

Finance and Resources Committee

10.00am, Thursday, 1 December 2016

Asset Management Strategy Transformation Programme - Update

Item number	7.2
Report number	
Executive/routine	
Wards	

Executive summary

This report provides a progress report to the Finance and Resources Committee on the implementation of the Asset Management Strategy (AMS) for Property and Facilities Management.

Links

Coalition pledges
Council outcomes
Single Outcome Agreement

Asset Management Strategy Transformation Programme - Update

1. Recommendations

- 1.1 That the Committee:-
 - 1.1.1 Notes the continued progress in each of the key AMS Transformation Programme work streams; and
 - 1.1.2 Notes the development and content of the Management Information dashboard reports provided in Appendix 1.

2. Background

- 2.1 The AMS is a work stream within the wider Council Transformation Programme, aimed at achieving cost savings and delivering an improved service through a new operating model.
- 2.2 The AMS programme aims to create a credible, focused and sustainable delivery plan for property and facilities management; provide a fit-for-purpose, right-sized and safe estate; provide an appropriate level of service at an acceptable and efficient cost; and act in a commercial manner in pursuit of maximising value.
- 2.3 The Finance and Resources Committee considered the Property and AMS on 24 September 2015. Committee approved the adoption of an in-house delivery model which included a significant investment in technical support over the next few years. In November 2015, Committee further approved that this should be delivered directly by the Council rather than through a Council subsidiary.
- 2.4 This paper provides an overview of the status of the programme and the work completed over the last period.

3. Main report

- 3.1 Good progress has been made since September across the AMS work streams. A summary of progress is provided below and the Management Information dashboards containing further information and KPI's are provided in Appendix 1.

Transition and Facilities Management (FM)

- 3.2 The Head of Property and Facilities Management and the Facilities Management Senior Manager appointments were made in the period.
- 3.3 The organisational review for non-FM staff below tier four closed consultation following the 45 day period and matching and assignment is now nearing completion. The next stage of reviews was scheduled to begin in November 2016.
- 3.4 There has been detailed consultation with key stakeholders in relation to the FM Service Level Agreements (SLAs) during the period. This consultation has raised some issues requiring further consideration and these are currently being addressed. Issues include detailed queries raised in relation to a move to more mobile working practices and working through specific workforce matters.
- 3.5 A decision has therefore been taken to split the next stage of review into two tranches. This approach will impact on the aim to deliver the completed operational structure by April 2017 although it is anticipated that the new service will be operational by early summer next year.
- 3.6 The FM team has completed the design of the service delivery models for soft FM services and the Business Case for the organisational review has been considered by the Corporate Leadership Team.
- 3.7 FM processes continue to be developed alongside the design of the future organisation structure to document and improve ways of working, including a complete re-design of the Helpdesk service within the Customer Contact Centre to enable the service to work more efficiently and effectively going forward.

Estates Rationalisation

- 3.8 Work has continued on the concepts of the public facing services at 249 High Street, which will support the relocation of services from other buildings such as 329 High Street, Lothian Chambers and 1A Parliament Square. The customer journey has been developed jointly between Customer, Property and ICT and it is anticipated that some of the generic principles established for the High Street are also likely to be adopted in the localities' offices. Stakeholder engagement in the Wester Hailes place based approach is continuing based on a series of discussions with the local community about the optimum location of services. It is anticipated that there will be a further report on the outcome of this early in the New Year.
- 3.9 Proposals for a potential Leith Partnership Centre, combining Council, Police, NHS and Third Sector agencies, are being reviewed given the funding gap associated with this proposal. It is currently proving very difficult however to make any business case for the centre financially viable. Further work is ongoing and will form the basis of a report early in the New Year.
- 3.10 Council wide engagement has commenced on the optimum location of teams to support the locality operating model and Council wide functions. It is anticipated that this will result in a Council wide reorganisation of office accommodation to

bring together new teams and locate the teams in the right places. The co-location with partner agencies also features in this work, and will be developed through the Locality Leadership Teams. It is anticipated that the phased relocation of all teams will take around a year to complete.

