

Meeting of:	Cabinet
Date of Meeting:	Thursday, 04 September 2025
Relevant Scrutiny Committee:	Resources Scrutiny Committee
Report Title:	Reshaping Programme: Corporate Landlord
Purpose of Report:	To seek approval to implement a Corporate Landlord approach to ensure the more efficient and effective operation of the Council's property assets.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	Strategic Leadership Team Chief Officers currently responsible for the operation and management of the Council's property assets and associated services
Policy Framework:	This is a matter for Executive decision by Cabinet.

Executive Summary:

- The Council currently operates highly devolved arrangement of its property and assets functions which is now unusual in the public sector and local government in particular. This means there is an absence of a single overview of property assets. Over recent years, the sector has seen a move towards a Corporate Landlord approach which brings with it:
 - Greater clarity on roles and responsibilities;
 - Strategic approach to maintenance spend;
 - Greater understand of the contribution of land and property to service delivery;
 - An informed and complete property strategy to contribute to the Council's objectives;
 - Opportunities to maximise the use of assets;
 - Certainty that statutory obligations are met;
 - The greater possibility of the delivery of revenue savings; and
 - Corporate oversight of statutory compliance obligations.
- The Council commissioned CIPFA Property, who are well regarded in this field to undertake a review in late 2022. This was very comprehensive look at all property activity across the Council and having extensive engagement with interview and discussion with officers across December

2022 and January 2023. CIPFA reported back to the Council in May 2023 with a series of recommendations on an overriding model, Strategic Asset Management and Governance, Estate Management, Land and Property data, Capital Planning and Major Projects, Statutory Building Compliance, Repairs and Maintenance and Soft Facilities Management (cleaning, caretaking, etc.). This is attached at Appendix A.

- The commissioning of this work tied in with the Council's emerging transformation programme, Reshaping, and links with the Target Operating Model and Service Transformation themes in particular. The work on both the programme and these proposals have developed in tandem. Following senior officer review of the initial CIPFA report, there was a further commission to deliver an Outline Business Case (OBC) to enable the Council to consider the viability of moving to a position to implement the model. This was finalised in December 2024 and is the main focus of the report, the full OBC being attached at Appendix B.
- The Council has positively received the report and is proposing to implement a Corporate Landlord Model broadly as described in the OBC, with a small number of amendments which are described in the body of this report and further reflect local discussions and circumstances.
- The immediate next step is for the new structure to be designed and consulted on and the new Head of Service recruited. Ideally the appointment would have been made first, but this would have led to a lengthy period of uncertainty for those impacted by the proposals.
- The creation of a new structure will be within existing budgets as a minimum. This structure will be developed by the Director of Corporate Resources and the Head of Finance/s151 Officer working alongside SLT and naturally informed by the recommendations in the CIPFA OBC.
- Subject to Cabinet and Senior Management Appointment Committee approval, it is anticipated that recruitment would commence imminently and a post holder in place later in the year.
- Work will progress on consolidating budgets, adjusting existing staffing structures and putting in place new process and procedures. A project team led by the Director of Corporate Resources will make preparations and undertake the groundwork including further developing the service's vision, ways of working, systems and structures to enable the Corporate Landlord model to be fully up and running for the start of the 2026/27 financial year.

Recommendations

1. Cabinet is recommended to note the report and the CIPFA Review of Current Delivery of Property Related Services Compared to a 'Corporate Landlord' Approach in Appendix A and CIPFA Outline Business Case in Appendix B.
2. Cabinet is recommended to approve the proposals in this report to create the Corporate Landlord Model and make the necessary adjustment to other asset ownership in Place set out in the report.
3. Cabinet is recommended to delegate authority to the Director of Corporate Resources to take forward the implementation of the Corporate Landlord model in consultation with Senior Leadership Team and the Executive Leader and Cabinet Member for Performance and Resources as described in this report.
4. Cabinet is recommended to endorse the proposal to create a Head of Corporate Landlord as described in this report and requests the Director of Corporate Resources prepare a report for Senior Management Appointments Committee to consider the proposal.

Reasons for Recommendations

1. For Cabinet to be aware of the full detail of the initial review of current property arrangements and the Outline Business Case.
2. For Cabinet to approve the next steps in order to have the new arrangements in place for 1st April 2026. There are also some out of scope assets which would benefit from being managed alongside similar assets in the current service arrangements.
3. The implementation impacts existing services across the Council and it is important that the Leader and SLT are kept fully apprised, the advice of the Head of Human Resources is engaged to assist with restructuring and Head of Finance with regards the establishment of budgets for the new service.
4. To enable the recruitment of a Head of Corporate Landlord to be considered by the Senior Management Appointments Committee in line with the Council's constitution.

1. Background

- 1.1 The Council currently operates a highly devolved model managing its property assets whereby directorate/services are responsible for managing their own assets. These responsibilities include day to day management, repairs and maintenance, caretaking and cleaning, utility costs with the overall budget obligations. This is very much an outdated model which is not considered best practice and not in keeping with how the vast majority of Local Authorities manage their property assets.

- 1.2** The more progressive approach is to manage these assets from a single point under the Corporate Landlord model. This approach has a number of important benefits:
- 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 and property portfolio and the contribution it makes to service delivery.
 - iv. A fully informed Property Strategy can be developed that is linked to both Corporate and Service objectives and priorities.
 - 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.
- 1.3** In late 2022 the Council commissioned CIPFA, who are well regarded in this field to undertake a review of the delivery of the Council's property services and make recommendations as how this activity could be improved.
- 1.4** CIPFA reviewed the Council's current arrangements using a wide range of documentation and by interviewing officers and other relevant stakeholders between December 2022 and January 2023. CIPFA reported back to the Council in May 2023 making 23 recommendations which are summarised below.
- 1.5** There was an overarching recommendation that the Council should introduce a robust Corporate Landlord structure (led by a Head of Corporate Landlord) and reorganise its property functions into a more corporate, coordinated, resourced and effective organisational model. This should include all related property functions for all service assets (excluding housing and schools) together with health and safety, property management and maintenance and statutory compliance activity across the Council (excluding the Project Management Unit (PMU) and Sustainable Communities for Learning project teams for the moment). However, the Council should consider whether to bring school buildings into the Corporate Landlord Model in the future as a possible second phase (if deemed appropriate).
- 1.6** There were a series of recommendations on Strategic Asset Management and Governance. These included setting up an adequately resourced and dedicated strategic asset management function, and to set up a 'Strategic Asset Management Group' or equivalent with clear terms of reference to drive and coordinate the Council's Asset Management vision. This should be introduced to

