



Meeting **CABINET**

Date **6 APRIL 2005**

agenda item number

Report of the Chair of Strategic Property Ad Hoc Select Committee

FINAL REPORT ON THE BEST VALUE SERVICE REVIEW OF STRATEGIC PROPERTY

Purpose

1. To seek views of the Cabinet on the Final Report and Improvement Plan as set out in **Appendices A and B** from the Best Value Service Review of Strategic Property.
2. To request that the Cabinet Member for Finance & Property consider the findings of the review and bring a report to a future meeting of the Cabinet on the implementation of the Improvement Plan proposed by the Strategic Property Ad Hoc Select Committee.

Review Methodology

3. The focus of the Best Value Service Review (BVSR) concentrated on the improvement of property management with the objective of providing better services to our customers across Nottinghamshire. This objective is part of the wider Strategic Objectives of the County Council, including becoming a Top 20 Local Authority.
4. The strategic aspect of the BVSR concerns the better use of property as a driver for improving service delivery and in practice has two elements. Firstly, the effective management of property to free up resources to invest in direct service delivery in line with the Gershon Report recommendations. Secondly to enhance public access to services commensurate with the Authority's 'Access to Services' Review strategy.
5. As the aim of the BVSR was to improve the management of property to deliver better public services in **Nottinghamshire** and in order to do this it was considered important that the review investigated and assessed best practice and innovation nationally. In order to facilitate this, performance of the Councils' property portfolio was compared with other comparable authorities, site visits were made to a number of high profile, multi-functional, innovatively designed buildings in Cambourne, Cambridgeshire and Dover.

6. This external examination has confirmed that Nottinghamshire County Council is at the 'cutting edge' with regard to developing a **strategic** approach to property management in the public sector. The approach to property management of other authorities demonstrated pockets of innovation and best practice but on the whole a number of authorities are somewhat traditional in their approaches. The strategic approach recommended by the BVSR is built on implementing best practice in a programmed manner, over a sustained period of time in order to deliver better outcomes for service users and improve property use. It also links in with other complementary initiatives of the Council such as 'Access to Services' and 'Electronic Government' to develop a coherent approach to public services across Nottinghamshire.
7. In addition to the work undertaken by officers and Members of the Council, the Review has benefited from the external expertise of PriceWaterhouseCoopers (PWC) who have acted in an independent consultancy role throughout the Review. Further external challenge was provided by Professor Alan Lovell of Nottingham Trent University and Ian Rennie, Senior Partner of Gleeds who have acted as 'critical friends' to this BVSR.

Best Value Criteria

8. The BVSR of Strategic Property Management has been underpinning the Best Value regime; critically evaluated against the 4 C's namely
 - Challenge
 - Comparison
 - Competition
 - Consultation

Challenge

9. A key component of the BVSR has been to challenge fundamentally the existing management of Nottinghamshire County Council's Property Portfolio. The outcomes recommend a step change away from traditional property management towards a radical approach designed to provide Nottinghamshire County Council with a property portfolio fit for service delivery in the 21st century.
10. In order to assess the requirements for a 21st century property portfolio, a **vision** for the future of public services in Nottinghamshire was established. The aspirations of Members and senior managers have been captured as well as each Department's medium-term property requirements. These local factors are balanced against the national agenda and objective for local government such as flexible working, electronic government and procurement / efficiency savings. The national and local aspirations have crystallised into a challenging vision for public services that the management of the County Council's property portfolio has to support, promote and help to deliver.

Competition

11. The competition element of Best Value traditionally considers how the service under review is procured and delivered. The positioning of the Corporate Property function

and alternative methods of procurement were both issues which were comprehensively evaluated as part of the 'White Collar Construction' Review, undertaken in 2001. This Review was previously inspected by the Audit Commission (2002) and rated highly with 'excellent prospects for improvement'. The underlying principle behind the creation of a Corporate Property function (in 1999) was to facilitate a strategic approach to the management of the Authority's property portfolio.

12. The Strategic Property BVSr therefore has been able to build upon strong foundations and enable the Review to recommend a more radical approach for future management. A major part of this new approach is to raise the profile of property management and to empower managers and Members to take a more active role in its development and operation. The Cabinet is no doubt aware that the County Council has already demonstrated its commitment to improving the property infrastructure through the sustained high level of investment in the Capital Programme.

