

Our Land and Property Strategy

2024-2029



Executive Summary

Land and Property play a vital role at a strategic level in enabling the delivery of the organisations corporate vision and seven ambitions within the Strategic Framework 2023-28. Our portfolio is valued at £764m and generates £10.5m in income each year. This supports the council to provide essential services within our communities.

After our staff, our property and land assets are one of the council's largest resources and is a key element in enabling change in the delivery of our services. We are working more efficiently, flexibly and with smart technology and this will be reflected in how we develop and define our property portfolio.

The purpose of the Land and Property Strategy 2024-29 is to provide a framework to enable the safe, effective, efficient, and environmentally sustainable management of a portfolio of assets. The strategy and its associated delivery policies provide the council with a structured approach to respond to service needs and priorities.

Effective and efficient asset management will ensure that our estate is sustainable and able to support future service change. Cambridgeshire County Council owns and/or operates over 850 individual land and building assets, including one of the largest county farm estates in the country

with 33,000 acres of land alongside an ambitious commercial investment portfolio. We are in a challenging economic period and therefore there is a need to focus on the best use of resources, making it an imperative that the council utilises its land and property estate effectively and efficiently.

One element of the Council Change Programme is the Accommodation Improvement Programme, this programme will initially focus on the office and library portfolios and will deliver a Hub, Spoke and Satellite model which will reduce the current number of office assets and increase the efficiencies and flexibility for colleagues in how and where they work.

Our aim is to operate a portfolio that is sustainable, safe, and compliant whilst ensuring that land and buildings assets are held for a clear purpose whilst embracing opportunities to reduce cost, maximise return, collaborate and co-locate services, so that the residents of Cambridgeshire benefit from a joined-up access to services at a locality place base level.

Cambridgeshire County Council Corporate Approach:

Strategic Framework 2023-28.

The Land and Property Strategy underpinned by associated delivery policies will provide a structured approach to making decisions as to how the council's property and land portfolio will be used and how it will respond to changing service and community needs and priorities.

It will support and contribute to Cambridgeshire County Councils Strategic Framework, its vision to 'create a greener, fairer, more caring Cambridgeshire' and the seven ambitions of the council.

Our assets will enable safe and effective delivery of services and the development of an affordable and sustainable property estate for the long-term future of the council.

The Land and Property Strategy is an organisational enabling strategy and how it contributes within the Strategic Framework and enables the council's approach to business planning is shown within the two visuals.

The Cambridgeshire County Council approach to business planning

Our Vision and 7 Ambitions drive everything we do. They are enabled by our key Ambition-focused strategies and organisational strategies, which shape our operational plans, delivery and performance management.



24 Cambridgeshire County Council Draft Strategic Framework 2023 - 2028

The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

Cambridgeshire County Council Draft Strategic Framework 2023 - 2028 9

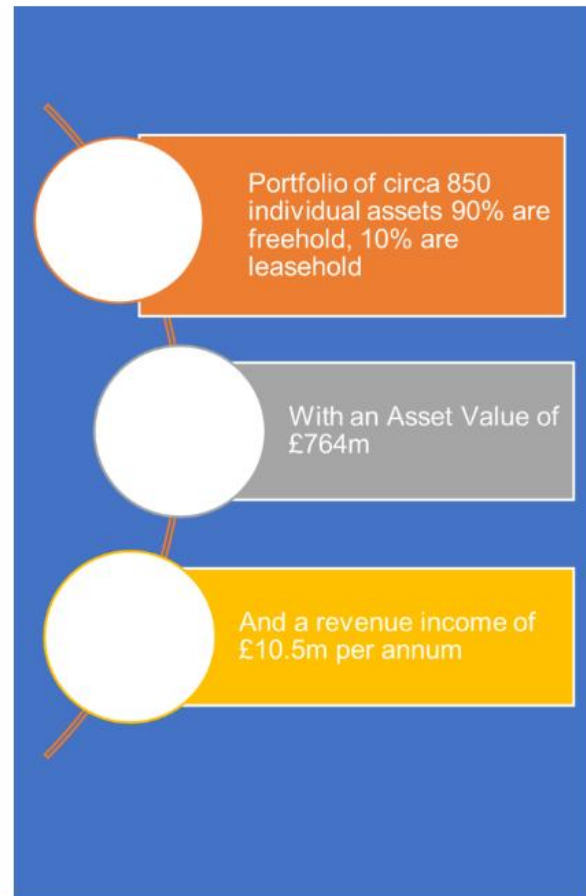
The strategy will align and contribute to the delivery of other key strategies both within the Strategic Framework and those identified as enabling strategies.

- [The Councils People Strategy](#) states ‘People want more flexibility over where and when they work’, ‘Individuals want to feel safe and secure in their workplace’, ‘People want to feel they belong, feeling connected to the workplace and their colleagues especially when working remotely’. Our People Commitments state ‘Our buildings provide you with safe working spaces and are equipped and developed to compliment the way we work’.
- [The Climate Change and Environment Strategy](#) sets out how the council will deliver net zero by 2045. Council buildings and infrastructure will be resilient to climate change impacts by 2045.
- [Medium Term Financial Strategy](#) sets out how the council will manage its finances against the corporate priorities, continued focus on excellent asset management based on this strategy will maximise the potential for property to enable and contribute to the overall Financial Strategy.

