

Land and Property Performance Report

To: Assets and Procurement Committee

Meeting Date: 28 November 2023

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: N/a

Outcome: That Committee considers and notes the information below on the activity and performance of Property Service.

Recommendation: The Committee is asked to note the contents of the report and highlight any further details to be presented and considered to show the transformation change, improvements, and current position at future meetings of this Committee.

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1. Background

- 1.1 The Property Service is responsible for the strategic and operational management of the Council's land and property portfolio. These include both owned and leased assets. The assets range from operational buildings such as Offices, Libraries, Childrens and Adult Centres, the County Farms Estate with 160 tenants, 33,000 acres of land with an associated £6m revenue income. A £150m commercial investment portfolio, with an overall value of assets of approximately £1.4bn, and circa £16m of rental income per annum. The Property Service have a gross revenue budget of £12.937m, and an income budget of £8.424m and thus a net revenue budget of £4.513m per annum.
- 1.2 The Property Service is divided between three teams:
- Strategic Assets and Estates (Urban, Rural, Strategic Development, Commercial Investment).
 - Facilities Management (Soft, Hard, and Project work).
 - Property Compliance and Health and Safety.

2. Main Issues, Governance and Performance

Property Team

- 2.1 An action from the previous Assets & Procurement Committee (A&P) in October asked if the staffing establishment for each team within Property could be expanded in more detail. This is detailed below within the three tables.

Facilities Management Team	Actual FTE
Post Title	
Head of Facilities Management	1.00
Premises Programme Manager	1.00
Facilities Manager	1.00
Premises Manager - Building Surveyor	1.00
Premises Manager - Mechanical & Electrical	1.00
Contract Manager	1.00
Premises Project Manager	1.00
Site Facilities Manager	1.00
Site Facilities Officer	1.00
Site Facilities Officer	1.00
Site Facilities Officer	1.00
Facilities Technical Officer	1.00
Property Services Helpdesk Officer	1.00
Property Services Helpdesk Officer	1.00
Site Facilities Officer	1.00
Finance Administrator	1.00
Environmental FM Manager	1.00
Project Manager – Premises	0.40
Contract Administrator	1.00

Finance Administrator	1.00
Building Engineering Maintenance Engineer (Apprentice)	1.00
Total Salary Cost (£) of Team (not including 33% on cost for NI/Pension)	£701,509.00

- 2.1 All current FM posts are filled, with no vacancies. Please note that £151,000 is recharged back to the FM salary revenue budget from project management costs on FM Capex projects to give the figure of £701,509. FM is currently on target to achieve this.

Strategic Assets and Estates Team	Actual FTE
Post Title	
Head of Assets	1.00
Business Support Assistant	1.00
Rural Estate Manager	0.80
Asset Manager Urban	1.00
Strategic Asset Manager	0.70
One Public Estate Programme Manager	0.27
Asset Review Manager	Vacant
Asset Records Manager	1.00
Principal Surveyor Urban	1.00
Estate Officer Rural	1.00
Principal Surveyor Rural	1.00
Principal Surveyor Rural	1.00
Principal Surveyor Urban	0.50
Surveyor	1.00
Principal Surveyor Urban	1.00
Principal Surveyor	0.41
Graduate Surveyor - Rural	1.00
Surveyor	1.00
Traveller Site Manager (Temporary)	0.20
Client and Void Property Resource Manager	1.00
Total Salary Cost (£) of Team (Not including 33% on cost for NI/Pension)	£638,094.00

Compliance Team	Actual FTE
Post Title	
Compliance Manager	1.00
Fire Safety Advisor	0.80
Compliance Technical Support	1.00
Compliance Officer	1.00
Compliance Technical Manager	1.00
Total Salary Cost (£) of Team (Not including 33% on cost for NI/Pension)	£188,232.00

