

Divisional Business Plan 2013-14

Directorate Name: Business Strategy & Support

Division Name: Property & Infrastructure Support

EXECUTIVE SUMMARY:
Cabinet Portfolio: Roger Gough
Responsible Corporate Director: David Cockburn
Responsible Director: Rebecca Spore
Head(s) of Service: Nigel Brown, Mark Cheverton, Karen Millar, Terry Whitlock
Gross Expenditure: £29,493100
FTE: 131.7



SECTION A: ROLE/PURPOSE OF FUNCTION

The purpose of the Property & Infrastructure Support division is to provide, manage, and maintain the Council's property estate to support the delivery of County Council services to its customers and oversee/manage the effective delivery of the Council's Capital Build Programme. Due to the diverse nature of the services that Kent County Council offers to its customers, the requirements for property are considerable, leading to a wide ranging portfolio of both freehold and leased properties.

Property & Infrastructure Support consists of the following teams:

Asset Development & Commissioning: provides the strategic direction for Property & transformation programmes including the New Ways of Working programme as part of the "doing things differently" initiative; leads on asset strategy and asset reviews; provides property advice on service transformation and is responsible for financial monitoring, property data management and performance. This team forms the customer facing link to schools and the Education, Learning and Skills directorate on property matters.

Estates Management & Disposals: This team manages the KCC property portfolio – from acquisition to disposal - in line with current strategy. It is charged with land ownership and lease issues, including maximising rental income, and the optimal utilisation of the estate. It also identifies where properties are surplus to the councils operational requirements, and drives the subsequent programme of capital receipts from the disposal of surplus property.

Capital Programme Delivery: The purpose of this team is to deliver KCC's large building projects and capital works, from inception and feasibility through to completion and end of defects period. KCC's capital programme includes delivering additional school places, the academy building programmes and any other capital build programmes

Property Operations (including Building Support Team): This team is responsible for the day-to-day management of maintenance and minor building related works, planned maintenance, ensuring the completion of statutory testing and property health & safety management. The focus for this year will be on delivering new facilities management of the estate following a review of the service and its needs and to establish maintenance and improvement priorities across the portfolio in line with the review of the estate, and sustainability requirements wherever possible.

The Property Management Protocol

The actions and decisions laid out in this plan should be considered alongside the provisions of the Property Management Protocol as annexed to the Kent County Council Constitution (annex number 5, from page 133). The Protocol, which has recently been revised inline with the changes to Property's business and the governance process, provides a framework of principles, minimum requirements, levels of authority and delegations to ensure that KCC property is managed effectively. In addition to this, the Asset Management Strategy/Plan will shape the medium term vision for the delivery of property services within the context of the ongoing changes to the delivery of Kent County Council's business.

The constitution can be found at: <https://shareweb.kent.gov.uk/Documents/council-and-democracy/CONSTITUTION.pdf>

SECTION B: CONTRIBUTION TO MTP OBJECTIVES

The Property & Infrastructure Support Division Business Plan contributes toward the following MTP objectives:

HELP THE ECONOMY GROW:

- Property & Infrastructure Support provides a planned and re-active maintenance programme of its properties and the majority of suppliers are local Kent based companies so this provides employment and business growth opportunities.
- Realising capital receipts from surplus land which predominately will form new housing units with employment opportunities for residential developers and the associated supply chain
- Unlocking value from surplus assets in key locations to assist in the regeneration around the county
- Through the Capital Programme providing construction jobs throughout the supply chain and promoting the use of Kent businesses

PUT THE CITIZEN IN CONTROL:

- Support the implementation of the Customer Service Strategy
- From transformation programme of services units, PIS works on property agreements for local citizens and groups to run services in a number of localities
- Asset rationalisation and modernisation drives key service provision in the right places geographically across Kent

TACKLE DISADVANTAGE:

- Providing key properties for KCC staff to deliver services for disadvantaged citizens
- Providing new capital infrastructure and modernised properties to enable new facilities be delivered for disadvantaged citizens
- Ensuring all properties are accessible to all citizens
- Providing apprenticeship and training opportunities through the supply chain.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