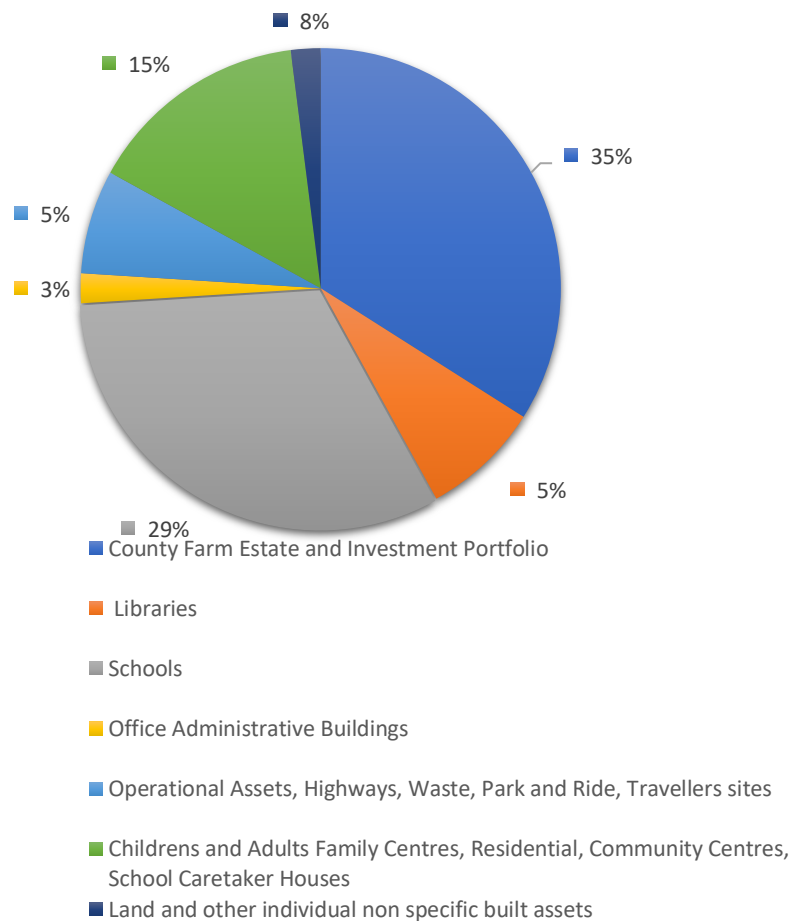
- [The IT and Digital Strategy](#) is integral with property in providing an efficient agile way of working and access to service delivery, by supporting digitally enabled transformation of working practices.
- [Capital Strategy](#) has strong links to the Land and Property Strategy; this includes defining the principles which guide asset management, its role in supporting service delivery and carbon reduction, why property is retained, together with the policies, procedures and working arrangements relating to property assets, all of which evidence potential capital investment. The Capital Programme Board is the internal governance board where the capital programme is managed.
- [Sustainable Procurement Strategy](#) is key in enabling the delivery of outcomes within a compliant contractual and governance framework.
- The Strategy also aligns with the [Government Property Strategy 2022-30](#) regarding Smaller, Better, Greener Estate.



OUR LAND AND PROPERTY PORTFOLIO



Our Portfolio



County Farm Estate and Investment Portfolio: represents 35% of the portfolio. Assets occupied on a commercial basis by third parties and generates circa £10m revenue income a year and generates social and economic value

Libraries: represents 5% of the portfolio. Assets used for the delivery of council services and supports community use.

Schools: Both Academy Trust and Maintained represents 29% of the portfolio. We have 89 Maintained, 14 Voluntary Aided, 24 Voluntary Controlled and 141 Academy Trust schools.

Office Administration buildings represent 3% of the portfolio, assets used for council office facilities.

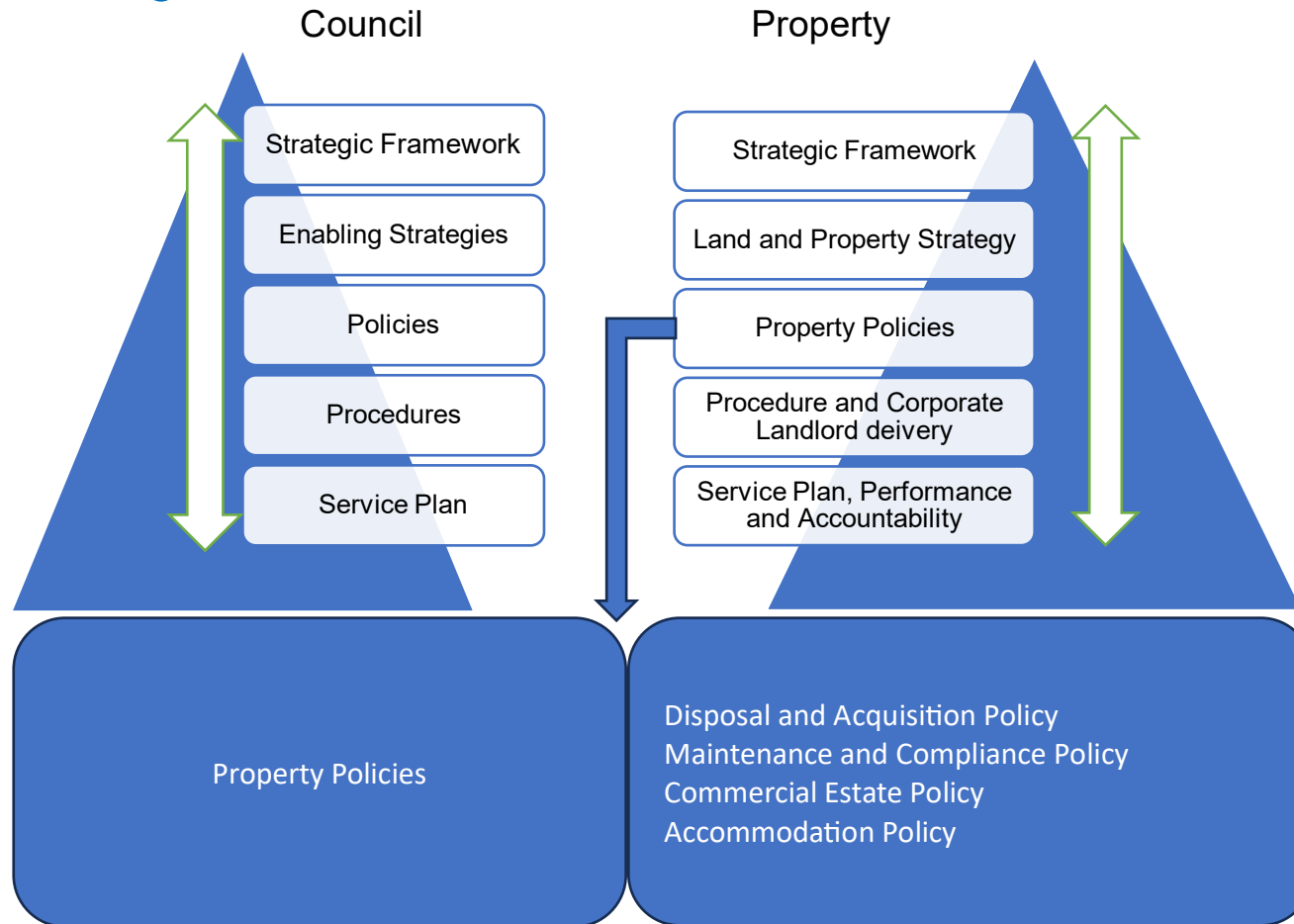
Operational Assets, represents 5% of the portfolio and are used for the delivery of council services within Highways, Waste, Traveller sites and Park and Ride.

Children and Adult sites including Family and Community Centres, Children and Adult Residential, School Caretaker houses represent 15% of the portfolio and delivers services for the council and community.

Land and other individual non-specific built assets represents 8% of the portfolio and are land and assets that are either held or have been acquired for future development to support economic and community growth including 24 void properties

The strategy is an enabling strategy which facilitates the delivery of the Council's Strategic Framework. It sits alongside several other enabling strategies as well as service strategies as shown on page 3. It requires policies and procedures to enact the decision-making as shown in the following diagram.

