

# Facilities Management Strategy

2022-2025

# Foreword

Our Asset Management Strategy is a robust and forward thinking strategy for the management of our land and assets is critical to ensure that the right decisions are made regarding their future use, management, development or disposal. It sets the framework for managing our corporate property portfolio for the next five years, including how we make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service.

The Asset Management Strategy is supported by the following suite of documents which further align the management of property and assets to deliver the Council, Departmental and Asset Management objectives:

- Property Maintenance Strategy
- Estate Management Strategy
- Facilities Management Strategy
- Disposal and Acquisition Protocol

These strategies define how we, using a corporate landlord approach, not only support frontline service delivery, but respond to and plan for future changes in the way that we deliver those services and also meet the needs of an increasingly flexible and agile workforce, embracing opportunities to collaborate with services across the Council and with partners. The Council's corporate responsibilities are at the forefront of all our activities.

After our people, our property assets are our biggest resource and are key to transforming the way in which we deliver our services. Shrewd and effective asset management will not only ensure that our estate is sustainable and able to support future service deliveries, but that it can drive, support and contribute to wider Council priorities, including our carbon reduction agenda.

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## 2. Introduction

Derbyshire County Council has an extensive and diverse land and property estate (the Estate) which offers opportunity to reimagine the asset base from which Council services are delivered. The Asset Management Strategy 2022-2025 sets a framework for the strategic management of the Estate to support our corporate objectives and ensure that the Estate is sustainable, efficient, and fit for the purpose of delivering excellent service.

The Asset Management Strategy has set the following objectives:

- Ensuring that we have the right buildings in the right place to support excellent and dynamic service delivery.
- Creating the right kind of flexible and functional spaces that work effectively and efficiently for everyone who uses them.
- Being ambitious and enterprising in how we manage our buildings to maximise value for money, income, and savings.
- Strengthening partnerships to support colocation, co-delivery of services and more resilient communities.
- Responding to climate change by reducing our carbon footprint.

Underpinning all of this will be planned and preventative maintenance, robust and continuous asset challenge, performance benchmarking of our portfolio and performance monitoring.

A robust Facilities Management function will support the Asset Management Strategy, by providing intelligent data led decisions, based on premises management costs, building utilisation and energy efficiency.

# 3. Organisational Drivers of the Facilities Management strategy

The Facilities Management Strategy links to and supports the 'Our Council Plan 2021-25 and will focus our efforts over the next three years through providing