foster regular dialogue with service areas to understand current asset use and future asset need. Upon the Corporate Landlord model being adopted the Corporate Asset Management Plan (CAMP) should be refreshed as part of the annual update process to reflect new governance arrangements, SLAs, and the role that the new Corporate Landlord function will undertake. There should be a structured corporate led approach to challenge property use and need for the future and CIPFA advocated that the Council adopt the HM Treasury/Welsh Government business case approach. Greater coordination should be introduced between the 'Place Making' reviews that are currently being carried out and the wider corporate vision for property use and future need in all its forms. The Council should reinforce the Corporate Landlord approach (once established) by formalising it through consistent service standards, and simple guidance should be provided to client service departments clarifying what services are provided, together with all relevant processes. Finally, under Strategic Asset Management, the Council should identify an appropriate elected Executive Member who would act as a 'property lead Member' and would meet regularly with the Head of Corporate Landlord function to be briefed on any asset management/property related issues.

- 1.7** The second area of recommendations related to Estate Management. The Council should ensure that, where possible, vacant posts are filled although the current difficulty in recruiting property professionals was appreciated. The Council should establish clear internal guidelines that ensures that all property related transactions are undertaken by suitably qualified and skilled staff. Posts have consciously been held vacant in the short term as the review has progressed to avoid any potential conflicts with the eventual proposals.
- 1.8** The third set of recommendations covered Land and Property Information. The Council should amalgamate all property data systems to ensure property related data is managed and coordinated at a strategic Level, is fit for purpose and provides appropriate data/information to support decision making processes. Following the introduction of the Corporate Landlord Model the Council should introduce regular strategic reporting in relation to estate performance in order to raise the profile and visibility of property costs and performance.
- 1.9** The fourth area was Capital Planning and Major Projects. CIPFA concluded that the Major Projects Team should remain within the Place Directorate to oversee the project management of major capital related projects including the Sustainable Communities for Learning programme (even if they do not project management all projects directly) with the Corporate Landlord being responsible for managing minor property related capital projects, particularly those outside the school's estate. The Council should ensure that written procedures are appropriate and furthermore adhered to by all relevant stakeholders to ensure consistency of capital project management across the Council. The Council should ensure the terms of reference and required participants for the Strategic Insight Board will provide the Council with the most effective management and coordination of their land and property estate/projects. Alternatively, it might be concluded that an alternate officer level group Asset Management Group and Capital Projects Monitoring Group is required to feed into the Strategic Insight

Board. The Council should develop an approach to prioritise the importance of capital projects based on cost, sensitivity, and triggers for intervention in order that strategic groups are able to focus on relevant and significant issues. The Council should develop a consistent approach and minimum requirements for the completion of pre-contract documentation, option appraisal and final scheme design. Approval gateways should be introduced at key stages together with clear lines of accountability in order for schemes to move forward from one stage to the next. The Council should set up a system to centrally collect, collate and report cost control information monthly for all capital projects if this does not currently happen.

- 1.10** Finally, there were three recommendations on statutory buildings compliance. The Council should consolidate all property related statutory compliance management activities and budgets within a Corporate Landlord model ensuring that it is suitably skilled and resourced. The Council should ensure that it has competency with regard coverage to Gas Safety, Fire Safety, Legionella, Access and Disability, Lifts, Mechanical and Electrical issues. The Council should also incorporate all Health and Safety roles and responsibilities into a Corporate Landlord model with appropriate demarcation of roles and responsibilities between the property function and a more general Health and Safety function. e.g. responsibility for training and personal wellbeing could remain with the HR function.
- 1.11** The report and recommendations were widely considered and discussed by senior officers and Cabinet Members and consequently CIPFA were asked to undertake a further and more detailed piece of work to develop an outline Business Case to implement the Corporate Landlord Model at the Vale of Glamorgan Council. This has taken a little longer than anticipated with some staffing challenges and hence delays with completion of the work by CIPFA. Their report was finalised in late 2024 and is covered off in the main section of this report along with the Council's response, proposed next steps and timescales.
- 1.12** This work represents a key element of the Council's Reshaping Programme which has been developed alongside the Council's new Corporate Plan, Vale 2030, and the 2025/26 to 2029 Medium Term Financial Plan. The Reshaping Programme comprises five themes:
- i. Target Operating Model
 - ii. Service Transformation
 - iii. Digital
 - iv. Sustainable Communities
 - v. Economic Resilience
- 1.13** The first theme has a wide range of components to it – including the way in which the Council organises its services, how it maximises the use of its assets, the revenues it can raise and the delivery of a brilliant basics programme ensuring the procedures and procedures are as efficient as possible to deliver efficient services to residents. The work on the Corporate Landlord naturally sits

within this theme and is also an example of service transformation, linking also with digital transformation.

2. Key Issues for Consideration

CIPFA Outline Business Case – Corporate Landlord Implementation

- 2.1** The Full Outline Business case is attached at Appendix B to this report.
- 2.2** The case for change is clear and builds on the benefits set out in paragraph 1.2. The model is put forward to address challenges with managing disparate and overlapping property related functions under the existing approach. The model will enable a more strategic approach ensuring assets are managed in the right place by those with the appropriate skills. A holistic approach will have the potential for improved utilisation and rationalisation along with delivering economies of scale in terms of capacity and procurement as well as the opportunity for collation with the Council and also with external partners too.
- 2.3** There are clear decision-making criteria to consider whether the Corporate Landlord model should be introduced, covering the following considerations which have all been positively assessed:
 - i. Delivers financial benefit
 - ii. Joins up services for residents and businesses.
 - iii. Makes better use of resources
 - iv. Simplifies, standardises and automates ways of working
 - v. Creates a more agile organisational structure able to respond to wider Council transformation and change programmes with a joined-up approach between similar property-related functions (inc. property/building services and compliance team).
 - vi. Improves transparency and accountability
- 2.4** The OBC focussed on a comprehensive consideration of all related aspects of introducing such an arrangement. This included a proposed structure of the Corporate Landlord and its roles and responsibilities. The OBC also includes which assets that it is proposed will become the responsibility of the Corporate Landlord function. Cabinet will note that the scope does not include all properties at this stage but there is a recognition that by putting in place the Corporate Landlord structure it can be expanded in time to take on other properties not currently in scope. Staffing implications, budget and other financial implications are outlined and an indication that additional resources and budget required to implement a Corporate Landlord approach.
- 2.5** The starting point for implementing a Corporate Landlord model, which is accepted as best practice for Local Authorities, assumes that all land and property assets (with the exception of the Housing stock, Schools and Highway Infrastructure) and associated property management and support functions become the responsibility of the Corporate Landlord.