Corporate Property Strategy and Corporate Landlord

- 2.2 Although Cambridgeshire County Council operates under a Corporate Landlord Model whereby the ownership of assets and the responsibility for their management, maintenance and funding is transferred from services to a central corporate body (Property Services i.e the Corporate Landlord), this model requires strengthening and embedding further across the Council which will then enable a strategic approach to property and asset management which is truly aligned to the Council's Strategic Framework, its vision, and contribute to the enablement of the Council's 7 ambitions.
- 2.3 Property are currently developing and writing a new Corporate Property Strategy. It will provide strategic direction and orientates the Council into how the property assets need to be managed, how it expects them to perform, and puts in place the governance structure within which property asset management will be aligned to corporate strategy with performance and decision making identified at a corporate level to ensure the assets we hold are contributing to the Council meeting its vision and ambitions.
- 2.4 It is the intention that the Corporate Property Strategy will be brought to the A&P Committee on the 16 January 2024.
- 2.5 The Corporate Property Strategy will provide a high-level, long-term framework for the management and decision-making on all property assets and will be comprise of three elements: a Corporate Property Strategy, an Asset Management Policy, and an Asset Management working action plan.
- 2.6 Under a Corporate Landlord model Property is seen as a corporate asset with Property acting as the landlord with service users as the tenant. The benefits for this approach are efficiency, consistent health and safety standards, better statutory compliance, informed decision making at a corporate level and better quality of assets which are better utilised, are accessible and contribute to a better experience for the users of these assets.

Property Asset Management System (Concerto) Update:

- 2.7 The Council procured and have commenced the implementation of a Property Asset Management System with Computer Aided Facilities Management (CAFM) software capability, the system is called 'Concerto'. The contract was awarded in April 2023.

Currently all Property related data and information is held in numerous different spreadsheets and document files which are not integrated with each other. This makes current reporting and performance management difficult and time consuming. Once all Property data is transferred and migrated into Concerto on a site-by-site basis we will have the ability to interrogate sites individually or by segment and use the data to enable report writing, performance analysis, governance and have confidence to allow strategic and operational decision making based on evidence and robust data.

The transfer of data for each land or property holding is a large task and we have programmed a completion date of all data by May 2024, although individual modules will become live and usable as they are completed.

The first area to go live onto the system was the help desk which has recently migrated over and is operating within the Concerto system.

We will hold information sessions for staff and members to highlight the full virtues and improvements the system will derive for Property Services and CCC as a whole and it will complement the improvements the move toward the adoption of a Corporate Property Strategy and Corporate Landlord model as mentioned earlier within this report.

Performance Measures



- 2.8 Across the Property Service there are a range of measures to assess performance and effectiveness of our estate. These are internal measures as well as benchmarking against similar bodies via the use of CIPFA, amongst others.

We are currently reviewing the KPIs and measures we are collating to ensure that they are relevant and can be used to drive and stretch improvement and change where required, as well as benchmarking against other similar authorities.


The re-procurement of the M&E, Building Framework Contract, the procurement of which was approved at the previous A&P Committee in October, will include within the contract a suite of KPIs which will be SMART and measure, challenge and incentivise the contractor to perform and achieve the targets set.

The following are the current key measures we report and benchmark ourselves against which were presented previously at Committee and this now shows the movement and progress of each indicator outcome.

- Water Hygiene**



Compliance	No of sites	Position at A&P Committee on 18 October	Current Position	Annual
Water Hygiene Legionella testing	101	21% Completed 31% Quoted and Programmed 48% to arrange	23% Completed 29% Quoted and Programmed 48% to arrange	On Target 
Water Temperature Monitoring	101	98% Completed (monthly)	93% Completed (monthly)	Still On Target 

- Asbestos Management**

Compliance	No of sites	Position at A&P Committee on 18 October	Current Position	Annual
Annual review of individual site Asbestos Asset	137	81% complete	85% complete	On Target 


Management Plans				
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- Fire Safety**

Compliance	No of Sites	Position at A&P Committee 18 October	Current Position	Annual
Fire Risk Audits	188	98% Complete	98% Complete	On Target 
Fire Extinguisher Maintenance	188	76% complete	88% complete	On Target 

- Control Of Contractors**

This is a system where we manage and measure our contractors who visit our sites To carry out work against the 5 C's Control of Contractor system we use. The 5 C,s which are measured are Control of contractor, Co-ordination, Communication, Competence and Co-operation. This involves visiting each site and checking that all documentation was completed by contractors carrying out work. It is a retrospect audit.