- 3.11 With regard to the Communities and Families estate, work has commenced on the lifecycle costing for required new infrastructure to serve the rising rolls and Local Development Plan requirements.

Investment Portfolio

- 3.12 A draft paper outlining the recommended strategy for concessionary lets within the portfolio has been presented to the Corporate Leadership Team. The recommended position is that there are no new concessionary lets moving forward. In addition, existing concessionary lets will be reviewed at expiry of lease. In some instances, service areas may propose to subsidise rental levels from their own budget due to the nature of the services provided from the property. However, each case will be reported to the Finance and Resources Committee to be considered on its own merits. The intention is to eventually phase out concessionary lets, unless specifically approved by Committee, and replace the approach with the Council's legal requirements under community asset transfer.
- 3.13 The strategy on the future of Lothian Chambers and 329 High Street will be considered at the meeting of the Economy Committee in February 2017.
- 3.14 As reported previously the need for an appropriate IT system to implement the investment strategy continues to be a major priority with work proceeding to ready the existing data for transfer when a suitable system, to meet the identified requirements, is obtained.
- 3.15 Business as usual continues to function with the portfolio rental income projected to increase in excess of the 2% per annum target for financial year 2016/17.
- 3.16 Opportunities for financial savings continue to be identified which will be recorded in the savings tracker for the workstream. Future major events in the portfolio, such as lease expiry dates for the major income producing assets have been identified with work being undertaken now to protect against any temporary loss of income while the future of such assets are determined.

Asset Condition

- 3.17 It was clear that the Council's current approach and budget provisions relating to asset condition and maintenance is not sufficient to address the backlog maintenance requirements, estimated to be circa £20m per annum over the next five years. In response to this, the Asset Condition working group, has completed a forward strategy relating to asset condition and maintenance which was approved by the Corporate Leadership Team in March 2016.
- 3.18 Work is ongoing to procure a delivery partner to assist with the full asset condition survey programme. A tender was issued via the City of Edinburgh

Council Building Surveying Framework and bids are currently being evaluated with a view to awarding a contract and commencing survey work in December.

- 3.19 Enabling information is being collated to support the survey programme comprising asset lists, building plans, site contact details and historic survey and health and safety information.
- 3.20 Further live testing of the CAFM functionality is ongoing to identify any issues in preparation for the main survey roll-out. All activities and milestones are on programme to complete the survey exercise by summer 2017.

Next Steps

- 3.21 The following are the key activities planned until the end of the year:
 - 3.21.1 Commence the roll out of the next stage of transformation in relation to facilities management;
 - 3.21.2 Continue the roll out of the CAFM system to ensure the system meets the requirements and functionality of the new service going forward;
 - 3.21.3 Continue to deliver the detailed engagement for each of the business cases approved by the Corporate Leadership Team in relation to estates rationalisation;
 - 3.21.4 Continue to define accommodation demand strategies at a high level, working closely with Locality Managers;
 - 3.21.5 Further development of the Investment Portfolio strategy including completion of the strategy and report on the recommended policy for dealing with concessionary lets; and
 - 3.21.6 Award the contract and commence work on the required asset condition surveys.

4. Measures of success

- 4.1 The AMS business case identified significant financial and non-financial benefits associated with the asset management and Property and Facilities Management function that are in line with the wider objectives of the Council's Transformation Programme.
- 4.2 A benefits tracker has been designed to monitor the qualitative and non-qualitative benefits of the AMS Transformation Programme and, where possible, the corresponding implementation costs associated with the initiatives. Although AMS aims to principally deliver revenue savings targets through estate rationalisation, organisational redesign and investment portfolio initiatives, there are also consequential impacts on the capital budget that also need to be monitored. This includes, for example, capital requirements as part of any implementation costs and capital receipts from any proposed disposal initiatives.
- 4.3 The benefits tracker therefore tracks the revenue and capital implications of any financial savings initiatives. These benefits, along with qualitative impacts, have been categorised into the following three areas:

