

Opportunity Outline

This document is to be used for all new ideas / initiatives as an initial assessment / scope



Title: Facilities Management

Name of Business Sponsor	Susan Attard	Directorate	Town Clerks
Author of document	Susan Attard	Date	24 th December 2014

<input type="checkbox"/> Mandatory <i>Compliance with Legislation, Policy and Audit</i>	<input type="checkbox"/> Sustainability <i>Essential for business continuity</i>	<input checked="" type="checkbox"/> Improvement <i>New idea / opportunity that improves or increases Service Levels</i>
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Case for Change / Objective

Explanation as to why the proposal has come about (e.g. Audit Requirement; new idea, Service Improvement; Business Plan).

As part of the Service Based Reviews, a number of opportunities to mitigate cost and risk to the Corporation across our asset base have been identified.

Due to the diversity, scope and complexity of all the different suggestions, an overarching proposal “Strategic Asset Management” has been created to ensure that the strategic aims are aligned across all the assets related opportunity outlines. Where appropriate joint working will be utilised to achieve better outcomes overall.

Beneath the overarching “Strategic Asset Management” proposal sits four sub proposals which are:-

- Strategic Review of Operational Properties
- Procuring & Managing Services (All Contracts)
- Project Management (All Project / Programme Management) and
- Facilities Management (could include some IS services or be joined)

This outline focuses on the “Facilities Management” work stream (See diagram below). The current situation is that the arrangements for providing Facilities Management Services are inconsistent across the organisation. There is duplication of effort in some areas and a number of pain points.

There is a fractured model, which has resulted in a lack of shared organisational understanding or consistency in how the level of service is identified, delivered and measured. The City Corporation has an opportunity to consolidate and rationalise the FM services to deliver consistent services in a more efficient and cost effective manner on behalf of the City Corporation and the City Police.

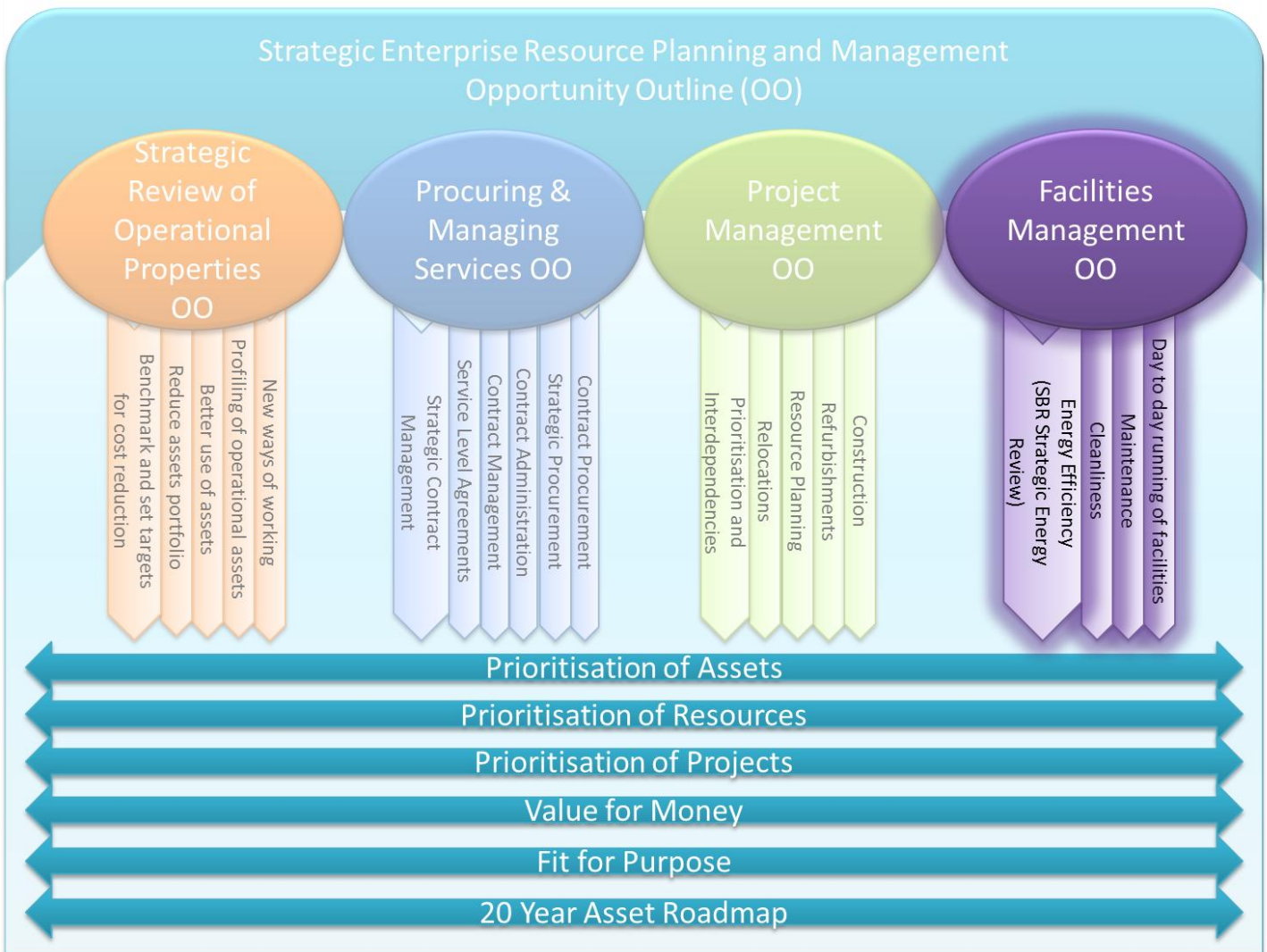
As part of this work we will investigate:

