

Asset Management - Improvement Plan 2017-2018													
Updated by:	Paul Smith - Head of Asset Management			Date of Latest Review	05/06/17			Version Number:	9				
Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed													
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations					
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers		
AMIP2017-01	SLT and Cabinet to agree to the Health Check recommendations and plan of action. Then Report Progress As required.	DW	PS	13-Feb-17	13/03/17	13 Feb 2017 report to Cabinet	Complete	Yes	1	NA	1, 2, 3		
AMIP2017-02	New Asset Management Governance Structure and arrangements in place	DW	PS	SLT Rpt April Operational June 17	14/03/17	Report to SLT 21/3/17 and first board meeting held 28/3/17 First officer group 5th April 2017	Complete	Yes	4, 6C	7, 5, 9	1, 2, 4		
AMIP2017-03	Council to define its corporate approach to and ask from property by producing a Corporate Asset Management Plan which covers:- Note: (3e) Regeneration and growth outcomes, working with partners and periodic reviews of alternative service delivery to be incorporated in this Plan.	PS	PS	30/09/17	19/05/17		Green	Yes	3, 3D, 3E, 6B, 8	4, 7, 8, 9, C	1, 4		
	i) Property Asset Management Policy			31/05/17	19/05/17	i) Policy approved by Cabinet on 15th May 2017.	Complete	Yes					
	ii) Property Asset Management Strategy			31/05/17	19/05/17	ii) Strategy approved by Cabinet on 15th May 2017.	Complete	Yes					
	iii) Asset Management Action Plan			30/09/17	09/05/17	iii) using feedback from SAMPs and SLAs Due at Asset Management Board September 17.	Green	Yes					
	iv) Agreement to adopt revised Corporate Landlord Model			21/03/17	19/05/17	Report to SLT approved on 21st March 2017.	Complete	Yes					
	v) Corporate Landlord Model SAMP and SLA templates			30/06/17	19/05/17	SAMP template in place and issued. SLA Draft was issued to Directorates for comment 3/4/17. No adverse comments received.	Green	Yes					
	vi) SLAs in place for all accommodation and services			30/06/17	19/05/17	Meetings with Directorate representatives to be arranged once review of SAMPs received completed.	Green	Yes					
	vii) Asset Management Governance			30/03/17	27/04/17	Governance report to SLT 21/3/17.	Complete	Yes					
	viii) SAMPs in place for all services and review completed.			30/06/17	05/06/17	SAMPs received from all services, review underway with report to AMB on 12 June 2017.	Green	Yes					
	ix) Corporate Landlord Complex Change Request procedure			30/06/17	19/05/17	Change Procedures within SLA draft issued to Directorates for approval 3/4/17. SLAs to be completed by 30/6/17. A more detailed Complex Change Request procedure is being drafted for agreement at AMOG.	Green	Yes					
x) Performance Management	30/09/17	27/04/17	vii) Performance Management see AMIP2017-17	Green	Yes								
AMIP2017-04	Review of Corporate Property Unit structure to:-	PW/PS	PS	Proposals in May 17 In Place Sept 17	27/04/17	Now Asset Management Service	Green	Yes	2, 3A, 9A, 9B, 9C, 20, 22	6, 7, 9, 10, B	1, 2		
	A) (2+3a) Create a Strategic Asset Management (SAM) team within AMS. Adequately Skilled and dedicated resource.			Sep-17	27/04/17	(2+3a) SAM (interim) Manager commenced 3/4/17.	Complete	Yes					
	B) (6a) Identify Key AMS Contacts for services.			Mar-17	27/04/17	(6a) Completed	Complete	Yes					
	C) (9a) A Structure with clear delegated responsibilities and contact points.			Sep-17	05/06/17	(9a) Draft Structure in Place. Consultation with staff commenced 11/4/17 and completed 11/5/17. Officer Delegation agreed. Report to AMB on 12 June 2017 and to SLT on 13 June 2017.	Green	Yes					
	D) (9b) Reduce management time on day-to-day issues and release managers to concentrate on section management and prioritisation of team activities.			Sep-17	27/04/17	(9) Service/ action plans and priorities are progressing. New Structure and SAM team will also address this point.	Green	Yes					
E) (22) Identify what the Service Priorities are and review roles against job descriptions and person specifications to ensure that staff are adequately qualified and trained to undertake the required tasks.	Jun-17	27/04/17	(22) Task review complete (see evidence file) new structure drafted. Training plan in place. New Job descriptions issued to staff on 11/4/17 including proposed career grades. Request for funding to support RICS qualifications.	Green	Yes								
AMIP2017-05	Directorate Engagement:	SLT	Strategic Directors, Assistant CX, PS	Start April 17	09/05/17		Complete	Yes	3C, 6A, 6B, 6C	5, 9	1		
	i) Directorates to identify Directorate/ Service Property Representatives (M3/M2) to meet regularly with AMS leads to ensure that future aspirations and needs are understood, that all property activity is via the Asset Management Governance/ Corporate Landlord. Take an active role in the Asset Management Officer Group.			Start April 17	09/05/17	Directorates representatives identified. And first Asset management Officer Group (AMOG) meeting held 4/5/17. Further AMOG meetings arranged. Representatives tasked with and have completed Service Asset Management Plans. Multiple directorate Asset Management meetings were arranged to progress.	Complete	Yes					
