

APSE National FM & Building Cleaning Advisory Group

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A view from Calderdale MBC

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Corporate Asset & Facilities Management (CAFM)

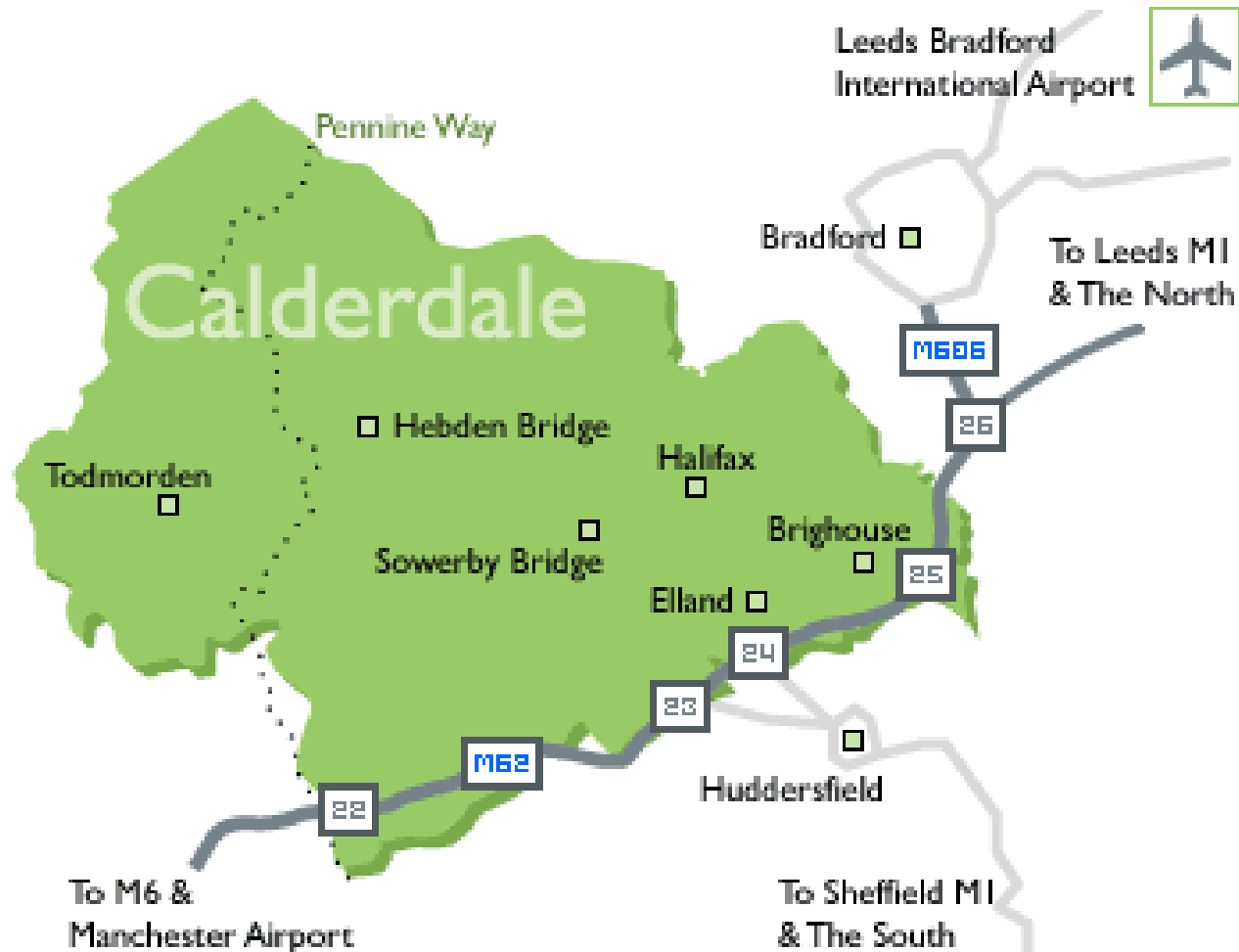
Summary

- Where is Calderdale?
- Corporate Asset and Facilities Management (CAFM) team in Calderdale
- Challenges to delivering the service
- Objectives for the future
- Q & A's

Calderdale in West Yorkshire



Met. Borough of Calderdale



CAFM Overview

The CAFM Service was established through **major organisational change** a decade ago, with the aim of ensuring that the council's **land and property** assets are **fit for purpose**, deliver **value for money** and support and **enhance service delivery**, by:

- ensuring a **coherent organisational approach** to the management of the council's land and property assets;
- **optimising the estate** to meet current and future service requirements; including
- taking a more **holistic approach** to managing the estate, through appropriate delivery arrangements.

