

DEPARTMENT BUSINESS PLAN 2009 – 2010

Description:

The Estates Department is responsible for revenue and capital budgets to provide a comprehensive facilities management service for over 60 properties at locations throughout the operational area of Mid and West Wales. Our responsibilities range from the acquisition of land for major capital schemes to the cleaning of stations, as well as the day-to-day maintenance issues such as defective lighting, blocked drains, or minor repairs. We liaise regularly with County Commanders and other Heads of departments to assess current and future requirements of both operational and non operational staff and facilities. Other areas of responsibility include: -

- Monitoring utility usage and assessment of bills in line with contracted services.
- Managing waste, certification of sites and recycling systems where available.
- Project management of larger capital schemes, appointment of architectural services and main contractors.
- Procurement of services and facilities utilising Buy4Wales portal and local SME`s.
- Introducing energy efficiency measures in line with good practice.
- Managing lease agreements of shared sites.
- Providing advice to property occupiers regarding asbestos and Legionella management, disabled access, etc.

Our primary objective is to ensure that the Service estate portfolio is fit for purpose and is well maintained for its operational objectives. We aim to effectively and efficiently provide a facilities management service that supports all Service personnel in pursuit of excellence in their individual, corporate and community objectives.

Resources:

At present the department consists of five team members, namely:-

- Richard Davies – Estates Manager
- Stephanie Howells – Estates Officer
- Donna Such – Clerical Assistant
- Mick Palmer – Maintenance Officer
- Graham Jones - Maintenance Technician

Mid and West Wales Fire and Rescue Service Performance Management Framework Objectives

Customer	Trusted and respected by communities	More than emergencies	Saving lives and protecting communities
Finance and Resources	Managing within budget	Making efficiencies	Allocating resources to priorities
Business Process	Managing people	Risk reduction planning	Partnership working
Learning and Growth	Effective and empowered people		

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BUSINESS PLAN FOR YEAR APRIL 2009 - MARCH 2010**

Ref	Objectives	Target Date	Progress Monitor	Outcome	Activities	Officer Responsible	Cost / Savings £	Budget/ Funding Source
PRM1	<i>Effective & Empowered People</i>	31/03/10	Quarterly Review – April 09, team meetings	Staff Development Team members feel capable and empowered to perform their role	(1) Complete / update / review PPDRs for all staff within Department.	R Davies	Nil	N/A
					(2) Identify all the training needs and agree an individual action plan with staff members concerned.	R Davies		
					(3) Identify the skill requirement for each team member.	R Davies		
					(4) Write or review the job description for each post and match the Department skill requirements to each post.	R Davies		
PRM2	<i>Effective & Empowered People</i>	31/03/10	Quarterly Review – April 09, team meetings	Staff Training Develop and produce yearly training programmes to meet the needs of the department	(1) Compile a training programme to meet the need of the department.	R Davies	Nil	
					(2) Where possible, satisfy the training needs within the workplace; otherwise arrange suitable training courses.	R Davies	Training Costs	Revenue
					(3) Implement the individual training plans and monitor quarterly.	R Davies	Nil	
					(4) Maintain relevant training records for all activities.	R Davies / S Howells	Nil	

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PRM3	Allocating resources to priorities	Continuation from March 2009	Project Board Monthly Meetings, Internal Meetings	<u>Llandrindod Wells Collaboration</u> Provision of a multi-use emergency services and Magistrates' Court Centre	(1) OJEU Notice, PQQ and ITT documentation within Bravo	L Jones / R Davies / S Howells		
		30/04/09			(2) Assessment and selection of PQQs	Project Board		
		01/05/09			(3) Formation of ITT documentation within Bravo	L Jones / R Davies / S Howells		
	Partnership working	25/06/09			(4) Assessment and shortlisting of tenderers, Alcatel standstill period	Project Board		
		07/07/09			(5) Appointment of architectural practice for design and project management services.	Project Board	£500,000	Capital
		30/12/09			(6) Design sign off by stakeholders. Statutory obligations sign off.	Project Board		Project Manager Salary
	Allocating resources to priorities	30/01/10			(7) OJEU Notice and PQQ documentation for construction	R Davies / S Howells / L Jones / Architect		
		08/03/10			(8) Assessment and selection of PQQs	Project Board / Architect		Revenue
PRM4	Alternative Funding and Resources	01/06/09	Monthly Reports to WAG	<u>Making the Connections Bid Funding</u>	(1) Formation of Good Practice Guide	R Davies / G Williams / S Howells	last year's budget	Capital