	ii) Directorates to identify key Assistant Directors to lead on Directorate engagement in Asset Management and to be an Asset Management Board Member.			Start April 17	09/05/17	Directorate Leads identified at AD level. AMB now operational.	Complete	Yes					
	iii) Corporate Property Manager and AMS Leads to meet regularly with Directorate/ Service Property Representatives to understand all their Asset needs, create and monitor Directorate/ Service Asset Management Plans and to feedback on property issues raised by the Directorates/ Services.			Start April 17	09/05/17	Directorates representatives identified. And first Asset management Officer Group (AMOG) meeting held 4/5/17. Further AMOG meetings arranged. Representatives tasked with and have completed Service Asset Management Plans. Multiple directorate Asset Management meetings were arranged to progress. Asset Management have started attending Directorate and Service Management Teams.	Complete	Yes					
AMIP2017 - 06	(3b.) Carry out a Comprehensive Property Review.	PS	JM	Mar-18	19/05/17	1) Operational Estate review to align with Localities/ Integrated working review. Rotherham Working Together Workshop 3 "A Shared Neighbourhood Approach" on 4th May 17. Set 4 work groups up to report back in August 17. 2) Internal review of Operational Council Property is ongoing with projects with Adults - Learning Disabilities and CYPs. Completion and analysis of SAMPs will also allow focus on possible rationalisation sites. 3) PID approved by AMB 10/5/17 for operational review.	Green	Yes	3B, 11	1, 2, 3	1		
	Sep-17			19/05/17	1) Commercial Estate review ongoing and with existing resources to be completed September 2017 - Subject to Condition data. In Action AMIP2017-11 2) PID approved by AMB 10/5/17 for non-operational Estate review.	Green	Yes						
	Sep-17			19/05/17	3) Mapping of Estate Completed including Public Sector Partners. All Council ownership information is currently available within the Estates Team - Land Tier System	Complete	Yes						

Asset Management - Improvement Plan 2017-2018														
Updated by:		Paul Smith - Head of Asset Management			Date of Latest Review			05/06/17		Version Number:			9	
Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed														
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations						
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers			
				Sep-17	19/05/17	4) The calculation of alternative use valuations of the whole estate with existing resources will take 5 years (tied in with normal reviews) Additional resources have been requested, through a draft report to SLT, to accelerate this work. Alternative uses are already investigated and calculated when properties are reviewed as a possible release by services or if a rationalisation is possible.	Green	Yes						
AMIP2017-07	i) Constitution and Scheme of Delegation. Revised Financial Regulations and Contract Standing Orders - With Commissioner approval that they apply to AMS.	PW	PS	Jan-17	06/04/17	i) Asset Management worked with Legal and Democratic & Finance Services to develop clearer and more robust Financial Regulations and Contract Standing Orders. These were approved at Full Council 25/1/17	Complete	Yes	9A, 9C, 15	9	1, 4			
	ii) Devise a suitable scheme of delegation to AMS officers that is clear and efficient.			May-17	06/04/17	ii) "Property Officer" delegation approved by Commissioner Kenny 31/3/17	Complete	Yes						
AMIP2017-08	Corporate Landlord model to be reviewed and re-launched. i) Revisit the implementation of the Corporate Landlord model and include all property related activity unless there are clear operational reasons not to do so.	DW	SC	Review Model by May 17 Promotional Materials Sep 17 Roll out & full re-launch by Sept 17	27/04/17	Corporate Landlord relaunched with additional properties transferred from 1st April 2017. Agreed at SLT 21/3/17 see also AMIP-2017-02	Complete	Yes	5	5, 6, 8, 9	1, 4			
	ii) The adopted approach to be formalised through simple consistent service standards (SLA's)			Jun-17	19/05/17	Draft SLA's reviewed at Asset Management Board 28/3/17 and revised versions issued to Directorates 3/4/17. No adverse comments, meetings to commence.	Green	Yes						
	iii) Provide simple guidance/promotional material to client departments.			Sep-17	27/04/17	To be developed once SLA's and SAMPS are agreed. With Directorate Representatives.	Green	Yes						
	iv) Provide training for property staff to clarify what services are provided.			Sep-17	27/04/17	Training to Roll out in July once SLA's and SAMPS are agreed.	Green	Yes						
