

**STRATEGIC PROPERTY MANAGEMENT REVIEW 2003/04 - DRAFT IMPROVEMENT PLAN**

**APPENDIX A**

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>1</b>	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	1 April 2005	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 strategy against which targets can be set
<b>2</b>	Produce an annually reviewed Asset Management Plan linked to Property Strategy	To ensure that property targets support service outcomes and objectives	1 April 2005	AD R(CP)	To set specific targets for property performance	Performance monitoring is undertaken against the targets set in the AMP
<b>3</b>	Develop an agreed annual action plan for all property	To provide a clear programme for property investment that is contributed to by users	1 April 2005	Departmental Occupiers	To identify a transparent and agreed list of priorities to feed into the capital programme	Capital programme reflects plan needs
<b>4</b>	Develop a broad range of PI's to monitor operational effectiveness of property	To provide a performance management framework for property	1 April 2005	CAMG	To facilitate improved property performance	PI's show improved performance
<b>5</b>	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	1 April 2005	CAMG	To ensure those responsible for property management are empowered to deliver their role	Improved property management results in better property performance
<b>6</b>	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	1 April 2005	CAMG	To identify opportunities for property sharing with other organisations	Member involvement in property decisions is improved
<b>7</b>	Develop risk based approach to asset management	To create an improved understanding of the potential risk relating to the capital programme	1 April 2005	CAMG	To develop plans to minimise or remove identified risks	Risk register produced for capital programme
<b>8</b>	Collect suitability and sufficiency data for all property	To acquire service related property performance data	31 December 2004	Departmental Occupiers	To inform property investment decisions	Data is held on AMP database
<b>9</b>	Raise the profile of the Corporate Property division and the services offered	To aid the communications process about roles and responsibilities	31 December 2005	AD R(CP)	To improve the overall quality of property management	Customer satisfaction improves
<b>10</b>	Monitor all building closures leading to detrimental effects on service delivery	To identify the impact of poor quality property on service delivery	1 April 2005	PPM	To support property investment decisions	Closures are reported

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>11</b>	Measure the costs of realising capital receipts as a percentage of total capital income	To identify the efficiency of the disposals process	31 December 2004	PPM	To improve efficiency of the disposal process	Costs are reported

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>12</b>	Identify a clear link between property investment and improvements to the delivery of Council Objectives	To maximise effective investment in property	1 April 2006	CAMG	To improve service outcomes	Customer satisfaction with services and property improve
<b>13</b>	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
<b>14</b>	Introduction of policy to ensure properties are community based and multi-functional to provide a strong customer focus	To improve public facing service delivery	31 August 2005	CAMG	To enhance the ease of access to services by users	Customer satisfaction with services and property improve
<b>15</b>	Monitor service outcomes resulting from property investment	To measure returns on property investment	31 March 2006	Departmental Occupiers/ CAMG	To inform the property investment process leading to more effective investment	Quality of service delivery improves
<b>16</b>	Develop accurate records of property use and utilisation	To inform the property management process	31 March 2006	PPM	To reduce property operational costs	Property performance measures show reduced costs
<b>17</b>	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
<b>18</b>	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
<b>19</b>	Introduction of annually reviewed 5 year property plans reflecting service need	To create a long term view of property needs	31 March 2005	Departmental Occupiers	To improve the efficiency and effectiveness of property investment	Performance monitoring shows greater service improvements form given investment
<b>20</b>	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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>21</b>	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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>22</b>	Ensure all property investment contributes to a long term strategy of improving public facing services	To maximise service accessibility	2005/06	Departmental Occupiers/ CAMG	To improve service outcomes	Customer satisfaction returns improve
<b>23</b>	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
<b>24</b>	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	CAMG	To enhance accessibility and reduce operational costs	Customer satisfaction returns show improved performance and costs are reduced
<b>25</b>	Members to have improved information about property in their Ward	To identify all local needs		Cabinet Member for Finance & Property	To enhance service quality	Customer satisfaction returns show improved performance
<b>26</b>	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
<b>27</b>	Property needs to be reflected in Departmental Business Plans	To ensure property plans reflect service need	2005/06	Departmental Occupiers	To enhance service quality	Business plans include details of property needs
<b>28</b>	Departmental occupiers to conduct user satisfaction surveys about property facilities	To understand users' needs for property	2005/06	Departmental Occupiers	To inform investment decisions and enhance service delivery	Customer satisfaction surveys completed
<b>29</b>	Monitor DDA, asbestos, legionella and HSE compliance	To ensure legal compliance	2004/05	CPM/PPM	To avoid legal liability against property legislation	No action taken against the Authority
<b>30</b>	Strengthen and tailor management information to service need	To inform property managers of relevant information	2005/06	PPM	To improve quality of local property management leading to enhanced service delivery	Corporate Property customer satisfaction improves
<b>31</b>	Develop satisfaction surveys for property services	To capture data relating to customer satisfaction	2005/06	AD R(CP)	To improve quality of service delivery	Customer satisfaction surveys completed

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>32</b>	Develop property performance information with traffic lights to rate properties	To enhance ease of use of property management data	2004/05	PPM	To improve quality of property performance reports	Property performance improves over time
<b>33</b>	Use the 4 AMP condition data categories in performance management systems	To monitor progress towards improved portfolio quality	2004/05	CAMG	To enhance portfolio quality	Number of properties rated as poor reduces
<b>34</b>	Use graphical analysis of property data relating to maintenance, utilisation, operating costs and DDA compliance	To enhance ease of use of property management data	2004/05	PPM	To improve quality of property performance reports	Property performance improves over time
<b>35</b>	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
<b>36</b>	Introduce match funding scheme for schools' maintenance programme	To increase spend on maintenance of school buildings	31 March 2005	CAMG	To improve quality of school building stock	Fewer schools in poor AMP categories

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>37</b>	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 for property	Property PI's show ongoing improvement
<b>38</b>	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
<b>39</b>	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
<b>40</b>	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
<b>41</b>	Aim to spend 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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>42</b>	Measure CO2 emissions and energy/water consumption	To inform the performance management framework	2004/05	Energy Management	To facilitate a management programme to improve performance	Relevant PI's are reported
<b>43</b>	Use PWC benchmarking report to set targets for reducing property occupancy 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
<b>44</b>	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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>45</b>	Develop a plan to deliver outcomes recommended in the Access to Services Review	To improve service accessibility in line with customer needs	2005/06	CAMG	To enhance service delivery to the public	Customer feedback shows improved performance
<b>46</b>	Improve development of partnerships by better communication and linking planning with other organisations	To identify opportunities for partnering and property sharing	2005/06	CAMG	To enhance service quality, accessibility and reduce costs	Customer satisfaction improves
<b>47</b>	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
<b>48</b>	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
<b>49</b>	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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>50</b>	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

	<b>WHAT?</b>	<b>WHY?</b>	<b>WHEN?</b>	<b>WHO?</b>	<b>WHAT FOR?</b>	<b>HOW WILL WE KNOW?</b>
	<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Outcome</b>	<b>Outcome Measurement And Targets</b>
<b>51</b>	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
<b>52</b>	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
<b>53</b>	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
<b>54</b>	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
<b>55</b>	Adopt the current draft policy and practice guidance notes for flexible working	To create a formally adopted document for flexible working	31 March 2005	CAMG	To allow further schemes to be developed in line with an adopted policy	Adoption of policy

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

CAMG = Corporate Asset Management Group

CPM = Corporate Property Manager

PPM = Property Performance Manager