Comparison

13. The Council's Asset Management Plan is submitted for assessment to Government Office East Midlands (GOEM) annually and has been rated as '**Good**' from 2001 onwards. However, it was concluded that there was a lack of comparative information with regard to property management and therefore a Sub-Group of the Review should be established with the specific remit of addressing this issue. Three separate comparison exercises were undertaken and reported back to the Ad Hoc Strategic Property Select Committee for consideration:
 - I. A National Comparison exercise based on the two nationally accepted property performance measures
 - II. Comparison with 2 neighbouring authorities and the national median using local performance measures
 - III. A targeted benchmarking exercise by PriceWaterhouseCoopers focussing on a detailed analysis of occupancy and management costs.
14. Whilst each exercise was beneficial in its own right, when analysed collectively have greatly enhanced the Review Team's understanding of the Authority's performance and breakdown of costs. It has also highlighted the requirement for the Authority to develop a suite of performance measures that enable the contribution of property to service delivery to be quantified and measured.

Consultation

15. Consultation is required to play a primary role in all Best Value Reviews. As this Review was focussed on ensuring that the Council's property portfolio fulfilled the requirements of property users (both the occupying service providers as well as their customers) it was crucial that a wide range of views were canvassed.
16. Two specific consultation exercises were undertaken to inform the Review. Questionnaires were sent to a range of property occupiers and service managers across the Authority. The survey sought to canvas users' experience and satisfaction with the manner in which property is managed corporately. The second

consultation exercise was focussed specifically at Portfolio Holders and Senior Managers across the Authority. This exercise sought to determine their views on the importance and performance of the key areas of strategic property management.

17. A key aspect of the future provision of public buildings is meeting the aspirations of the customers of the service. The Review Team took account of the research undertaken by the Authority (via the Corporate User Focus Strategy Group) of customer's satisfaction and expectations for public buildings. This provided much needed feedback with regard to the future design and functionality of council property. The desire to meet customers' expectations is at the heart of the proposed programme for the development of new 'hub' library properties, offering joined-up service provision from innovatively designed new buildings, essentially providing access to a variety of County Council services in partnership with other organisations from conveniently and well located buildings throughout Nottinghamshire. It is encouraging to note that the Draft Capital Programme, currently under consideration includes two such projects that translate the vision emerging from this Review into firm proposals.

Key Review Outcomes

18. The final section of the Report presents a brief summary of the key outcomes from the Strategic Property Best Value Review. The full list of recommendations is included in the Action Plan **attached in Appendix A**, along with the details of how these actions should be implemented.

Public Buildings in the 21st Century

19. An aspirational 'vision for public services' has also been established from Members and Corporate Management Board. A vision fit for the 21st Century with modern purpose built buildings serving main population centres. The vision that emerged has some key themes for service delivery:
 - Service integration, wherever possible and practical, around the needs of customers, to support the Access to Services Strategy.
 - Departure away from the traditional departmentally confined service delivery models to provide integrated services under 'one roof'.
 - Reduction in the number of buildings that provide public services. Excluding schools, there are nearly 200 public service points; which are too small, not necessarily in right locations, in poor physical condition and far too many.
20. This vision should be taken forward with the development of the existing Library Service to provide a range of public services from a revised portfolio of attractive and innovatively designed buildings specific to this purpose. This should have a number of key benefits: a new role for libraries at the forefront of council services, greater integration of service delivery, improved customer access, investment in the property infrastructure and attractive designs acting as a community focal point.

Framework for Development and Management of Capital Projects

21. As a part of the BVSR, the Select Committee also considered challenges posed by the Government's Public Sector Efficiency Review. Much of the savings envisaged

in this review are predicated on streamlining inherent procurement, design and construction activities as far as building projects are concerned. Some of the efficiency savings can only be realised through eliminating waste and overlap and indeed standardisation of design processes.

22. The proposed Framework for the Development and Management of Capital Projects as set out in **the attached Appendix B** is based on Constructing Excellence promoted by the Local Government Task Force (Construction) to embed excellence in construction in the Public Sector. It is therefore recommended this framework be adopted for all major capital projects with a value in excess of £1 million.

