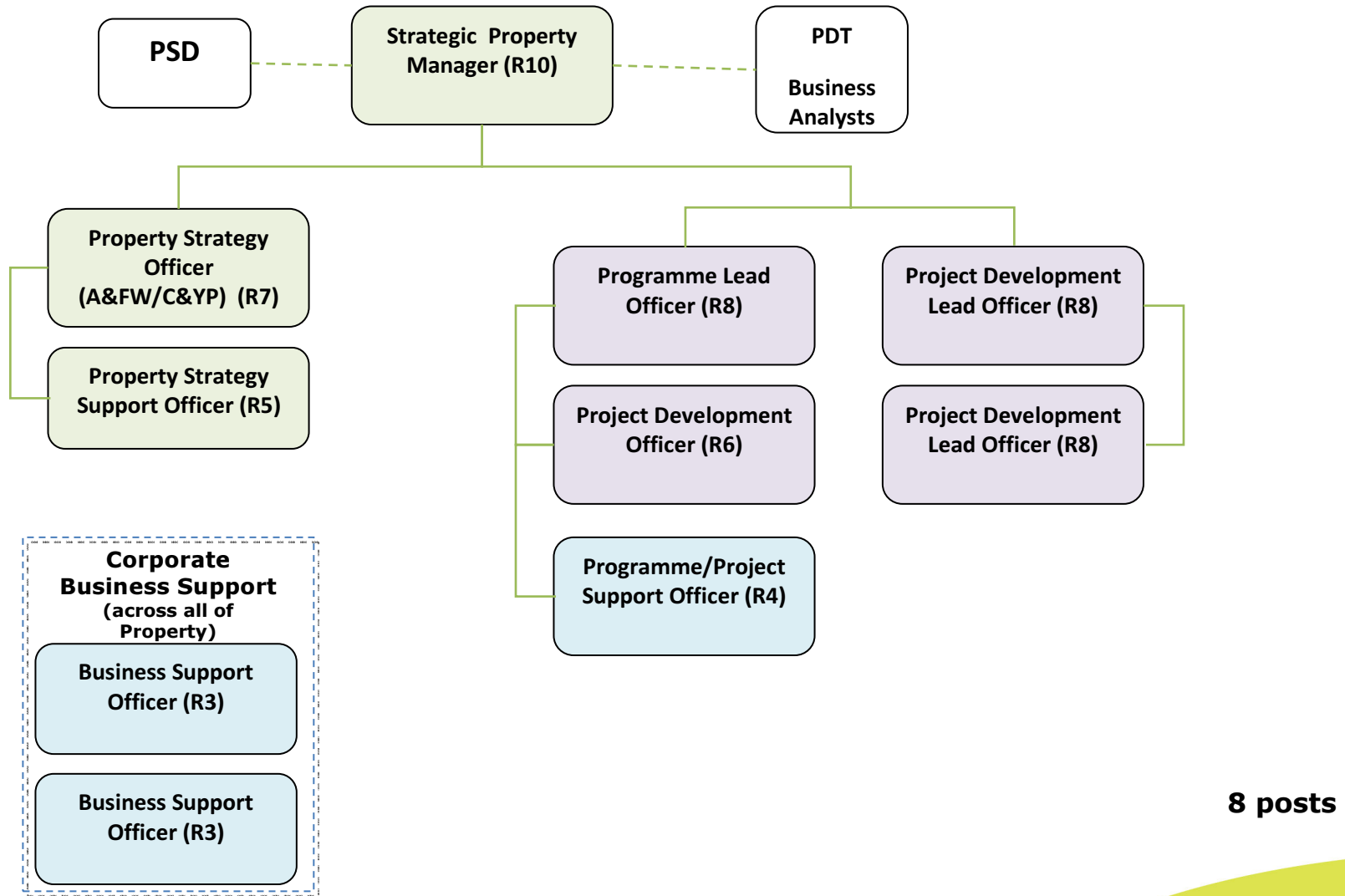
2x Site Managers and 8 x Caretakers/ Cleaners to transfer to Property Services Soft FM

