

Property Outcome Focused Review

Section A - Service main activities

A summary of the main activities carried out in the service for each of these three functions is summarised in the table below.

Facilities Management	Compliance	Estates
<ul style="list-style-type: none"> • Contracts/contractors management (cleaning, maintenance, security, mechanical & electrical, conditions surveys, PAT testing, grounds maintenance etc) • Site management functions across CCC offices • Access control, stationery ordering • Car park management for CCC staff car parks and the public car park at Shire Hall • Provide property programme and project management for all works related to the CCC estate (excluding county farms) including maintenance, office moves, changes to buildings to meet service needs • Court of Protection 	<ul style="list-style-type: none"> • Ensure all CCC buildings meet current statutory legislation (Legionella, fire, asbestos, contractor control, CCTV, safeguarding, first aid, incident investigation, corporate security) • Provide asbestos and fire safety training • Provide information and advice and liaise with contractors to carry out works identified i.e. asbestos removal • Work relating to the Equality Act 	<p>Urban Assets:</p> <ul style="list-style-type: none"> • Asset management • Business rates and rating • Leases, licences, Service Level Agreements, acquisitions, transfers and disposals • Court of Protection <p>Rural Assets:*</p> <ul style="list-style-type: none"> • Strategic Planning identifying best use of CCC county farms estate • Managing the County Farm Estate including monitoring and promoting innovation with tenant farmers to increase rental values • Valuations of assets • Health & safety and compliance for farm dwellings/buildings
<p>* Rural Assets, the fourth area, is currently under the scope of a separate outcome focused review</p>		

Section B - Financial Position

The total value of the Council's asset portfolio is detailed below¹:

Type of asset	Value (£)
Land and buildings*	882,345,300
Community assets	686,000
Surplus assets	5,465,000
Assets under construction	72,246,000
Assets held for sale	3,531,000
Investment properties	7,222,000
Total	971,495,300
*Excludes County Farms Estate value (£129,893,700)	

The 2017/18 revenue budget for the property services in scope that are responsible for the majority of this portfolio is as follows:

Service area	2017/18 allocated budget (£)	% of allocated budget
Facilities Management	559,632	52.9
Compliance	45,582	4.3
Estates	453,072	42.8
Total	1,058,286	

The Property budget also generate a number of income streams from internal and external sources to support its activities; this includes income from compliance related activity and from rents and leases. In 2017/18 this income figure is expected to be in the region of £225,000.

Section C – Phase 2 Findings

A range of information and evidence has informed the recommendation to progress to Phase 3, and a summary of the key lines of enquiry that emerged during Phase 2 are detailed in this section.

Impact of Property on organisational outcomes

Property is ultimately responsible for managing and maintaining the primary environments in which most Council services are delivered, and the case can therefore be made that the property function contribute to all of the Council's strategic outcomes, albeit most often indirectly. One of the more direct relationships between the function of property and the organisational outcomes relate specifically to the provision of ensuring safe and compliant environments for people that use the Council's buildings and spaces. A good example of this is the responsibility that property have for ensuring children are in safe and legally compliant learning

¹ [Cambridgeshire County Council Statement of Accounts and Annual Governance Statement 2016-17](#): Note 14

environments (irrespective of whether the schools are maintained), which supports the organisational outcome of supporting children and young people to reach their potential.

Corporate Landlord Model

Cambridgeshire County Council operates under a Corporate Landlord Model whereby the ownership of assets and the responsibility for their management, maintenance and funding are transferred from services to a central corporate body (the Property Service). The Council's 2017 Capital Strategy outlines the organisations intention to 'strengthen the Corporate Landlord Model', the primary advantages of which include a more strategic approach to property management, aligned with the Council's strategic objectives and the creation of economies of scale through the more centralised organisation of similar activities.

To date, the following activities have been undertaken:

- A central governance body in the form of the Strategic Property Asset Board and Operational Asset Board has been established
- The majority of property management budgets have been centralised within the central corporate body
- The framework for developing a corporate landlord and tenant relationship for all property in CCC is in the process of being drafted

The evidence and analysis undertaken to date as part of the OFR process indicates that the Corporate Landlord Model is most likely to continue to be the most appropriate for the Council going forward, and that there are a number of as yet unexplored opportunities which should be pursued in the next phase of this work to determine the future model of delivery in more detail. These include, but are not limited to:

- A full assessment of the more appropriate asset management and governance arrangements
- Cohesion and where appropriate, integration of the Asset Management Strategy with the broader organisational strategies and direction
- Exploration of the delivery vehicles available to deliver an effective Corporate Landlord Model, and the broader partnership opportunities that may be available.

Property Management System

The Council is currently in the process of implementing a property management system to replace the current system of internal databases and spreadsheets, which are not widely accessible. The implementation of the new system was initiated whilst the Property Service was under the remit of LGSS, and is expected to be functional by the end of 2018. This system will be the 'single version of the truth' required to more effectively allocate costs, collect rents, control occupation and ensure health and safety compliance, and to inform strategic decisions about the Council's estate in order to utilise and maximise the value and opportunities available.

Commercial Opportunities

The next phase of the OFR will consider how best to build upon the existing commercial practices that take place within the Property Service (eg. the current provision of Compliance to Academies), and maximise all of the opportunities that may be available from the Council's estate.

Customer Engagement

The current customer base for the Property Service is predominantly internal Council teams and services. Strong and productive customer relationships, based on mutual trust and a shared understanding of priorities, is crucial to the success of the Property Service and the ability to meet the varied needs of services. The customer engagement activity that took place during this phase of the OFR yielded a mixed of customers experiences when they have property or assets issues. Individual officers were valued for their expert property knowledge and advice, and the significance and importance of effective communication around property and asset projects was reaffirmed by the current customer base.