

Asset Management - Improvement Plan 2017-2018													
Updated by:		Paul Smith - Head of Asset Management		Date of Latest Review		05/09/17		Version Number:		12			
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								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers		
AMIP2017-01 Approval	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 Governance	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 Asset Management Plan	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	31/07/17	iii) using feedback from SAMPS and SLAs. Due at Asset Management Board October 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	04/07/17	SAMP template in place and issued. SLA Draft was issued to Directorates for comment 3/4/17. No adverse comments received. SLA template finalised.	Complete	Yes					
	vi) SLAs in place for all accommodation and services			30/09/17	04/07/17	SLAs issued to all service areas and many returned signed. No major queries or concerns by recipients.	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	05/09/17	SAMPs received from all services, review completed.	Complete	Yes					
	ix) Corporate Landlord Complex Change Request procedure			30/09/17	22/08/17	Change Procedures within SLA draft issued to Directorates for approval 3/4/17. SLAs to be completed by 30/9/17. 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 Team Structure	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	22/08/17	(2+3a) SAM (interim) Manager commenced 3/4/17. Permanent recruitment completed from 1/8/17. Two Strategic Asset Officers also included on structure and recruitment is underway.	Green	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	05/09/17	(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. Job-matching completed and expressions of interest process and interviews complete. Underway. Roles have been advertised internally and to talent pool.	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.	Sep-17	22/08/17	(22) Task review complete (see evidence file) new structure being implemented. Training plan in place. Request for funding to support RICS qualifications and support for undertaking APC underway.	Green	Yes								
AMIP2017-05 Engagement	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					

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AMIP2017 - 06 Property Reviews	(3b.) Carry out a Comprehensive Property Review.	PS	JM	Mar-18	22/08/17	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. 4) Review commenced and initial savings identified. Condition surveys underway.	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. 3) Update to AMB on 7/8/17, condition survey receipt dates expected to extend completion date.	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 Terrier System	Complete	Yes					
				Sep-17	05/09/17	4) The calculation of alternative use valuations of the whole estate with existing resources will take 5 years (tied in with normal reviews). Alternative uses are already investigated and calculated when properties are reviewed as a possible release by services or if a rationalisation is possible. This is to be implemented from this year as if all valuations are done immediately they will be out of date before needed.	Complete	Yes					
AMIP2017-07 Delegation	Constitution and Scheme of Delegation. i) Revised Financial Regulations and Contract Standing Orders - With Commissioner approval that they apply to AMS. ii) Devise a suitable scheme of delegation to AMS officers that is clear and efficient.	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		
				May-17	06/04/17	ii) "Property Officer" delegation approved by Commissioner Kenny 31/3/17	Complete	Yes					
AMIP2017-08 Corporate Landlord	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. ii) The adopted approach to be formalised through simple consistent service standards (SLA's) iii) Provide simple guidance/promotional material to client departments. iv) Provide training for property staff to clarify what services are provided.	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		
				Sep-17	05/09/17	Draft SLA's reviewed at Asset Management Board 28/3/17 and revised versions issued to Directorates 3/4/17. No adverse comments. Individualised SLAs issued to service areas and a good number returned so far, signed.	Green	Yes					
				Oct-17	27/04/17	To be developed once SLA's and SAMPS are agreed. With Directorate Representatives.	Green	Yes					
				Oct-17	31/07/17	Training to Roll out in October once SLA's and SAMPS are agreed.	Green	Yes					
AMIP2017-09 Communications	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. ii) Updated and maintained Intranet page with who's who, what we do, Property process guidance and Latest news. iii) Asset Management "re-launch" at an M3 Managers briefing. iv) Member/ Commissioner/ SLT briefings on Policy, Strategy, Action Plan and key projects. v) Ensure internal visibility of external activities such as SCR JAB and RTP-LEF. vi) Communication strategy and action plan to be created and maintained. vii) AMS Management to attend Cabinet Member/ Commissioner/ DMT, SLT and Area Assembly meetings as appropriate.	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		
				Oct-17	05/06/17	To be agreed once documentation and structure is all in place. Updates commenced.	Green	Yes					
				Sep-17	31/07/17	Undertaken on 25th May 17 Corporate M3 Managers update re. Corporate Landlord.	Complete	Yes					
				May 17 Onwards	27/04/17	Agreed at Asset Management Board.	Complete	Yes					
				May 17 Onwards	27/04/17	Report quarterly to AMB and AMOG.	Green	Yes					
				Oct-17	22/08/17	Strategy prepared. To be rolled out following implementation of structure.	Green	Yes					
				March 17 Onwards	09/05/17	Commenced on back of AM Governance and SAMPS.	Complete	Yes					
AMIP2017-10 Training	Training: i) Identify and arrange appropriate Management training for AMS Managers. ii) Appropriate customer care training for all staff. iii) All staff training requirements are identified, included in Workbenches and rolled out. Including that identified in action AMIP2017-04 iv) Provide training for property staff to clarify what services Corporate Landlord/ AMS will provide.	PS/PW	DR	Training Workbench Aug/Sep 17 following PDR's	31/07/17	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		
				Training Workbench Aug/Sep 17 following PDR's	22/08/17	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					
				Training Workbench Aug/Sep 17 following PDR's	22/08/17	Training Workbench to be completed and all training needs identified through PDR's and 360 feedback.	Green	Yes					
				Oct-17	31/07/17	Training to Roll out once SLA's and SAMPS are agreed.	Green	Yes					

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AMIP2017-11 Maintenance Review	Detailed Property Maintenance Review:1. Operational/Corporate Landlord/FM & Contract.	PS	SC	Sep-17	22/05/17	Corporate landlord model implemented from April 2017, relaunched at M3 Managers in May 2017. Review underway. SLAs issued to all service areas.	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.	Complete	Yes					
	4. Work with P2P to review and procure new day to day maintenance contract.			Sep-17	05/09/17	Maintenance contract put out to tender. Extension was in place on rolling basis to extend day to day maintenance until contract re-let. Tenders reviewed and successful party chosen.	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 raised on CIPFA asset management forum for examples of best practice. Attending CIPFA event in May 2017.	Complete	Yes					
	6. Continue with regular maintenance/servicing as per action contained in AMIP2017-12			Ongoing	22/08/17	Regular maintenance/servicing ongoing.	Complete	Yes					
	7. To review the condition survey programme and determine most appropriate way forward to ensure condition information is up to date.			Mar-18	05/09/17	Price obtained from CIPFA, funding sourced and specification amended to include fire safety checks. Business Case approved with recommendation work is undertaken in house with agency support. Condition surveys of both commercial and operational assets commenced from 17/08/17.	Green	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.	Complete	Yes					
	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 Compliance Audit			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					
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	31/07/17	5. Role for a Building Compliance Manager approved within a new structure. Linked to AMIP2017-04.			Complete	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 Fees	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. Awaiting Cabinet report on Trading.	Amber	Yes	14		1		
AMIP2017-14 Soft FM	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 Data Management	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.	Complete	Yes	17	1	1		
AMIP2017-16 Academies FM	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					

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	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 AMP2017-03	22/05/17	Existing measures for Design & Projects, FM, CYPs, FM, Estates & Energy teams reviewed.	Complete	Yes			