1. Direct cashable savings e.g. reduced operating costs from closure of a building;
 2. Non-cashable efficiencies e.g. the reduction in required revenue maintenance spend as a result of the building closure (which is then redeployed); and
 3. Qualitative benefits e.g. improved customer satisfaction in relocating a service to a property that is more fit for purpose.
- 4.4 The benefits tracker has been populated based on emerging findings to date. Further work is currently underway to refine initiatives in all work streams and, once respective milestones have been reached across these work streams, the benefits tracker will be fully populated and act as a baseline from which the benefits can be measured.
- 4.5 The Management Information dashboards provided in Appendix 1 have been developed to track key KPI's across the AMS work streams.

5. Financial impact

- 5.1 The total budget for AMS implementation is £7.7m, of which £3.4m has been allocated for external support. Other cost heads include the Estates Rationalisation (office restack), Condition Surveys, FM Training, equipment, vehicles and ICT (CAFM). These sums can be contained within the remaining budget for AMS implementation.
- 5.2 The savings tracker profile has been updated to reflect the delivery work currently underway. The tracker still shows an overall saving of £6.2m by 2019/20.

Re-Profiled Figures	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Service Redesign	0.400	0.700	1.900	1.900
Estates Rationalisation	0.200	0.600	2.000	2.200
Investment Estate	0.200	0.300	1.900	2.100
	0.800	1.600	5.800	6.200

- 5.3 While the savings forecasts are broadly in line with the original targets, there are a number of assumptions underpinning the projections. These include broad support by users of the Council estate for the new facilities management operating model; political and management support to deliver the estates rationalisation strategy; and support to reinvest capital from asset disposal to

realise the objectives of the investments work stream together with an ability to increase some concessionary rents over the period.

6. Risk, policy, compliance and governance impact

- 6.1 Key delivery risks are provided in the Management Information dashboards provided in Appendix 1.
- 6.2 The top delivery risks currently include:
- There is a risk that a lack of stakeholder and political support for the Property and Facilities Management transformation proposals leads to a failure to deliver the agreed cost savings;
 - There is a risk that a lack of capital funding, due to budget constraints, leads to the Councils inability to reduce the backlog maintenance across the estate;
 - There is a risk that a delay to the implementation of CAFM impacts on the delivery of the Blueprint and cost savings profile; and
 - There is a risk that resistance by other Council services to new property strategies and service standards leads to a failure to deliver the required cost savings.

7. Equalities impact

- 7.1 The contents and proposals of this report have been assessed with respect to the Equality Act 2010 public sector equality duty. In this regard, an equality and rights impact assessment has been initiated, and initial findings have indicated:
- 7.1.1 Reducing property costs will enable greater savings to be realised, which in turn will enable more effective protection of frontline services to vulnerable citizens, and meeting demographic pressures;
 - 7.1.2 Projects exploring the feasibility of asset transfer to community groups could empower communities, particularly those in deprived communities;
 - 7.1.3 Any impacts on employment conditions as a result of different service delivery models will be assessed further through the impact assessment process;
 - 7.1.4 Any changes to concessionary lets to third sector and community groups, and consequent impacts, could be managed through the grants and contracts process;
 - 7.1.5 Co-location opportunities, if delivered, could improve and simplify access to council and partner services, especially those individuals or families who require multiple services; and
 - 7.1.6 Proposals to improve the coordination of asset management, and to drive forward property rationalisation, should lead to improvements in physical accessibility at council premises.