13 posts

Proposed – Property Service Structure



Proposed Strategy & Programme Development Team

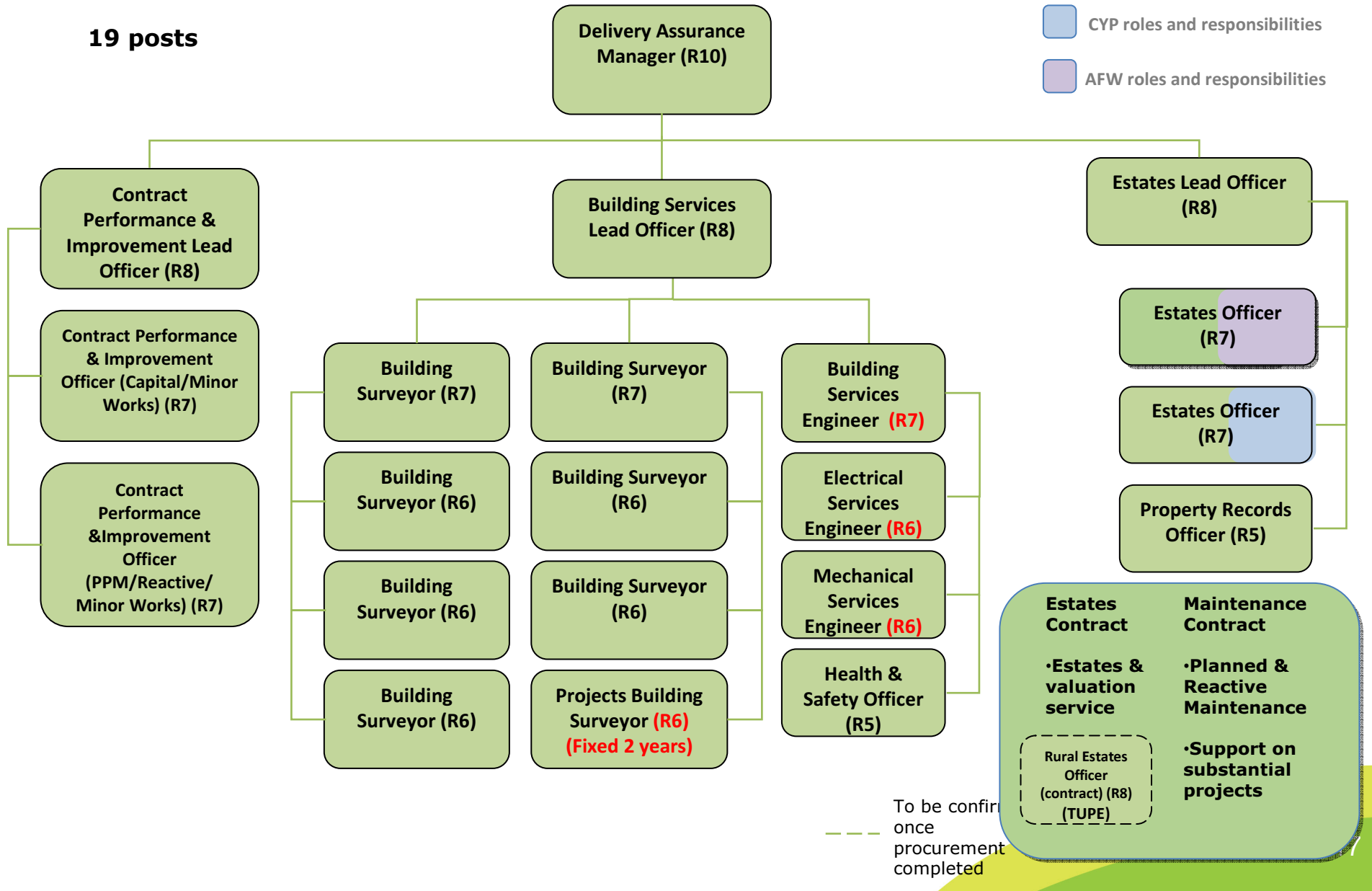


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Proposed Delivery Assurance Team