2.6 Section 3.2 of the OBC outlines the functional areas that CIPFA proposed would constitute the proposed Corporate Landlord Model along with the purpose they serve and the rationale behind their inclusion.

- i. Property Management – this is the Strategic Asset Management to define, plan and deliver which provides strategic asset management and estate management support and delivery across the portfolio. This builds on the existing Property Operational function which becomes Property Management.
- ii. Building Management - this is maintenance, design/construction, compliance and soft facilities management with the key purpose to deliver, operate and maintain. This is the provision of the maintenance of the estate through the provision or commissioning of maintenance, design/construction, compliance and soft facilities services. This will pull together the Property Operations and Building Services functions in the main along with any such activity currently undertaken in individual service areas.
- iii. Health and Safety – this comprises Health and Safety and wellbeing. The purpose is to deliver and maintain acting as the senior advisory authority on all matters relating to health and safety in relation to the undertakings of the Council. This will pull together the current health and safety activity in Property Operational along with that in Human Resources.

2.7 Section 3.3 of the OBC sets out the budgets in scope and this is summarised in the following paragraphs. In terms of services and functions that would be delivered by the Corporate Landlord rather than by individual services areas these would include:

- 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 and Asset Management functions
- vi. FM to include Cleaning and Security
- vii. Day to day Building Management (excluding schools)
- viii. Property related Contract Management
- ix. Energy Management and Decarbonisation projects

2.8 For those services transferring in, all budgets/costs would be brought across. This would include those budgets associated with direct Council delivery (for example, staffing) as well as those used for any procured services (e.g. externally provided, so staffing, security). Budgets will be centralised for all aspects such as

staffing, utilities, rents, repairs and maintenance, waste management and grounds maintenance. A number of peripheral budgets will remain a service responsibility and will include household requisites, office equipment and consumables, printing and stationery, ICT software etc.

2.9 Services and functions that would not be delivered by the Corporate Landlord include:

- i. Sustainable Communities for Learning programme
- ii. Schools (including caretakers houses). This would best be described as devolved budgets to schools would remain devolved. However, in operation, the Corporate Landlord would provide a wide range of services directly to schools, including capital works, compliance and health and safety, and where there are agreements in place, for services such as facilities management
- iii. HRA Housing Investment programme and other HRA activities
- iv. Major Regeneration Projects (PMU led)

2.10 Assets that would remain the responsibility of service areas, at least as part of the initial Corporate Landlord model implementation, include:

- i. Leisure Centres (with the continuing shared responsibility for major capital asset renewal remaining with the Council as in the current Leisure contract). This is subject to review following initial implementation.
- ii. Country Parks - grounds
- iii. Parks – grounds
- iv. Major Regeneration sites (PMU led)
- v. Heritage Assets such as Penarth Pier (noting the Pavilion would building would be a Corporate Landlord asset).
- vi. Public Car Parks
- vii. Public Conveniences
- viii. Schools – subject to review following initial implementation
- ix. HRA Residential Properties

2.11 Strategic Asset Management has been a challenge under the current operating model with it only able to operate in a reactive manner. A previous review had concluded that the Corporate Resources Property Team was professional and the management of the estate under their control was effective but it was not resourced to manage the whole of the Council's property portfolio. Not surprisingly, the OBC puts forward the need to supplement the current team with additional professional officer and administrative support. This resource does not currently exist in the service in scope to transfer across and in the current climate will require efficiencies to be sought from existing resources and repurposed.

- 2.12** The Corporate Landlord will not be in a position to feasibly have a day to day presence across the entire estate so there is naturally a residual responsibility for services. It is proposed that there is a Premises Responsible Officer assigned for each built asset that would typically be the more senior officer working out of that building. This would in the main cover statutory compliance tests that would be coordinated corporately and include fire alarm tests, checks of firefighting equipment and reporting repairs for instance.
- 2.13** The entire delivery of the Corporate Landlord Model is anticipated to be exclusively in house using existing systems, of course, subject to successful recruitment of a suitably skilled resource. The OBC anticipates maintenance continuing under the existing hybrid model of externally contracted works alongside the internal provision of the Environment and Housing Building Services Team.
- 2.14** Normal practice would typically see a Strategic Assets Board in place as a key vehicle for good governance. Currently this work is undertaken as part of the Strategic Insight Board's work programme and recently has been supplemented by Reshaping Assets Group in place with the Chief Executive as its sponsor. This provides good foundations for the establishment of a formal board to report through to SLT and will be considered, too, as part of the current review of the Strategic Insight Board's terms of reference.
- 2.15** The consolidation of all the property activity does give opportunity of financial efficiencies as well as more effective use of the estate in delivering the Council's objectives. However, whilst CIPFA set out some potential levels of efficiency from previous work with Local Authorities it is too early to set clear expectations at this time. This will become clearer with the implementation of the model and a fuller understanding of the estate.
- 2.16** There are nevertheless some additional resources required over and above those identified to strengthen strategic asset management identified above. Naturally, there will need to be a Head of Corporate Landlord as well as leads for Facilities Management and Compliance with the overall model supported by a robust Business Support Function.