PRIORITY 1: PREVENTION		DESCRIPTION OF PRIORITY: Property & Infrastructure support undertake a number of preventative services to keep the estate functioning at all times and in a safe manner in order that the County Council can deliver it's front line services		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.0	Keeping the Estate "Open, Warm, Safe and Dry"			
1.1	To deliver a programme of planned maintenance within the funding available and to prioritise the programme to ensure services can operate safely and legally within the estate	Terry Whitlock	April 2013	February 2014
1.2	To ensure Planned Maintenance Agreements provide robust maintenance of KCC premises within statutory timeframes	Lynn Keeley	April 2013	March 2014
1.3	To provide a strategy and delivery plan for smarter investment of modernisation of assets to drive value for money across the estate	Sheree Hyder	April 2013	March 2014
1.4	To adopt full life cycle costing plans for pilot projects.	Terry Whitlock	April 2013	September 2013
1.5	To propose roll out of whole life cycle costing plans following a review of the pilot schemes	Terry Whitlock	July 2013	March 2014
1.6	To ensure school condition surveys are undertaken and regular property reports are prepared that help inform investment decisions	Sheree Hyder	July 2013	March 2014

1.7	To revise business emergency plans for key buildings within the estate and to work with service directorates and facilities management operators to ensure there are robust procedures in place	Tom Micklewright	Commenced February 2013	September 2013
2	Delivery of improved Statutory Compliance training (Asbestos, Legionella, DDA, etc)			
2.1	Roll out a training programme for all Property staff on Inclusive Access and Corporate Standards (IACS) and Equality Act 2010 and the implications for property maintenance, occupation and construction	Terry Whitlock	June 2013	December 2013
2.2	Continue roll out of Legionella training for all staff managing buildings achieving comprehensive coverage of the estate. (schools & corporate buildings)	Lynn Keeley	Commenced July 2012	March 2014
2.3	To ensure health and safety responsibilities are fully intergrated into revised facilities management delivery mechanism	Tom Micklewright	Timescales as per FM Tender Specification	
3	Property Solutions to Support Preventative Service Delivery			
3.1	To ensure service directorates now working with external partners are aware of health and safety obligations for service heads and to provide a checklist for service heads.	Lynn Keeley	April 2013	September 2013
3.2	Provide property advice to ensure four locations are provided to assist in the delivery of Integrated Adolescent Support Services and also provide property advice on proposed accommodation needed for Troubled Families	Nigel Brown	April 2013	September 2013
3.3	Support the Health & Social Care Integration Programme (HASCIP) by ensuring future accommodation solutions are aligned with New Ways of Working and to secure property solutions in three pilot areas in Kent including Gravesend, Dover and Maidstone.	Ros Adby	Ongoing	March 2014

3.4	To support the FSC Adult Transformation programme and provide property solutions in providing property options where KCC assets exist.	Ros Adby	Ongoing	March 2014
3.5	Support and assist the transfer of Public Health staff from NHS to KCC office accommodation in Maidstone, including introduction to different ways of working and co-ordinating support to the teams to access facilities and orientation.	Jan Conelly	Commenced Autumn 2012	May 2013
KEY MILESTONES				DATE (month/year)
A	Programme of statutory testing completed throughout the estate			March 2014
B	Health & Social Care Integration Programme (HASCIP) programme – work with Service to deliver co-located offices in key locations			March 2014
C	Kent Integrated Adolescent Support Services – work with Service to deliver co-located offices in key locations			September 2013
D	Troubled Families have property accommodation strategy			September 2013
E	Complete the pilot for full life costing surveys (action 1.5)			September 2013
F	Provision of Strategy on Modernisation of Assets			May 2013
G	Completion of the 2013/14 Modernisation of Assets programme delivery			March 2014
H	2013 programme of School Condition Surveys completed			October 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Modernisation of Assets programme		No	
2	Maintenance programme for schools and other properties		No	
3	Facilities Management review		Yes	