Compliance	No sites	No of Sites checked by Compliance team for contractor adherence at A&P Committee 18 October	Current Position	Annual Target 100%
Audit and check Contractor adherence on site to the 5 C model when visiting sites.	188	27%	29%	Improvement but still off Target (Resource issue to be addressed) 

Compliance	Annual Target	Position at last A&P Committee on 18 October	Current Position
Annual Awareness Training for Site Managers, Custodians, caretakers to understand their responsibilities for 5Cs, Asbestos Management, Water Hygiene, Fire Safety which is delivered by the compliance team	10 No courses	Courses delivered 3 No Courses booked and still to be delivered 7 No	Courses delivered 7 No Courses booked and still to be delivered 3 No  On Target

- **Strategic Estates**

We collate two Estate indicators which are corporately managed as part of the suite of Corporate Performance Indicators.

Indicator 171: Rent per acre obtained from Rural Estate. The target is £107/acre, this is based, set and benchmarked by Defra throughout the East of England. Our current performance is £146/acre which is a positive and improving outcome as a comparator with the rest of the East of England. Following member comment that, although this is a benchmarked indicator, we are fortunate in regard to the environment Cambridgeshire finds itself in comparison with the rest of the East of England and it was felt we would always be reporting a favourable outcome without the need to stretch ourselves, therefore we are looking at alternative more meaningful indicators which we can measure against others which will also drive improvement.

Indicator 204: Annual forecast of gross income from our commercial investment as a percentage of initial investment. The target is 6% and our forecast is we will achieve 5.79% and is an improving outcome, one based against a current uncertain national economic position and based on the risk profile of investments.

Asset Valuations

- 2.9 Each asset is required to be fully revalued every 5 years with a partial revaluation and uplifts carried out annually in line with CIPFA requirements. This work is essential and is part of the Council's statement of accounts. This year the timescales have been brought forward to complete this work to be aligned with finance colleague requirements and the statutory deadline to deliver our statement of accounts by 31 May 2024. This item is to give assurance that we have, with Bruton Knowles our external framework asset valuer, developed new processes and procedures and put in place more robust and accountable project and programme management regimes and we are confident the valuation process is progressing this year to programme and without any issues of concern and will be incorporated within the timeframe required by our Finance colleagues.

Rural County Farms Estate.

- 2.10 I wish to draw Committee's attention to the Autumn 2023 Rural Views Newsletter produce for the tenants of Cambridgeshire County Farm Estate. This is produced quarterly and is very informative regarding estate news, performance, views, and events.
The link is included below for your convenience.
<https://www.cambridgeshire.gov.uk/asset-library/2023-autumn-newsletter.pdf>

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

The following bullet points set out details of implications identified by officers:

- De-carbonisation of our existing building portfolio is a key strategy moving forward to assist the council achieving its net zero commitments.

- 3.2 Travel across the county is safer and more environmentally sustainable.

There are no significant implications although property rationalisation with the required assets in the right locations with both public and active travel availability will contribute to this ambition.

- 3.3 Health inequalities are reduced.

There are no significant implications.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.

There are no significant implications.

- 3.5 Helping people out of poverty and income inequality.

There are no significant implications.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

A Corporate Property Strategy will enable economic growth within communities.

- 3.7 Children and young people have opportunities to thrive.

Access to good quality public buildings will enable communities to thrive.

4. Significant Implications

Not required

5. Source documents

5.1 Source documents

None