Medium Term Property Planning

23. Strengthening the linkage between the strategic objectives of the County Council and the programmed use of assets has been a key piece of work during this Review and has resulted in the formalisation of the medium term departmental property planning process. This process enables Departments to have longer-term view of their property requirements and gives Corporate Property time to match the property resources available to the Department's future needs. It is proposed that all Departments are required to develop Annual Property Plans commensurate with the needs of individual services. This will play a central role in strengthening strategic management of the property portfolio and optimising opportunities for service integration to improve public access to services and improving property performances.
24. The introduction of 'Real Rents' and whole-life costing has highlighted the importance of good asset management at both a strategic and departmental level. Real 'incentives' now exist for the efficient management of occupied property and the disposal of non-performing assets. In line with the recommendations of both the **Lyons and Gershon** Reports, the resulting savings can be used to fund additional investment in front line service delivery.

Property Performance Measures

25. The County Council faces competing pressures on resources and an increased emphasis is being placed on improving efficiency (particularly in asset management) as a result of the Government's Efficiency Review (Gershon and Lyons' Reports). The County Council will therefore have to ensure that any investment in property leads directly to customers receiving a better service.
26. A suite of indicators that measure the contribution property makes to service delivery are proposed for adoption as a pilot in Library Services and Environment Department. The resulting information will help improve the use of libraries and offices in Environment Department and strengthen future planning. The most important benefit however, will be that properties are developed and improved with customer focus as the key measurable driver for change. Following a trial period this approach should then be adopted by other services across the Authority.

Flexible Working

27. The Government has set out 14 'Priority Service and National Strategy Transformation Outcomes' which provide a blueprint to how 'electronic government' is intended to transform service delivery. A key facet of these priorities in terms of how a Council delivers its services and manages its properties is the requirement to support new ways of working for officers and Members. The Review considered the requirement to promote flexible working across the Council and how it can contribute to improving customer access to services.
28. Members are already aware that a pilot scheme Meadow House in Mansfield has proved very successful and demonstrated the potential for the reduction in property costs whilst maintaining high levels of customer service. An important lesson from the Pilot has been that the choice of flexible working solution is wholly dependent on the nature of the service being delivered and not 'one size fits all'. The key factor to flexible working being successfully implemented is the commitment and support of the staff and management to this new way of working. The lessons learnt from this exercise should be taken forward in promoting and implementing flexible working arrangements elsewhere in the Authority where practical, with the next pilot scheme being introduced by Environment Department at Trent Bridge House.

Extended Use of Buildings

29. The actions resulting from the Review aim to build upon Nottinghamshire County Council's strong tradition of successful partnership working. All properties in the Council's portfolio should consider alternatives or complementary services that could be provided from such buildings when these are replaced. The redevelopment of existing property and design of new property should consider local needs and the aspiration of the local Members as a primary issue. In this way the County Council should get the maximum return from our assets and improve the integration between service delivery and the needs of the local community.

Schools Buildings Improvement Programme

30. Members will be aware that many of the County Council's school buildings are in a poor state of repair because historically, capital investment has been low. This was considered by the Review Team, and it is pleasing to note that the Draft Capital Programme currently under consideration envisages a step increase (£2 million) in the planned maintenance of schools, through a combination of funding by the County Council and contributions from schools.

Statutory and Policy Implications

31. This report has been compiled after consideration of implications in respect of finance, equal opportunities, personnel, Crime and Disorder, Human Rights and those using the relevant service. Where such implications are material, they have been described in the text of the report.

RECOMMENDATION

32. It is RECOMMENDED that the:

- i. Cabinet comments on the Improvement Plan arising from the BVSR of Strategic Property as set out in **Appendices A and B**.
- ii. Cabinet Member for Finance & Property considers the findings of the review and brings a report to a future meeting of the Cabinet on the implementation of the Improvement Plan proposed by the Strategic Property Ad Hoc Select Committee.