AMIP2017-09	Corporate Profile & Communications: i) Regular updates to be provided on action plans, progress and achievements via new governance structure, "Service Property Representatives" and attendance at DMT's.	PS	DR	April 2017 onwards	22/05/17	1. Communication Gap analysis in progress 2. Staff communication distributed to assess actual/perceived communication gaps. 3. Draft strategy to be developed following communication gap analysis	Complete	Yes	7, 21	6, 7, A	2			
	ii) Updated and maintained Intranet page with who's who, what we do, Property process guidance and Latest news.			Jul-17	05/06/17	To be agreed once documentation is all in place. Updates commenced.	Green	Yes						
	iii) Asset Management "re-launch" at an M3 Managers briefing.			Sep-17	05/06/17	Undertaken on 25th May 17 Corporate M3 Managers update re. Corporate Landlord.	Green	Yes						
	iv) Member/ Commissioner/ SLT briefings on Policy, Strategy, Action Plan and key projects.			May 17 Onwards	27/04/17	Agreed at Asset Management Board.	Complete	Yes						
	v) Ensure internal visibility of external activities such as SCR JAB and RTP-LEF.			May 17 Onwards	27/04/17	Report quarterly to AMB and AMOG.	Green	Yes						
	vi) Communication strategy and action plan to be created and maintained.			Jun-17	09/05/17	Report to Asset Management Board in June 17	Green	Yes						
	vii) AMS Management to attend Cabinet Member/ Commissioner/ DMT, SLT and Area Assembly meetings as appropriate.			March 17 Onwards	09/05/17	Commenced on back of AM Governance and SAMPS.	Complete	Yes						
AMIP2017-10	Training: i) Identify and arrange appropriate Management training for AMS Managers.	PS/PW	DR	Training Workbench June/July 17 following PDR's	22/05/17	Asset Management Service Managers are commencing a Management 360 exercise to identify Training requirements. Head of Asset Management has taken up offer of Mentoring.	Green	Yes	6D, 10, 17, 19	B, D	2			
	ii) Appropriate customer care training for all staff.			Training Workbench June/July 17 following PDR's	22/05/17	Training Plan in Place that identifies:- 1) 360 review of Managers to identify training needs arranged. Completion date 19th April with following 2 weeks for analysis and feedback. 2) Gap analysis of staff skills, attitude and behaviours to identify training requirements. 3) 1 day customer care training for all staff arranged 18th, 19th April, 24th, 25th April. 4) Change Management Training all staff.	Complete	Yes						
	iii) All staff training requirements are identified, included in Workbenches and rolled out. Including that identified in action AMIP2017-04			Training Workbench June/ July 17 following PDR's	09/05/17	Training Workbench to be completed and all training needs identified through PDR's and 360 feedback.	Green	Yes						
	iv) Provide training for property staff to clarify what services Corporate Landlord/ AMS will provide.			Jul-17	09/05/17	Training to Roll out in July once SLA's and SAMPS are agreed.	Green	Yes						
AMIP2017-11	Detailed Property Maintenance Review:1. Operational/Corporate Landlord/FM & Contract.	PS	SC	Sep-17	22/05/17	Corporate landlord model implemented from April 2017, to be relaunched at M3 Managers in May 2017.Review underway.	Green	Yes	12	1, 6, 9	1			
	2 & 3. Review with CYPS Manager and Estates Manager the operation and provision of support to schools/commercial estate.			Sep-17	22/05/17	Discussions complete with CYPS and proposals in place/ taken place with Estates Manager to consider commercial estate and maintenance regime going forward.	Green	Yes						
	4. Work with P2P to review and procure new day to day maintenance contract.			Sep-17	22/05/17	Maintenance contract is out to tender. Extension in place on rolling basis to extend day to day maintenance until contract is re-let. Target is September 2017.	Green	Yes						
	5. Review with other Local Authorities how they procure their maintenance contracts/servicing options.			Sep-17	22/05/17	Identified potential LA which delivers best practice Corporate landlord Model York Council. Contact to be made to review their working practices. Enquiry raise on CIPFA asset management forum for examples of best practice.Attending CIPFA event in May 2017.	Green	Yes						
	6. Continue with regular maintenance/servicing as per action contained in AMIP2017-12			Ongoing	22/05/17	Regular maintenance/servicing ongoing.	Green	Yes						
	7. To review the condition survey programme and determine most appropriate way forward to ensure condition information is up to date.			May-17	22/05/17	Tender documents being prepared to request prices bring stock condition information up to-date. Report drafted for SLT to request funding to undertake them in one batch to support property reviews.	Amber	Yes						
	8. Review with Building Officers the capital maintenance investment programme for 2017/18 and going forward.			Sep-17	22/05/17	Building Officers requested to identify projects required to be in the 2017/18 programme and for future years.	Green	Yes						

Asset Management - Improvement Plan 2017-2018											
Updated by:	Paul Smith - Head of Asset Management		Date of Latest Review	05/06/17		Version Number:	9				
Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed											
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations			
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers
	9. To review with P2P the contracts register and establish a programme of contract renewals for property related activity.			Sep-17	22/05/17	Review of contracts register taken place and schedule of property related contracts identified	Complete	Yes			
AMIP2017-12	CIPFA Compliance Audit Recommendations to be implemented: 1. Review all servicing requirements for each building and identify statutory/legislative servicing requirements.	PS	SC	Apr-17	22/05/17	1. Work already carried out on this task and servicing schedule established. Regular compliance meetings held with main servicing contractors. Minutes recorded.	Complete	Yes	13	1	1
	2. Review with Procurement Team the servicing contracts so fully understand current position with regards to the contracts register.			Apr-17	22/05/17	2. Contact made with P2P. Details of contract expiry dates now established.	Complete	Yes			
	3. Work with Asset Information Officer and Building Officers to consider filing structure and use of CIPFA Asset Manager for compliance storage options.			Apr-17	22/05/17	3. Issues raised at FM meeting and initial file structure in place on "W" drive. To agree information to be recorded on asset manager system completed.	Complete	Yes			
	4. Review options for record keeping for compliance and consider whether there are alternatives.			Mar-18	22/05/17	4. Access data base already developed within the FM team. Need to review other solutions ie CIPFA or other electronic record keeping. Discussions to be had with CIPFA to discuss use of asset manager system	Green	Yes			
	5. As part of restructure consider introduction of a Compliance Officer and a Premises Fund Officer to manage compliance.			Jul-17	22/05/17	5. Roles for a compliance officer and premises fund officer already proposed within a new structure. Linked to AMIP2017-04.	Green	Yes			
	6. Review with Procurement and Building Officers a programme for managing all service contracts including regular contractor compliance and performance meetings.			Apr-17	22/05/17	6. All principal contractor compliance meetings already in place /fully documented and recorded. Nominated Building Officers attend with Corporate Facilities Manager.	Complete	Yes			
	7. Review with Building Officers method for storage and retrieval of compliance information ensuring all visits are recorded on CIPFA Asset Manager system.			Apr-17	22/05/17	7. File structure already set up on "W" drive plus email folders for managing compliance with contractors.	Complete	Yes			
AMIP2017-13	Review Internal Fee Recharging.	PS	MS/JM	Jun-17	22/05/17	Trading account, CECs & surplus target reviewed. Possible budget issues if fees are reduced as a surplus is built into R&E budgets. Report went to R&E DLT 3rd May 17. Further discussions with finance required on effects on General Fund Budget.	Amber	Yes	14		1
AMIP2017-14	Review of all Soft Facilities Management services to be carried out	PW	KP	Apr-17	22/05/17	Facilities Services Review of the operational estates completed and new regime commences 1/4/17. Included in ASR.	Complete	Yes	16		1
AMIP2017-15	Review of Property Data Management.	PS	DR	Jun-17	09/05/17	Initial review of data management completed. Report to now progress via Asset Management Leadership Team.	Green	Yes	17	1	1
AMIP2017-16	Academies - Facilities Management i) Review true costs of Facilities Management services to schools.	PS	RH	Apr-17	22/05/17	(i) Progressed true costs of Building Managers service to academies. Based on the 3 building managers that serve schools overall running costs £140,863. Potential income £212,200. Review completed.	Complete	Yes	18		1
	ii) Look at a number of service options and offered to Academy Schools on a true trading basis.			Apr-17	22/05/17	(ii) There were 3 service options considered, option 3 proffered, where only statutory checks made plus a menu of additional services at additional costs to school. New Draft SLA written, currently being reviewed by the team and by a small selection of schools acting as a critical friend. Will then be rolled out to Academies in May 17. With Commencement in September 17 at the start of the Schools financial year. Review completed.	Complete	Yes			
	iii) Alignment with Corporate Review of trading services and portfolio of service delivery to schools.			Sep-17	22/05/17	Academies have been consulted and schools are on board with proposed changes. New SLAs are currently being written which will come into operation from September 2017. Awaiting response of trading review.	Green	Yes			
	Performance Management i) Review existing measures and benchmarking activity in Asset Management for appropriateness.			i) to iii) by May 17 iv) in line with action AMIP2017-03	22/05/17	Existing measures for Design & Projects, FM, CYPS, FM, Estates & Energy teams reviewed.	Complete	Yes			