

**REPORT TO: POLICY AND RESOURCES COMMITTEE ON 20 OCTOBER 2009**

**SUBJECT: DESIGNING BETTER SERVICES PHASE 2:**  
- **ASSET AND FACILITIES MANAGEMENT THEME**  
- **GENERAL UPDATE**

**BY: CHIEF FINANCIAL OFFICER**

**1. REASON FOR REPORT**

- 1.1 To up-date the Committee on progress to date and to authorise the Design Mandate for the Transport, Asset and Facilities Management theme to proceed to detailed design.
- 1.2 This report is submitted to Committee in terms of Section A(II) of the Council's Administrative Scheme relating to Managing the Finances of the Council Section A(42), the organisation and management processes of the Council.

**2. RECOMMENDATION**

**2.1 It is recommended that the Committee:**

- **Note the revised reporting schedule for the Programme Business Case**
- **Agree the Design Mandate for the Asset & Facilities Management theme to proceed into the detailed design phase**

**3. BACKGROUND**

- 3.1 Embarking on the Designing Better Services (Phase 2) Programme, detailed design and implementation, was agreed by the Council in November 2008. Since that time, the Committee has approved design mandates for the individual themes (final mandate included within this report). Regular progress reports are also provided to this Committee for consideration.

#### **4. ASSETS & FACILITIES MANAGEMENT**

- 4.1 The executive summary of the Asset & Facilities Management Design Mandate for consideration by this Committee can be found at **Appendix 1**. The complete report is available on the Members' Portal. The report was also considered and approved for submission to this Committee by the Designing Better Services Programme Board on 24<sup>th</sup> September 2009.

#### **5. PROGRESS**

- 5.1 The DBS Phase 2 (Design) programme plan overview is at **Appendix 2**. The programme is being managed as six themes and the plan reflects the interdependencies of the component projects and is designed to maximise the delivery of benefits. As previously reported, the detailed design phase represents uncharted waters for the Council and a number of themes have been unable to match the initial plans for this phase. This will impact on the ability to report a complete programme business case in December 2009. An up-date on each theme is provided below:

- 5.2 Customer Services – The theme is on target to report in December 2009. The report will include the detailed design and key milestones for implementation of the new Contact Centre (which will include telephone, email and face to face contact). To achieve these two outcomes will require the completion of a staffing structure, and design, of the systems, processes and hardware to operate the new ways of working.

- 5.3 Workforce Deployment – The theme is on target to report in December 2009. The report will include detailed design and key milestones for implementation of new ways of working by using mobile technology and workforce scheduling. To achieve these two outcomes will require a review of existing staffing complements, and the design of processes and hardware to enable the new ways of working.

Procurement – The business case was approved at the last Policy and Resources Committee on 24<sup>th</sup> September 2009. Staff consultation is due to end at the end of October and systems work is ongoing.

Property – The four elements of the theme are listed below. Good progress is reported to date. The majority of the cash and service benefits are associated with the Elgin office element. The development of the design brief for the former Aldi building is nearing completion and a briefing for elected members and staff is planned for November 2009. An in-house competition to name the new HQ buildings is being planned. The design work for out-of-Elgin offices and workshops/depots will remain at a low level of detail until the Elgin solution is underway.

- (i) Elgin Offices – This is the priority area within the Property Theme and Sub-Group working with contractors to prepare a design brief for the former Aldi building.
  - (ii) Other Offices – High-level preparatory work will be undertaken by theme staff. This will focus on assessing the suitability of existing accommodation to enable the Council to expand the modernisation proposals to all offices to be retained or replaced in the future..
  - (iii) Depots – High-level preparatory work will still be undertaken by the theme staff. This will focus on assessing the suitability of existing accommodation to enable the Council to expand the modernisation proposals to all depots to be retained or replaced in the future.
  - (iv) Asset & Facilities Management – The executive summary of the Design Mandate is attached.
- 5.4 Operational Support – This is a major area of activity for the DBS team until the end of November. During this time, the team will be using the information gathered to date and observing and recording operations throughout the Council. This will enable the team to critically appraise the potential for alternative approaches to admin and other similar support required to deliver services. An update on progress will be provided at the December meeting and if possible, this will include an indication of the likely recommendations arising from this theme.
- 5.5 Vehicles – The mandate was approved at the last meeting of this Committee and good progress is being made. A draft report will be provided to the DBS Executive on 19<sup>th</sup> December.
- 5.6 Based on current progress, the reporting timetable for detailed design and implementation plans is now anticipated to be as follows:

	<b>Policy and Resources Committee Date</b>
Customer	15 <sup>th</sup> December 2009
Workforce	15 <sup>th</sup> December 2009
Procurement	24 <sup>th</sup> September 2009
Property	
(i) Elgin Offices	2 <sup>nd</sup> March 2010
(ii) Other Offices	2 <sup>nd</sup> May 2010
(iii) Depots	2 <sup>nd</sup> March 2010
(iv) Asset and Facilities Management	2 <sup>nd</sup> March 2010
Operational Support	2 <sup>nd</sup> March 2010
Vehicles	2 <sup>nd</sup> March 2010

The above dates are based on the Committee timetable and it may be advantageous to arrange an additional meeting of the Policy and Resources Committee in mid-February to consider the final Design and Implementation Programme report. If such a meeting is arranged, then all of the items targeted for 2<sup>nd</sup> March will be included at the additional meeting.

- 5.7 Pre-briefing sessions for elected Members will be arranged ahead of the committee dates in December and March. The aim will be to refresh Members' understanding of the programme and its component themes affording an opportunity to discuss the detail and provide clarification ahead of formal committee consideration.

## **6. SUMMARY OF IMPLICATIONS**

### **(a) Single Outcome Agreement/Service Improvement Plan**

The transition of services into the new DBS ways of working will inform service improvement plans.

### **(b) Policy and Legal**

Nothing further to report.

**(c) Resources (Financial, Risks, Staffing and Property)**

The budget agreed for the design phase of DBS is £800,000 and the completion dates identified within this report will result in the design and implementation being completed within this budget.

**(d) Consultations**

All departments have been involved in the development of the Design Mandate.

A union is represented on the Programme Board and a separate consultation is being undertaken with staffing unions and their views from this consultation have been considered throughout the process.

**7. CONCLUSION**

- 7.1 Work is progressing towards detailed design on all remaining five themes. The next report will be in mid-December which will include the detailed designs and key implementation dates for Customer Services and Workforce Deployment. All remaining detailed designs and an implementation plan for the programme will be reported on 2<sup>nd</sup> March 2010.**
- 7.2 The Asset & Facilities Management Design Mandate confirms the need to change the council's approach to how it manages its assets and support services in order to deliver efficiency savings and service improvements. It is therefore recommended that the council should approve the recommendations detailed in the Design Mandate.**

Author of Report: David Morris, Programme Manager  
Background Papers: Available on the Elected members portal  
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