- current facilities management arrangements for all of our assets (Internal, external & mixture of both)
- current and future business property requirements
- implementation of SLAs and KPIs specific to asset type i.e. fit for purpose
- identify measurable targets for cashable savings as per SBR proposals in the short, medium and long term.
- identify contributions towards strategic energy review

- identify any potential areas of synergy for joint working i.e. IS service desk

We will approach this review to embed the core principles of the existing Asset Management Strategy across the corporation and create a set of recommendations to:

- Agree the most effective model of service provision
- maximise opportunities across properties (i.e. Rationalisation and co-location where appropriate)
- enhance the ongoing management of those properties (procuring & managing services and facilities management)
- ensure assets are efficiently occupied, maintained and fit for purpose
- ensure assets represent value for money



Opportunity Description

What is the proposed solution you are putting forward, describe in 50 words (couple of sentences)

A senior officer steering group will drive the scope of the review and ensure that the current Repairs and Maintenance contract is improved and a clear set of proposals are in place for future FM contracts across the City Corporation and the City Police.

The steering group will be led by a service Chief Officer with support from the City Surveyor's Department, the FM category board and liaising with the contract management steering group, where appropriate.

The Focus will be on the following areas:

Current repairs and maintenance contract

1. Hold a workshop with selected senior Chief Officers/Users to identify:
 - a. Current pain points and what works well
 - b. Identify actions which the City Corporation will take in short term to help contract management arrangements
 - c. Agree how key messages will be communicated internally and externally and who will create and manage the communications plan.
 - d. Identify changes to the specification
 - e. Identify any process changes to support consistent and responsive service delivery

Future FM arrangements

2. Recommendations for future facilities management contracts
 - a. Desktop research to identify all FM arrangements in place in house and external contracts)
 - b. Agree timetable for reviewing different services
 - c. Agree approach to be taken to procure services, including challenge of in house teams, including consolidation were appropriate.
 - d. Identify skills and roles required internally to manage and administer FM contracts in an efficient and effective manner.