Council Considerations

- 2.17** Officers are in broad agreement with the recommendations put forward in the CIPFA OBC but there are some areas which need a little further clarification and also a small number which required further consideration and amendments to the proposals presented by CIPFAs are being brought forward. This reflects the Council's deliberations of the OBC, the work underway within other aspects of the Reshaping Programme and to ensure that the proposals considered by Cabinet reflect local circumstances.
- 2.18** Schools are not entirely part of the first phase of the implementation of a Corporate Landlord model. There are a number of activities underway through Learning and Skills to deliver efficiency in the property field. The Schools Transformation Programme has been focussing on contracts/procurement with input from the Environment and Housing Directorate on cleaning and caretaking,

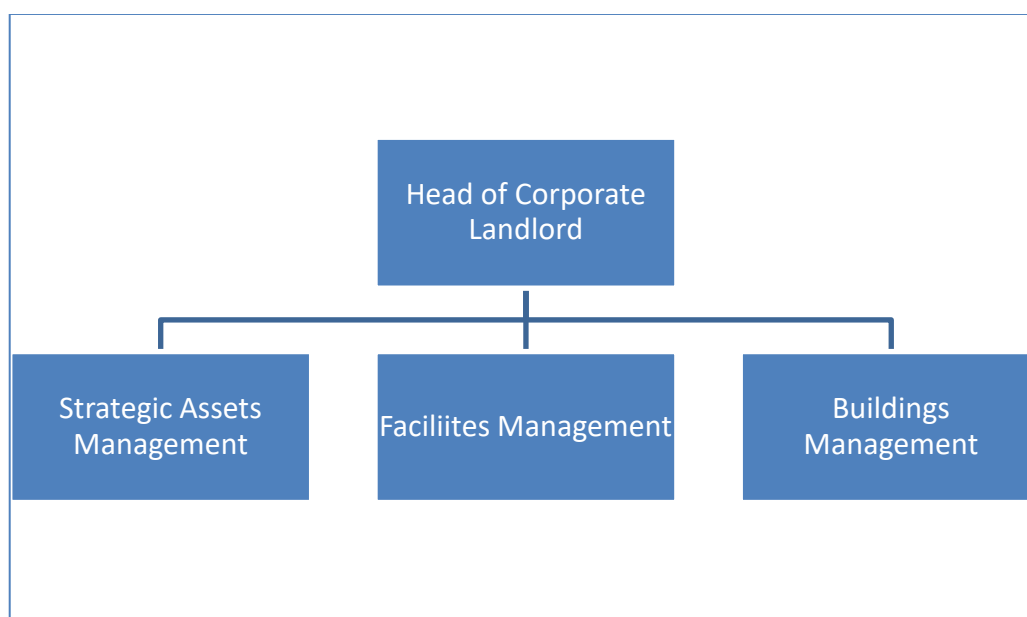
grounds maintenance, waste collection, etc. Historically, schools have procured/contract on a school by school basis and not made the maximum use of their collective buying power. Upon introduction of the first phase of the Corporate Landlord, however, any in scope services currently commissioned by, or provided to by schools will, of course, continue to be provided. The only difference schools will see is that these services would be provided by the Corporate Landlord service, rather than the existing service. This will be revisited at the end of 2026/27 when consideration will be given to bringing school delegated budgets into the Corporate Landlord model.

- 2.19** There has been some internal discussion on the provision of the full Health and Safety function as part of the Corporate Landlord. This has involved considering the breadth of activity and the Health and Safety team's focus on both physical assets and supporting safe behaviours and wellbeing. On balance it is proposed only to include fire Safety element of the current Health and Safety team within the remit of Corporate Landlord. This will be revisited at the end of 2026/27 when consideration will be given to bringing the remaining elements of Health and Safety into the Corporate Landlord model from HR.
- 2.20** Both PMU and Sustainable Communities for Learning were considered in scope in the initial review undertaken by CIPFA but are excluded in the OBC. It is felt that there would not be significant synergies from their inclusion.
- 2.21** With regards Building Services, the broad recommendations from CIPFA are supported but there are some likely changes to the way in which these are delivered given the current levels of activity and also challenges and some lack of transparency with internal recharging arrangements. There are three key components to this service – buildings compliance, works to public buildings and works to HRA properties. The buildings compliance activity will transfer to the Corporate Landlord function and the case for this is not disputed. However, the works to public buildings by this team has been in steady decline and there is a need to consider the long term viability of the service and ways in which this is delivered. Over recent years the Property Services team in Corporate Resources has commissioned an increasing element of these works to external suppliers through competition and this is considered to be the appropriate way forward which will also be to the benefit of SMEs in the Vale of Glamorgan. Consequently, it then makes sense for the HRA works activity to be directly managed through the HRA.
- 2.22** Those posts in scope are set out in Appendix C which primarily covers Property, Operational and Building Services. Not all posts in Building Services are in scope and the organisation chart highlights those in scope, out of scope and teams where one or more posts may be in scope. In addition, there are a small number of property-focused posts across Health and Safety, Social Services, Regeneration, Community Centres, Libraries and Adult and Community Learning. These do differ marginally to the charts in the CIPFA OBC as there have been changes due to budget setting since the conclusion of CIPFA's work.
- 2.23** The functional structure for the CLL that the Council is proposing to introduce broadly follows CIPFA's recommendation but separates out Facilities

Management from Building Management. The proposed structure is set out below and in full detail in Appendix C.

- i. Strategic Assets will cover strategic overview of the estate, property management information including GIS along with acquisitions and disposals;
- ii. Facilities Management will cover security, cleaning and caretaking along with the responsibility for general repairs and maintenance, and finally;
- iii. Buildings Management will cover construction including design, commissioning, compliance including fire safety health and safety and decarbonisation.