8. Sustainability impact

- 8.1 The contents and proposals contained in this report have been assessed with respect to the Climate Change (Scotland) Act 2009. In this regard, a sustainability, adaptation and mitigation impact assessment has been initiated, and initial findings have indicated:
- 8.1.1 A need to further improve energy efficiency within council buildings in order to tackle greenhouse gas emissions, and to save money on energy costs and carbon taxes;
 - 8.1.2 A need to further improve internal waste reduction measures within council buildings, linked to the council's wider waste minimisation strategy. Such improvements will lead to savings being released from landfill taxes and carbon taxes, and will militate against greenhouse gas emission which emanate from landfill;
 - 8.1.3 Opportunities to minimise staff travel through smarter working and co-location across the council's estate should save the council money on transport costs, carbon taxes and will militate against greenhouse gas emissions; and
 - 8.1.4 Any future facility management service delivery models would need to take cognisance of the 'Food for Life' and 'Soil Association' accreditation projects to ensure the food provided in council premises was sustainable, sourced locally and seasonal.

9. Consultation and engagement

- 9.1 Communications have been established with the Trade Unions and regular meetings are held in relation to transformation. Engagement across the Council is also underway in relation to the re-design of the FM function and the development of SLAs.

10. Background reading/external references

- 10.1 Please refer to [September 2015](#), [November 2015](#) and [January 2016/March 2016](#) Finance and Resources Committee papers.

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Links

Coalition pledges	P30 - Continue to maintain a sound financial position including long-term financial planning
Council outcomes	CO25 - The Council has efficient and effective services that deliver on objectives
Single Outcome Agreement	<p>SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all</p> <p>SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health</p> <p>SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential</p> <p>SO4 - Edinburgh's communities are safer and have improved physical and social fabric</p>
Appendices	Appendix 1 – Management Information Dashboard

TRANSFORMATION PROGRAMME

Asset Management Strategy Overview: November 2016

Current Month
Trend

Previous Month
Trend

Monthly Executive Summary Status Report

For more detailed update please see body of main report.

Detailed development is now underway to programme, finalise scoping lists and produce an engagement and communication strategy for facilities management which supports the implementation and transition period before launch of the service in Summer 2017. Key stakeholder engagement will continue throughout the process and building users will be updated on the progress of implementation to maintain their buy-in. Estate Rationalisation and Investments is progressing well on the detailed report to Economy Committee on the proposals for Lothian Chambers and 329 High Street. The office reorganisation programme is underway with the team completing a "straw man" for discussion with Locality Teams in December.

Key Completed Activities This Month

1	Procurement for the Asset Condition surveys is complete and a preferred bidder has been established.
2	Engagement with Buildings Users on the redesign and Service Level Agreements is complete with agreement in principle for the SLA's, group will reconvene in February to discuss and include Hard FM.
3	FM Business Case and 2 phased approached was agreed at CLT on 09/11, this means the next stage of staff reviews will begin at the end of November with a further phase to follow in the New Year.
4	Good progress on Lothian Chambers and 329 High Street in the period.

Key Planned Activities This Month:

1	Continue the roll out of the CAFM system to ensure the system meets the requirements and functionality of the new Property and Facilities Management service going forward.
2	Commence first phase of FM engagement and work underway to gather the detailed information required for the second phase of staff consultation and the engagement strategy required to communicate with c. 1700 staff.
3	Pilot of the Asset Condition surveys will begin in December before the full programme begins in January 2017.
4	Estate Rationalisation and Investments developing report for proposals for Lothian Chambers and 329 High Street.

Key Non-Green Risks, Issues for Escalation (if no escalation is required please advise that all open risks/issues are being managed and require no escalation)

