

Ref.	Health Check Recommendations - Strategic Areas	Potential Benefits	Risks if not implemented	Priority	Ease of Action	RMBC Action	Lead officer	Completion Date
1	Property Services should remain as a service within the Council for the immediate future but it must continue to make significant improvement particularly around corporate asset management, developing a strategic and coordinated approach to property and the management of activities undertaken. Many of these have been outlined in more detail within the recommendations below. The council should also use external support to 'Top-Up' areas that currently are under resourced.	The council has instigated a number of improvements within the last 12 months and should accelerate the rate of improvement in both cost and quality. As a result there will be less risk and disruption to the Council and the property service if this option is adopted. Existing working practices can be built upon to deliver more effective approaches.	The continuation of the current state is not an option if the Council is to maximise the efficiency of its property portfolio	1	2	Report to SLT and Cabinet to agree to the Health Check recommendations and plan of action.	DW	Feb 2017 for reporting to SLT and Cabinet
2	The Council should install an additional resource to head up the strategic asset management function who would report to the Corporate Property Manager. The current arrangement where the Corporate Property Manager performs both roles is unsustainable.	The section should see improved management and prioritisation of tasks and Strategic Asset Management will be improved.	Both the management of Property Services and Strategic Asset Management will continue to be adversely affected by dilution of each role.	1	1	Review of CPU structure to create A Strategic Property Asset Management team within CPU.	PW	Proposals May 2017 Complete Sept 2017
3	The council is currently reacting to individual property issues rather than having a clear consistent policy on what it wants from its property estate moving forward. As a matter of urgency the Council should: a) Provide an adequately skilled and dedicated resource for strategic asset management b) Carry out a comprehensive property review c) Work with each section of the council to develop simple 'SAMPS' (Service Asset Management Plan's) d) Develop an overall asset management strategy e) The section should also be in a position to provide co-ordinated support to the Council's strategic regeneration ambitions.	Once implemented there will be a clear understanding, framework and direction for the property estate. This should provide a foundation for decision making, reduce costs and enable the council to plan further ahead rather than reacting to emergencies on a regular basis.	The current disjointed approach to property will remain with no overall clear understanding of property direction and policy	1	2	a. A review of the CPU structure to create a Strategic Property Asset management team within CPU (See also recommendation 2) b. Through new Asset Management Group. (Recommendation 4) aligned with a new Asset Policy and strategy seed below). All aligned with Locality/ place, STP and SCR JAB activity. c. CPU Directorate leads to meet with Directorates to create/ update service Asset Management Plans. (Requires individual Service Plans and Improvement plans to be available)	PW  PS  PS	Proposals May 2017  Complete Aug 2017To be aligned with Localities / Place project  April 2017

						<p>d) 3 Parts to consist of</p> <p>i) <b>Property Asset Management Policy</b> - a short and concise document that describes the principles adopted in applying asset management to achieve the Councils strategic objectives.</p> <p>ii) <b>Property Asset Management Strategy</b> - a clear and concise high level document setting out how property asset management is delivered/ co-ordinated across the Council to meet the Councils goals and objectives.</p> <p>iii) <b>Asset Management Action Plan</b> - clear and measurable actions that will be implemented over 3 -5 years, as part of delivering the Councils Asset Management Strategy.</p> <p>e) Regeneration and growth outcomes will be one of the priorities within the asset management strategy.</p>	<p>PS</p> <p>PS</p> <p>PS</p> <p>PW</p>	<p>May 2017</p> <p>May 2017</p> <p>Sept 2017</p> <p>May 2017</p>
4	<p>The Council should implement a new governance structure for Property Asset Management by establishing an Asset Management Group comprising key representatives of service and resource areas at an appropriate level. Ideally the group should be chaired by a Strategic or Assistant Director and have formalised terms of reference. A suggested governance structure chart is attached as Appendix B</p>	<p>We feel this group is fundamental to establishing a clear and coordinated direction for property within the council.</p>	<p>The Council will continue to be fragmented and services work in isolation. Money will be wasted on areas that are not a priority of the council and the use of the estate will not be maximised.</p>	1	1	<p>Report to SLT to propose new governance structure.</p> <p>New governance arrangements in place.</p>	<p>DW</p> <p>DW</p>	<p>April 2017</p> <p>June 2017</p>