2.24 Chart 1: Functional Structure

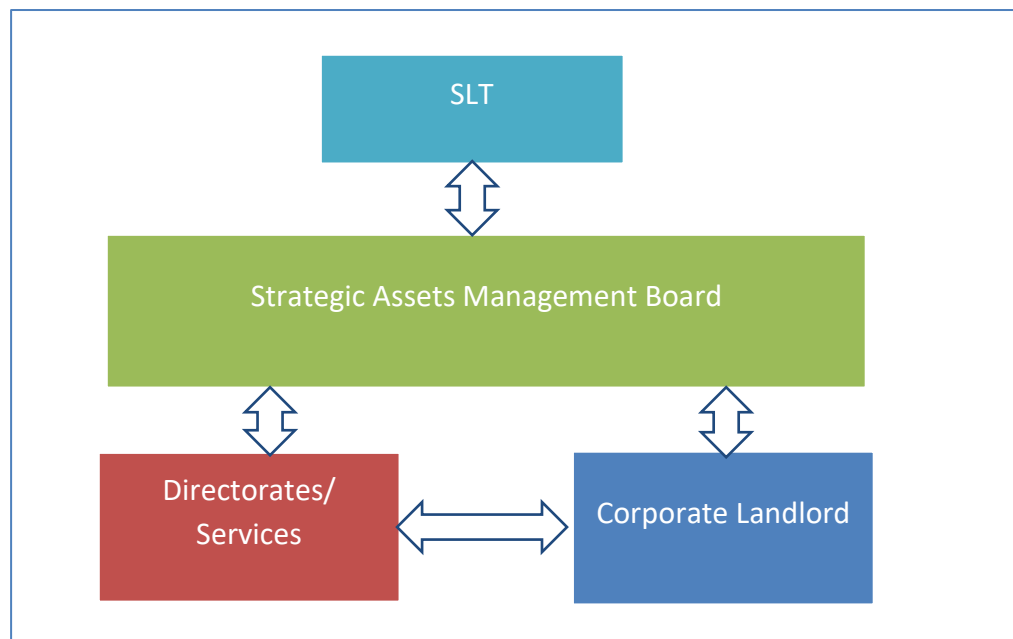


2.25 The introduction of the Corporate Landlord Model will also see a new opportunity for how the Council manages and makes use of its assets. The Corporate Landlord Service will be responsible for the day to day operations of in scope activities and budgets that will be centralised to ensure the most efficient and effective use of this resource is made.

2.26 The work that has been undertaken by CIPFA importantly describes how the Corporate Landlord and service departments will interact to ensure transparency, collaboration and openness with these decisions. The service asset management process will continue to be undertaken across the Council as a key way for service departments to identify the current and future sufficiency, suitability and condition of assets, complemented by condition survey work. The Strategic Asset Management Board described below will be responsible for convening representation from across the organisation and making key decisions informed by evidence on the Council's assets strategy. This will include the acquisitions and disposals protocol and it is proposed to also consider whether bids to the capital programme would also be considered by this board, making recommendations to SLT.

- 2.27** The Head of Corporate Landlord would be a member of the Board, but it is proposed to be chaired by the Chief Executive (deputised for by the Director of Corporate Resources) and comprise chief officers from each directorate. Day to day decisions on asset maintenance and repairs would be undertaken by the Corporate Landlord, in consultation with the relevant service area. This process already exists to a great extent for any assets held 'corporately' and indeed for service 'owning' departments, there are established working practices between services and the Property section which provide a foundation for this way of working.
- 2.28** The genesis of the Strategic Asset Management Board (SAMB) is arguably in place in the form of Assets Reshaping Group covered in 2.14 above. This Group is currently focused on considering efficiency opportunities against a long list of properties so clearly a wider set of Terms of Reference is required which can continue to include this efficiency work. The Strategic Insight Board does currently cover acquisitions and disposals as part of its current remit and these responsibilities will be transferred to the SAMB.
- 2.29** The governance arrangements are summarised below which also include the wider hand offs between the Board, Services and the Corporate Landlord function. The Council does not currently have a consistent corporate approach for working with all service areas to understand their property use and future need on the whole as a result of asset responsibility being devolved to services, albeit there is good practice of the Annual Service Asset Management Planning process. The Asset Management Plan is essential for a coordinated understanding of the performance of the Council's estate and provides the foundations to effectively plan for the future. Positively though there are historically good relationships with certain service areas albeit as CIPFA commented some services do not appear to be fully engaged in the Service Asset Management process. The single central asset management function would be able to fully engage with all areas as would be required.
- 2.30** The Council does have a template for developing Service Asset Management Plans. A Service Asset Management Plan approach (supported by regular meetings with key service areas) is generally considered as good practice providing it is not overburdensome and this this would be the proposed approach.
- 2.31** Naturally, to be successful there needs to be a universal adoption which will need to be supported with adequate resources and hence a key design feature for the new function. This is not only in the development of initial Service Asset Management Plans, but also in the ongoing relationship/dialogue with services to ensure that regular engagement and knowledge sharing is achieved. This may also require culture change in certain services, which is likely to need significant support from the top of the organisation to help embed a more corporate attitude to the management of property assets. This process should be overseen by a Strategic Asset Management Board who would have a fundamental role in coordinating and prioritising demands and provide direction for the Corporate Landlord function.

2.32 Chart 2 – Governance Structure



Next Steps

- 2.33** Developing the Corporate Landlord Service is one of the major projects within the Reshaping Programme. This project offers the opportunity to work with the teams in-scope of the new service to further develop the vision for how the Corporate Landlord will support the delivery of Vale 2030 and services. It is a pivotal moment for the Council in ensuring that the best use of resources (financial, physical and human).
- 2.34** Leadership and management of the Corporate Landlord function will be a critical undertaking and must be undertaken by a role of appropriate status and authority. It is proposed that this is at a Head of Service level and managed through the Director of Corporate Resources and/or the Head of Finance/s151 Officer. Ideally, the first and most immediate step would be to appoint to the role and for the successful candidate to then come forward with the proposed structure for the service. However, such an approach would give rise to an extended period of uncertainty for those impacted by the proposals in this report and extend the timeline for establishing the service and achieving the benefits described in this report. Therefore, recruitment to the Head of Service role and design of the detailed structure of the team will need to proceed alongside one another.
- 2.35** The report above describes the teams and roles within scope of the Corporate Landlord proposals. It is proposed that the development of the service will be undertaken in the coming months following the functional structure and ethos described in this report and the OBC. This will involve a new structure being designed and consulted upon and will be undertaken by the Director for Corporate Resources and Head of Finance/s151 Officer in consultation with SLT. There will be engagement with the senior managers in those services impacted at the design stage prior to consultation. The new structure will be expected to be at least cost neutral, seek to deliver efficiencies wherever possible and ensure

the appropriate resourcing and means of service delivery. During the implementation phase there is a need to put in place some temporary additional resource and for this reason the post of Head of Corporate Landlord would temporarily be funded from the Corporate Landlord Reserve under existing governance arrangements for a matter of months.