Ref	Description	Open Mitigating Actions	Update on Mitigating Actions	Inherent RAG	Residual RAG
TPR00182	CAFM Requirement for Hand Held Devices There is a risk that CGI/ICT will be unable to deliver the requirement of hand held devices as part of the CAFM project delivery. This has been raised as a result of the delivery timescale of Summer 2017 being communicated to IT and would affect the delivery of the cost savings profile.	1. Requirements gathering. 2. CGI Change Request to be raised urgently. 3. Discuss at higher ICT management level.	1. Underway and will be complete by 11/11/2016. 2. Underway and will be submitted to CGI w/c14/11. 3. To be arranged for w/c 14/11.		
TPR00039	Stakeholder / political support There is a risk of failing to secure stakeholder / political support for property transformation proposals resulting in a delay or failure to deliver the anticipated savings.	1. Ensure the programme has support from Senior Sponsors, within the Council and utilise this support to achieve political buy in to the initiatives and recommendations.	1. FM Business Case approved by CLT, Political engagement scheduled for w/c14/11 with Trade Union Engagement to follow. Political engagement on Lothian Chambers and 329 High Street proposals underway.		
TPR00040	Backlog Maintenance Capital There is a risk that lack of funding for maintenance of the Council estate will lead to a significant backlog of works/repairs. Savings made in hard FM would need to be re-invested to meet Health & Safety requirements.	4. Decision has been taken to outsource surveys across the entire estate this year to enable recent data to be gathered asap	4. Procurement exercise underway to resource the 9 month survey programme to begin in January 2017. Programme currently in development.		

Ref	Milestone Title/Description	November			December			January			Project Dependencies
	FM Business Case approved and SLA's agreed in principle (w/c 07/11)	◆									Close working relationships developed with C&F and Business Support to assist through engagement process. ICT/CGI deliver on CAFM roll out. Head Teachers and Trade Unions in relation to FM re-design. Community Centres and Libraries in relation to estates rationalisation and FM re-design.
	Phase 3a Organisational Review – Launching (w/c 28/11)			◆							
	Begin pilot phase of Asset Condition survives (w/c 12/12)				◆						
	Lothian Chambers and 329 High Street Proposals ready for CLT/APM (24/01)							◆			



KPI Tracking

KPI	RAG	COMMENTS
Number of projects at each key stage of the identified rationalisation process	Green	All projects currently on track
Reduction in operational property costs	Green	Baseline is 0 until project implementation
Increase in income from operational assets	Green	£167,600 of income
Reduction in operational estate footprint	Green	Baseline figures captured, no reduction yet
Increase in desk to FTE ratio	Green	% of the office portfolio working 7 to 10 ratio – baseline to be established
Number of teams supported in a co-located environment.	Green	Captured as pipeline projects come through
No of properties closed/exited	Green	1 Property has been exited by the Office Estate.

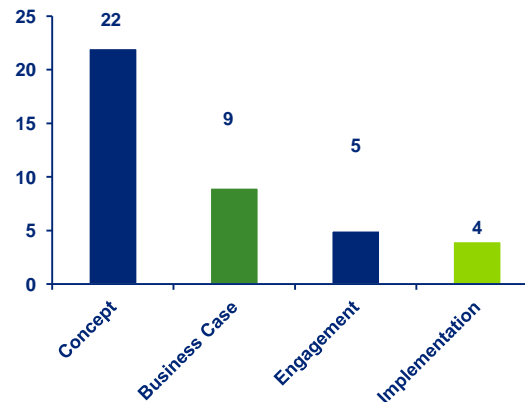
Information Required / Dependencies

1. Articulation of new localities model required, crucially, which teams, including partner agencies, should be located together.
2. Post headcount reduction picture required, with detailed breakdowns of team size from the Locality workstream and Health and Social Care.
3. Dependant on resources being employed to plan and run the office reorganisation in line with the Locality Operating Model.

Key Planned Activities

1. Finalise design for 249 High Street to allow for 329 High Street and Lothian Chambers to relocate in 2017.
2. Development of detail for relocation of first phase shared services opportunities.
3. Develop office reorganisation “straw man” for feedback from Locality Managers and Central Services.
4. Continue stakeholder consultation and community engagement at Wester Hailes

Project Status Tracking



Key Risks

Risk	RAG
01 Risk of failing to secure stakeholder / political support for Estates Rationalisation proposals	Red
02 Risk of Service Areas not buying in to proposals	Yellow
03 Delay to locality plans and no clear demand strategies from other parts of the Council	Yellow



