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Asset Management Services

Improving the East

East of England LGA Asset Management Services

Here at the East of England LGA we are able to offer support services on a wide range of asset management topics.

We have a highly experienced and knowledgeable team who are able to bring their talent and expertise to undertake reviews, manage projects and programmes, and advise on strategies and new initiatives.

This brochure gives a brief overview of the services we have on offer. Our fees are very competitive and we are proud of our achievements and high standards of service delivery.

If you wish to discuss your current or future requirements, then please get in touch with:

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► Energy Performance Contracting

Energy Performance Contracting is a model for identifying and delivering energy efficiency improvements to buildings so that owners can benefit from savings.

► Data Mapping

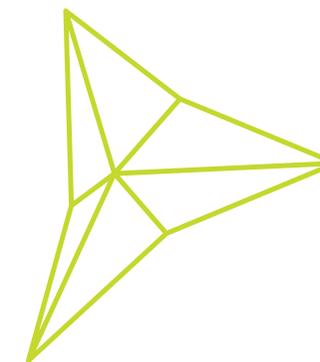
High level data mapping enables councils and the rest of the public sector to see all their assets on one shared system which helps them drive out new opportunities.

► Option Appraisals and Joint Ventures

Reluctant to sell the family silver? Know what you want to achieve – but less sure how to deliver it?

► Locality Area Reviews

Locality Area Reviews enable councils and other public bodies to review and challenge their estates in a rigorous and informed way to identify new opportunities.



► Creating Successful Partnerships

Successful partnerships with the private sector and other bodies are vitally important but can be challenging to achieve.

► Strategic Asset Management Review

A Strategic Asset Management review looks at the whole asset management function in a council or public body and advises on improvement and development.

► Civic Office Rationalisation

Are your offices fit for the 21st Century? Do they enable agile working? Do they offer a good customer experience? Are they a drain on resources?

► Commercialisation

Using assets more commercially plays a vital role in helping councils improve revenues and become more entrepreneurial.

Energy Performance Contracting is a model for identifying and delivering energy efficiency improvements to buildings so that owners can benefit from savings.

At its simplest a contractor will identify opportunities, deliver the works and provide an energy savings guarantee that can be used to underpin a business case for investment by the authority.

Energy Performance Contracting is designed to:

- **Reduce emissions**
- **Reduce exposure to rising energy prices**
- **Improve building management**
- **Reduce regulatory risk**
- **Guarantee savings**

The East of England LGA can help authorities take advantage of this by linking them with front runners in the field who have already procured OJEU compliant partner contractors and help them assess benefits.

For example the East of England LGA has been supporting three authorities in a pilot programme working with Peterborough City Council's new subsidiary "Blue Sky Peterborough" and their contractor partner Honeywell. Their contract has been specifically developed for public sector bodies and works on a call off basis and is available for other authorities to take advantage of.

High level data mapping enables councils and the rest of the public sector to see all their assets on one shared system which helps them drive out new opportunities.

Public sector partners in Essex are sharing property asset information in an innovative cross public sector initiative, sponsored by the East of England LGA. The partners have designed a low cost, cloud based on line mapping solution, called the Essex Property Asset Map (EPAM). This now includes at a high level all local authority, police, fire, health and central government civil estate data so that a full picture of the public realm can be presented.

- **All partners can view each other's information together with basic asset attributes such as use and tenure**
- **All of the information is searchable, allowing all assets of a particular type in a given area to be easily identified**
- **The map is used to identify potential collaborative opportunities which can then be discussed**
- **Partners can update their information whenever they need to as they add new information or refine their existing data**

The East of England LGA can help other authorities across the East establish their own version of EPAM to enable them to exploit their property assets fully and work more productively with partners in identifying opportunities.

Reluctant to sell the family silver?
Know what you want to achieve
– but less sure how to deliver it?

Increasingly authorities are keen to have sustainable long term stakes in any new developments created and need to be sure what the optimum procurement route or delivery model looks like.

The East of England LGA is working with a range of authorities on this very challenging issue:

► **In Cambridgeshire all the local authorities have come together with fire, police and health in the innovative Making Assets Count programme - a capital and assets pathfinder project - and have committed to using their assets more intelligently and holistically. Here we have helped review business cases and are supporting the provision of the key legal advice on new delivery vehicles.**

► **In St. Albans, we have been helping the District Council review the options it has for taking forward the redevelopment and regeneration of the civic quarter, including the Civic Centre, to help ensure it achieves its wide ranging town centre renewal objectives. We have commissioned an options report and worked this through with the senior management team.**

The East of England LGA has its own specialists and can assemble the expert team required to help councils with their own appraisals and reviews so they can think beyond traditional approaches and make the very best use of the family silver in the long term.