**High performing, value for money and customer focused facilities management services.**

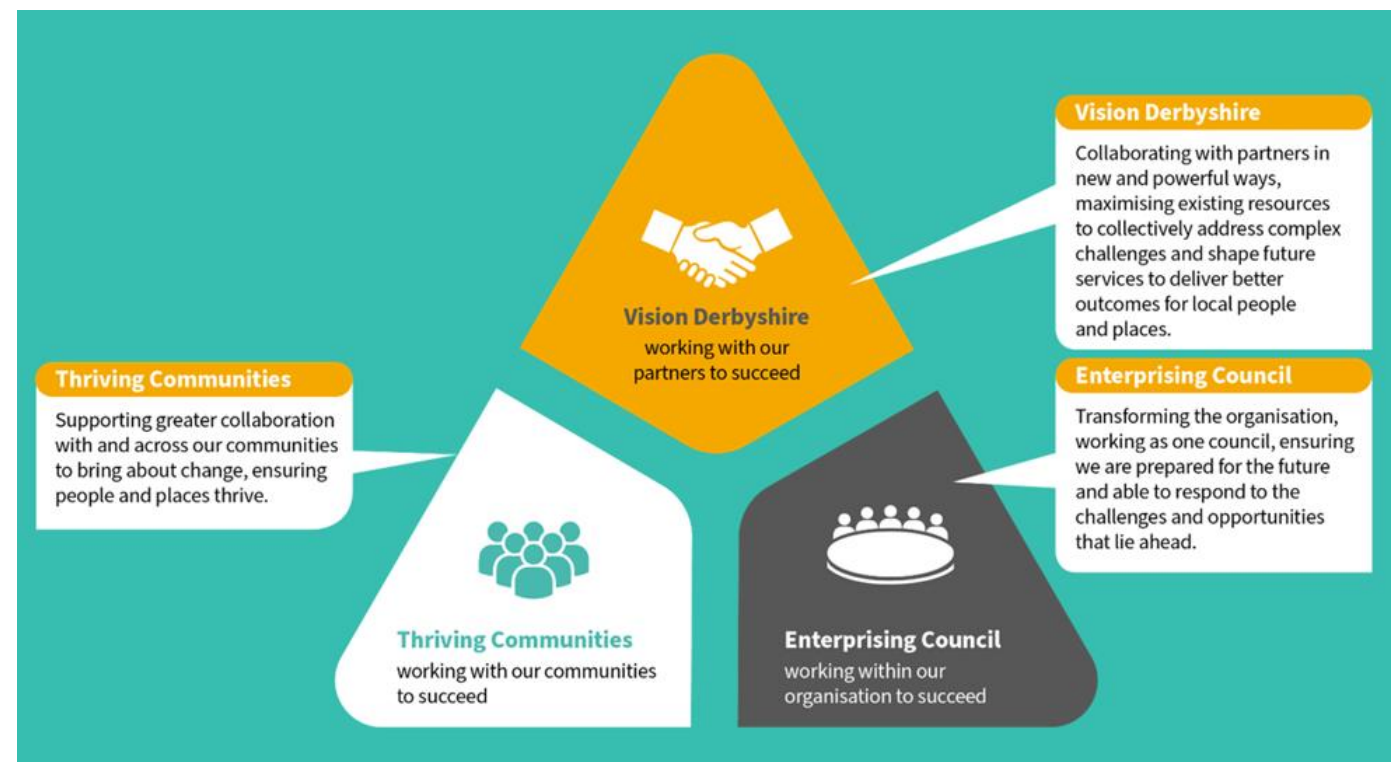
**The provision of suitable space to enable effective early help for individuals and communities.**

**A prosperous and green Derbyshire through carbon reduction and supporting climate change strategies.**

**Compliant buildings that facilitate health, wellbeing and safety within our communities.**

Our strategic approach governing how we work with and for communities, and in collaboration with partners, is underpinned by the Council's three strategic areas of activity; **Vision Derbyshire, Thriving Communities and Enterprising Council.**

The Facilities Management Strategy is a three year programme to review the provision of FM services and to optimise both the energy performance and utilisation of space within our estate, to ensure that the property portfolio is aligned to deliver against the three strategic areas of activity:



# 4. Approach and Process



## 4.1.1 Facilities Management Strategy

The purpose of the Facilities Management Strategy (FM Strategy) is to align the Facilities Management function to Our Council Plan 2021-25 and the Asset Management Strategy. The strategy details how our premises can work for our services, for our partners and for our communities. It will:

- ensure we are prepared for the future, by providing the right spaces to enable the council to meet its 'Enterprising Council' vision and able to respond to future challenges and opportunities.
- support collaboration between the Council and local communities, by providing effective, efficient, and safe facilities for 'Thriving Communities.'
- work with partners to ensure we are all getting the best use of space and manage it in an efficient and cost-effective manner.

The objective of the FM Strategy is to build a dynamic, vibrant, and proactive facilities management service, creating opportunity, value, and consistency in approach to provide spaces that are suitable for purpose, well utilised, safe, and functional for all to use.

Providing the right spaces in the right location with the right facilities and amenities can help attract the best class of employees and help to get the best out of them and provide enhanced services to our local communities.

The strategy covers the following areas of Facilities Management:

- Space management and ergonomics
- Building management and compliance
- Energy management

## 4.1.2 Space Management and Ergonomics

Our property resource, and the facilities within them, can play a key role in the business performance of the Council and can contribute to revenue savings by ensuring all our spaces are fit for purpose, harmonic and well utilised and we are not hindered by 'dead' or wasted space.

To ensure we can get the best from our property assets the FM Strategy will be aligned to corporate and financial objectives, in particular the Asset Management Strategy, to make our property estate more enticing for staff and visitors.

An asset is categorised as one of the following outcomes in an Asset Plan, as detailed in the Asset Management Strategy.