KPI Tracking

KPI	RAG	COMMENTS
Reduce number of concessionary lets to increase revenue by £775k by year 4.	Red	This requires considerable resource to put in place formal leases and political support in the case of third party organisations.
Review of property voids on quarterly basis to benchmark against Investment Property Databank (IPD) level of 7% based on total income.	Red	The majority of current voids are shown as development land or social assets with limited or no income prospects. Current true voids sit around 4%.
Benchmark income growth and maximisation against IPD levels quarterly which will provide a view on performance of the Investment Portfolio relative to the market. A comparison should be made quarterly, annually, 3 yearly and 5 yearly.	Yellow	This depends on a software system producing a standard reporting format on these KPI's Requirement to identify the current level of return to set base. This also depends on an Estates software module (CAFM) that can report on this KPI and interface with Finance to monitor rent and service charge arrears going forward.
To provide the Council with a quality secure income with a target of 2% pa growth rate.	Yellow	Identify targets and business case to retain, develop or dispose of assets to have a well balanced conservatively managed investment portfolio.

Information Required/Dependencies

1. Accurate information on concessionary lets and information on grant funding or demonstration of evidence for concessionary let. Identify the difference in concessionary rents and ERV's to highlight the financial implications.
2. Identify potential for reducing voids where possible and budget implications
3. Information on Estimated rental values
4. Identify resources to undertake feasibility studies.

Key Risks

Risk	RAG
01 Lack of political engagement, resources ,support and approval on concessionary rents and rental increases.	Red
02 There is a risk that the outcomes from the wider Transformation Programme work streams could have a significant impact on Corporate Property initiatives such as the Investment Portfolio.	Yellow
03 Negative feedback from third party organisations and other Council services relating to communications over concessionary rents.	Yellow
04 Negative effect on investment market caused by uncertainty over Scotland's political future/EU Referendum.	Yellow

Key Planned Activities

1. Develop Concessionary Let Strategy following paper to CLT.
2. Agree land values for site/rental portfolio transfer to/from HRA.
3. Develop Business case for disposals/ acquisitions.
4. Undertake feasibility studies to maximise income/return from key assets.
5. Secure optimal disposal strategy for Lothian Chambers/ 329 High Street.

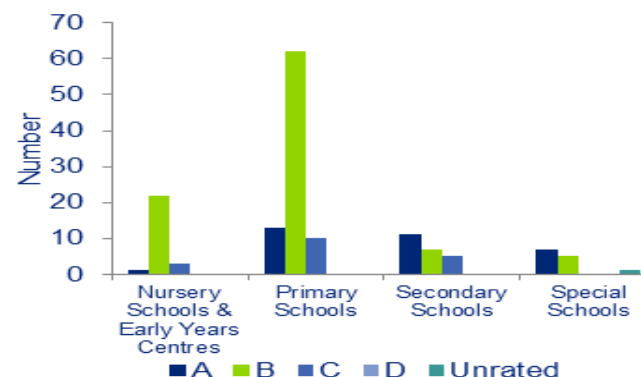


KPI Tracking

Progress Against Core Objectives

	Survey programme for FY16/17 forecast to achieve 20% total assets (not incl PPP and monuments). High level surveys on plan to achieve 30% total assets. Extrapolated condition ratings from historic data on the C&F estate shown in fig 1.0 opposite. Tender evaluation for external survey delivery partner in progress.
	CAFM functionality continues to be reviewed and tested to ensure the system will meet the future vision for hard FM and asset condition processes. Asset Condition workstream now given Priority 1 status given imminent roll out programme.
	The delivery models for Hard FM, Capital Works Delivery and the Survey programme are under review. New processes have been identified and will be developed as part of the asset condition work stream activities through to December 2016.
	Ongoing investigations into PPP estate following the collapse of a gable wall at Oxfangs primary school. Intrusive surveys to be commissioned. Once commercial aspects of the survey programme tender returns have been reviewed, additional scope items (such as measured surveys) may be instructed into the contract.