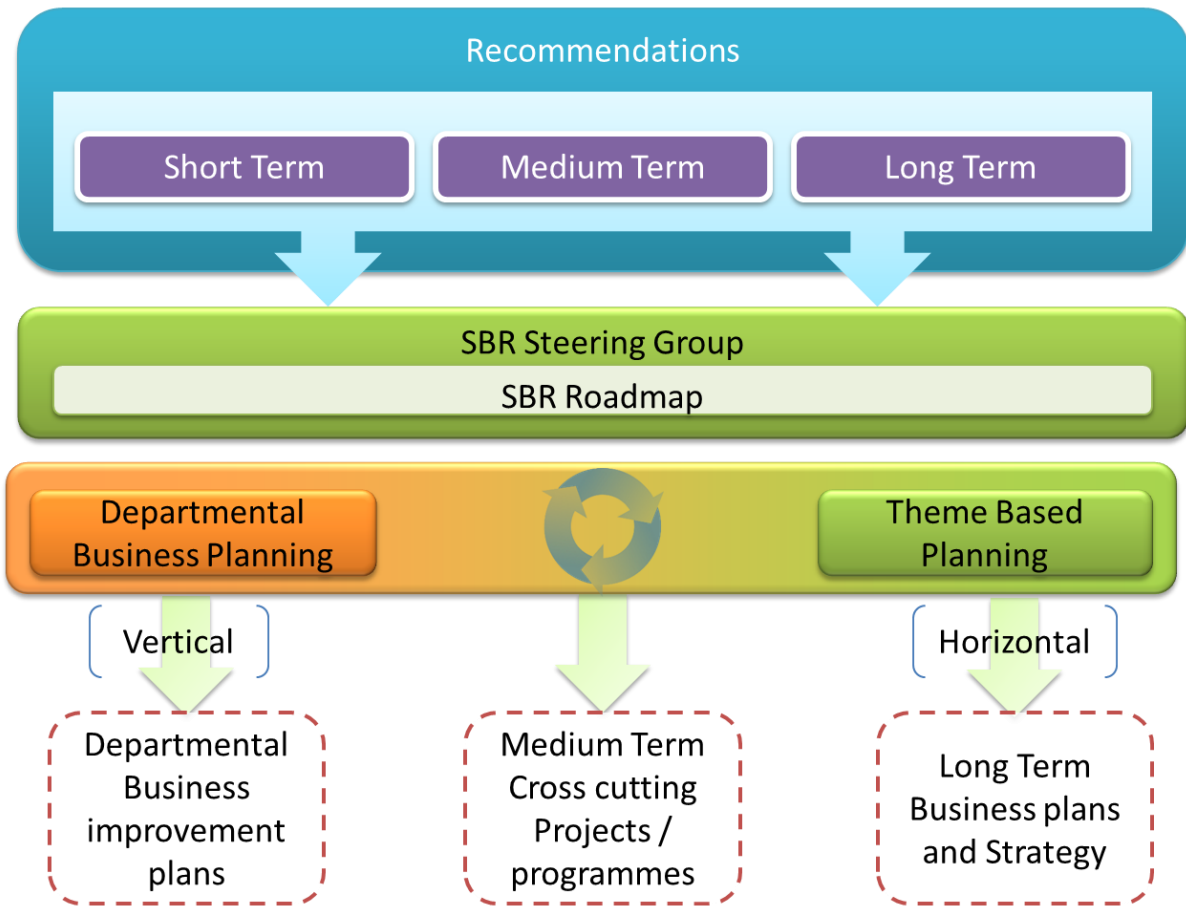
Expected Outcomes

What is the scope of what will be delivered

The outcome of the review will be two-fold

1. Current Repairs and Maintenance Contract.
 - a. A set of recommendations to improve the efficiency and effectiveness of the current Repairs and Maintenance contract so that the services specified are delivered.
 - b. Identify the internal contract management arrangements required to manage the contract across the whole organisation. NB this is likely to be a consolidated hybrid model.
 - c. Identify any changes required to the specification to ensure consistency of standards that meet service department requirements.
 - d. Identify and agree and changes to key performance measures required to deliver specification.
 - e. Agree timescale for contract to be renegotiated in collaboration with FM Category Board.
2. A set of strategic recommendations to improve the efficiency and effectiveness of the FM arrangements, including the delivery of savings identified.
 - a. Identify all of the FM arrangements in place - in house and external contract.
 - b. Critical review of all in-house service provision and external contracts, with effective challenge for levels of service required.
 - c. Proposals to rationalise existing contracts, with in house teams transferring where justified. Consolidation of Operational FM and Investment Property Group (IPG) FM teams and services.
 - d. Proposals for Best Practice and consistency of the management of all FM services. NB this is likely to be a hybrid model.

