



Reshaping: Corporate Landlord

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Briefing
August 2025



Summary

- Drivers for change
- CIPFA work- initial and OBC
- CIPFA recommendations
- Council Considerations
- Next steps
- Engagement
- Timetable



Drivers for Change

- Reshaping Programme: Strong Service Transformation, Digital & Target Operating Model alignment
- Currently an outdated and highly devolved model – an opportunity to build a new vision.
- The more progressive approach is to manage these assets from a single point under the Corporate Landlord Model
 - i. Greater clarity of roles and responsibilities to enable decisions to be simplified and taken consistently.
 - ii. A more strategic approach to maintenance expenditure so that prioritisation principles can be implemented to maximise the effectiveness of targeted investment from available budgets.
 - iii. An improved understanding of the Council's land & property portfolio and the contribution it makes to service delivery.
 - iv. A fully informed Property Strategy can be developed that supports service needs better and delivers Vale 2030.
 - v. Opportunities can be sought for maximising the utilisation of assets, identify underutilised assets for repurposing or to bring forward capital receipts.
 - vi. Certainty that statutory obligations are being met across the organisation.
 - vii. The greater possibility to deliver revenue savings to help address the funding gap the Council faces.
 - viii. Corporate oversight of statutory compliance responsibilities.



CIPFA – May 2023



But – more detail needed



CIPFA Outline Business Case (i)

- 2nd, more detailed piece of work sitting alongside Reshaping agenda. What would the CLL comprise of & how would we get the benefits?
- Functional design put forward
 - Property Management: Strategic asset and estate management across the portfolio. Based around the Property Operations team in Resources.
 - Building Management: Maintenance, design/construction, compliance and soft facilities. Pulling together Property Operations and Building Services (E&H).
 - Health & Safety: In the widest sense, health & safety and wellbeing. Pulls together how properties are used as well as built & maintained.



CIPFA OBC (ii)

- Transfer of budgets, sets the specific scope
 - i. Statutory Compliance and Planned Preventative Maintenance (for general fund assets)
 - ii. Reactive Repairs (as above)
 - iii. Minor Works (as above)
 - iv. Delivery of Capital Building Projects (excluding Sustainable Communities for Learning programme, Housing Investment programme and any highways related capital programme)
 - v. Estate & Asset Management functions
 - vi. FM to include Cleaning & Security
 - vii. Day to day Building Management (excluding schools)
 - viii. Property related Contract Management
 - ix. Energy Management & Decarbonisation projects
 - x. Health & Safety



CIPFA OBC (iii)

Out of scope

- Sustainable Communities for Learning
- School budgets
- HRA
- Major projects (PMU led)

Stay with service

- Leisure Centres
- Country Parks
- Parks
- Heritage assets
- Car Parks
- Public Conveniences
- Schools
- HRA Residential



Council Considerations – for discussion

Proposing to broadly take forward CIPFA's recommendations – with some changes & clarifications

- Schools – directly employed school staff and devolved budgets out at this stage but extensive transformation work in this space and schools a major 'client' of CLL services.
- Health & Safety – Fire Safety only, Health & Wellbeing remains with HR
- Sustainable Communities for Learning/PMU – out, no obvious synergies
- Building Services – consideration of direct provision to HRA
- Posts in or out of scope (Go to Appendix C)
- Proposed Structure