PRIORITY 2: Productivity		DESCRIPTION OF PRIORITY: There is scope for Property & Infrastructure Support to benefit from increases in productivity as the Corporate Landlord model is further developed over the next 12 months. The focus on this is through better use of existing and new technologies and advancement in the delivery of Facilities Management services.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
4	Make best use of new and existing Business Systems to maximise efficiencies			
4.1	Through the dedicated Project Board, Implement the new Property Asset Management System (PAMS) to replace near life-expired Business Systems.	Nigel Brown	Commenced October 2012	March 2014
4.2	Support the roll out I-procurement and e-invoicing with Property & Infrastructure Support	Emma Saunders-Foard	Commenced in 2012/2013 Year	September 2013
4.4	Whole Process Review for Rent Collection, (make/buy/sell) to ensure that the methods used for rent collection is the most effective possible	Mark Cheverton	April 2013	June 2013
4.3	Ensure rent and rental service charge income is maximised across the KCC Estate through the implementation of the reviews recommendations	Mark Cheverton	June 2013	March 2014
4.5	Review and consolidate existing processes, policies and procedures to produce a comprehensive management guide for property procedures	Mark Cheverton/Nigel Brown	September 2013	December 2013
4.6	Support the ICT division with the roll out of unified communications to managed sites.	Tom Micklewright/David Sutton	May 2013	December 2013
5	Streamlining of Facilities Management Services			
5.1	Working with service directorates, Finalise the core service packages and implementation and training plans for Total Facilities Management.	Tom Micklewright	Commenced in 2012/2013 Year	March 2014

5.2	Review of Oakwood House operating arrangements	Terry Whitlock	May 2013	January 2014
5.3	Implementation of proffered solution for the operating arrangements of Oakwood House	Terry Whitlock	December 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Agree roll out order of Property Asset Management System			June 2013
B	Agree final implementation plan for FM model			April 2013
C	Completion of Oakwood House Review			December 2013
D	Implementation of Oakwood House Operating Arrangements			March 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?				ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Facilities Management programme			Yes
2	Property performance – Included within BSS performance indicators report			Yes
3	PAMs – Property Business system			No
4	Oakwood House Operating Arrangements			No

PRIORITY 3: Partnership		DESCRIPTION OF PRIORITY: As a service that supports other internal service units, and other public service partner organisations, developing and maintaining good relationships with our partners is important to our service delivery and ways of working.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
6	Promoting Asset Collaboration			
6.1	Implementation Plan for asset collaboration with districts with clear outcomes	Ros Adby	April 2013	September 2013
6.2	Implementation Plan for asset collaboration with Further and Higher Education Colleges	Peter Smith	April 2013	September 2013
6.3	To work in partnership with central government (Education Funding Agency and Department for Education) so investment is steered to key schools	Karen Millar	April 2013	March 2014
6.4	Work with other local authorities to drive efficiencies and best practice on using property assets, including through the South East 7 grouping of local authorities.	Nigel Brown	April 2013	March 2014
6.5	Continue to drive forward creative use of assets and other work with Department for Communities & Local Government as Kent is a Capital Asset Pathfinder	Rebecca Spore	Ongoing	September 2014
6.6	Work with NHS Trusts for creative use of assets and realising surplus assets	Nigel Brown	April 2013	September 2013
6.7	Maximise marketing of services via EduKent to enable Schools and Academies to access Property Services and expertise.	Leigh Mounser	April 2013	March 2014
7	Public/Private Partnership working in support of regeneration and mutually advantageous projects			
7.1	Live Margate delivery plan and work on selection of strategic partner	Peter Smith	April 2013	September 2013
7.2	Develop and implement a strategic acquisition programme for the Live Margate project.	Peter Smith / Mark Cheverton	Commenced Autumn 2012	March 2014
7.3	Working with private sector partners to develop housing units from surplus assets.	Mark Cheverton	April 2013	March 2014