COUNCILLOR DARRELL PULK
Chair of Strategic Property Ad Hoc Select Committee

Legal Services' Comments

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Director of Resources' Financial Comments

The financial implications of the Action Plan will need to be considered as a part of its implementation once agreed by the Cabinet. However, it is worth noting that the Action Plan is primarily aimed at strengthening the management of property portfolio across the County Council at strategic and operational levels. Accordingly, with the exception of additional capital investment into the portfolio; which will be considered as a part of the Authority's MTFS in due course, the implementation of the rest of the plan is likely to be cost neutral and/or achieve efficiency savings and improve property utilisation. []

Background Papers Available for Inspection

None.

Electoral Division(s) Affected

All.

APPENDIX A

	WHAT?	WHY?	WHEN?	WHO?	WHAT FOR?	HOW WILL WE KNOW?
	Action	Rationale	Target Date	Responsible Officer	Outcome	Measurement and Targets
Quick Wins:						
1	Formally adopt the Council's draft Property Strategy, to include a clear vision for property to support the effective delivery of public facing services	To set an agreed standard for property management and use that is transparent to all users	01-Apr-05	AD R(CP)	To create a wider understanding of targets for property performance and the responsibility for achieving them	Clear policies will be set within the property strategy against which targets can be set
2	Produce an annually reviewed Asset Management Plan linked to Property Strategy	To ensure that property targets support service outcomes and objectives	01-Apr-05	AD R(CP)	To set specific targets for property performance	Performance monitoring is undertaken against the targets set in the AMP
3	Develop a clear policy about roles and responsibilities for property strategy, landlord/tenant roles and procurement of maintenance and capital schemes	To improve the understanding of responsibilities for property management across the authority	01-Apr-05	CAMG	To ensure those responsible for property management are empowered to deliver their role	Improved property management results in better property performance
4	Define clear responsibility for project management of capital schemes	To improve the percentage of projects delivered on time and to cost	2005/06	CAMG	To minimise changes to projects after the brief has been finalised	Improved project delivery PI's
5	Develop risk based approach to asset management	To create an improved understanding of the potential risk relating to the capital programme	01-Apr-05	CAMG	To develop plans to minimise or remove identified risks	Risk register produced for capital programme
6	Introduction of policy to ensure properties are community based and multi-functional to provide a strong customer focus	To improve public facing service delivery	01-Apr-05	CAMG	To enhance the ease of access to services by users	Customer satisfaction with services and property improve
7	Bidding for capital funding to be prioritised based on contribution to Council objectives	To maximise effective investment in property	2004/05	Departmental Occupiers	To improve service outcomes	CAMG considers council objectives in capital bid prioritisation

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8	Ensure property investment reflects all AMP data relating to suitability, sufficiency and condition	To ensure property decisions are led by service needs	2005/06	CAMG	To improve service outcomes	CAMG considers all AMP data in investment prioritisation
9	Develop satisfaction surveys for property services	To capture data relating to customer satisfaction of Corporate Property division	2005/06	AD R(CP)	To improve quality of service delivery	Customer satisfaction surveys completed
10	Develop property performance information with traffic lights to rate properties	To enhance ease of use of property management data	01-Apr-05	PPM	To improve quality of property performance reports	Property performance improves over time
Property's Contribution to Service Delivery:						
11	Develop an agreed annual action plan for all property	To provide a clear programme for property investment that is contributed to by users	01-Apr-05	Departmental Occupiers	To identify a transparent and agreed list of priorities to feed into the capital programme	Capital programme reflects plan needs
12	Develop a broad range of PI's to monitor operational effectiveness of property	To provide a performance management framework for property	01-Apr-05	CAMG	To facilitate improved property performance	PI's show improved performance
13	Raise the profile of the Corporate Property division and improve the departmental understanding of the services offered	To aid the communications process about roles and responsibilities	31-Dec-05	AD R(CP)	To improve the overall quality of property management	Customer satisfaction improves
14	Monitor all building closures leading to detrimental effects on service delivery	To identify the impact of poor quality property on service delivery	01-Apr-05	PPM	To support property investment decisions	Closures are reported
15	Demonstrate a measurable link between investment in property and improvements in service delivery	To maximise effective investment in property	01-Apr-06	CAMG	To improve service outcomes	Customer satisfaction with services and property improve
16	Monitor service outcomes resulting from property investment	To measure returns on property investment: full year's outcomes known by March 2006	31-Mar-06	Departmental Occupiers/ CAMG	To inform the property investment process leading to more effective investment	Quality of service delivery improves
17	Service plans clearly linked to AMP, property strategy, strategic plan and community plan	To ensure property decisions are led by service needs	2004/05	Departmental Occupiers	To improve service outcomes	Customer satisfaction with services and property improve