- 2.36** As seen from above there are a number of moving parts to this remodelling and the consultation will draw in many parts of the organisation. It is, therefore, important that the consultation is comprehensive and enables the appropriate level of engagement with all parties including the trades unions and provides sufficient time for colleagues to participate fully.
- 2.37** Consideration will be given to the potential for some early moves/consolidation and an area where this may be possible is facilities management. The operational budget for the Civic Offices, Docks Offices and Alps are with the Corporate Resources Property Team but the premises officer and cleaning staff in these buildings are currently employed by Environment and Housing and recharged back to Corporate Resources. Early consolidation could provide immediate benefit with streamlined management and the removal of the administrative burden of recharging.
- 2.38** Whilst establishing a new service will be driven by the development of the structure for the service, it is important to recognise that this is also an opportunity to develop further the service's vision, ways of working and how digital systems can be used to make the service as effective as possible. It is proposed that this will be co-produced by the Director of Corporate Resources, Head of Finance/S151 Officer with those colleagues in scope of the new service and client departments and supported by a multidisciplinary project team.
- 2.39** Premises related budgets from across the Council will be brought together. The groundwork on this has already commenced in that this was information that CIPFA had requested when undertaking their second piece of work for the Council. The Maintenance, utilities etc., budgets are a relatively straightforward undertaking albeit there is a level of recharging that needs to be reviewed and simplified.
- 2.40** People budgets are less straightforward with corporate landlord activities often being part of a wider role, although the work CIPFA have undertaken on the OBC makes it clear which roles are in scope to transfer to the new service and those that would be retained within individual service areas

Timescales

- 2.41** The following table sets out the key milestones for the implementation of the Corporate Landlord Model.

Timescale	Activity
August 2025	Head of Corporate Landlord job description and person specification developed and post evaluated.
Autumn 2025	Structure co-designed and consulted on.

October 2025	Recruitment of Head of Corporate Landlord
Autumn/winter 2025	Staffing appointments and moves
January to March 2026	Realignment of budgets, establishment of new systems and ways of working
April 2026	Corporate Landlord arrangements up and running

- 2.42** Following implementation work will commence on considering those services most notably schools' budgets for activities not within scope of phase one.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** Consolidating the Council's property resources will enable a holistic view which in turn enables the estate to be managed in a more strategic manner. As well as ensuring the assets are utilised in the most efficient manner to support the Council's objectives it also provides a more sustainable solution providing a vision for their use of the medium and longer term.
- 3.2** Devolved management of the estate has meant that decisions especially on such issues as maintenance are taken in isolation. Having all of the assets under a single landlord function will enable a better assessment of need and potentially less reactive works and the greater emphasis on planning i.e., a preventative approach can reduce long term costs.
- 3.3** Two comprehensive reviews have been commissioned to inform the proposals which bring together disparate elements of property management and provision to provide a complete coherent solution.
- 3.4** The implementation of the governance arrangements in the report, especially the creation of the Strategic Board will enable a more collaborative approach to the use of the Council's assets. The Assets theme within the Reshaping Programme has been a good start to putting these more formal arrangements in place.
- 3.5** It is recognised that the proposed model is a significant change and as part of the implementation there will be extensive consultation. Once in place there will be continued involvement

4. Climate Change and Nature Implications

- 4.1** The Corporate Landlord will have responsibility for decarbonisation and energy services which are a major contributor to the carbon management plan and overall Project Zero. Indeed, the Corporate Landlord approach will also progress decarbonisation works in a more coordinated way, being in a position to make a more holistic assessment of opportunities to reduce carbon emissions and make a positive impact on nature.

5. Resources and Legal Considerations

Financial

- 5.1** The proposals are cost neutral at this time and further work will be undertaken during implementation to explore the potential for future efficiencies. However, it should be noted that there has been financial pressure against all existing property budgets and some measure of under provision. The proposals are very much focused on delivery of a single strategic approach to assets management which will benefit service delivery.
- 5.2** The overall staffing budget for the in scope teams is in excess of £2.5M, Property Operations is £1.5M, Building Services £0.85M (management and supervision only) and there are a small handful of posts across Health and Safety, Social Services, Regeneration, Community Centres, Libraries and Adult and Community Learning. The Building Services figure does not include the costs of the cleaning staff managed, there is a 64.5 full time equivalent workforce of cleaners, chargehands and supervisor costing in the order of £2.1M which is predominantly traded with schools. These are staffing numbers only so do not include the various facilities costs controlled which will be controlled by the Corporate Landlord.
- 5.3** There will be total property related budgets of £2.106M managed by the function, including £0.840M of utility cost (electricity, gas and water) and £0.747M Business rates as well as repairs and maintenance, cleaning and grounds maintenance.

Table 1 – Premises Spend

	Repairs and Maintenance	Utilities	Rent and Rates	Other Premises Costs	Total
	£	£	£	£	£
Colcot Sports	7,934	8,432	7,979	928	25,273
Community Centres	19,562	0	15	40,745	60,322
Lifelong Learning	47,662	72,633	89,375	115,592	325,262
Adult Services	64,756	293,517	63,925	82,793	504,991
Children's Services	16,743	36,673	92,500	47,011	192,927
Place	33,000	46,350	18,804	66,827	164,981
Civic Buildings	31,945	344,510	524,830	-68,760	832,525

Total	221,602	802,115	797,428	285,136	2,106,281
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** there is a credit budget in the Civic Buildings line due to the £350K Docks Office saving which is still to be allocated against specific headings.*

- 5.4** In the short term there may be some cost pressures with the initial appointment of the Head of Corporate Landlord role whilst the service is established. However, posts have been held vacant whilst the Corporate Landlord Proposals have been progressed and it is anticipated any one off additional costs would be absorbed within existing staffing budgets.
- 5.5** The new structure is proposed to be cost neutral. However, there is potential for not all existing posts to be matched to this new structure which could give rise to exit costs which would be borne by the Pay Pressures/Redundancy Reserve. Development of the service will also seek to identify and realise efficiencies wherever possible, through both cashable savings and also realignment of expenditure to better meet corporate priorities.
- 5.6** The detailed work to date has identified some minor assets in Place which are out of scope of the Corporate Landlord work but may be better managed in Environment and Housing. The recommendations allow for work to resolve this also to proceed.