7.4	Selection of private sector partner to develop the Rendezvous site, Margate.	Rebecca Spore	April 2013	August 2013
8	Supporting the property requirements of service unit partnership working			
8.1	Provide property advice and solutions for all service reviews and transformation programmes	Nigel Brown	Commencing March 2013	March 2014
8.2	Provide property documents to support commissioning out models of service delivery to local partners and third sector	Rebecca Spore	April 2013	March 2014
9	Department for Education (DfE) and the Education Funding Agency (EFA) for the provision and support of School Building Programmes			
9.1	To assist EFA in the delivery of schools under Priority School Build programme within Kent	Karen Millar	April 2013	March 2014
9.2	To provide a robust delivery plan for the Basic Need additional classroom programme for September 2013	Karen Millar/Lynn Keeley	April 2013	September 2013
9.3	To complete property strategy for September 2014 school expansions under the Basic Need Programme	Nigel Brown	April 2013	June 2013
9.4	To provide a robust delivery plan for the Basic Need additional classroom programme for September 2014	Karen Millar	June 2013	September 2014
9.4	Complete Batch 2 ¹ Academies delivery programme	Karen Millar	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Implementation Plans for Asset Collaboration completed			September 2013
B	Batch 2 Academies - See Milestones under Priority 4			Various
C	Basic Need programme for additional classroom spaces for delivery in September 2013			September 2013
D	Complete Basic Need property strategy for pending 2014 school expansions			June 2013
E	Finalise selection of partner/developer for Rendezvous site, Margate			September 2013
F	Live Margate – Hotel Leslie: Signing of Contract and Commencement of works			May 2013

¹ Batch 2 Academies: Batch 2 refers to a group of six academy build projects that were procured via the Education Funding Agency framework on a batched basis, with individual contracts entered into on a site basis. The 6 sites included in batch 2 are: The Skinners' Kent Academy (Tunbridge Wells); Wilmington Academy (Wilmington, Dartford); Knole Academy (Sevenoaks); St Augustine Academy (Maidstone); The John Wallis Academy (Ashford); Dover Christchurch Academy (Dover)

G	Live Margate – Hotel Leslie: Completion of Works	February 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Batch 2 Academies	Yes
2	Selection of strategic partner for Live Margate project.	Yes
3	Selection of private sector partner to develop the Rendezvous site, Margate.	No

PRIORITY 4: Procurement		DESCRIPTION OF PRIORITY: Property & Infrastructure Support is a large procurer of goods and services, and as such maximising the benefits from effective procurement plays a big part in delivering our services		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
10	Total Facilities Management contract(s) to deliver streamlined FM Services			
10.1	Deliver the procurement of the Total Facilities Management model	Terry Whitlock	Commenced February 2013	December 2013
11	Delivery of the Capital Build & Modernisation of Assets programmes			
11.1	Selection of appropriate procurement route to allow Basic Need programme to be delivered for 2014 school expansions	Karen Millar	June 2013	September 2013
11.2	Ensure work programmes for modernisation of assets programme for 2013/2014 are packaged to form value for money	Terry Whitlock/Sheree Hyder	April 2013	May 2013
11.3	Ensure up-skilling opportunities are maximised through the commissioning of capital build works.	Karen Miller / Senior Project Managers	Commenced April 2012	March 2014
11.4	increase publicity of key project milestones (e.g. turf cutting/completion/handover ceremonies) and good news stories through appropriate trade and local media outlets	Karen Miller / Senior Project Managers	Commenced Jan 2013	March 2014
12	Develop clear best practice procurement and contract management system/processes			
12.1	Develop clear best practice procurement and contract management system/processes which are standard across the division and drive value for money, access for Kent business and ensure there is transparency for all decisions	Rebecca Spore	April 2013	March 2014
12.2	Establish a Procurement/Property programme for future procurement work and to ensure there is a virtual team that acts as a cohesive group that drives value for money and quality of suppliers	Nigel Brown	April 2013	June 2013

