

Land and Property Performance Report

To: Assets and Procurement Committee

Meeting Date: 18th October 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 the Property Team.

Recommendation: The Committee is asked to note the contents of the report and identify further reporting to be presented and considered to show the transformation, change and improvements at future meetings of this Committee.

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1. Background

- 1.1 The Property Team is responsible for the strategic and operational management of approximately 1400 different individual assets (buildings and land). These are both owned and leased by the Council. The assets range from Operational buildings such as Offices, Libraries, Childrens and Adult Centres as well as 33,000 acres of Land, the County Farm Estate with 160 tenants and a £6m revenue and a £150m commercial investment portfolio, with an overall value of assets of approximately £1.4bn with overall circa £16m of rental income per annum. The Property Team has a net revenue budget of £4.5m per annum.
- 1.2 The Property Team numbers 46 FTE and is divided between three teams.
 - Strategic Assets and Estates (Urban, Rural, Commercial Investments).
 - Facilities Management (Soft, Hard, and Project work).
 - Property Compliance and Health and Safety.

2. Main Issues, Governance and Performance

- 2.1 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 more strategic approach to property and asset management which is truly aligned to the Councils Strategic Framework, its vision and contribute to the achieving of the Councils 7 ambitions.
- 2.2 Strategically Property are currently developing 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 and assets with performance and decision making identifies at a corporate level.
- 2.3 The Corporate Property Strategy will provide a high-level, long-term framework for the management and decision-making on all property assets.
- 2.4 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 is 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. It will also enable better returns in our commercial investments.
- 2.5 Property Asset Management System
The Council have recently procured and implemented a Property Asset Management System which will when fully populated replace the current system of internal databases and spreadsheets, which hold all existing property data but is not widely accessible and integrated as a corporate data and performance system. This system will hold all property data within one system which will enable more effective cost data, collection of rents, utilisation data, health and safety compliance data all held within the same system which will ensure detailed reporting and performance management ability where all property

information is held in one place and is accessible to enable better intelligence and data led decision making.

2.6 Governance

Through the Corporate Property Strategy and the Corporate Landlord Model governance and assurance will be provided through a structure of complimenting Boards and Groups which manage the strategic and operational direction of property assets aligned with terms of reference and the Council's strategic framework. The Strategic Property Board will be the decision making board for property decisions. The Operation Asset Management Group will discuss all property activity and feed into the board for decision making. It is also the intention to develop service asset management groups which will focus on understanding each service property needs both now and in future transformations to allow these to feed into the overall corporate picture. Decisions meeting the delegation criteria will be taken to the Asset and Procurement Committee for approval or information.

2.7 Performance

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 KPI and measures we are collating to ensure that they are relevant and can be used to drive improvement and change where required and also give a true outcome and comparison with others similar authorities.

The re procurement of the M&E, Building Framework Contract will include within the contract a suite of KPI'S which will measure, challenge and incentivise the contractor to perform and meet the performance we will expect.

The following are current key measures we report and benchmark performance against:

- **Water Hygiene**

Compliance	No of sites	Current Position	Annual
Water Hygiene Legionella testing	101	21% Completed 31% Quoted and Programmed 48% To Arrange	On Target
Water Temperature Monitoring	101	98% Completed	On Target

- **Asbestos Management**

Compliance	No of sites	Current Position	Annual
Annual review of individual site Asbestos Asset Management Plans	137	81% complete	On Target

- **Fire Safety**

Compliance	No of Sites	Current Position	Annual
Fire Risk Audits	188	98% Complete	On Target
Fire Extinguisher Maintenance	188	76% 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.

Compliance	No sites	No of Sites checked by Compliance team for contractor adherence	Annual Target 100%
Audit that Contractor adherence on site to the 5 C model	188	27%	Off Target (Resource issue to be addressed)

- **Ventilation**

Capital Ventilation work:

Adult Services Sites 11 No buildings, Contractor appointed, and all work programmed. On Target

Children services sites 22 No buildings, awaiting capital funding bid. Off Target

- **Property Compliance Training delivered by Compliance Team.**

This is internal training for site managers, custodians, caretakers to raise awareness of their responsibilities regarding 5C's, Asbestos management, Water Hygiene, Fire Safety etc.

10 Courses scheduled annually 3 Courses being delivered 7 still to deliver but are all booked onto. On target to deliver this financial year.

- **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.

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.

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

None