FIG 1.0 – Existing Condition Ratings Children and Families Estate



Key Planned Activities

1. Complete ITT evaluation and identify preferred supplier
2. Complete Contract Award
3. Commence survey mobilisation activities
4. Complete survey team training workshop
5. Continue collation of enabling information
6. Complete CAFM system readiness checks
7. Commence development of level 3 asset condition processes

Info Required/ Dependencies

1. Input into tender evaluation and award process
2. Implementation of CAFM system to enable condition data to be uploaded
3. Continued provision of site historic information
4. Cohesive development of level 3 processes alongside other Corporate Property & Facilities Management service areas

Key Risks

Risk No		RAG
01	Budget constraints restricts ability to reduce backlog	Red
02	Health and Safety risks in relation to asset condition	Red
03	Service disruption in relation to asset condition	Yellow
04	CAFM functionality does not meet expectations	Yellow



KPI Tracking

KPI	RAG	COMMENTS
No. FTE's delivering corporate property services	■	Second stage org review complete. Remaining FTE reductions will be from FM review.
Budget consolidation from service areas	■	Budget transfers nearing completion – monitoring underway
Progress of Departmental FTE's transferring into Corporate Property.	■	First stage transfers complete 31/12/15. Scope of transfers from H&SC established but no transfer to happen.
Number of people in post in new structure	■	Second Stage of Org Review complete as of w/c 21/11, recruitment required.

Information Required / Dependencies

1. Executive and senior management support in leading the change and helping to secure the buy in to change;
2. Demand strategies from localities and service areas;
3. CAFM project roll out including CGI and data cleansing of historic data sets to provide a single source of baseline information;
4. Management team delivery of inputs for formal consultations

Key Planned Activities

1. Complete Phase 2 review by finishing formal matching and assignment process and launching service on 21/11/16.
2. Complete high level Communications Strategy.
3. Development of detailed plan for Phase 3a Organisational review and documents to launch consultation.
4. Prepare the level of detail required to articulate the level of change to each member of staff.
5. Develop the operational detail to allow for the launch of Phase 3b after the close of Phase 3a.
6. Continue delivery against CAFM project and aligning resource plans and timescales for delivery.

Key Risks

Risk No		RAG
01	Inadequately skilled CEC management resource and early exit of PMO leads to failure to deliver culture change and operational changes needed to deliver savings	■
02	Gaps in structure following internal recruitment result in a detriment to service provision	■
03	Lack of interim budget management arrangements of budgets transferring into Corporate Property leads to significant overspend	■
04	Risk of increased absence and attrition due to change in management (and remote management) and job insecurity impacting on service delivery skills loss.	■



KPI Tracking

KPI	RAG	COMMENTS
New SLA's developed	■	New SLA's agreed in principle. Further stakeholder engagement with Cross Council Working in Feb 2017.
Optimised organisation structure and service delivery models	■	Arcadis qualifications and assumptions to be reviewed before agreeing final workforce sizing
Budget vs chargeable costs determined	■	Mechanism for recharging to be developed. Charging for Edinburgh Leisure to be agreed

Key Planned Activities

1. Develop template and collate current state data for the FM workforce through the Area FM's before the launch of Phase 3a consultation.
2. Validate analysis and complete cluster model including staff allocation to each.
3. Develop Operational plans for each area, starting with the Management plan.
4. Plan hard services delivery model procurement once data gathering is complete.
5. Ongoing CAFM design and implementation to launch service with hand held devices.

Information Required / Dependencies

1. Final building/budget data validation
2. Feedback from key stakeholders on outline service delivery proposals
3. CAFM system transition
4. Current state mapping developed to map change on an individual level

Key Risks

Risk	RAG
01 New service delivery plans are rejected by the key stakeholders	■
02 Data errors impact accuracy of workforce sizing calculations	■
03 Delayed implementation of CAFM/helpdesk systems and migration of data impacts service transition	■
06 Changes to FM service SLAs lead to industrial unrest or action in service areas, due to disagreement over changes.	■