Strategic Fit



Decision Making



The Key Drivers for Change and Purpose of the Strategy

Key Drivers of Change:

It is important that the strategy recognises and enables decision making accounting for areas of national, regional, and local factors that influence how the council manages, develops, and disposes of its property assets over the period of the strategy. The following is a summary of the key drivers that will be factors considered as part of the decision and change process.

Financial: We continue and will continue to face challenging budget priorities in the face of increased demand. Therefore, the key driver for our decision-making will be securing lower costs and higher capital receipts. There is a need to transform the portfolio to deliver service improvement whilst also achieving efficiencies in cost and reduced repair liabilities through asset challenge, rationalisation, and shared asset opportunities. This will be a key factor in consideration of the first principle of this strategy – Suitable and Effective, as well as Sustainable and Greener.

Climate Change/Energy Costs: As well as the global climate emergency and our responsibility to ensure we do our utmost to protect our environment for future residents of Cambridgeshire, the impact of climate change on council budgets is already a very real challenge, so we need to prioritise decarbonisation of our assets. This will be a key factor in consideration of the Sustainable and Greener principle of the strategy and decision making under Suitable and Effective.

Ways of Working: The council made prompt and efficient responsive changes to the property portfolio to adapt to the pandemic by accelerating agile working. This period of change allowed the council to review its future ways of working with the transition to a more flexible and agile model. This way of working will be embedded in the council's culture and will be developed further as it is considered through the Accommodation Improvement Programme and the interaction with communities and partners. The opportunity to manage our costs and improve outcomes through changing how and where we work and with communities and partners will be a key factor in consideration of the first principle of this strategy – Suitable and Effective, but also how we work with our Communities and Partners.

Social Value: Our broader corporate ambition to improve outcomes and recognise wider social value will need to challenge the way our assets are used with a view to capture and assess the social value to be gained from decisions to assess both the financial and social value return. Whilst it will be expected in most cases that financial value will be the defining factor, where there are finely balanced decisions then social value as a factor must be considered.

The Purpose of the strategy:

The purpose of the strategy is to provide a framework which enables the property and land portfolio to:

- contribute to the vision and ambitions of the council, enable greater and closer working with our communities and partners enabling them to thrive.
- be effective and efficient; and provide safe and compliant buildings.
- be financially, socially, environmentally, and commercially sustainable.

The implementation of the Strategy will be led by Property Services. A Strategic Property Board will be established to oversee the delivery of the strategy.

The supporting property principles will underpin the strategy to enable delivery of the outcomes for our internal service areas, external partners, the communities, and residents of Cambridgeshire.

To embed the Strategy and Corporate Landlord model within the council there will need to be a cultural change. Property is instigating this through:

- Creating a much stronger one council environment within the management team with ownership for service strategy and direction.
- Professional development to integrate climate and environmental consideration into everything we do.
- Engagement, liaison, and challenging service areas in how their service planning will reflect into property need.

Our Four Guiding Principles

The Land and Property Strategy has four principles to guide the planning, decision making, and management of the land and property portfolio and they will remain in place for the next five years but will be reviewed annually to ensure they remain relevant and continue to support the Strategic Framework vision and ambitions.

1. Suitable and Effective

2. Place Shaping

3. Sustainable and Greener

4. Working Closer with Communities and Partners

The Aims of the Principles

Suitable and Effective

- To ensure our assets are fit for purpose, right sized, safe and compliant and efficiently utilised.

Place Shaping

- To utilise our land and built assets to drive regeneration and development within our communities.

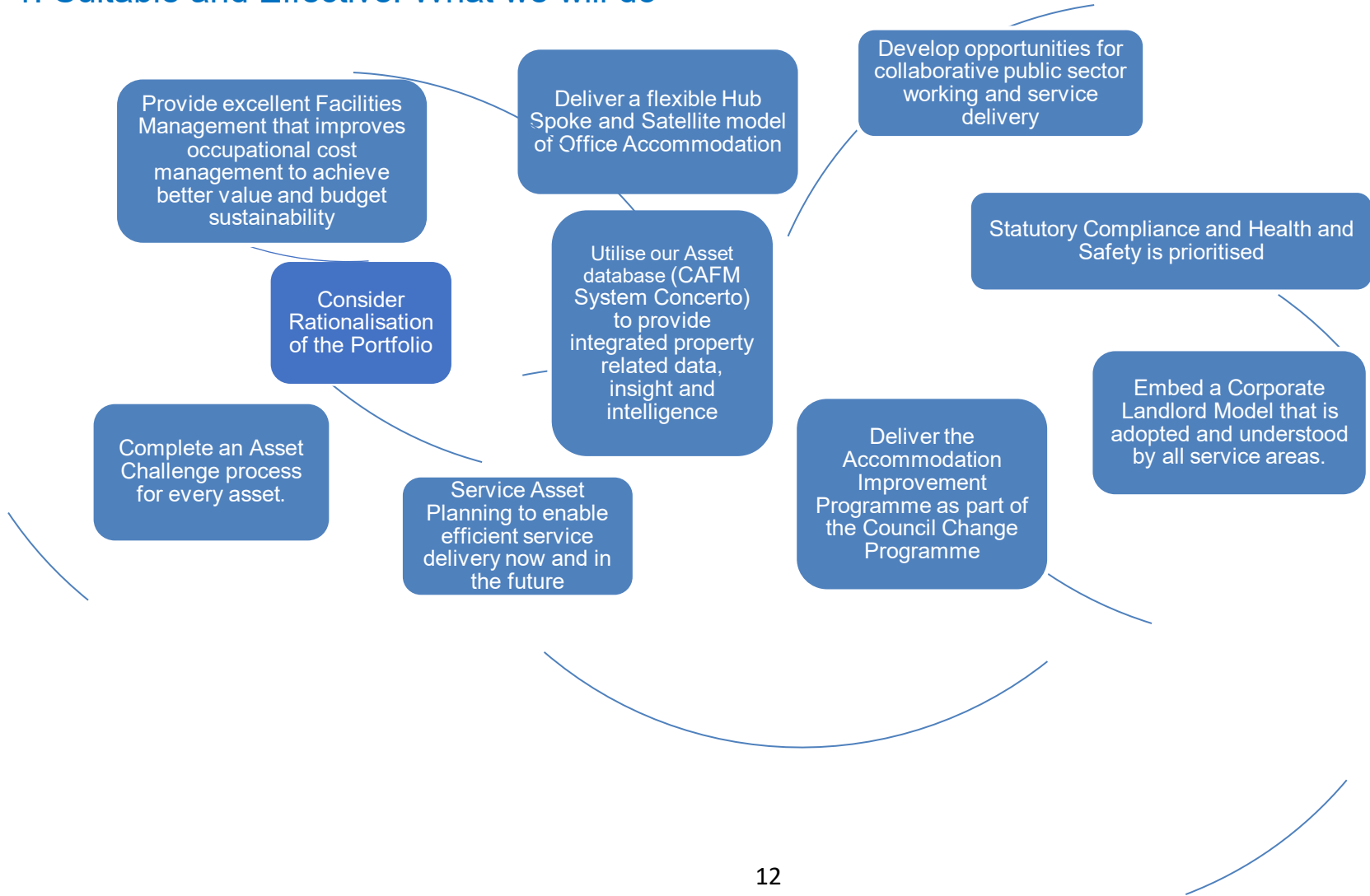
Sustainable and Greener

- To shape our county for the present and future generations and ensure our land and built assets provide long term support for the benefit to the natural environment.