Next Steps

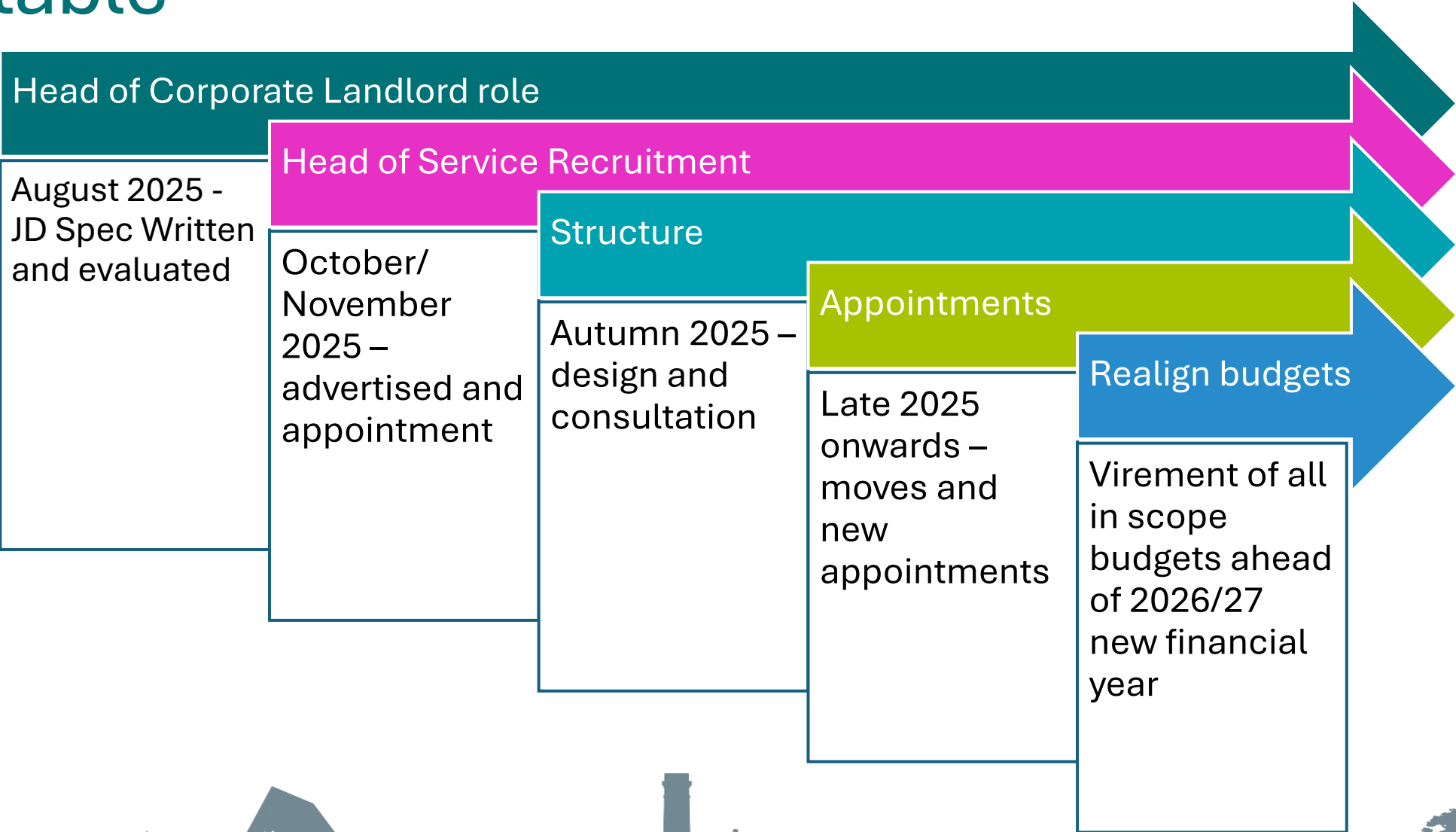
- Conclude detailed design, draft Cabinet report broadly accepts OBC, sense check of CIPFA work
- Cabinet and Scrutiny timings
- Briefing staff and Trades Unions (further detail next slide)
- Leadership – create Head of Corporate Landlord Role and undertake recruitment
- Detailed service design – vision, ways of working, systems & structures early moves – cleaning/caretaking
- Involvement, engagement & formal consultation to bring structure together
- Budgets: Property budgets – will need to confirm these and transfer to Corporate Landlord & Staffing budgets – possibly less straightforward with partial responsibilities
- Preparation & launch of Corporate Landlord

Briefings & Engagement

- Briefing with Trades Unions – has taken place July 2025
- Briefings with senior officers across w/c 11th and 18th August and one the following week to due leave commitments.
- Senior Officers to brief teams ahead of Cabinet Agenda dispatch.
- Feedback of comments, setting up of FAQs
- Comms with all impacted staff ahead of Cabinet papers being published 29th August - specific discussion required on cleaning/caretaking staff
- Workshop 3rd week September with senior officers:
 - Structural Design
 - Culture
 - Systems



Timetable





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