5	The Council should revisit the implementation of the Corporate Landlord model and include all property related activity unless there are clear operational reasons not to do so. The adopted approach should be formalised through simple consistent service standards and simple guidance/promotional material should be provided to client departments with training for property staff to clarify what services are provided.	At present there is much confusion about what corporate landlord actually means and what is included. This causes problems and inconsistency in delivery. A clear documented approach will ensure that everybody knows what is expected and where their own role fits into the organisation.	The service will continue to be open to suspicion from other areas of the council and costs will be incurred through duplication of activity.	1	2	Corporate Landlord model to be reviewed and a report to SLT in Feb 2017 with a view to implementing across the remaining estate on the 1 <sup>st</sup> April 2017.  Promotional material and SLA's.  Re-launch Corporate Landlord at M3 manager's event.	DW  PS  PW	May 2017  July 2017  Sept 2017
Ref.	Health Check Recommendations - Working with Customers	Potential Benefits	Risks if not implemented	Priority	Ease of Action	RMBC Action	Lead officer	Completion Date
6	Customer relationships need to be better managed by Property Services as follows: a) Each client department should be allocated a key contact within Property Services who will hold regular meetings to understand their needs and respond to issues that arise. b) Clients should engage with Property Services on a regular basis and share future aspirations to ensure that technical input is provided as early as possible and that property decisions are not made in isolation c) A standard SLA should be developed for use with clients outlining roles, responsibilities, clear fee scales and performance measures. d) All staff within Property Services should receive customer care training appropriate to their roles e) Simple promotional material should be produced for clients detailing the services Property Services provide.	Customer needs and expectations will be better understood and managed by Property Services.  Clients will see a more proactive service and have opportunities to raise concerns and issues on a regular basis through appropriate channels of communication.  Incidences of inappropriate attitudes/responses to clients will be minimised.	While customer relationships are good between certain sections there are still many areas that need to improve. Failure to do so may encourage clients to look elsewhere for property related support.	1	2	a) CPU structure review will include review of key contacts. In the interim the contacts are i) CYPS - Rob Holsey, ii) R & E - Stuart Carr iii) Adult Care and Housing – Paul Smith iv) Assistant CX –Paul Smith v) Finance and Customer services - Paul Smith. vi) Public Health – Paul Smith b) Directorates: i) To identify Directorate/ Service lead officers to meet regularly with CPU leads. CPU service leads will instigate contact with department leads once advised who they are. ii) Corporate Property Manager and CPU Lead to engage and report at appropriate intervals at	PS  SLT  PS/ SLT  PS	May 2017  May 2017  From March 2017  May 2017

						<p>directorate Management Meetings.</p> <p>c) Standard SLA to be reviewed and rolled out with Directorate/ Service leads.</p> <p>d) Training needs and availability to be identified as Part of Structural review and PDR's. training to then be rolled out.</p> <p>e) To be linked in with Recommendation 5, SLAs and written materials for Corporate Landlord. Intranet site to also be included</p>	PS	June 2017
							PS	July 2017
7	Property Services needs to raise its profile corporately through proactive engagement at a senior level to develop a more informed and positive attitude towards the service.	The section will be able to assist and contribute more to Strategic Issues providing a property perspective in key decision at the most beneficial and appropriate time.	Key property issues could be overlooked in corporate decisions/policy.	1	1	Through the new property asset group, SLT, DMT's and Member briefings regular updates shall be provided on action plans, progress and achievements.	DW/ PW/ PS	From April 2017
Ref.	Health Check Recommendations - Working with Partners	Potential Benefits	Risks if not implemented	Priority	Ease of Action	RMBC Action	Lead officer	Completion Date
8	The council should needs to establish a policy for closer working with other public sector partners in both the joint use of accommodation and possible joint working arrangements.	There is potential for reducing costs in the share use of assets and access to greater resources and skill mix in joint working.	This currently appears to be an unquantified aspiration without any clear corporate direction and as such may result in abortive effort.	2	3	Proposed <b>Property Asset Management Policy</b> Action 4, d, i, will cover this item.	PS	June 2017
Ref.	Recommendations - Service Issues	Potential Benefits	Risks if not implemented	Priority	Ease of Action	RMBC Action	Lead officer	Completion Date
9	a) The Head of Property should have a management structure with clear delegated responsibilities. This will not only enable other Council Officers and Members to have an accessible contact point when he is unavailable but also empower staff to	Resource areas will have a clear understanding of each other's roles, expectations and service standards reducing confusion and improving the organisational	The Section will continue to operate without clear and agreed priorities. Staff morale will further decline.	1	2	a) Review of CPU structure to create A Strategic Property Asset Management team within CPU will address this issue. For delegation see c) below.	PW	Proposals May 2017 Complete Sept 2017