12.3	Implement the Consultancy Framework following successful completion of the procurement programme	Heather Knowler	Commenced during 2012/2013 Year	June 2013
12.4	Review the way we look at procuring property contractors and to suggest improvements	Emma Saunders-Foard	April 2013	September 2013
12.5	To identify an appropriate Estates procurement model for all aspects of the Estates and Disposals Business	Mark Cheverton	April 2013	June 2013
12.6	Implementation of the resultant preferred procurement model(s).	Mark Cheverton	July 2013	April 2014
KEY MILESTONES				DATE (month/year)
A	Agree procurement route for contractors list			May 2013
B	Closure of Dialogue in Tender Process for Total Facilities Management Contract			November 2013
C	Selection of Preferred Bidders for Total Facilities Management Contract			February 2014
D	Finalise strategy for procurement of contractors list			September 2013
E	Implementing and using the Consultancy Framework (Go live 01 July)			June 2013
F	John Wallis Academy, Ashford: Signing of Contract and Commencement of works			June 2013
G	Rendezvous Site, Margate: Obtain outline planning permission for development			July 2013
H	Goat-Lees School, Ashford: Completion			August 2013
J	Skinners Kent Academy, Tunbridge Wells: Completion & Handover			July 2013
K	Kingsmead, Canterbury: Commence Build Phase			April 2013
L	Kingsmead, Canterbury: Completion & Handover			December 2013
M	Wilmington Academy, Dartford: Phase 1 Handover			October 2013
N	Wilmington Academy, Dartford: Phase 2 Handover			March 2014

P	St Augustine Academy, Maidstone: Signing and Commencement of works ²	March 2013
Q	Duke of York Royal Military School, Dover: Signing and Commencement of Works ²	
R	St Augustine Academy, Maidstone: Completion & Handover	April 2014
S	Christ Church Academy, Dover: Achieve Planning Permission	January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Contractors procurement	No
2	Facilities Management procurement programme	Yes
3	Basic Need programme 2014	No
4	Consultancy Framework	Yes

² This date falls outside of the year covered by this plan, but is included to ensure that the project is recognised with the document as all other milestones fall beyond March 2014

PRIORITY 5: People		DESCRIPTION OF PRIORITY: Kent County Council is going through a significant period of change, and these changes affect staff within the division and the wider KCC, and also how the general public and suppliers interacts with the organisation. The actions below support how the Property & Infrastructure Support division engage with change at Kent County Council		
13	Promote New Ways of Working programme and the unique opportunities for changing office environment and working style of back office staff.			
13.1	Establish proper arrangements within BSS for the roll out of New Ways of Working programme.	Rebecca Spore	April 2013	March 2014
13.2	Undertake engagement and communication work with KCC staff on New Ways of Working programme and its impact.	Rebecca Spore	April 2013	March 2014
13.3	Manage the implications of any new governance arrangements required by the programme	Rebecca Spore	April 2013	March 2014
13.4	Develop and improve changing culture around new work spaces and its interconnected HR/ICT workstreams	Rebecca Spore/Peter Bole	April 2013	March 2014
14	Provide strategic property advice alongside BSS advice for transformation programmes			
14.1	To lead on ensuring consistency approach on property matters for all transformation programmes and to aid heads of services to see the value of early engagement of PIS	Nigel Brown	April 2013	March 2014
14.2	Improve communication and customer signposting around new property systems, property procedures and PIS teams around new systems and finance support arrangements	Nigel Brown	April 2013	March 2014
14.3	Undertake "Back To The Floor" (BTTF) visits to key office properties and report back to SMT on findings that will help shape New Work Spaces and service transformations	Rebecca Spore	April 2013	March 2014
14.4	Support the KCC wide staff recognition on the back of the 'Because of You' campaign	Nigel Brown	April 2013	March 2014
14.5	'Kent Manager' accreditation including TCP appraisal setting and to ensure 75% completion by December 2013	All staff meeting the criteria for Kent Manager ³ , led by Nigel Brown	April 2013	December 2013

³ New Staff will have a different timeframe for completion of Kent Manager (2 years from start date)