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	<i>More than emergencies</i>	01/10/09		To manage the Making the Connections funding, ensuring that resources are utilised and aims and objectives within the fund are met.	(2) Develop programme to provide an advisory service to other partners and public sector organisations	R Davies / G Williams		Project Manager Wages
PRM5	<i>Allocating resources to priorities</i>	30/04/09	Project Managed, monthly review meetings	<u>Safer Valleys New Build</u> Provision of an Upper Amman Valley Fire Station	(1) Acquisition of land	R Davies / G Williams / W Edwards		Project Manager Wages
		15/04/09			(2) Evaluation criteria and tender for architectural practice via Constructionline	R Davies / G Williams / S Howells		Project Manager Wages
		30/05/09			(3) Appointment of architectural practice	R Davies / G Williams / W Edwards		Project Manager Wages
		30/09/09			(4) Design of new retained station by appointed architectural practice.	R Davies / G Williams		Capital
	<i>Partnership working</i>	15/10/09			(5) Sign off by project team.	R Davies / G Williams		Project Manager Wages
	<i>Risk Reduction Planning</i>	15/11/09			(6) Compilation of tender documentation for construction and Building Regulations.	R Davies / G Williams / S Howells		Project Manager Wages
		30/12/09			(7) Appointment of a contractor.	R Davies / G Williams / W Edwards		Capital

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		01/03/10			(8) Commencement of construction.	R Davies / G Williams		Capital
PRM6	Making efficiencies	unknown	Project Team Meetings	New Shift Management System To provide accommodation for new shift at Pontardawe Fire Station	(1) Pontardawe Feasibility Study.	R Davies		
	Allocating resources to priorities	unknown			(2) Evaluation criteria and tender for architectural practice via Constructionline.	R Davies		
		unknown			(3) Appointment of architectural practice.	R Davies		
PRM7	Effective & empowered people	?	Site meetings, monitoring of Capital budget	Equality and Diversity works Improvements to Tenby Fire Station as part of Equality and Diversity programme.	(1) Preparation of specification documentation and distribution of tender documentation.	R Davies		Capital
	Allocating resources to priorities	?			(2) Tender evaluation and selection of contractor. What about Constructionline?	R Davies		Capital
		?			(3) Preliminary site meeting and commencement of works.	R Davies		Capital
		31/03/10			(4) Any other stages in project – and project completion?	R Davies		Capital

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PRM8	Managing within budget	?	Site meetings, monitoring of Capital budget	Minor works Improvements to Brecon Fire Station as on-going upgrade to station in line with the condition surveys.	(1) Preparation of specification documentation and distribution of tender documentation.	R Davies		Capital
		?			(2) Tender evaluation and selection of contractor. What about Constructionline?	R Davies		Capital
		?			(3) Preliminary site meeting and commencement of works.	R Davies		Capital
		31/03/10			(4) Any other stages in project – and project completion?	R Davies		Capital
PRM9	Making efficiencies Risk Reduction Planning	dependent on funding allocated	Monthly review	Facilities Management Software Review and enhance efficiency of the administration function within the Department	(1) Continue with assessment of various systems.	R Davies / S Howells	Nil	N/A
		01/04/09	Review Meetings with IT		(2) Prepare tender specification for selection of an appropriate system.	R Davies / S Howells	£30,000	Revenue
		30/06/09	Review Meetings with IT		(3) PQQ distribution and evaluation.	R Davies / S Howells		
	Managing within budget	30/09/09	Review Meetings with IT		(4) ITT distribution, evaluation and appointment of supplier.	R Davies / S Howells		
		30/10/09	Contract documentation		(5) Commencement of data migration, system configuration and installation.	R Davies / S Howells		