19 posts

■ CYP roles and responsibilities
■ AFW roles and responsibilities

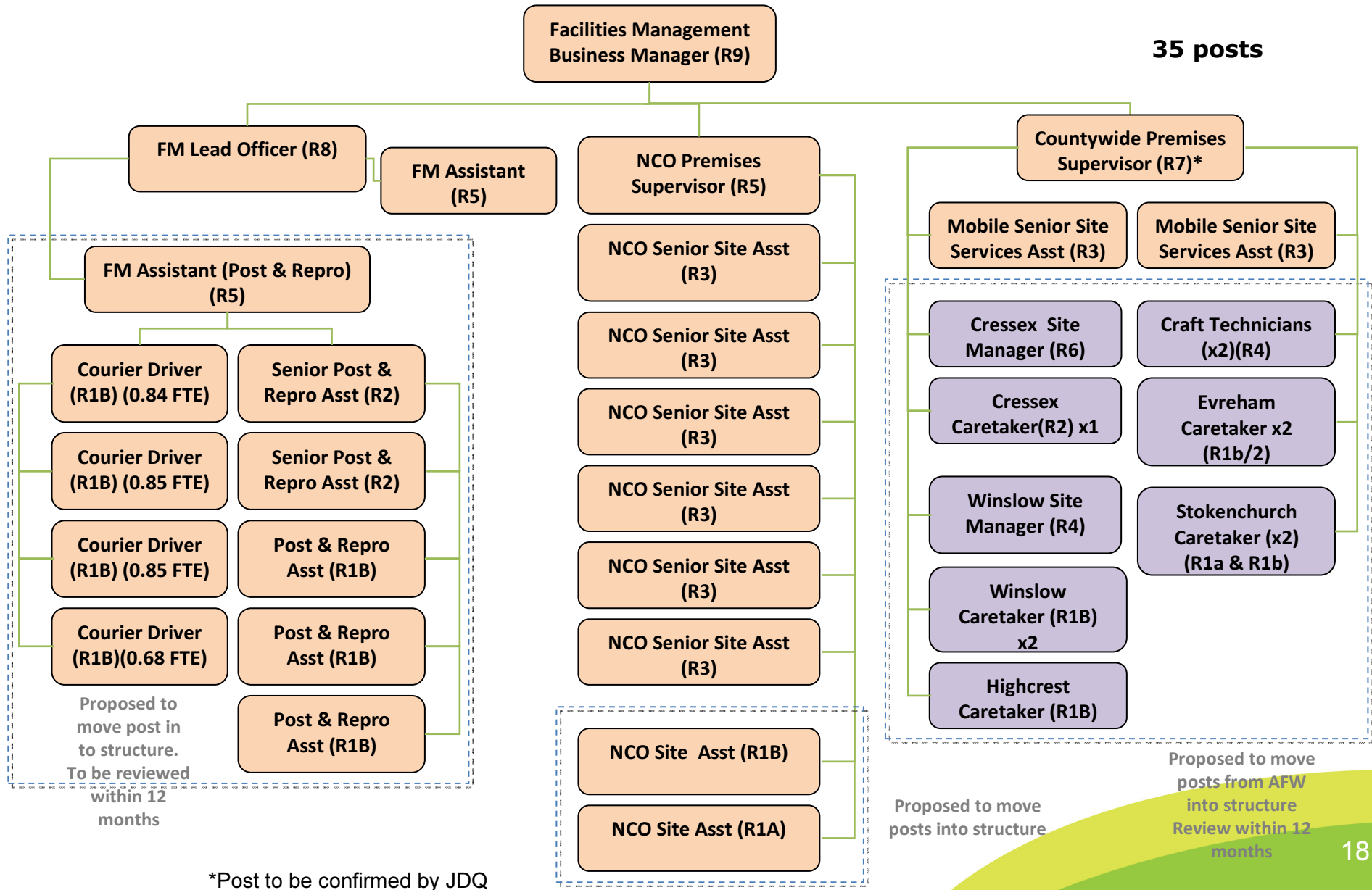


To be confirmed once procurement completed

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Proposed Soft Facilities Management

35 posts



*Post to be confirmed by JDQ

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Posts and impact on individuals

Existing structure = 74 posts (including 13 from A&FW)

BCC individuals impacted = 70

Proposed posts = 62 posts (+ 2 business support/IT post)

- Proposed Strategy and Programme Development Team – 8 posts
- Proposed Delivery Assurance Team – 19 posts
- Proposed Soft Facilities Management – 35 posts

TUPE

- 1 Rural Estates post (currently agency filled) will possibly be TUPE'd to the new provider

Individual impacts

- 17 members of staff have had VR request granted
- 30 members of staff remain at risk from today
- 22 individuals are unaffected by the changes and have been slotted into the new structure

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Procurement Programmes

The Property Transformation Procurement Programme procurement programme is proceeding to timescale.

Maintenance Procurement

The specification and ITT documents have been issued to the shortlisted bidders. Bidder conference and site visits have been undertaken in August 2013.

Date	Milestone	
30th July – 9 th Sept	Tender period -	On Target
9th Sept – 29 th November	Stage 2 assessment (tender)	On Target
Mid December	Award of Maintenance contract	
17 th March 2014	Commencement of Maintenance contract	

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Estates and Asset Management

The specification and ITT documents have been issued to the shortlisted bidders. A Bidders conference has been undertaken on the 8th August 2013.

Date	Milestone	
1st Aug – 11th Sept	Tender period	On Target
27th August – 25th November	Stage 2 assessment (tender)	On Target
Early Dec	Award of Estates & Asset Management contract	
Mid-January 2014	Commencement of Estates & Asset Management contract	