	WHAT?	WHY?	WHEN?	WHO?	WHAT FOR?	HOW WILL WE KNOW?
	Action	Rationale	Target Date	Responsible Officer	Outcome	Measurement and Targets
18	Introduction of annually reviewed 5 year property plans reflecting service need	To create a long term view of property needs	31-Mar-05	Departmental Occupiers	To improve the efficiency and effectiveness of property investment	Performance monitoring shows greater service improvements form given investment
19	Ensure all property investment contributes to a long term strategy of improving public facing services in line with the Access to Services Review	To maximise service accessibility	2005/06	Departmental Occupiers/ CAMG	To improve service outcomes	Customer satisfaction returns improve
20	Ensure AMP includes data relating to current use of property, potential uses, potential compatibility with other services, local needs and Member aspirations	To identify all potential opportunities for property sharing and meeting local needs	2005/06		To enhance accessibility, reduce operational costs and inform central prioritisation process	Customer satisfaction returns show improved performance and costs are reduced
21	Members to have improved information about property in their Ward	To identify all local needs		Cabinet Member for Finance & Property	To improve the match between service provision and local need	Customer satisfaction returns show improved performance
22	Property needs to be reflected in Departmental Business Plans	To ensure property plans reflect service need	Next Budget Cycle: Summer 2005	Departmental Occupiers	To enhance service quality	Business plans include details of property needs
23	Agree performance management framework for property operational costs	To set an agreed and transparent set of performance targets	2005/06	CAMG	To facilitate a clear performance management programme fro property	Property PI's show ongoing improvement
24	Improve development of partnerships by better communication and linking planning with other organisations	To identify opportunities for partnering and property sharing	2005/06	CAMG	Customer satisfaction improves	Increase the number of jointly provided services and shared buildings
25	Introduce geographical property reviews linked to the LSPs	To identify opportunities for partnering and property sharing	2005/06	CAMG	To enhance service quality, accessibility and reduce costs	Reviews are undertaken
26	Monitor the practical effects of the introduction of real rents and life cycle maintenance charge	To determine benefits arising from real charging	2005/06	CAMG	To determine whether the scheme could be improved	Report on real charges produced for CAMG

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27	Actively market the principle and benefits of extended use of buildings to all property occupiers	To identify all possible opportunities for extended use of property	2005/06	CAMG	To enhance service quality, accessibility and reduce costs	Reports produced and circulated via CAMG
28	Trial the principle of joint use of libraries with contact points, health and education uses etc.	To implement extended use/property sharing across the Authority	2005/06	CAMG	To improve service delivery and accessibility	Initial scheme developed
29	Introduce further flexible use office schemes based around the Meadow House concept	To increase the opportunities for flexible office use	2005/09	CAMG	To maximise service efficiency and minimise property occupancy	Further schemes rolled out
30	Adopt the current draft policy and practice guidance notes for flexible working	To create a formally adopted document for flexible working	31-Mar-05	CAMG	To allow further schemes to be developed in line with an adopted policy	Adoption of policy
Quality Enhancement:						
31	Involve Members at an early stage in planning of investment decisions	To ensure local needs are fed into the property investment process at an early stage		Action	Rationale	Member involvement in property decisions is improved
32	Collect suitability and sufficiency data for all property	To acquire service related property performance data	31-Dec-04	Departmental Occupiers	To inform property investment decisions	Data is held on AMP database
33	Capital programme and planned maintenance programme to be determined by reference to their contribution to service outcomes	To maximise effective investment in property	2004/05	CAMG	To improve service outcomes	CAMG considers service outcomes in capital bid prioritisation
34	Ensure property decisions take into account accessibility requirements	To improve public facing service delivery	2004/05	CPM/ Departmental Occupiers	To improve service outcomes	CAMG considers accessibility in capital bid prioritisation
35	Departmental occupiers to conduct user satisfaction surveys about property facilities	To understand needs for property from service users' perspective	2005/06	Departmental Occupiers	To inform investment decisions and enhance service delivery	Customer satisfaction surveys completed