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	<i>Effective & empowered people</i>	15/11/09	PPDR		(6) Staff Training	R Davies / S Howells / D Such	Part of costs	Revenue
PRM10	<i>Managing within budget, Making efficiencies</i>	30/04/09	Quarterly Procurement Meetings	<u>Central Procurement Requirements</u> To plan and receive assistance with the procurement of central Estates related contracts	(1) Meet with Procurement Department to assess current contract register.	R Davies / S Howells / Procurement		
		31/05/09			(2) Assess required contracts and their procurement requirements, to include the following central processes: - <ul style="list-style-type: none"> • Cleaning • Waste • Recycling • Furniture • Washroom facilities 	R Davies / S Howells / Procurement		
		15/06/09			(3) Formulate plan for the forthcoming year.	R Davies / S Howells / Procurement		
	30/07/09	(4) Arrange training requirements for staff where identified, internally where practical.			R Davies / S Howells / Procurement	to be identified		
PRM11	<i>Managing within budget</i>	30/04/09	Regular review meetings with Procurement Department	<u>Update of Contractual Arrangements</u>	(1) Assess Estates related contracts requiring renewal or commencement to adhere to contract standing orders. Prioritise contracts within manageable timescales.	R Davies / S Howells		Revenue

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	Making efficiencies	31/05/09		Adherence to Contract Standing Orders. Acquire services that are proven Value for Money	(2) Prepare specification documentation, to include the following contracts: - a. Air conditioning b. Deep Cleaning c. Fire alarms / Security d. Pumping systems e. Generators f. Legionella	R Davies / S Howells		Revenue
	Managing within budget	31/07/09			(3) Preparation of tender documentation and distribution of tender documentation.			Revenue
	Making efficiencies	20/09/09			(4) Tender evaluation and selection of contractors via Constructionline?			
		01/10/09	Regular contract meetings		(5) Preliminary contract meeting and commencement of services.			
PRM12	State when known and prioritised	31/03/10	Quarterly Sustainable Environment Committee Meetings	<u>Sustainability and Energy Management</u>	(1) The development of sustainable processes, in partnership with the Corporate Risk and Procurement management teams – Need further information from Corporate Risk Department	R Davies / S Howells / M Palmer		

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				<i>This will depend on Sustainable Environmental Committee remit and its priorities</i>	Estates related sustainable activities: - <ul style="list-style-type: none"> • Energy targeting and monitoring, e.g. smart meters • Waste reduction schemes, Service waste and recycling contracts • Review of heating systems and plan of plant replacement and heating controls • Introduction of more efficient lighting and controls • Energy assessment of each building • DEC's • Window replacement scheme 	R Davies / S Howells / M Palmer		
PRM	<i>Making efficiencies</i>	31/07/09	Quarterly review of Business Plan	<u>Asset Management Plan</u> Develop an Estate Strategy for the Service.	(1) Appointment of contracted services to develop current CAD plans into software based system.	R Davies		Revenue
		?			(2) Completion of condition surveys on all of MAWWFRS's property stock, to include an energy survey.	R Davies / S Howells	Nil	N/A
		?			(3) Integration within filing structure, BiS website and develop proposal for planned facilities management package.	R Davies		
	<i>Allocating resources to priorities</i>							

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		?			(4) Publication of an Asset Management Strategy.	L Aitken / R Davies		
	Making efficiencies	?	Project Management Plan		(5) Creation of Land and Property Policy.	L Aitken / R Davies		
	Risk Reduction Planning	?			(6) Procurement and installation of a centralised Asset Management System (PRM9).	R Davies / S Howells		
		?			(7) Calculation of the maintenance backlog.	L Aitken / R Davies		
	Trusted and respected by communities	?			(8) Publication of Disability Access Programme indicating which properties are yet to be addressed.	R Davies		
	Making efficiencies	?			(9) Completion of suitability and sufficiency studies of Service properties.	R Davies / S Howells		
	Managing people	?			(10) Completion of customer consultation on office accommodation.	R Davies / S Howells		
	Making efficiencies	?			(11) Completion of a space utilisation survey on office accommodation.	R Davies / S Howells		
		?			(12) Publication of MAWWFRS's Energy Policy.	R Davies / M Harries		