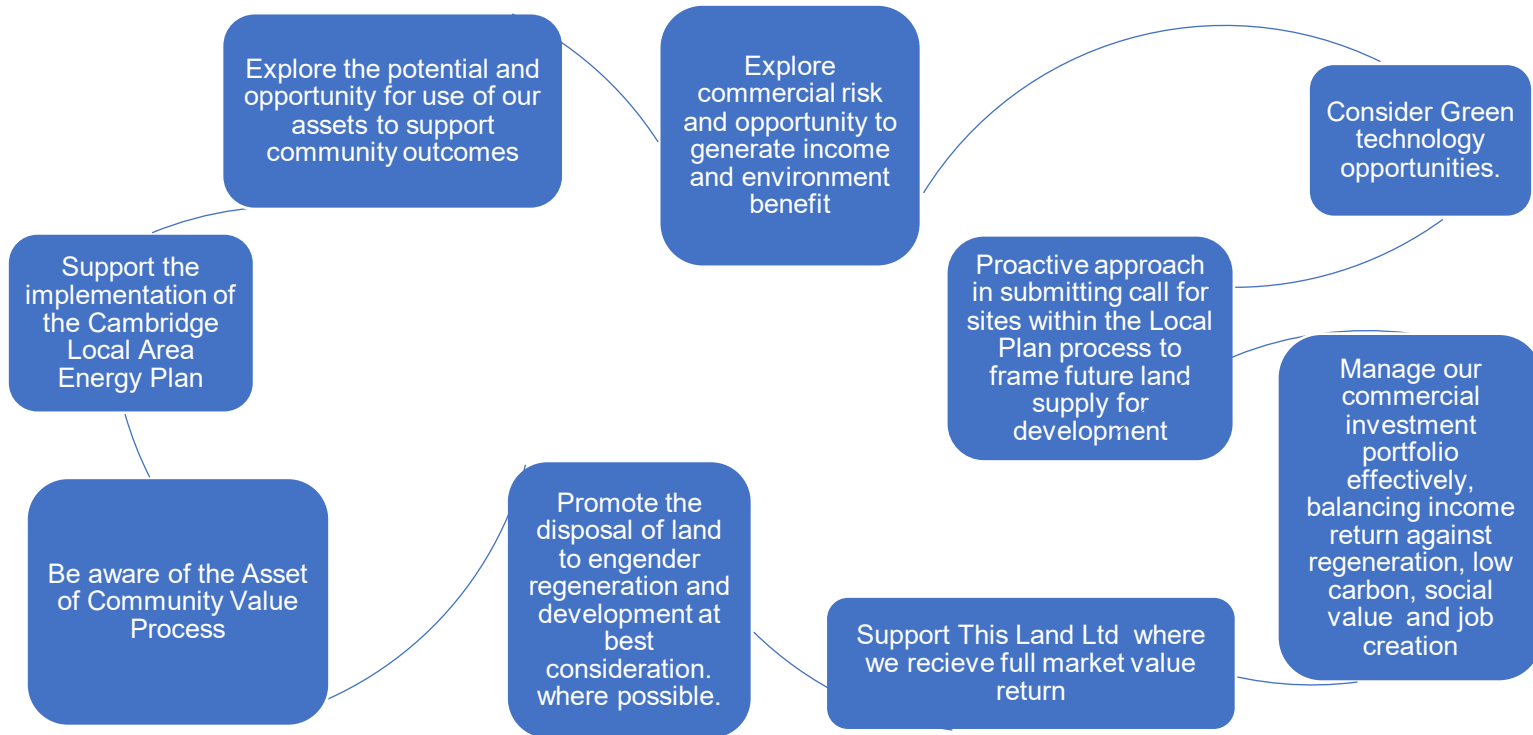
Working closer with Communities and Partners

- To ensure our land and built assets are retained to create and enable strong and resilient communities and thriving partnerships.

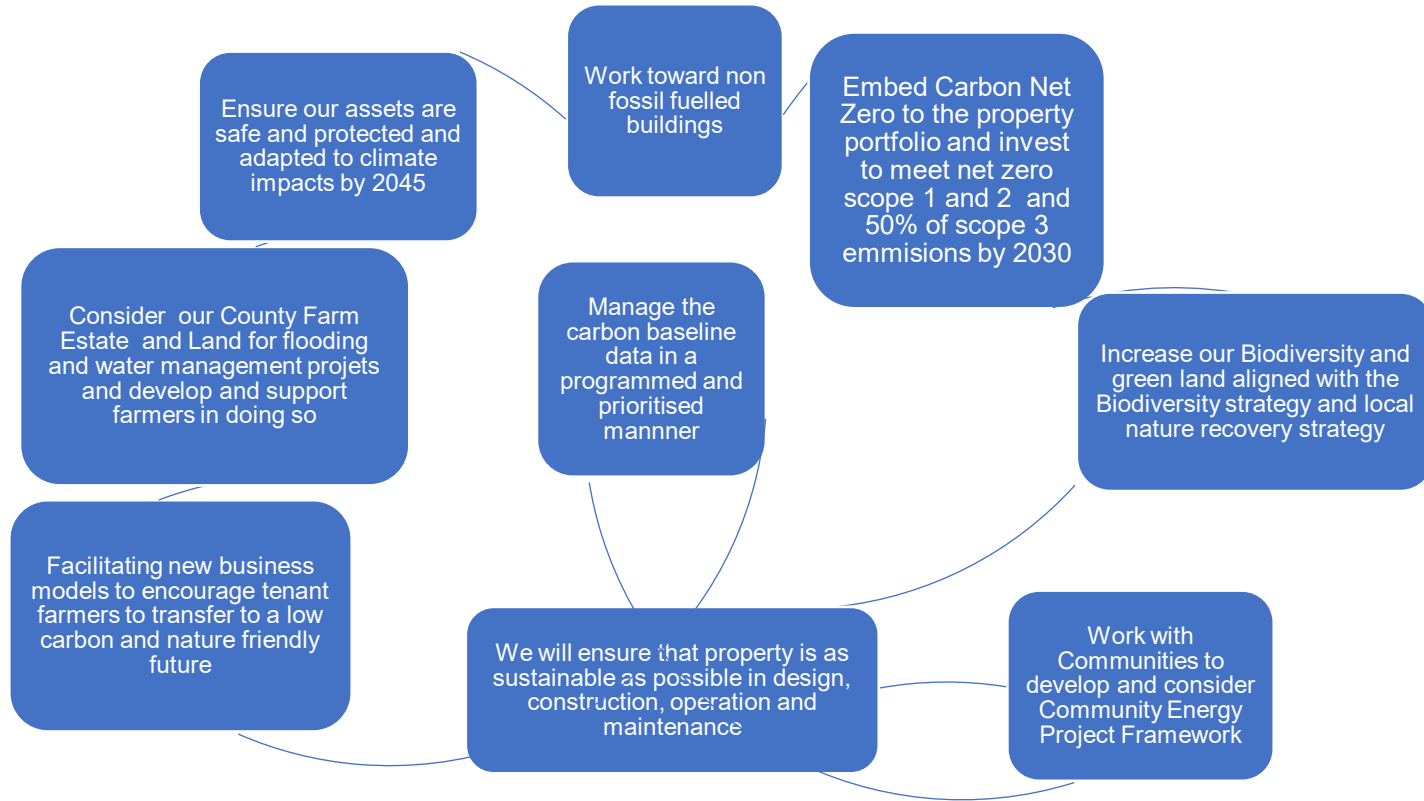
1. Suitable and Effective: What we will do



