

Appendix E

CIPFA Recommendations Action Plan

	Recommendation	Previous Actions	Current Actions	Next Actions	RAG Status	Due Date
1.	Implement an appropriate strategic asset management resource that is separated from day to day property activity	<p>Jan 2020 Interim Asset Manager in place (3DPW) EB approved proposed structure. Includes Lead Asset Manager & Asset Manager roles. Work undertaken by interim will support wider strategic asset management work once specific resource identified. Resource sits outside approved structure.</p> <p>Feb 2020 Presented proposed structure to Unison</p> <p>May 2020 AM Plans (Community Assets) under development (HBC)</p>	AMS is at the core of other activities being delivered across councils. Currently without a dedicated resource, however, the teams link into these activities, ie Placemaking / Regeneration to ensure communication channels are open.	Continue to develop Asset Management Strategy and Plans. Secure permanent resource through Service Review		Dependant on Service Review delivery
2.	Asset Management Strategy and Asset Management Plans to be developed, identifying both Councils key policy and direction in relation to Asset Management	<p>Jan 2020 High level Asset Management Strategy drafted by CIPFA. Work underway to identify resource to develop Asset Management Strategy further to align Strategy with each council.</p> <p>Feb 2020 Identified resource, however, does not meet requirements</p> <p>May 2020 AM Plans (Community Assets) under development (HBC) Disposal Policy / R&M Policy under development (EHDC). Both will contribute to the overall AMS</p>	Identify specific resource to deliver, in the interim, service is developing core policies and plans which will contribute to the AMS	Secure resource, produce Asset Management Strategy for both EHDC and HBC Develop Plans linked to Strategy		On-going

Appendix E

3.	Corporate Governance groups in place should be reinforced with clear lines of governance and decision-making protocols	<p>Jan 2020 Governance structure has been developed ToR adopted. Property Investment Board 1st to be working effectively. Estate Management Board following suit</p> <p>Feb 2020 EMB set up for year AMB set up for year</p>	Develop definition, scope and supporting documentation for AMB	Implement for AMB		April 2020
4.	Procure an appropriate Asset Management System	<p>Jan 2020 Quote secured from preferred supplier. Exemption to Procurement approved. Business Case for acquisition approved at EB. Contract drafted.</p> <p>Feb 2020 Purchase Order raised</p> <p>Mar 2020 Identified that additional work required prior to purchase to ensure that DMS is fit for purpose</p> <p>Feb 2020 Initial meeting held with Project Assurance lead Identified SME leads to attend Project Board</p>	Project team / assurance set up to provide appropriate support through CPO. Establish governance structure	Update paper to be presented to EB		July 2020
5.	Suitable, relevant performance indicators to be established	<p>Jan 2020 Existing Performance Indicators still in place New PIs developed as part of preparatory work leading to service review.</p>	Once Asset Management Strategy has been drafted, the new PIs will be tested for relevance	Review and identify fit for purpose PIs as part of project delivery for new system and in line		Linked to AMS

Appendix E

		<p>May 2020 Noting work required for AMS, started to develop PIs for new FY which will be fed into the quarterly performance monitoring</p>	against aims and objectives as set out in the AMS.	with the emerging AMS		
6.	(EHDC) ensure that their investment approach is in accordance with best practice	<p>Jan 2020 Discussion at EB regarding potential strategy going forward.</p> <p>May 2020 In view of all of the current Covid Pandemic, PWLB funding consultation and the Public Accounts Committee inquiry into Council's investment generally, it was considered prudent to defer reviewing the strategy until later in the year when it can be based on stronger facts</p>	Paper presented to the Property Investment Board to give assurance that work was being conducted on proposed next steps to take forward the Commercial Investment Strategy in the current climate.	Keep under review		
7.	Challenge TNRP to ensure reasons for holding asset are still valid and appropriate	<p>Jan 2020 Links to item 1 above. Permanent Strategic Asset Manager sits outside of approved structure. Proposed structure includes Lead Asset Manager & Asset Manager roles. Interim Asset Manager in place (3DPW).</p> <p>Feb 2020 Proposed structure presented to Unison</p>	Need to identify dedicated resource to achieve challenge piece.	Permanent recruitment to other roles once JDs have been fully developed and evaluated		
8.	Complete H&S audit across estate	<p>Jan 2020 Audit work completed (May 19). Outcome of audit has confirmed what is in place across the estate.</p>				Closed May 2019
9.	Carry out H&S Review	<p>Jan 2020 Using Framework to carry out review, quote obtained.</p>	Action Plan to be developed based on	10 year programme of Planned Preventative Maintenance to be		June 2020

Appendix E

		<p>April 2020 Knight Frank were procured under a framework to carry out Condition Surveys and a H&S audit of properties or parts of properties which are managed by EHDC</p>	outcome of Review and Surveys	produced – merging these Condition Survey results and our existing 5 year plan.		
10.	Documented evidence of compliance should be held / maintained within single co-ordinated database	Timeline dependant on system implementation project	Evidence of compliance is being captured in one location, in the absence of a database, this is held on a spreadsheet	Compliance spreadsheet will continue to be maintained and updated. Opportunity to enhance data management process when IT system procured.		Linked to DMS procurement
11.	Roles and responsibilities regarding assets need to be documented and effectively communicated	<p>Jan 2020 New team structure developed. Clear distinction between roles for Asset Management, Estate Management and Investment Portfolio work streams. Proposed structure agreed at EB.</p> <p>Feb 2020 Proposed structure presented to Unison</p>	JDs being drafted for Lead Asset Manager, Asset Manager, Estates Manager. Hay Panel date requested.	Formal meeting with team to be arranged. Existing team will be taken through Comparative Analysis process which will assist in ensuring new structure and roles / responsibilities are clear and communicated effectively		May / June 2020
12.	Regular training in place for all staff on compliance	<p>Jan 2020 Asbestos Awareness training attended Legionella training attended</p> <p>May 2020 Under current circumstances, training provision to be reviewed to establish how this can still progress, albeit virtually.</p>	Training requirements being discussed at appraisal interviews	New training packages / personal development plans to be developed as team evolves as new structure is delivered.		Closed Feb 2020

Appendix E

		Further training requirements discussed as part of current appraisal work				
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