CAFM functions

- **Asset Management** ensures that the council's estate matches its current and future requirements through systematic review, advice and action, including, acquisitions and disposals. Carries out estate management functions, such as leasing, licensing and valuations and minimises the council's liability for non-domestic rates.
- **Operational Facilities Management** ensures that our buildings are operational, clean, safe, and secure, including meeting all statutory and maintenance requirements. Ensures value for money through effective contracts / frameworks management, workflow management, quality assurance, performance reporting and operates the Service "Help" Desk function as the front door to the CAFM Service.
- **Technical Facilities Management** develops and delivers revenue and capital schemes, from concept to design and delivery, including major and minor refurbishments, addressing health, safety and fire safety issues, delivering energy reduction schemes and ensuring a fit for purpose estate. Leads on carbon reduction, energy monitoring and management and audits key activities.

Scope

The Technical and Operational FM Teams are responsible for servicing circa 300 council buildings. It does not cover specialist equipment, outdoor areas or buildings that the council is not responsible for (e.g. owned by the NHS). The table gives an indication of the buildings that we look after:

Examples of buildings in scope	Out of scope
<ul style="list-style-type: none">• A range of offices, including two Town Halls• Council-owned museums, a theatre and a range of historic / listed buildings• Markets• Libraries• Leisure centres and a Sports stadium• Day centres and Care homes• Bowling pavilions and Changing rooms for amateur sport• Council depots• Public Conveniences	<ul style="list-style-type: none">• Parks and open spaces, gravestones and war memorials• Schools• Boundary walls not part of property boundary• Buildings occupied but not owned by the Council (unless tenancy agreements say otherwise)• Equipment within buildings that is specific to the service using the building (e.g. hoists, tennis nets, lawnmowers)• Pest Control• Highways and bridges

Contract Management (Operational FM)

The Contract Management Team within Operational FM provides commercial management support to the overall CAFM Service, including Energy and various council services, including:

Developing a procurement model and strategy for FM contracts over a 10-year period achieved by:

- Consolidation of all contracts for FM services into 1 corporate contract per category, e.g. (38 security suppliers to 1);
- Modified the bundles of work as knowledge of FM categories developed;

Resulting in a robust strategy for the delivery of FM contracts, delivering performance and best value.

- Supplier review / management in place to provide effective contract management and monitoring by reporting on performance (KPI's).
- Established a Framework for the provision of professional services. Developed a structure of professional services by category and RIBA stages to meet Officer requirements and deliver best value.
- Leading the development, implementation and management of information systems for asset and facilities management;

Contract Management (Operational FM)

Promoting Social Value

Encouraging local contractors / suppliers to bid for contracts to maintain a significant amount of CAFM's spend to stay local.

Region of contracts awarded	No. of Contracts	Percentage %
Calderdale	6	26%
West Yorkshire	5	22%
National	12	52%
Total Contracts	23	100%

The 26% contracts portion within Calderdale part of our largest spends, namely on building fabric and electrical reactive works.

Challenges

- Ensuring the health, safety and welfare of staff in current hybrid working arrangements, e.g. lone working, fire safety and first aid arrangements
- Recruitment and retention of operational staff
- Succession planning to ensure continuity of service as experienced officers approach retirement
- Tighter revenue and capital budgets and increased costs (backlog maintenance, energy, cost of living, materials etc)
- Responding to the opportunities from technological developments, and building in consequent lifecycle costs, maintenance and servicing
- Environmental changes (increased rainfall, hotter summers, colder winters), carbon reduction opportunities and funding streams

Future objectives

- Continuing focus on health, safety & welfare of staff (i.e. lone working, learning & development, toolbox talks, etc)
- Review whole approach for hard to recruit positions to improve recruitment and retention – ‘employer of choice’
- Promote opportunities for staff to grow and develop with the service
- Respond to financial challenges, planned programmes, supply chain management, optimise estate, including community asset transfers
- Explore technology for data analytics to assist in forecasting maintenance requirements, streamline processes and data security
- Strengthen customer feedback, continuous improvement and implement up-to-date methodologies

Questions & Answers