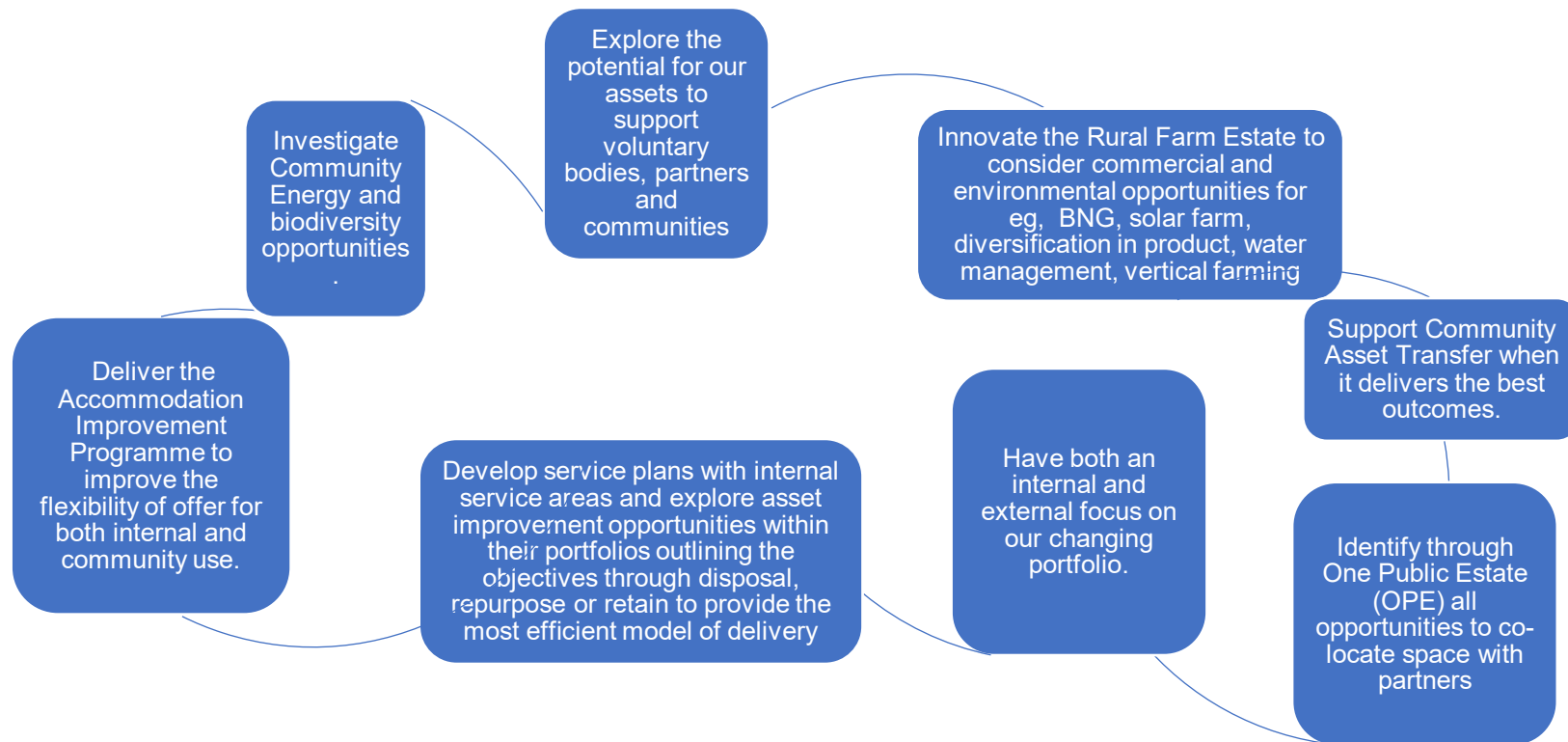
2. Place Shaping: What we will do



3. Sustainable and Greener: What we will do



4. Working closer with communities and partners: What we will do



What will we achieve:

Suitable and Effective

- Deliver change, generate revenue savings and capital receipt income as a result of applying the strategy.
- Increase the operational efficiency of our assets through improved Facilities Management.
- Better decision making regarding retain/invest/release of our assets as a result of data and intelligence from the Asset Challenge process and held within the Concerto system.
- Improved user satisfaction.
- Reduced reactive maintenance through improved lifecycle data management for better planned preventative maintenance.
- Fully accessible, safe and compliant assets for benefit of our colleagues and communities.
- Assets which enable an agile and flexible workforce and improved service delivery.
- Climate resilient assets.

Place Shaping

- Understand our role, opportunity and responsibility as a place shaper in Cambridgeshire.
- Promote strategic regeneration and development opportunities which align with the Council Strategic Framework.
- Manage the Investment and County Farm Estate portfolios with innovation and as such supports economic and environmental development and growth.
- Promotion of our unallocated land through the District Council Local Plan call for site process.
- Awareness of strategic growth corridors to bring forward investment and development.
- Where it meets the councils best consideration we will support This Land Ltd in enabling the delivery of residential development in Cambridgeshire.
- Support the implementation of the Local Area Energy Plan to deliver low carbon and secure energy supply on council land and property where the business case supports..

