

Friendly, Flexible and Fantastic Facilities Management Service

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**Nottinghamshire
County Council**

Implementing a Corporate Landlord Model Approach



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Driver for Change

- In 2022 Nottinghamshire County Council (NCC) implemented a Corporate Landlord Model approach (CLM) by creating a new team to centrally manage property safety and facilities management (PS & FM).
- The previous approach was Nominated Property Officers (NPOs). Responsibilities for properties placed with NPOs included building safety, FM and overseeing repairs. In theory, assigning this function to management colleagues, reduces expenditure and gives sites ownership of their safety. In reality, the duties were delegated, and budgets allocated for property matters were used to bolster the budgets of their core services.

Team Functions



Team

- The PS & FM Team consists of 60 colleagues
- In 2023 the team completed
 - 4,000 repairs
 - 500 CDM audits
 - 100 landlord consent applications
- Each month our team
 - Oversees completion of 800 servicing, inspection and risk assessments
 - Undertakes 1,600 non-technical tasks such as emergency lighting tests, flushing and fire drills



Overcoming the Challenges



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Challenges



- Nine vacancies at launch, including at Team Leader level. Numerous early vacancies were filled by internal promotions meaning the roles they had left became vacant. There were 13 vacancies in total (22% of team)
- In July 2022 the Council's Head Office suffered a major fire. All staff were evacuated safely, and the cause of the fire was later identified as accidental electrical.

Challenges

- Most staff transferred didn't have access to their own ICT equipment and a few didn't even have a company email.
- Operation London Bridge
- Storm Babet and Henk were devastating in Nottinghamshire, requiring a large-scale response.



Overcoming the Challenges

- 'One team' approach
- Empowerment
- Sense of fun
- Respect
- Collaboration with partners and customers
- Culture of innovation
- Trust
- Flexible and adaptable
- Friendly
- Fantastic!



Delivering Benefits for Individuals, the Organisation, and Customers



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Benefits for Individuals

- ✓ Revised Site Manager job description. Many site staff benefited from a pay increase, which reflects the broader responsibilities of a combined FM team.
- ✓ People Plan including full competency and training matrix, with supporting property training framework
 - ✓ FM apprenticeships
 - ✓ CDM specialist will be undertaking a NEBOSH Diploma
 - ✓ School Property Manager has almost completed a level 5 ILM course
 - ✓ Team Manager finishing MBA Senior Leader Apprenticeship
- ✓ New uniform, equipment and PPE
- ✓ In 2023 the team were asked to describe the culture. They anonymously replied with phrases such as friendly, collaborative and supportive.



Benefits for the Organisation

The creation of the new team has seen the following benefits for the Council.

- ✓ Improved assurance, visibility and reporting of compliance and maintenance.
- ✓ Last year Site Managers undertaking basic maintenance saved approximately £70,000.
- ✓ A holistic view of maintenance allows prioritisation of resources to critical services and buildings most in need.
- ✓ Review of cleaning resulted in £50,000 saving.
- ✓ One point of contact into Property Services
- ✓ Christmas office closures reducing running costs and carbon footprint.



Benefits for the Organisation

- ✓ A huge benefit has been the flexibility and consistency of the site-based teams.
- ✓ Previously Site Managers were allocated to one site. In the new ways of working most Site Managers still have a primary base, however now they may manage several sites and provide cover for other Site Managers as required.
- ✓ Mobile Site Managers to cover smaller sites. This new staffing model has greatly improved consistency of delivery of the service, flexibility, and adaptability.



Benefits for the Customer

“thank everyone involved for their swift action and ‘can do’ attitude to getting this rectified for minimal impact on the service”. Children’s Home relocation

“I would like to say a huge thank you for Terry’s support. He has been really helpful when disposing items and boxes”. – Office move

“Thank you so much for taking the time to speak with me yesterday. So much can be explained and actioned in a 15 minute call”. – CDM advice to a school following a Landlord Consent Application

“Fantastic job! We are extremely grateful. Our weddings are continuing as though nothing has happened!” - offensive graffiti painted over rapidly



Summary

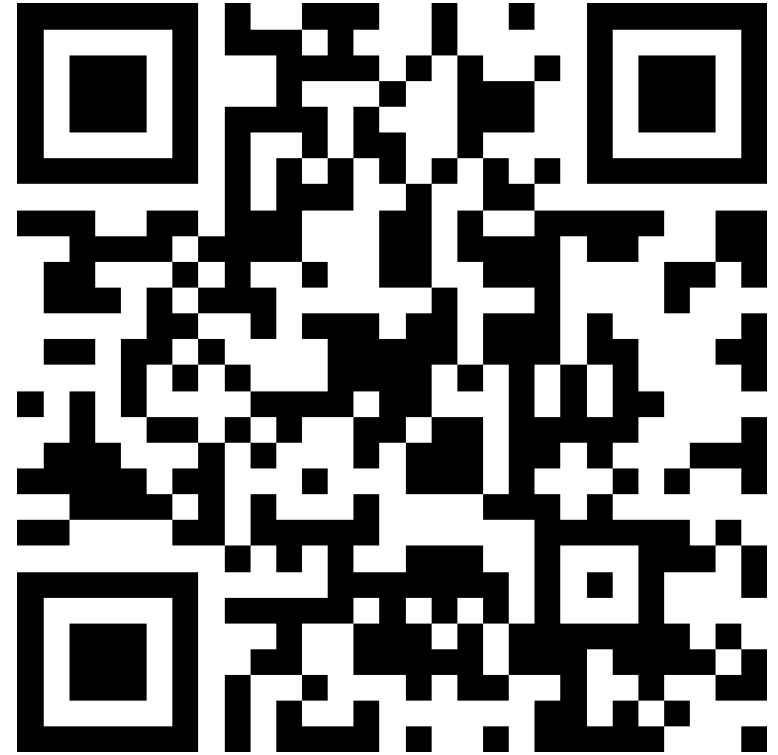
- Our PS & FM Team combine the serious nature of our roles with a sense of fun, making work enjoyable even in the toughest situations.
- Operational management of workplaces can be difficult, requiring rapid responses and often going unnoticed.
- Our vision is safe, clean, secure, sustainable, efficient, and well-maintained premises across the Council's estate.
- The work is relentless, but we knuckle down ensuring buildings remain operational and the community of Nottinghamshire can access the services the Council deliver.



Audience Poll

How can efficiency of facilities management be improved at local authorities in a modern working environment e.g. hybrid working?

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