- Retain and manage in current form
- Retain and remodel
- Retain and redevelop
- Lease out (state whether commercial or community)
- Dispose – in short term (within 5 years)
- Dispose – in medium term (within 5-10 years)
- Dispose – in long term (10+ years)

When delivering a Facilities Management Strategy, we will look to provide bold and value for money outcomes aligned to the asset categorisation and corporate objectives through use of appropriate delivery models to meet the needs of the services that use our properties.

# 4. Approach and Process

## 4.1.2 Space Management and Ergonomics (continued)

We will look to the future and consider future trends in the delivery of facilities management to provide spaces that are safe and fit for purpose.

The Strategy focuses on:

- Flexible space and the development and implementation of space standards and targets and monitoring usage and performance
- Developing an understanding of the interaction between space and users to ensure equality, diversity, and inclusion within our estate.
- Providing environments that focus on health and happiness to improve productivity
- Providing multi location and integrated workspaces to foster creativity and innovation
- Undertaking change when required to make better use of space in line with service requirements
- Use of technology for premises management
- Enhancing FM services with joint venture partners.
- Ensuring the right skills exist within the FM team to deliver this strategy.



## 4.1.3 Building Management

The importance of good provision and management of facilities within our premises cannot be understated if our buildings are to be harmonic and efficient and provide the right spaces for our service delivery. The level of building management provided will need to align to service delivery requirement and reflect the asset categorisation and will be set out in a service level agreement for each premise.

The FM Strategy will focus on:

- Develop and implement service standards based on service delivery need and asset categorisation
- Review, develop and implement service level agreement for provision of facilities at each premises
- Ensuring our premises are safe and compliant with statutory requirements
- Cost effective services are in place that meet the needs of the requirements of the Council, for example, for cleaning and caretaking, grounds maintenance, commissionaires, washroom services, catering services, waste management, pest control, etc
- Support efficient operation of premises to reduce carbon emissions and operational costs
- Develop and implement standards and finishes to our spaces to create consistency in approach across the Council and provide corporate recognition and branding
- Suitable access, egress, and security provision for all, incorporating the use of Smart ID badges for employees

# 4. Approach and Process

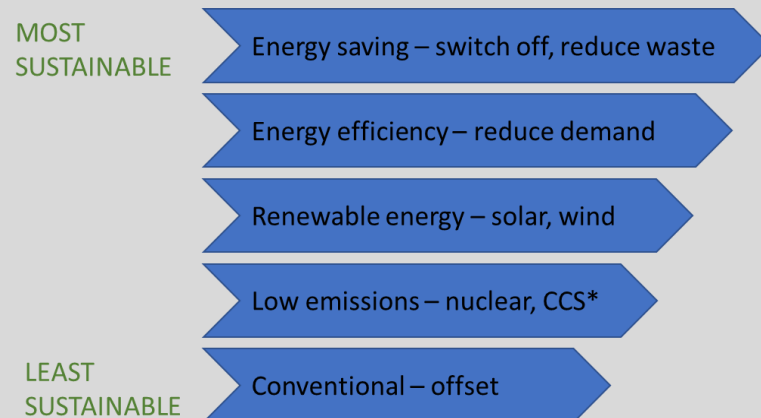
## 4.1.3 Building Management (continued)

- Effective event management and marketing of lettable spaces
- Effective car parking solutions
- Suitable IT infrastructure and equipment is in place
- Suitable reprographic services are in place that allow employees to work in a flexible manner
- One system is in place for the booking of different spaces

We will ensure the facilities within our buildings are suitably managed and maintained, within budget constraints, and aligned to other Corporate Property Strategies.

## 4.1.4. Energy Management

This section details key objectives to ensure the effective management of utility contracts along with objectives for improving the efficiency of Council buildings. This follows the general principles of the energy hierarchy as shown below:



\*Carbon capture and storage used with conventional generation

## 4.1.4 Energy Management (continued)

Energy management services will be provided for our properties to support the Council Plan, Asset Management and Climate Change Strategies and ensure that carbon reduction is embedded into building management and operations.

Our buildings need to be efficient with lighting, heating, ventilation and water systems that provide comfortable environments. Monitoring and data collection will capture energy usage from each property and this will be used to drive improved efficiency.