Sustainable and Greener

- Achieve Carbon Net Zero targets for assets within scope 1 and 2 emissions to be net zero by 2030, 50% of scope 3 emissions to be net zero by 2030 and all assets to be adapted to climate impact by 2045.
- Adoption of low carbon by design principles and the delivery of net zero energy buildings.
- Reduced energy and water consumption within our assets, using renewable energy where appropriate.
- Identified opportunities and options to utilise our land and property to invest commercially in environmental technologies and for expanded and improved green spaces.
- Maximise the commercial and environmental return from the Biodiversity Net Gain Farm.
- Support the opportunities through our land holdings for the management and storage of water.

Working closer with Communities and Partners

- Be a lead partner and influencer within the One Public Estate Programme
- Supporting communities by listening to our residents and businesses and understanding their needs and lived experiences to ensure we provide the right buildings in the right locations.
- Where it is the best outcome discuss with communities the opportunities for them to control assets through the Community Asset Transfer and Assets of Community Value processes.
- Deliver every flexible opportunity for community groups/VCSE to share and utilise spaces within council owned buildings for community use.
- Explore innovative partnering to enable better commercial and community outcomes.

Appendix 1: Embedding the four principles within the Corporate Landlord Delivery Model to enable key operational functions to deliver outcomes.



Corporate Landlord Delivery Model

Seven Key Operational Functions within it:

1. Measuring Performance and Delivery
2. Asset Challenge Process
3. Maintaining the Assets
4. Working with Partners
5. Engaging and Listening to our Communities
6. Decarbonisation of Buildings to achieve Carbon Net Zero
7. Enabling Service Planning

Our Corporate Landlord Approach

Cambridgeshire County Council currently operates a Corporate Landlord model of asset management which requires refreshing and embedding further throughout the council service areas.

The model will be developed further and embedded throughout the council to realise the benefits a centralised corporate model will deliver. The Corporate Landlord model will implement property policies and align the delivery of the strategy through operational actions.

The concept of a Corporate Landlord approach is that the responsibility for an asset including its management and maintenance is transferred from service areas into the corporate centre, the Corporate Landlord (Property Services). The service area then becomes the equivalent of a corporate tenant, and their priority is to plan and focus on the delivery of their service to the best of their ability. The Corporate Landlord's function is to ensure all services are adequately accommodated and to maintain and manage the associated land and property assets in a safe and compliant manner.

The Corporate Landlord's responsibility extends further to the acquisition, development and disposal of land and buildings. The Corporate Landlord is responsible for asset planning, review, feasibility, and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate ambitions and the four strategic principles within this strategy.

The Corporate Landlord is responsible for the following activities at a corporate level:

- Building Capital Programme - Client Contract and Project Management, including schools.
- Building Compliance – Reactive, Statutory and Planned Preventative Maintenance
- Building energy de-carbonisation and greener design.
- Facilities Management
- Estates and Valuation

- Strategic Asset Management Planning
- Operational Building Portfolio
- Management of the Councils Commercial Investment Portfolio
- Estates Strategic and Commercial Development
- County Farm Estate management
- Schools' compliance and maintenance as well as place planning (principles apply revenue budget devolved to schools)
- Management of the council's land portfolio

The Corporate Landlord embeds a property management and decision-making framework that ensures all property related decisions made are aligned to the strategy by carrying out key operational functions. This will be managed through a stakeholder group.

- Using data and evidence to ensure the decisions made on the property estate is done so with the best overall corporate outcome.
- Opportunities to make more effective and efficient use of council land and buildings are fully explored through an asset challenge process.
- Property related budgets are aggregated and centralised to prioritise the maximum impact by understanding the prioritised corporate need.
- Work with services to develop their delivery plans to be aligned with the Land and Property Strategy.
- Strengthening of the internal strategic property function to support services in identifying property challenges, assessing options, and exploring and developing solutions at a corporate level.

Measuring Performance and Delivery

To manage our assets effectively and efficiently we need to understand how they are performing. To enable performance to be measured in a meaningful way we need to use a selection of performance dashboards, and data sets.

The ability to develop greater data and intelligence relating to the land and property portfolio will be enhanced and improved over the life of this strategy with the implementation of a new CAFM (Computer Aided Facilities Management) System called Concerto which will host all our property data corporately within one fully integrated system. The system will be fully operational by May 2024.

The data and information held within the system provides integrated reporting and performance monitoring ability which

will enable measured decision making regarding the management of the estate portfolio.

To manage our assets, we will report our performance of the portfolio through the Corporate Leadership Team, Asset & Procurement Committee, Capital Programme Board and the Strategic Property Board for both awareness and decision making in line with the constitution and delegations.

This will include as a minimum:

- Quarterly reporting against agreed performance matrices
- Quarterly reporting against the Delivery Action Plan
- Quarterly reporting on major projects
- An annual report of the portfolio which will summarise progress and delivery over the previous 12-month period and will set the actions for the next annual period.

Asset Challenge Process

Asset Challenge is an embedded process, each individual asset will be assessed against set criteria using the four guiding principles within the portfolio on a planned continuous rolling programme.

This will provide the data and evidence to enable decisions to be made so only those assets that are or can contribute to the council ambitions are retained.

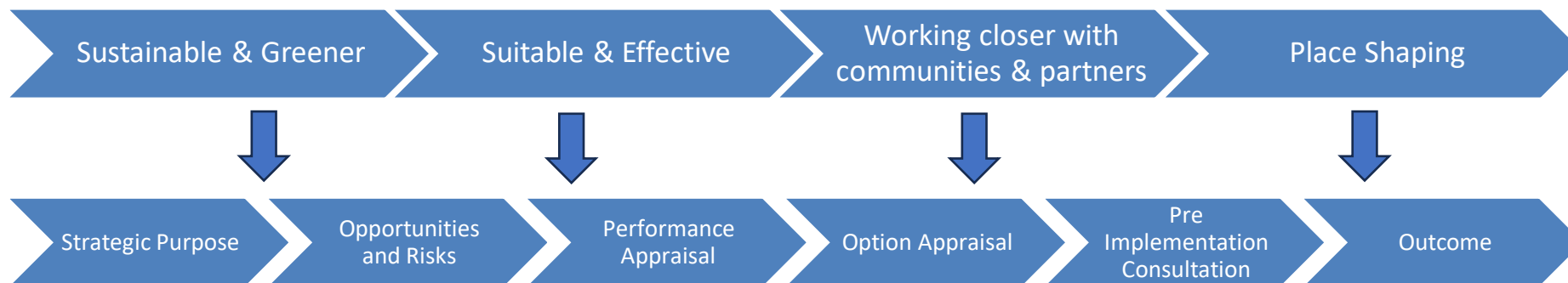
The aim of the Asset Challenge process is to reduce costs, identify assets that should be retained for use and/or invested in to bring up to an acceptable standard, whilst also identifying those that are surplus to requirements and therefore can be

disposed of from the portfolio by either sale, lease, or a community transfer.