Direction of Travel



Impact Analysis

What departments, teams and services are impacted and how

<input type="checkbox"/> In-Service <i>Solely impacts the department</i>	<input type="checkbox"/> Multiple Services <i>Impacts more than one department</i>	<input checked="" type="checkbox"/> Whole of Corporation <i>Impacts all areas within City of London Corporation</i>
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Details

Scope of the review:

To include facilities management arrangements for all operational properties within the City Corporation and the City of London Police

This will include all internal and external contract arrangements and the administration and management arrangements necessary to manage the contracts.

Outline Costs

Rough costs, for equipment, software, staff time, contractors

Description	Estimated Cost
Project Team	TBA

Potential Benefits

Cashable and non-cashable benefits

Benefit Description	How you will measure the benefit
<ul style="list-style-type: none"> Consistent level of FM services provided with requirements clear and understood 	Measured through key performance indicators

by service department and contractor/in house provider <ul style="list-style-type: none"> • Contract management and contract monitoring roles clear and explicit and understood by service department and contractor • Consolidation of internal management arrangements resulting in efficiency savings • Consolidation of FM service arrangements/contracts resulting in efficiency savings 	Reduction in expenditure on FM contracts Reduction in revenue costs attributed to staff Reduction in revenue costs attributed to staff
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Budget / Funding Source Identified

Will this be funded departmentally, corporately via capital budget request or a combination of both

Source of funds	Amount	Status
Departmental Budget	£	
Additional Funding Required (Capital budget) / Grant	£	
Total	£TBA	N/A

Resources / Delivery Team & Assurance

What resources will be needed for delivery and the business areas

Name	Role	Department
Susan Attard	Project Sponsor	Town Clerks
David Smith	Project Lead	Markets & Consumer Protection
Peter Young	Project Steering Group Member	City Surveyors
Sue Ireland	Project Steering Group Member	Open Spaces
Paul Nagle	Financial advice and accounting	Chamberlains
David Pearson	Project Steering Group Member	Culture Heritage and Libraries
Michael Dick	Project Steering Group Member	Barbican
FM Cleaning & Security - tbc	Project Lead	City Surveyors
HR – tbc	Project Steering Group Member	Town Clerks
Procurement - tbc	Project Steering Group Member and liaison with Contract Management Review	Chamberlains

Timescales

Is there an inflexible timescale this is needed by? If yes then provide specific reasons. Or is it simply as soon as possible? What would the project milestones look like? E.g. Weeks 1-4, Preparation of project PID

Current Repairs and Maintenance Contract Review to be completed by end of March 2015 – new arrangements in place

FM Review to be completed by end of July 2015 – report with a set of recommendations

Risks

Type = Project, Service, Corporate, Regulatory

Likelihood = High, Medium, Low

Impact = High, Medium, Low

Mitigating Plan = Proposed options to address the risk

Description of Risk	Type	Likelihood	Impact	Mitigation Plan

Assumptions

What assumptions have been made whilst constructing this Opportunity Outline?

Dependencies

Is this opportunity dependent or linked to other projects or initiatives?

This outline also fits into a wider Asset Management Strategy across the City Corporation, the other three elements being:

- *Strategic Review of Operational Properties
- * Operational Asset Review
- * Procuring and Managing Services
- * Project Management

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For Mandatory/Compliance proposals only

Is this opportunity dependent or linked to other projects or initiatives?

Compliance Type	References	Penalty for non-compliance
Statutory / Regulatory		
Audit Recommendation		
Council Policy		
Contractual obligation		

Authorisation

This must be completed by the Author and the Senior Responsible Officer and Head of Department

Name	Role	Date Approved
Susan Attard	Project Sponsor	
		SBR Steering Group – 3.02.15
		Summit Group – 23.02.15