An Energy Policy sets out the following actions:

- Procurement of energy and water services
- Billing validation and query management
- Management and monitoring of supplies
- Promotion of energy and water use reduction through management, monitoring, improvement measures and communication
- Feasibility on the use of low carbon energy procurement options
- Identifying buildings that are suitable for energy efficiency retrofitting
- Identifying buildings and land for the installation of renewable energy generation technologies
- Reporting on energy consumption and greenhouse gases from our premises
- The provision of Display Energy Certificates and recommendation reports
- Collaboration on council wide behaviour change initiatives and support for schools

These actions aim to cut costs and carbon emissions delivering a twofold benefit to the Council.





# 4. Approach and Process

## 4.1.5 Data and Processes

Annual property reviews will utilise the Council's information management systems, alongside asset efficiency and effectiveness performance indicators (PI's) to enable transparent performance reporting that will inform operational and corporate property decision making.

Current processes will be mapped to create a 'service blueprint' and then reviewed using lean processes to seek efficiency and effectiveness improvements within the FM delivered service.

To identify, capture and process data requirements required for facilities management and to develop and implement new solutions for occupancy management and energy management.

Develop a culture supported by training and development of accurate data capture to support operational and corporate objectives.

## 4.1.6 Commissioning

The Council may, from time to time, commission external providers in connection with the management of facilities within our premises. This will be procured through the relevant joint venture, framework, or partner.



# 5. Measuring Success and Performance

## Year 1: 2022/23

- Complete and review annually our Facilities Management Strategy/
- Complete our FM Management Plan and review bi-annually at SMT/
- Contribute data to the first 'State of the Estate' report.
- Map facilities management processes to create a 'service blueprint'.
- Drive forward identified facilities management revenue savings aligned to Corporate Property targets.
- We will have an Energy Policy, approved by Cabinet.
- Utilise data to inform energy efficiency decisions.

## Year 2: 2023/24

- Asset Optimisation implemented - will get us to an efficient effective asset base
- Work with partners to deliver whole lifecycle cost modelling.
- FM standards implemented commence monitoring and deliver to these standards - reviewed annually SARB, CAMG and CMT
- Corporate Landlord sites: Set a target for the efficiency and effectiveness PI's for 2023/24 and 2024/25.
- 50% of all FM managed assets will have a bespoke facilities management and delivery plan in place.
- Review of water contracts and investigation of water saving technologies to reduce usage and produce savings.

## Year 3: 2024/25

- A programme to push our corporate estate to carbon net zero by 2032 will be in place
- 100% of all Corporate Landlord assets will have a bespoke facilities management and delivery plan in place.

### By the end of 2025:

- All assets will have a bespoke FM management and delivery plan in place, signed off by SARB.
- A rolling programme of FM annual property reviews will be in place that monitors and compares efficiency and effectiveness across our built estate.
- FM future plan outcomes will be programmed and tracked for delivery against the Asset Plan outcome.
- Forecast future revenue savings based on data intelligence led decisions.

### Strategic aims:

- 100% of assets have a combined bespoke FM, space and energy

# 5. Measuring Success and Performance

## 5.1.1 Estate efficiency PI's

- Comparisons of total property running (costs/m<sup>2</sup>) by building.
- Comparisons of total energy consumption (kWh/m<sup>2</sup>) by building.
- Comparisons of water consumption (Usage m<sup>3</sup>/FTE) by building.
- Percentage of waste recycled of total volume of waste collected
- Space workstation compliance (Area m<sup>2</sup>/total number of workstations) by building.
- Space standards compliance (Area m<sup>2</sup>/staff FTE) by building.

## 5.1.2 Estate effectiveness PI's

- User satisfaction and user productivity audits to determine how well our environments support service delivery.
- Annual building occupancy management and building utilisation reviews.
- Cost of the FM team expressed as a percentage of the organisation running costs and per m<sup>2</sup> or corporate estate.
- Percentage of NIA (m<sup>2</sup>) of GIA (m<sup>2</sup>) by building.
- Percentage of buildings within the corporate estate that are used by community groups.

# 6. Implementation and Review

The Strategy will be circulated to all officers, stakeholders, Councillors and partners involved in managing the Estate and its associated facilities and will be available on the Council's intranet to ensure there is a consistent message.

The Strategy will be reviewed in line with the Asset Management Strategy 2022-2025 cycle and any feedback and findings will be considered.