To do this, each asset is assessed using a step-by-step challenge process, ensuring that every asset has been fundamentally reviewed against a common set of criteria including condition, suitability, sufficiency, carbon impact, operating cost and contribution to ambitions.

This information generated will be held with the concerto system and will be live data.

The outline challenge process we will utilise is supported by CIPFA and is set out below.



Why does the council currently hold the asset?	Are there any opportunities that could be exploited?	What financial and non-financial outcomes have been delivered?	Balance performance, opportunities, and risk.	Internal stakeholder consultation	Recommendations presented in accordance with agreed governance arrangements.
What is its strategic purpose?	Are there any known barriers to exploiting these opportunities?	Can non-financial benefits be quantified and or are they qualitative? Suitability, Sufficiency, Condition.	What options are available?	Undertake Consultation with external stakeholders and partners as appropriate	Either <ul style="list-style-type: none"> • Retain, • Redevelop and invest, or • Release.
How do we measure the assets performance against its purpose?	Are there any risks that could be faced?	What are the operating and management costs? What is the utilisation rate?	What are the costs and benefits of these options?		
Is this financial, non-financial or both?	How could the financial and carbon performance be significantly increased through minor investment or better management	Assess social value it is offering and is it meeting the needs of the service area.	Do any options carry increased risk?		
How does the asset contribute to the council vision and ambitions? and service delivery	Commercial opportunities with diversification and innovation	Carbon Net zero baseline position	Is there an alternative strategic purpose		
	What is the decarbonisation baseline costs	How does the asset comply with appropriate statutory compliance and safety requirements.	What additional property needs do service areas have.		

Maintaining the Assets

Maintenance and statutory compliance liabilities for the existing estate are currently estimated to be ever increasing. We have an ageing portfolio which has a cost to own and maintain. We apply a consistent approach to the management of our buildings ensuring they are statutorily compliant and essential work is delivered. It is important we invest in the assets to ensure they are in a good condition, provide an appropriate environment to deliver services and are safe and compliant for both colleagues and residents to use. This will be operated through the Corporate Landlord model.

It is likewise very important that we have standards of maintenance and understand the cost of maintaining this to enable evidenced financial planning. It is essential that all required statutory compliance and service testing maintenance is completed within the required frequencies and is recorded accordingly for governance and assurance purposes.

The Building Mechanical and Electrical Term Contract has been re-procured with a commencement date of November

2024, this contract will have performance indicators and measures as well as a more proactive planned preventative maintenance strategy within it which will reduce the need for reactive replacements due to system failure.

The backlog maintenance for each asset is evidenced by conducting a rolling programme of condition surveys which identify maintenance requirements over a 10-year period.

It is important that this evidence is utilised within a balanced approach to Asset Challenge to ensure we prioritise investment to those assets we will retain, and which contribute to our ambitions and agree a strategy to divest from those we no longer require.

We will reduce reactive maintenance through improved lifecycle data management for better planned preventative maintenance.

Continue to access grant funding to enhance and retrofit our buildings to deliver carbon reductions and net zero.

Working with Partners

The council are active members of the One Public Estate (OPE) programme, working alongside other public sector organisations across the Cambridgeshire and Peterborough County to explore the opportunities to reduce premises costs and improve the asset offer for our communities and residents.

Cambridgeshire have a complicated set of public service organisations, with five district councils, a County Council, 260 town and parish councils, a mayoral combined authority, and a local economic partnership around Greater Cambridgeshire.

This provides partnering opportunities but does affect our ability to have a single point of contact for our residents, and the same opportunities exist for all these different bodies to work together under the OPE work programme to view Cambridgeshire as one regarding a more shared and decentralised way of using the property assets we hold for the benefit of those in our communities to access and use.

We will continue to explore all property related opportunities with our partners from the public, private, community and voluntary sectors to ensure we maximise the social value and benefit from the assets for those residents within Cambridgeshire.

We also work with This Land Ltd to enable and expedite housing growth within Cambridgeshire by providing land opportunities at full

market valuation to ensure we meet best consideration, the governance of which is covered within the company's constitution and within the council's Disposal Policy.

OPE is an established national programme delivered in partnership by the Office of Government Property within the Cabinet Office and the Local Government Association. It provides practical and technical support and funding to councils to deliver ambitious property focused programmes in collaboration with central government and other public sector partners.

OPE partnerships across the country and locally have shown the value of working together across the public sector and taking a strategic approach to asset management, leading to efficiencies, development opportunities and public sector collaboration.

Cambridgeshire and Peterborough OPE have been awarded approximately £3m in funding since 2015/16 with approx. £1.7m in revenue and £1.3m in Brownfield Land capital funding released to the partnership. By 2023/24 from ongoing local projects the programme is forecasting to generate £44m in capital receipts, £6m in reduced running costs, 5,300 new homes and generating over £40m in inward investment in the Cambridgeshire County area.

The Strategic objectives of the OPE programme which is been relaunched with a new focus on providing a forum and opportunity for estates professionals to solve problems that can't be solved individually, and increased collaboration and integration to address issues collectively, to ultimately seek to:

- **Provide improved coordinated, co-located and customer focussed services:** enabling greater collaborative working across public service providers to support individuals, families and communities.
- **Provide improved access to public services within the whole of Cambridgeshire:** reducing demand and avoidable customer contact.
- **Deliver public service efficiency savings:** through greater service integration and new delivery models supporting service demand management approaches.
- **Deliver greater savings in running and maintenance costs:** through sharing public service buildings.
- **Work closely with community and voluntary organisations:** optimising the use of assets where most benefit can be realised.
- **Contribute to the wider economic, social and environmental outcomes for the whole of**

Cambridgeshire: for example, delivering key infrastructure and construction projects and reducing the carbon footprint.

- **Create standard practises for performance measurement:** reviewing the metrics for building occupancy and space utilisation, void properties and rent levels across the estate.

Property Services are also a member of the System Estate Group which has membership from all the NHS estates bodies within Cambridgeshire and Peterborough and is focussed on NHS Estate issues, but also the potential for rationalisation and shared use of assets with other public bodies. The System Estate Board has committed to meeting quarterly with the OPE Board to ensure synergies are maximised.

We will work closer with other partners such as Cambridge University regarding maximising opportunities in property use, as well as other key landowners to work together to enable development and economic growth.

Engaging and listening to our communities.

The council continually engage with our communities and have recently published the outcomes of the 'Quality of Life Survey' which over 5000 of the residents of Cambridgeshire completed which has given the authority excellent data and intelligence regarding how residents feel about Cambridgeshire and how the council are performing our statutory duties. We will continue to engage and listen to our communities and partners regarding the use of and planning for our land and property to improve outcomes.