	WHAT?	WHY?	WHEN?	WHO?	WHAT FOR?	HOW WILL WE KNOW?
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36	Monitor DDA, asbestos, legionella and HSE compliance	To ensure legal compliance	2004/05	CPM/PPM	To protect service users and customers and avoid legal liability against property legislation	No action taken against the Authority
37	Use the 4 AMP condition data categories in performance management systems and use graphical analysis to monitor performance	To monitor progress towards improved portfolio quality	2004/05	CAMG	To enhance portfolio quality	Number of properties rated as poor reduces
38	Introduce match funding scheme for schools' maintenance programme	To increase spend on maintenance of school buildings	31-Mar-05	CAMG	To improve quality of school building stock	Fewer schools in poor AMP categories
39	Aim to increase annual spend to 1% of asset value on annual planned maintenance programme in line with industry standards	To enhance quality of property portfolio	2005/06	CAMG	To increase quality of service delivery	Planned maintenance spend equates to 1% of asset value of property
40	Rectify the mis-match between planned and day to day maintenance expenditure as identified in the PWC benchmarking report	To reduce spend on day to day maintenance	2005/06	CAMG	To maximise efficient use of maintenance spend	Ratio of spend reflects lower day to day expenditure
41	Develop a pilot performance management framework for libraries including a suite of PI's to measure the contribution to service delivery made by property facilities	To identify links between investment in libraries and improved service outcomes	2005/06	CAMG	To improve service outcomes	Measured improvements to service outcomes arising from property investment
Efficiency Improvement:						
42	Measure the costs of realising capital receipts as a percentage of total capital income	To identify the efficiency of the disposals process	31-Dec-04	PPM	To improve efficiency of the disposal process	Costs are reported
43	Develop accurate records of property use and utilisation and use the information to drive efficiency improvements	To inform the property management process	31-Mar-06	PPM	To reduce property operational costs and improve utilisation	Property performance measures show reduced costs

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	Action	Rationale	Target Date	Responsible Officer	Outcome	Measurement and Targets
44	In-effective property to be identified and released	To maximise the efficiency of the portfolio	Ongoing	CPM/ Departmental Occupiers	To improve the cost effectiveness of service delivery	Property portfolio unit costs are reduced
45	Property users to have better access to property management information	To allow local property managers to make better informed decisions	2005/06	CAMG	To enhance service quality and reduce operational costs	Corporate Property customer satisfaction improves
46	Measure building maintenance spend as percentage of asset value	To determine appropriate level of planned maintenance spend	2005/06	CPM	To ensure property investment is optimised	Maintenance spend amounts to 1% of asset value
47	Agree range of property cost PI's and set challenging targets	Set specific PI's and targets for property performance	2005/06	CAMG	To encourage improved service performance and reduce property costs	Targets set for property
48	Develop energy management strategy in line with BV 180	To meet targets for BV 180	2005/06	Energy Management	To reduce energy consumption	Energy strategy is adopted
49	Reduce the environmental impact by 3% pa for 5 years	To improve environmental performance	2005-2007	CAMG	Reduced CO2 and other emissions	PI's show reduction
50	Measure CO2 emissions and energy/water consumption	To inform the performance management framework in line with Strategic Plan objectives	2004/05	Energy Management	To facilitate a management programme to improve performance	Relevant PI's are reported to measure progress against the property strategy
51	Use PWC benchmarking report to set targets for reducing numbers of property occupied and operating costs and monitor progress towards achieving them	To inform the performance management framework	2005/06	PPM	To facilitate a management programme to improve performance	PWC data is reported against
52	Expand the joint use/flexible working agenda across all service areas	To identify flexible use in other areas of service delivery	2005/09	CAMG	To maximise service efficiency and minimise property occupancy	Further schemes rolled out
53	Set targets for increased occupancy levels of property	To facilitate a performance management framework for property use	2005/06	CAMG	To measure occupancy and encourage more effective use	Targets for property occupancy set
54	Work to identify and resolve any outstanding Health and Safety issues relating to flexible working	To identify potential risks relating to flexible working schemes	2005/06	CAMG	To allow solutions to be found	Health and safety risks minimised or removed