	<p>perform to their abilities.</p> <p>b) Both the Head of Property Services and Section Heads should reduce time spent on day-to-day activities and concentrate on Section Management and prioritisation of activities.</p> <p>c) There should be greater levels of delegation within Property Services.</p>	culture.				<p>b) To be taken forward as part of the CPU structural review.</p> <p>c) CPU comments have been passed to the Assistant Director of Legal Services as part of the review of the Councils Constitution. Once the Powers held by the AD PR&amp;T are known a suitable scheme of delegation across CPU will be developed.</p>	<p>PW</p> <p>DW/ PW/ PS</p>	<p>May 2017</p> <p>TBA Subject to constitution being agreed.</p>
10	Staff in management positions within Property Services should receive appropriate management training including the management of people and performance related budgets.	Reduce inconsistencies in management approaches and develop a common appreciation of standards and expectations when working within project groups.	Some managers currently retreat to their own technical 'comfort zone' which leads to different standards of both management and staff behaviour within the department.	1	1	Identify and arrange suitable training for Managers as part of the review of CPU and PDR's.	PS/ PW	June 2017
11	The council should implement a review of the 'Investment Estate' and other Non-Residential Tenanted Property. A review of this area will help the council to focus investment priorities and dispose of property which is not worthwhile to retain.	The council doesn't have a clear understanding of its investment portfolio, challenging the reasons to why individual buildings are held and whether returns are being maximised.	Money will be wasted on property that is not worth retaining or investing in.	1	2	<p>Report to SLT and Cabinet on Commercial and Investment Estate.</p> <p>Report/ Review on Remaining Estate to follow</p>	<p>PS</p> <p>PS</p>	<p>March 2017</p> <p>Sept 2017</p>
12	The Council should undertake a detailed review of property maintenance and how it is procured to ensure that it delivers the most efficient, economic and effective service possible. This should include a fully funded condition survey programme to enable a review of the current maintenance budget and how it could be prioritised more effectively moving forward. This should lead to cost and quality improvements and provide the customer with an effective and efficient service right from initial contact through to the end result.	There are significant opportunities from coordinating and streamlining approaches to prevent current duplication and in consistency.	Client dissatisfaction with the current service delivery standards will continue and money will be wasted through inefficient processes and priorities.	2	2	Detailed review to be carried out and recommendations implemented as part of the CPU structural review.	PS	Sept 2017
13	The council should implement the recommendations contained within the Compliance Audit of the Health & Safety Procedures Report contained within Appendix C.	Whilst Statutory Compliance Management is generally adequate there are areas of improvement that although minor that can simply be addressed.	Records for Compliance Activity will be out of date.	1	1	Issues raised are around documentation and record keeping not failures in compliance. Recommendations of the audit to be rolled out by April 2017.	PS	April 2017