Locality Area Reviews enable councils and other public bodies to review and challenge their estates in a rigorous and informed way to identify new opportunities.

Essex County Council was successful in its bid to become a One Public Estate pilot and to implement its programme commissioned the East of England LGA to conduct locality reviews in four council areas, looking at all the public sector ownerships.

A key success factor in the Essex bid was that key information was already available through the low cost EPAM (Essex Property Asset Map) system.

Utilising the EPAM system the East of England LGA has developed a locality review process which comprises six steps (desktop review, fieldwork, analysis, workshop, actions and reporting) and which typically takes over 2 to 3 weeks.

Using this methodology locality reviews have now been successfully undertaken in Epping Forest, Rochford and Tendring with Southend planned.

By way of example in Epping Forest around 150 sites were inspected and these were intensively examined at the workshop with all relevant public sector stakeholders. The outcome was that some 28 opportunities were identified as having good potential, with the top 5 housing sites considered likely to have a target value of between £15-35m.

This locality review service is available to all local authorities in the East of England and the proven methodology is likely to yield significant opportunities.

Successful partnerships with the private sector and other bodies are vitally important but can be challenging to achieve.

The East of England LGA has wide ranging skills at its disposal gained from its people having had much experience in working on partnership issues. For example the property team have:

- > **Formed the Essex Property Partnership which focuses on the better asset management of all publicly held property within the County**
- > **Reviewed the management arrangements and developed a performance improvement programme for a countywide total Property and Facilities Management contract**
- > **Delivered workshops for an outsourcing team to help them agree goals, establish an agreed business plan and build confidence**
- > **Mentored a Community Association through a period of financial stress**

The East of England LGA support can help councils build high performing teams and turn around existing partnerships which are at risk of underperforming or failing. It can also advise on the specification, procurement and selection of new partners.

A Strategic Asset Management review looks at the whole asset management function in a council or public body and advises on improvement and development.

A review is suitable for all authorities whether already perceived to be highly performing or having weaknesses. It aims to help and support the development of the existing team and typically involves an intensive interactive piece of work comprising:

- > **A document review**
- > **Interviews over 3/4 days 'on site'**
- > **Reporting about improvements within a short timescale**

The East of England LGA review service will achieve a balanced overall assessment by examining the service under four broad headings of Strategy and Vision, Asset Challenge, Delivery Capability and Management Arrangements.

A review is valuable in itself as it will deliver an improvement action plan to the authority. In addition we can also offer any necessary follow up support required, for example:

- > **Intelligent client advice service**
- > **Interim management**
- > **Gateway style assurance reviews for projects**
- > **Developing asset management plans**
- > **Programme and project management support**
- > **Interview and selection assessment**
- > **Team building, mentoring and guidance**

Are your offices fit for the 21st Century?
Do they enable agile working? Do they offer a good customer experience?
Are they a drain on resources?

Many councils are taking a long hard look at the space they occupy and are not satisfied with what they find. Often the legacy estate just does not fit with the sort of council they aspire to be.

The East of England LGA is working with a number of councils on this challenge and supporting the examination of opportunities, for example to:

- **Upgrade and re-model their office portfolio**
- **Revitalise the surrounding area**
- **Work more productively with partners**
- **Improve public access and the customer experience**

The East of England LGA helps councils identify their best options through business cases and advises on how to bring these to fruition through change management programmes and on the best ways of engaging the private sector for delivery.

This entails working closely with councils to understand their goals and also their attitude to risk and return as this will influence the approach to market and delivery options.

Using assets more commercially plays a vital role in helping councils improve revenues and become more entrepreneurial.

Several councils have asked us to help them commercialise their assets. In many instances this springs from a council's desire to improve revenues and make themselves more resilient and self-sustaining financially. Councils also realise that their property and land assets could be used more pro-actively and that they could exploit new council freedoms to operate more commercially.

The East of England LGA has built up expertise on how councils might go about this. Sometimes it will involve applying good asset management practice of utilising buildings more effectively and leasing or sub-letting vacant space. In other instances it will entail building up a commercially astute team with the right skills to acquire, develop and manage properties on a commercial basis.

It can also mean using the asset management team more effectively to help other council services commercialise their service area – this might entail helping them change premises or negotiate new terms. The housing service in particular is also increasingly being seen as an area where a more commercial approach can be taken.

The East of England LGA has expert resources to work with you to identify opportunities, work up practical plans and assist in implementation.



To use this service
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Find out more about
the East of England LGA
www.eelga.gov.uk