Property impacts on our communities daily, our assets provide space and an environment where services are delivered from, and we need to be clear regarding the locality, ease of access and the quality our assets we provide from the communities' perspective.

We lease properties to voluntary and community organisations, often using the social value benefits to allow these to be used at a reduced or minimal rent, or alternative agreed terms.

We have also transferred buildings to local organisations who run them successfully for the benefit and needs of their local communities. These arrangements range from short term

licences to longer leases, and this process is known as Community Asset Transfer, and we follow a Community Asset Transfer Policy to ensure consistency and adherence to the process.

Local people and groups are often best placed to manage community facilities in their own area. They already make extensive use of these assets and their local knowledge and hands on management can result in lower overheads and better value for money. If they are a constituted group, this often also opens opportunities for external grant funding opportunities that the council itself would not be eligible to bid for.

Community organisations also use volunteers who take additional pride in their own local community. Managing these facilities can help to empower local communities and can bring opportunities for greater independence and financial sustainability. When done well the Community Asset Transfer process can create lasting change in local communities. We are committed to using our assets to form long term partnerships with suitable community organisations, to create stronger, more cohesive, and independent sustainable communities.

De-carbonisation Carbon Net Zero

The council has seven ambitions within its Strategic Framework, one of these being '[Net Zero carbon emissions for Cambridgeshire by 2045 and our communities and natural environment are supported to adapt and thrive as the climate changes](#)'.

To achieve this ambition actions are required in relation to how we manage our land and property portfolios.

The Land and Property Strategy is an enabling operational strategy and aligns with the [Climate Change and Environment Strategy](#).

Work is currently being carried out to confirm the carbon impact baseline of our current portfolio of buildings within operational, rural, and educational school buildings.

This will be important data alongside the existing condition survey information to give an overall cost to both maintain the asset to keep the buildings safe, compliant, and fit for purpose but also the investment required to make them net zero carbon.

This information will enable evidenced and prioritised decisions to be made through the asset challenge process.

The aim is for our portfolio to be scope 1 and 2 net zero carbon by 2030, a 50% reduction in scope 3 by 2030, and all assets and policies are climate adapted by 2045.

The Property and Land portfolio has benefitted from both grant and council funding to decarbonise assets already.

- 22 council operational buildings have had their heating systems replaced with low energy carbon heating systems saving an estimated 370 tCO₂ per annum at a cost of £6.6m, of which £3m was external funding.
- 62 council schools have been retrofitted with energy maintenance saving work resulting in more than £1.1m of saving on bills and reduction in carbon of 1312 tCO₂ per annum.

- The Rural Estate are groundbreaking in the development of Lower Valley Farm which is 360-acre scheme being marketed for the sale of Biodiversity Net Gain credits.
- The Council is a founding member of Peat Fenland Soil, a group made up of the largest Cambridgeshire Fen landowners who are working together to find ways of reducing greenhouse gas emissions from farmland peat.
- The Rural Estate will also continue to invest where funding allows in PV installation on houses and barns, and work with the tenants to be innovative in how they farm in an environmentally friendly way.
- Innovation in our land use has developed Solar Farms and District Heating schemes.

Enabling our Service Areas to maximise service delivery.

Property will review, appraise, and challenge assets with the service areas. For example, all current Highway Depots would be challenged from an overall service area perspective, are they fit for purpose? do we have too many? are they located in the right place? could we rationalise onto different sites and locations and deliver a better outcome and service?

To support service areas property will enable and facilitate discussions to drive service transformation both directly and indirectly by maximising the use of assets across the council and wider public sector.

Property will instigate service area planning meetings with all internal services individually and work with them to understand their service aims and delivery plans going forward which will inform the needs of the service areas regarding property both now and in the future.

The plans will then feed into the asset challenge process so the whole council is working in a proactively, connected, and planned manner regarding the need for property and looking at the data from a one council perspective maximising the change programme opportunities to share space and work in a more flexible and productive manner.

Appendix B: Strategy Delivery Plan

Action No	Action Description	Objective	Timeline	Accountability
01	Land and Property Strategy	Implement and embed the strategy within property and the whole Council	April 2024	Service Director Property
02	Establish the Strategic Property Board	The Strategic Property Board will oversee the delivery of the Land and Property Strategy.	May 2024	Service Director Property
03	Establish a Corporate Landlord Stakeholder Group	The operational group will coordinate property related operational issues across council service areas. This group will report into the Strategic Property Board.	May 2024	Service Director Property
04	Full Implementation and Management of Computer Aided Facilities Management (CAFM) System Concerto	Retain, maintain, and report all property related data within the integrated IT system.	May 2024	Head of Assets
05	Embed an Asset Challenge Process.	To challenge and record every asset we hold against an asset challenge criterion to enable asset recommendations are based on robust data and intelligence.	September 2024	Service Director Property
06	Review Disposal and Acquisition Policy	Review Policy to align and support strategy delivery. Will require A&P Committee approval.	September 2024	Head of Assets
07	Review Community Asset Transfer Policy	To ensure it aligns with the strategy.	September 2024	Service Director Property
08	Deliver the Accommodation Improvement Programme which is part of the Council Change Programme.	Deliver the Hub, Spoke, and Satellite model for Office Accommodation Delivery and outcomes will be aligned to the Land and Property Strategy and the Councils Strategic Framework.	Programme 2024-2026 (A detailed programme of delivery will be approved as part of the programme board	Executive Director Finance and Resource.

			governance with timescales for each element of the overall programme by June 2024)	
09	One Public Estate Programme	Maximise shared and integrated working across public bodies and within shared assets.	Ongoing	Service Director Property
10	Provide an annual Land and Property Strategy performance and delivery report to A&P Committee	Asset and Procurement Committee Report.	Annually	Service Director Property
11	Performance Indicator Reporting	Corporate Landlord Stakeholder Group to monitor key performance indicator measures.	Quarterly	Head of Facilities Management
12	Health and Safety and Compliance	Provide progress report of all statutory compliance regime work within our assets.	Quarterly	Compliance Manager
13	Implement an Accommodation Policy	Provide a policy on how we use and operate our Office Accommodation as part of the overall Corporate Landlord Model.	September 2024	Head of Facilities Management
14	Implement a Commercial Estate Policy	Policy to confirm criteria for holding commercial and investment assets as part of the overall Corporate Landlord Model.	September 2024	Head of Assets
15	Implement Maintenance and Compliance Policy	Provide policy to clarify roles and responsibilities for maintenance and compliance work within assets as part of the overall Corporate Landlord Model.	September 2024	Head of Facilities Management/ Compliance Manager.