14.6	To undertake new project management methods using social networking to further improve communication on key projects/work streams	All EMT managers, led by Karen Millar	April 2013	March 2014
14.7	Property to prepare a work stream so changes in customer strategy are reflected in KCC's property estate.	Peter Smith	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	New ways of Working programme milestones will be agreed by the programme board			All year
B	Kent Manager – monitor progress			Quarterly
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	New Ways of Working Programme		Yes	

PRIORITY 6: Financial & Policy Challenges		DESCRIPTION OF PRIORITY: Property & Infrastructure Support will be at the forefront of the financial & policy challenges that Kent County Council faces over the next couple of years and has a key place in contributing to the realisation of these challenges and financial constraints.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
15	Continued delivery of multi-annual package of Revenue Savings from Property Costs			
15.1	Manage Property Rationalisation Programme and ensure estate remains fit for purpose as part of four year programme commenced April 2011 (carried over from 2011/2012 annual plan)	Nigel Brown / Mark Cheverton	Ongoing	Ongoing to March 2015
15.2	Respond to the robust framework to deliver £10 million savings over 7 year period on property revenue savings	Rebecca Spore	April 2013	March 2014
15.3	Work with Finance to have a robust build of financial savings for each of the work streams	Nigel Brown	April 2013	March 2014
15.4	Agree a programme of final transfer of properties into the Corporate Landlord Model and the associated resources that need to be transferred	Nigel Brown	April 2013	March 2014
16	Optimal occupation of KCC property to deliver efficiencies in space usage with resultant reductions in the cost of the estate.			
16.1	Examine creative ways of reducing property occupation with service providers and promote new ways of working, cross-agency use of properties and outreach delivery of services using ICT and HR change management programmes.	Nigel Brown	April 2013	March 2014
16.2	Work with the Programme Office to ensure property solutions are incorporated within all transformation programmes and they are aligned	Nigel Brown	April 2013	March 2014
16.3	Ensure New Ways of Working programme maximises effective use of office space and key office moves drive property efficiencies and new working practices in tandem	Rebecca Spore	April 2013	March 2014
17	Keeping service units and customers engaged in Property matters and Transformation Programmes			
17.1	All divisional managers to drive improvements in customer satisfaction but also seeking to identify savings	Nigel Brown to lead on behalf of SMT/EMT	April 2013	March 2014

17.2	Reinforce the role of Extended Management Team as change agents within the division with a view to seeking improvement in customer satisfaction	Rebecca Spore	April 2013	March 2014
17.3	Ensure all Extended Management Team members are aware of key policy drivers in KCC and how this impacts on property decisions	Rebecca Spore	April 2013	March 2014
18	Drive the capital receipts programme as outlined in the Council's Medium Term Financial Plan			
18.1	Identification of Assets available for disposal over the period to 2017 with a disposals plan incorporating timelines.	Mark Cheverton / Richard Jones	April 2013	June 2013
18.2	Ensure Assets are sold in most appropriate way to maximise receipt to the council for the minimum holding costs	Mark Cheverton	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Complete asset rationalisation programme savings as outlined for 2013/2014 and monitor on a quarterly basis			March 2014
B	Implement next stage of Corporate landlord budget transfers			September 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
	There may be key decisions arising from the proposal for the sale of surplus property, these will be presented at the appropriate juncture			

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES (000's)								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
Asset Development & Commissioning	Nigel Brown	£ 1,061.2	£ 389.6	£ 1,450.8	£ -	£ 1,450.8	£ -	£ 1,450.8
Estates Management	Mark Cheverton	£ 895.0	£ 1,237.0	£ 2,132.0	£ -	£ 2,132.0	£ -	£ 2,132.0
Capital Programme Delivery	Karen Millar	£ 1,336.2	-£ 1,118.5	£ 217.7	£ -	£ 217.7	£ -	£ 217.7
Operational Services (including Corporate Landlord)	Terry Whitlock	£ 2,249.8	£ 23,131.0	£ 25,380.8	-£ 3,890.2	£ 21,490.6	-£ 527.0	£ 20,963.6
Property & Infrastructure Divisional Budget	Rebecca Spore	£ 230.9	£ 80.9	£ 311.8	£ -	£ 311.8	£ -	£ 311.8
Total	Rebecca Spore	£ 5,773.1	£ 23,720.0	£ 29,493.1	-£ 3,890.2	£ 25,602.9	-£ 527.0	£ 25,075.9