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	Allocating resources to priorities	?			(13)Energy benchmarking of properties.	R Davies / M Harries		
	Making efficiencies	01/07/09			(1) Prioritise internal maintenance works to match current resources.	R Davies / S Howells	Nil	N/A
PRM	Allocating resources to priorities	01/07/09	Quarterly review of Business Plan	<u>Review current maintenance workload</u> Ensure works are prioritised, scheduled and achievable	(2) Develop a business case to examine appointment of maintenance technician within the Powys area.	R Davies	Nil	N/A
PRM	State when complete	?	Quarterly Business Plan	<u>Enhanced site sharing arrangements</u>	Continue the current good working relationships with other emergency services and local service providers. Needs to be more specific – achievable and measurable? E.g. contract preparation, name partners, set main tasks in work. Not sure of details on this one.	R Davies / L Aitken		
PRM	Risk Reduction Planning	30/12/09	Quarterly Business Plan	<u>Comprehensive and updated Standing Orders</u>	(1) Review the previous historic orders in line with an updated provision. (2) Draft full facilities management function within Standing Orders template, and incorporate recent procurement procedures.	R Davies / S Howells	Nil	N/A

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					(3) Present draft Standing Orders to relevant Board. (4) Implement new Standing Orders.			
PRM	<p style="text-align: center;"><i>More than emergencies</i></p> <p style="text-align: center;"><i>Risk Reduction Planning</i></p>	30/09/09	Quarterly Business Plan	<u>Up-to-date and informative BIS Internal Website</u>	(1) Development of historic information. (2) Update of current and future projects. (3) Provide up-to-date Estates information, good practice guidance, information links, etc. (4) Make available service records, e.g. Appliance Bay Doors, heating equipment, PAT reports.	R Davies / S Howells	Nil	N/A
PRM	<p style="text-align: center;"><i>Managing within budget</i></p> <p style="text-align: center;"><i>Making efficiencies</i></p> <p style="text-align: center;"><i>Managing within budget</i></p> <p style="text-align: center;"><i>Allocating resources to priorities</i></p>	<p>30/09/09</p> <p>01/04/09</p> <p>01/04/09</p> <p>01/04/09</p> <p>30/09/09</p>	Quarterly Business Plans and budget monitoring	<u>Development of Agresso within the functions of the department –</u>	<p>On-going collaboration with the IT Department and Carmarthenshire County Council to develop the specific requirements of the Estates Department: -</p> <p>(1) Development of budget reports. (2) Review and development of product codes. (3) Review and development of GRN and processes. (4) Establishment of all invoices processed through Agresso, e.g. utility bills, NNDR billing, etc. (5) Management of 5.5 upgrade within the department.</p>	R Davies / S Howells	Nil	N/A

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	<i>Making efficiencies</i>	01/04/09			(6) Integration with planned facilities management package.			
PRM	<i>Allocating resources to priorities</i>	01/04/09		<u>Full utilisation of Constructionline Portal</u>	(1) Establish "approved contractor" list and sub groups for specific works, e.g. electrical, mechanical, general maintenance.	R Davies / S Howells	Nil	N/A
	<i>Managing people</i>	30/06/09			(2) Provide training to departmental staff.			
	<i>Making efficiencies</i>	30/06/09			(3) Update processes and documentation for new contractors.			
	<i>Making efficiencies</i>	30/06/09			(4) Review spends per contractor for 08/09.			
		01/04/09			(5) Check all contractors utilised against Constructionline registration.			
	<i>Risk Reduction Planning</i>	01/04/09			(6) Manage non-registered contractor documentation, e.g. H&S documentation, insurance certificates, etc.			
		30/06/09			(7) Provide audited records of use of portal.			
PRM	<i>Risk Reduction Planning</i>	?	Contribute to Project Team		(1) Review and evaluate associated requirements of IFRS on the Estates Department.	R Davies / S Howells		

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			requirements and attend monthly review meetings.	<u>International Financial Reporting Standards</u> Management of new standards within current processes and future requirements	(2) Align and develop AMP system, procedures and processes to meet the requirements. (3) Provide information to the Finance Unit as and when required. (4) Provide valuations to identify and categorise land and buildings within the IFRS framework.			

ESTIMATED TOTAL COSTS	ESTIMATED TOTAL SAVINGS