AD R(CP) = Assistant Director Resources (Corporate Property)

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CAMG = Corporate Asset Management Group

CPM = Corporate Property Manager

PPM = Property Performance Manager

Proposed Framework for the Development and Management of Capital Projects

1. An agreed framework for the development and management of capital projects if consistently applied across the County Council should result in the following benefits:
 - i. Improvements in strategic planning and management of property portfolio
 - ii. Greater predictability of project costs and construction time, reduced learning curves and improved buildability of design.
 - iii. Standardisation and consistency of approach across the Authority
 - iv. Greater clarity and a generic framework that can be used on all major projects.
 - v. Comparability and coherence with local and national guidelines and standards.
 - vi. Ability to deliver more projects in congruence with agreed project briefs.
 - vii. Better value for money by eliminating waste, standardisation of design, procurement and construction
 - viii. Improved communication.
 - ix. Continuous improvements.
 - x. Better buildings with optimum functionality and suitability.
2. The framework is colour coded using traffic lights to indicate the critical stages of projects.

Stage	Steps	Lead Responsibility	Approval/ Accountability
Phase 1 - Development of Project Brief and Feasibility			
1	Development of Project Brief fully agreed with stakeholders and end-user	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
2	Initial Feasibility to clarify client and stakeholders priorities regarding time, cost, quality and outcomes.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
3	Prepare an Outline Business Case, including objectives of the project.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
4	Identify practical options, comparing costs, benefits and risks.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department

Stage	Steps	Lead Responsibility	Approval/ Accountability
5	Identify preferred option.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
6	Develop an outline programme that allows for realistic time for obtaining statutory consents, design, construction and commission.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
7	Develop a register of significant risks.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
8	Submit Outline Business Case for consideration by CAMG.	Project Sponsor - with advice from Corporate Property and Environment Department	Sponsoring Department
9	Obtain agreement to Outline Business Case.	Project Sponsor - with advice from Corporate Property and Environment Department	Cabinet Members for Finance & Property and relevant Portfolio/Chief Officers
10	Secure funding and related approvals.	Project Sponsor - with advice from Corporate Property and Environment Department	Cabinet/Cabinet Member as appropriate
<i>It is only after stages 1-9 above that significant expenditure should be incurred, including detailed design.</i>			
Phase 2 - Detailed Design & Specification			
1	Appoint a Project Manager if appropriate with reporting responsibility to Project Sponsor	Project Sponsor and in consultation with Corporate Property and Environment Department	Sponsoring Department
2.	Develop Project detailed design including programme costs, risk register and value tree.	Environment Department in consultation with Project Sponsor.	Project Manager
3	Obtain statutory consents including land and planning permission.	Project Manager in conjunction with Environment Department and Corporate Property	Project Manager
4	Agree project milestones.	Project Manager in consultation with Environment Department and Corporate Property	Project Manager

Stage	Steps	Lead Responsibility	Approval/ Accountability
5	Finalise detailed design for final delivery including latest Estimated Costs.	Project Manager	Project Manager
6	Obtain funding approval to significant (say 10% of the cost) variations to project brief, including any bids to CAMG.	Project Sponsor	Jointly Cabinet Member for Finance & Property and Portfolio Holder
<p><i>Only Project Manager should be given the authority to agree changes to Project Brief Specification in order to ensure that project delivery in terms of costs, timescale and scope does not get changed part way through construction.</i></p>			
Phase 3 - Project Delivery			
1	Make arrangements for procurement, construction and delivery of projects in accordance with the County Council's agreed framework.	Environment Department	Project Manager
2	Project monitoring and co-ordination.	Project Manager	Project Sponsor
3	Sign off project completion as being compliant with the agreed Project Brief.	Project Manager	Project Sponsor
4	Post project completion evaluation	Project Sponsor	Project Manager
5	Settle final accounts and close-down all aspects of project	Project Manager	Project Manager