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
131.7	144	There may be Short term additional resources that help shape some key transformation programmes. Overall training requirements will be in BSS Occupational Development Plan covering workforce planning and training needs

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Health and safety breach within one of our properties, including failure of statutory testing requirements	Statutory Services team in place and fully staffed and trained. Property & Infrastructure Support staff will lead on training in key statutory and health & safety requirements for building managers/lead occupiers. Notification and escalation process in the event of a breach or risk of breach.
Severe weather event or natural disaster effects the operational services occupying KCC buildings	Business Continuity measures and Emergency plans will be in place to allow critical services to be provided from other properties and emergency property solutions will be in place. Key members of the Facilities Management contracts team involved in the Cross directory business continuity planning group and seasonal planning groups
Increased capital cost/slippage of new capital build infrastructure	Robust and realistic capital budgets are set up with pro-active contract management of the capital programme to ensure any over-spend or delays are kept to a minimum
Unforeseen extra revenue pressures from operational properties.	To ensure extra pressure on running costs such as rising utility bills, business rates and other associated costs are identified early on and built into the budget for future years
Total Property savings from asset rationalisation will not be forthcoming with given timescales	Ensure delays or dependencies from service transformation programmes that have an impact on asset savings are clearly identified and tracked. Working with Directorate representatives to ensure assets are released at the appropriate juncture.

Delays in Total Facilities Management implementation	Ensure a robust implementation programme for Total Facilities Management, including a clear training plan, engagement plan and stakeholder understanding of the new proposed model of service. Ensure suitable business continuity arrangements are in place in the event of any delays in procurement and mobilisation process.
Failure for all parts of the organisation to understand the new Asset Management Plan and the way that assets will be utilised in service delivery	Ensure all service heads are actively engaged in service reviews and to understand the added value Property & Infrastructure Support can provide to service transformation and to ensure the Director Group, Members and staff understand, and are party to, key changes in how KCC uses properties.
Failure to provide professional service due to lack of appropriately qualified staff with competencies to deliver a first class property service	Ensure effective recruitment and retention of staff, and ensure clear plan for training and professional development incorporating clear focus on the delivery of the service.
Economic climate continues to impact on market confidence and effects our ability to dispose of surplus property assets and for developers to complete purchases of KCC key sites	New temporary resources have been put in place to drive disposals and to ensure key completions occur and new ways of delivering capital receipts are captured

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Maintenance and Statutory Services Team	Within 1 day	Reactive maintenance function maintained Health & Safety critical works continue
Facilities Management Teams (including local teams and Building Support)	Within 1 day	Local Teams to maintain services/manage disruption in their buildings and support pressures elsewhere as applicable. Central FM Function to manage any situation from alternative accommodation (KCC or remotely)
Asset Development & Commissioning	Within 1 day	Accommodation Team and Asset Collaboration Team to support relocation of staff from any disruption.
Estates Management & Disposals	Within 5 days	Urgent property advise, particularly in the event of finding short term accommodation
Project Management (Capital Programme Delivery)	Within 5 days	Key projects continue to progress within timeframes

Supply Chain & Contractor Failure	Within 5 days	Within 5 days have a robust recovery plan
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SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Percentage of Rent Outstanding at 60 Days (?)	4%	New Indicator		2%	2%	2%	2%
Percentage of Rent Reviews completed	90%	New Indicator		100%	100%	100%	100%
Response Times Achieved for reactive maintenance calls logged through the Property Service Desk	80%	99%		90%	90%	90%	90%
Customer Satisfaction: %age respondents satisfied or very satisfied with P&IS Services							

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target 2012/2013	Target 2013/2014
Gross capital receipt against annual target of £24,345,000	100%	100% ⁴		£17,600,000	£24,345,000
Percentage completion of Kent Manager Standard by eligible managers with two years on the programme	95%		N/A	100%	100%

