

Facilities Management Strategy

2026 - 2029

Foreword

Our Asset Management Strategy is a robust strategy for the management of our land and assets. It 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, use a corporate landlord approach, not only to support frontline service delivery, but respond to and plan for future changes in the way that we deliver those services to meet the needs of the Council in terms of both workforce and service delivery. 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. Effective asset management will not only ensure that our estate is sustainable and able to support future service delivery, but that it can drive, support and contribute to wider Council priorities.

Our strategy balances ambition and enterprise, with methodical and ongoing review and improvement.

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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 2026-2029 sets a framework for the strategic management of the Estate to support our corporate objectives and ensure that the Estate is sustainable, efficient, able to flex 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.
- Focussing on fuel energy and water efficiency and seeking opportunities to increase the use of clean energy.

Underpinning all of this will be planned and preventative maintenance, robust and continuous asset challenge, performance benchmarking 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 2026-29 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 service delivery to individuals and communities.

A prosperous and green Derbyshire through clean energy, sustainable use of resources and spaces

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

The Facilities Management Strategy is a five-year programme to

- Review the provision of FM services
- To optimise both the energy performance and utilisation of space within our estate.
- Work with our colleagues to ensure the portfolio and the spaces occupied within them maximise service delivery and efficiency.
- To review our data and actively seek a cross service integrated digital solution to provide comprehensive real time data, enabling agile, evidence-based decisions going forwards.
- To review our statutory compliance processes with a robust management plan and digitisation to ensure comprehensive policies and procedures are in place and corporate assurance can be provided.

4. Approach and Process



4.1.1 Facilities Management Strategy

The purpose of the Facilities Management Strategy (FM Strategy) is to align the function with both the Council Plan and the Property Asset Management Strategy. This strategy details how we will ensure that our premises work for our services, partners and communities. It will:

- Ensure we are prepared for the future, by providing the right spaces to enable the council to realise its vision and ensuring our properties can flex and respond to future opportunities.
- Support collaboration between the Council and local communities, by providing effective, efficient, and safe facilities..'
- Work with partners to achieve the best use of space, managing it in a cost effective and efficient way.

The objective of the FM Strategy is to build a dynamic, proactive and customer focussed facilities management service, creating value for money, consistency of approach and a strong customer focus. This will ensure our services are:

- In line with partner and community requirements.
- That we provide safe, compliant and well managed spaces from which to work.
- Provide services and premises which best serve our community.

Providing the right spaces in the right location with the right facilities and amenities enables optimum performance of both staff and community services.

The strategy covers the following areas of Facilities Management:

- Corporate landlord
- Space management and ergonomics
- Statutory compliance
- Energy management
- Security

4.1.2 Corporate Landlord

Our property and the facilities within them, play a key role in the business performance of the Council and can contribute to revenue savings. To do this we must ensure that space is:

- Well utilised
- Fit for purpose
- Services within our buildings reflect the delivery and are aligned to that delivery
- Are conducive to optimised output.

To ensure we can get the best from our property assets the FM Strategy will be aligned to corporate and financial objectives, and the Asset Management Strategy.

Aligning with corporate and financial objectives, Corporate Landlord will:

Create Standard metrics

- Creation of a storage policy and protocols to address the current cost burden on the portfolio.
- Provide standard specifications as a base to create a unified and consistent portfolio.
- Provide flexible and inclusive services to ensure the health, safety and wellbeing of all users.
- To develop comprehensive communications structures to ensure development of robust relationships across the portfolio.
- Continue to develop the SLA model aiming for a comprehensive digital platform to inform all property managers.
- Work with property colleagues and service managers to ensure properties remain fit for purpose, safe and secure.
- Use tools, resources and data to improve the efficiency of the FM service.
- Provide frontline support and technical assistance to ensure challenges can be met promptly and efficiently.

4. Approach and Process (2)

4.1.3 Space Management and Ergonomics

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.



4.1.4 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, washroom services, catering services, waste management, pest control, etc
- Support efficient operation of premises to reduce energy waste 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
- Reviewing our security across all sites to create a future focussed and compliant strategy aligned to our corporate risks.

4. Approach and Process (3)

4.1.4 Building Management (continued)

We will work with our colleagues to:

- 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

4.1.5. 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:
Energy management services will be provided for our properties to support the Council Plan, Asset Management and clean energy 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, and this will then be used to drive improved efficiency.

4.1.5 Energy Management (continued)

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 clean energy procurement options
- Identifying buildings that are suitable for energy efficiency retrofitting
- Identifying buildings and land that would benefit from clean energy technologies
- Reporting on energy consumption
- The provision of Display Energy and Energy Performance Certificates.
- Collaboration on council wide behaviour change initiatives and support for schools

These actions aim to cut costs and increase utilisation of clean energy across the portfolio.



4. Approach and Process(4)

4.1.6 Statutory Compliance

Our premises are very varied in terms of their uses. Comprehensive legislation exists to ensure that these are safe for all, fairly and equitably, no matter what the use.

The responsibility to ensure that the organisation is acquitting its responsibilities in this area is a corporate one. It, however, falls to the property team to provide that assurance to the Council. To achieve this, Facilities Management will:

- Review the current service to assess its fitness for purposes and make any changes required to ensure the right knowledge, skills and expertise are in place to head this service.
- Work across the property team to ensure that all aspects are captured and managed digitally.
- To create processes and procedures to align with statutory compliance and Health & safety requirements.
- To work with property partners and our H&S colleagues to review existing practices and processes, identifying any gaps and creating a transformation plan.
- Work to create procedures and processes for implementation across the portfolio to ensure that the Council will meet its statutory compliance obligations.
- To introduce digitisation of data to ensure accurate, real-time reporting.
- Review the current structure and identify any gaps /requirements.
- Ensure knowledge remains current and we respond to legislative changes.

4.1.7 Safety and Security

To lead on the review of security across the portfolio ensuring a safe, secure environment for all.

To review current provision and work to create safe, secure spaces for all in line with statutory requirement.

- To utilise the current Mandate to complete a security review of current provision, creating a gap analysis and recommendations report.
- Work to create processes and procedures for implementation ensuring the Council can meet its obligations.
- Utilise digital technology where appropriate to improve security and improve reporting capability.
- Lead on the project to ensure that all tiered sites comply with the requirements of Martins Law before the due date.
- Ensure knowledge remains current and we respond to legislative changes.

5. Measuring Success and Performance

5.1.1 Estate efficiency PI's

- Comparisons of total property running (costs/m²) by building.
- Comparisons of total energy consumption (kWh/m²) by building.
- Comparisons of water consumption (Usage m³/FTE) by building.
- Percentage of waste recycled of total volume of waste collected
- Space workstation compliance (Area m²/total number of workstations) by building.
- Space standards compliance (Area m²/staff FTE) by building.
- Statutory Compliance (%)
- Safety and Security (No of incidents)

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 m² or corporate estate.
- Percentage of NIA (m²) of GIA (m²) by building.
- Percentage of buildings within the corporate estate that are used by community groups.