Employment

- 5.7** The OBC presents a proposed structure for the Corporate Landlord service headed up by a Head of Service.
- 5.8** Cabinet is recommended to endorse proposals to create this Head of Service role and for the Senior Management Appointments Committee to receive a report on its creation in the near future.
- 5.9** The report above describes the services/functions which are currently split across different directorates of the Council that will be brought together as part of the implementation of the Corporate Landlord service.
- 5.10** It is proposed that the Head of Corporate Landlord work with the Director of Corporate Resources, Head of Finance and SLT to design and implement a structure for the service in line with the proposals contained in the OBC and as amended in this report.
- 5.11** Appendix C sets out the posts in scope for the implementation of the Corporate Landlord model:
- i. For Property Operations all posts are in scope;
 - ii. For building Services the Cleaning and Security, Public Building and Corporate Compliance teams are in scope and 1.36 fte in the Business Support team;
 - iii. For HR Health and Safety only the Fire Safety role is in scope;

- iv. For Social Services there are four posts being the handypersons/gardeners supporting the care homes;
 - v. For Regeneration there is only one post, the Facilities Officer;
 - vi. For Community Centres there is only one post, the Development Officer Assets
 - vii. And, finally for Learning and Skills a Library Building Assistant and three caretaker/ handyperson posts in Adult and Community Learning.
- 5.12** For the posts outlined in iii. to vii there will be management and supervision resources in place but these are relatively negligible and it would not be possible to transfer elements of these roles into the Corporate Landlord service.
- 5.13** This will initially involve the engagement with colleagues in scope of the proposals and the trade unions to inform the development of a structure for the new service as described above. A process of consultation will follow the Council's formal processes to deliver a structure which is cost neutral (as a minimum) and responsive to the future needs of the organisation.
- 5.14** This future consultation and restructuring work will be undertaken in line with the Council's established HR policies and procedures. The timeline for undertaking this work is set out in the report above and has been communicated to colleagues in scope of the new service and trade unions ahead of Cabinet's consideration of this report. Regular communications and engagement with all impacted colleagues and wider teams will be a regular feature in the coming months.

Legal (Including Equalities)

- 5.15** The proposals set out in this report fall within the Executive functions of Cabinet, as they relate to the organisation and management of the Council's property assets, staffing structures and associated budgets. Cabinet has the necessary authority to approve the implementation of the Corporate Landlord model, including the transfer of budgets, functions and responsibilities.
- 5.16** The creation of a new Head of Service post (Head of Corporate Landlord) in line with the Council's Constitution, the appointment of Chief Officers and Heads of Service is a matter for the Senior Management Appointments Committee. A separate report will therefore be prepared for that Committee to consider the establishment and recruitment to this post.
- 5.17** The services proposed to transfer into the Corporate Landlord model are subject to a wide range of statutory and regulatory requirements which the Council must continue to meet under the new arrangements. By centralising responsibility for these functions, the Corporate Landlord model will strengthen oversight, accountability and compliance across the Council's property portfolio.
- 5.18** In terms of property management and strategic asset management, the Council must comply with duties under the Local Government Act 1972 in relation to the acquisition and disposal of land, ensuring that disposals are at best

consideration. Robust asset strategies and records must also be maintained in line with Welsh Government guidance and statutory requirements, with data managed in compliance with the Data Protection Act 2018. Estate and asset management activities, including leases and disposals, are further governed by landlord and tenant legislation and associated case law.

- 5.19** For building management, repairs and facilities management, the Council is required to meet extensive health and safety obligations. These include the overarching duties in the Health and Safety at Work Act 1974 and the Workplace (Health, Safety and Welfare) Regulations 1992, fire safety (Regulatory Reform (Fire Safety) Order 2005), gas and electrical safety, and lift safety. In addition, the Equality Act 2010 imposes obligations to ensure accessibility across the Council's estate. Facilities management functions such as cleaning, caretaking and security bring additional requirements under the Control of Substances Hazardous to Health Regulations 2002, employment law duties to staff.
- 5.20** Statutory building compliance requirements are wide-ranging, encompassing legionella control, asbestos, fire safety, accessibility and building regulations.
- 5.21** The Corporate Landlord will also be responsible for ensuring that property maintenance, minor works and capital projects comply with procurement law, including the Procurement Act 2023, the Procurement (Wales) Regulations, and associated statutory guidance, the Social Partnership and Public Procurement (Wales) Act 2023 along with Welsh Government guidance on business case development and governance of major capital investment.
- 5.22** Finally, the Corporate Landlord will assume responsibility for energy management and decarbonisation. This carries duties under the Environment (Wales) Act 2016 and the Well-being of Future Generations (Wales) Act 2015, requiring the Council to embed sustainability and carbon reduction in the management of its estate, and to contribute towards Welsh Government's target of a carbon-neutral public sector by 2030. These duties extend to compliance with the Energy Performance of Buildings (England and Wales) Regulations 2012 as amended and wider UK carbon legislation, including the Climate Change Act 2008, the extent to which they apply to Local Authorities in Wales.
- 5.23** Employment law obligations including consultation requirements must be met in line with the Council's HR policies and statutory frameworks, as set out in the report and in accordance with the Equality Act 2010.
- 5.24** In line with the Equality Act 2010 (Public Sector Equality Duty) and the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, an Equality Impact Assessment (EqIA) will be required to assess any potential impact of these changes on people with protected characteristics. The EqIA will cover workforce impacts arising from restructuring and service impacts relating to accessibility and use of Council property. It will be developed and published as part of the consultation and implementation process and kept under review.

6. Background Papers

None.

Vale of Glamorgan

Review of Current Delivery of Property
Related Services Compared to a
'Corporate Landlord' Approach

Revised Draft - Issued May 2023

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1. Introduction

CIPFA Property were appointed by the Vale of Glamorgan Council (the Council) to undertake a review of property service delivery and to make recommendations as to how it could improve its management and coordination of Land and Building activity.

Interviews with Council officers and other relevant stakeholders were undertaken during December 2022 and January 2023. We are grateful to the time which interviewees gave us, and for the openness of their contributions. This has enabled us to develop an understanding of the issues from several perspectives and this has been fundamental in informing this report.

A full list of interviewees is detailed within Appendix A.

The areas included within the review encompass a diverse range of services that are commonly included under a 'Corporate Landlord' banner and for clarification we have listed the service areas covered below.

- Organisation of Property Related Activity
- Strategic Asset Management and Governance
- Land and Property Information
- Estate Management functions
- Capital Planning and Major Projects
- Statutory Building Compliance
- Repairs and Maintenance of Buildings
- Facilities Management
- Health & Safety function

A 'Corporate Landlord' approach is generally perceived as best practice by most Local Authorities, and CIPFA would also commonly advocate this approach providing it is adequately managed, resourced and prioritised to cope with expectations from the various 'client' departments/services it will need to support.