Table for ACTIVITY indicators measurable on a quarterly basis by financial year

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
Lease Terminations Undertaken	New		Set	5	7	8	6

⁴ Monetary value of target changes on an annual basis. 2012/2013 outturn was based on a target of £17.6m

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
	Measure						
Reactive maintenance jobs undertaken	Circa 11,000		Upper	2500	2500	3200	3000
			Lower	2000	1800	2500	2500
Value of Property contracts placed with Kent Based Companies ⁵	New Measure		Upper				
			Lower				

⁵ We will look to report the percentage value of contracts which are placed with Kent Based companies. However, this would be for information purposes only as all contracts have to be let within procurement guidelines and legislation.

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
ALL Directorates & Service Units: Transformation programmes have the scope to cut across all directorates and service units. This includes the New Work Spaces Programme on new ways of working.	Low and will be managed through transformation programme boards	Ongoing throughout year, and dependant on programme
ALL Directorates & Service Units: Working with all directorates and service units on the implementation of the Asset Management Plan; engaging with units regarding future Asset use, including Modernisation of Asset Programme, Asset and Service reviews, future service delivery and community involvement under the Localism Act to ensure that Property have all relevant information to hand when making decisions		
BSS – ICT & HR: Delivery of the New Work Spaces Strategy and related work streams around transformation programmes	ICT - Potential relocation of ICT Infrastructure & significant reconfiguration of the network. Ensuring continued performance. Need to ensure appropriate resources available	Ongoing throughout year, and dependant on programme
BSS – ICT – Project Management Office: Implementation of Property Asset Management System (PAMS) - Project Management & Support Services		Ongoing throughout year
BSS – Procurement: Advice and assistance with the procurement of external services, contracts and frameworks. Reviewing current arrangements. Developing and implementing best practice procurement and contract management models. Rollout of i-Procurement.	There will be a significant increase in property procurement work in 2013/2014; need to ensure appropriate resources available	Ongoing throughout year
BSS – HR: Assistance with the development and delivery of training programmes. HR support in “Doing things differently” and embedding cultural change.		First and Second Quarters

CC – CE: Support from Communications and Engagement on the New Work Spaces; Assistance with any communication and customer relations work regarding Property Services; assistance and guidance on completion of Equalities Impact Assessments		Ongoing throughout Programme
Programme Office: Work with the Programme Office to ensure that Property solutions are reflected within projects; support on the delivery of Property led transformation programmes		
EE – CO – Kent Facilities Management: revision of emergency and business continuity plans and procedures		First and Second Quarters
CC – CS – Emergency Planning: revision of emergency and business continuity plans and procedures		
CC – CC – Contact Kent: Running of the Property Helpdesk		
FSC: Health and Social Care Integration Programme (HASCIP)) & Adult Transformation Programme; Property will be involved at the outset of proposals for service transformation.		Ongoing throughout year, and dependant on programme
BSS BS: Transfer of Public Health staff from NHS into KCC accommodation		Until May 2013
ELS SSP & BSS FP: Working together with ELS to deliver investment in schools and deliver new school places through the various capital investment streams	Significant resources from all areas will need to come together to progress these investment streams.	Ongoing throughout year, and dependant on programme
ELS – EduKent: for the marketing of services to schools and academies		Ongoing
EE CO Regeneration: working with Regeneration on the development of the Rendezvous site.		August 2013
BSS GL: Legal assistance on aspects of the New Work Spaces Programme, special projects and work streams within this plan.	Potential for increase in workload for Legal’s Property and Contracts Teams	Ongoing throughout year
EE- PE Planning: input into planning consultation documents; ensuring Local Plan consultation includes property advice on the changing portfolio		Ongoing throughout year.
EE – PE – Planning / BSS – FP / EE - CO – Regeneration: Property advice on maximising benefits from the Community Infrastructure Levy	New to organisation, therefore impact will need to be assessed.	Ongoing throughout year.