14	The Council should revisit the current arrangements for internal fee recharging of design/project related work and develop a more suitable approach.	This will benefit the service by introducing a more appropriate charging approach and will have the potential to be compatible with external commercial fee charging.		1	1	To be tied in with corporate review of trading. There is the potential if the "correct" commercial fee level is applied that budget surplus will be reduced significantly and that CEC charges will have to be correctly assigned. Combined this would produce a revenue budget pressure.	PS & finance	April 2017
15	The council should set out a clear framework as to who can make decisions (and under what circumstances), on a range of property related areas. This should include: <ul style="list-style-type: none"> <li>Commissioning of works together with expenditure thresholds</li> <li>Acquisitions and Disposals</li> <li>Signing, granting, extending and negotiating of leases</li> </ul>	The council will have full information on what is happening in relation to the property estate. This will eliminate inconsistencies, reduce risk and provide valuable and consistent performance information	Decisions will continue to be made inappropriately resulting in inefficiencies and putting the council at risk.	1	1	c) CPU comments have been passed to the Assistant Director of Legal Services as part of the review of the Councils Constitution. Once the Powers held by the AD PR&T are known a suitable scheme of delegation across CPU will be developed.	DW/ PW/ PS	TBA Subject to constitution being agreed.
16	The Council should establish the full extent, cost and specification of soft facilities management across the council. Once this is achieved the council should make a decision on how best this could be sourced and managed in the future.	There are significant opportunities from coordinating 'FM' from one part of the council or procured as one contract. This will enable the council to set consistent standards based on available spend and introduce greater performance monitoring across the entire estate and range of service areas.	Client dissatisfaction with the current service delivery standards and inconsistencies in approach will continue.	3	3	Review of Facilities Services to be carried out starting with trading services review	KP	April 2017
17	The council should ensure that property data is fully inputted and validated within the CIPFA Software and relevant clients/users have access and are adequately trained in using the system.  Property Services should work with clients and other resource departments to understand anticipated reporting requirements so these can be provided with the minimum of difficulty.	More comprehensive and coordinated information will be held on the property estate with the ability for stakeholders to interrogate data in real time, keeping clients more informed on progress of works.	Additional costs generated from difficulty in accessing information on property easily. Inability to interrogate comprehensive data and make relevant informed decisions	1	2	Review of current data management practices and inputting and access to be completed by May 2017. Also tied in with Recommendation 13.	PS	May 2017
18	The council needs to address the Facilities Management support it supplies to schools a matter of urgency and develop a policy, approach and realistic/sustainable pricing structure for providing such support services in the future	The council will either have an effective model for delivering this service in the future or decide it shouldn't be providing such services as they are unsustainable.	The current service is unviable.	1	2	True cost of service to be ascertained for a number of service delivery options and offered to academies on a true trading basis. Also in alignment with Corporate review of trading and portfolio	RH	April 2017

Ref.	Recommendations - Staff Issues	Potential Benefits	Risks if not implemented	Priority	Ease of Action	RMBC Action	Lead officer	Completion Date
19	All staff within Property Services should receive general customer care training appropriate to their roles. Other training requirements should be identified and a clear training plan put in place	Staff will feel more equipped to carry out their roles and more confident when they deal with clients. The impression of the service should improve.	Property service staff will continue to feel demoralised and this has the potential of affecting their service to clients.	1	1	PS to ensure all PDR training requires are identified and included in Workbenches. PS to identify through HR Customer Services training.	PS	Sept 2017
20	There needs to be a greater level of delegation within Property Services in order to release managers from day-to-day activities and empower staff to take responsibility for appropriate tasks.	Staff will feel more empowered	Tasks will be handled at inappropriate levels and staff will see little opportunity for developing their skills.	2	1	Part of the CPU structural review and Delegated Powers review.	PS	TBA Subject to constitution being agreed.
21	Property Services should establish closer formal internal relationships between all areas of the section and implement a clear communication strategy through cascaded management and staff briefings.	Greater understanding of intelligence around priorities for property at strategic and operational levels.	Decisions at both strategic and operational levels are based on perception rather than real information and can lead to the wrong approach being adopted.	1	1	Part of the CPU structural review. Staff to be included in working group.	PS	May 2017
22	A review of roles against job descriptions and person specifications needs to be undertaken to ensure that staff are adequately qualified to undertake the tasks they are currently undertaking and ensure that they are appropriately supported and trained.	Current staff inequalities (perceived or otherwise) will be addressed.	Staff dissatisfaction and resentment will remain.	1	2	Part of the CPU structural review.	PW/ PS	Proposals May 2017 Complete Sept 2017 May