As part of this review, we have looked at the way the various property services covered currently operate and sought the views of staff who work within such property areas, staff in other support areas, service recipients and various senior officers.

Although this review was focused on Operational Property Services, the interconnection with other aspects of facilities management, both hard and soft, have necessitated us to seek a wider understanding of how areas relating to property across the Council are coordinated.

In addition, we have examined key/relevant documentation provided by the Council such as structure charts, minutes of meetings, corporate plans, etc. These documents are detailed in Appendix B.

2. Background

The Council's Asset Register identifies that the Council is responsible for a property portfolio of some 500 operational, schools, commercial and community land and property assets.

Managed effectively the portfolio has the potential to provide a strong resource base to support service delivery and the Council in meeting its financial challenges and strategic objectives. The Estates/Asset Management Team processes and systems that fall under the Operational Manager for Property, were the subject of an external review by Jones Lang Lasalle in 2015 who reported that the Estates Team were "well organised and officers' knowledge of the estate and accompanying property systems was robust" and in the consultants' experience, "better than many comparable public sector organisations". They went on to state that the "Estates team operate a lean and efficient department and have good property management systems and tools at their disposal.

However, there is currently no Corporate Landlord function or operating model which results in somewhat disparate property management activities across the wider Council Directorates. Service areas manage most of the operational property which they occupy, and to a large extent make associated property related decisions.

Estates and Design & Construction Services are currently delivered by the Property (Operational) section within the Resources Directorate with the delivery of Maintenance & Repairs and Statutory Compliance undertaken by Housing & Building Services within the Neighbourhood Services Directorate and therefore subject to different line management structures. The Health and Safety function currently falls under the Human Resources Service. Assets currently under the control of the Economic Development Section (such as the BSC, CEC, VEC etc) are currently managed staff within the Economic Development team.

Considering this, and other factors, there is a question as to whether property functions and activities within the Council and the devolved way it is delivered and managed is fit for purpose and whether it currently has the capacity and ability to effectively manage the Council's property assets with balance sheet carrying value as of 31 March 2022 of £822m (including £188m of housing).

In addition, there are significant concerns that the lack of a corporate approach delivered via a Corporate Landlord function means that securing assurance around property related statutory compliance could be compromised.

Moving forward to be effective a property function needs to be adequately resourced and suitably skilled and include a focus of longer-term corporate planning as well as having a greater level of involvement in how Service Areas utilise and occupy property assets – we would advocate that the Corporate Landlord should have influence beyond simply providing a property support function.

The Corporate Landlord model is one that should enable councils to maximise their use of assets, seek efficiencies and integrate thinking about property with financial, regeneration, socioeconomic, climate, and other considerations to support the delivery.

3. Existing Property Functions

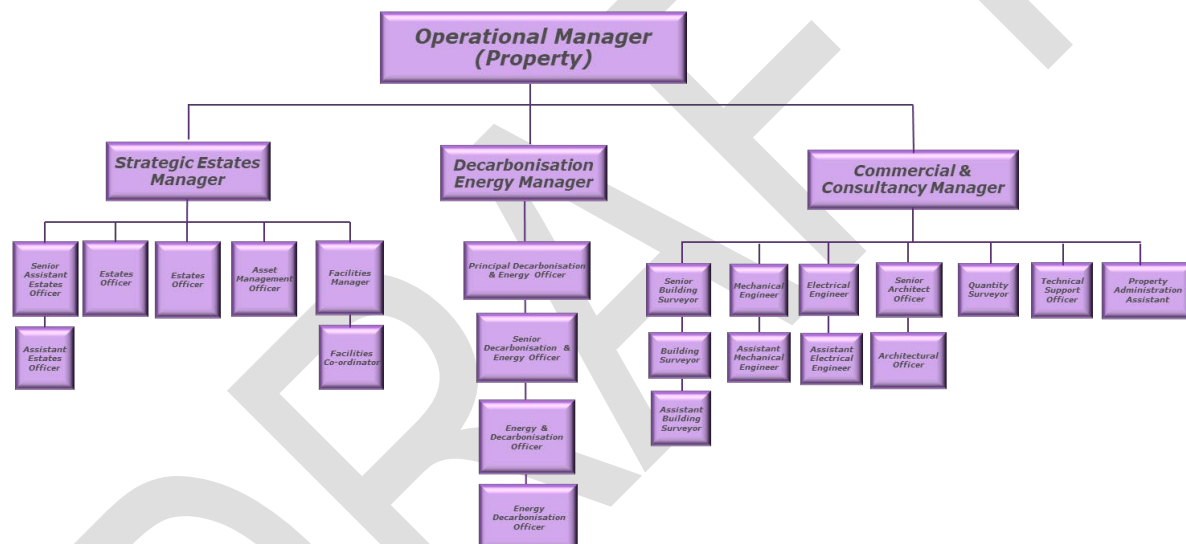
As outlined above, the Council currently has four areas that deliver property related functions:

- Property (Operational) - Resources
- Housing & Building Services – Neighbourhood Services
- Economic Development and Major Projects – Place
- Corporate Health & Safety - Resources

3.1 Property (Operational)

The Council's Property Section sits within the Resources Directorate and is headed by the Operational Property Manager and has the Structure in Figure 3.1 below.

Figure 3.1



3.1.1 Strategic Estates

The Strategic Estates team are primarily responsible for undertaking day-to-day Estate Management activities such as disposals, acquisition, landlord & tenant management, valuation advice etc. Whilst this area of work is undertaken in a professional and timely manner, the fact that at the time of our review 2 of the 5 estate management posts were vacant has resulted in some areas of work being prioritised over others out of necessity.

We are concerned that some decisions and negotiations relating to property transactions such as acquisitions, disposals and leases are undertaken within Service areas often leaving the Strategic Property Team to sort out issues at the last minute to avoid risk to the Council. Clearly Services have significant influence regarding decisions relating to the property assets that they utilise, no longer require, or wish to acquire, but we would expect them to defer to property professionals when it comes to option proposals and negotiations. For example, the Estates team has traditionally not been involved in Estate/Asset management decisions relating to the

Assets managed by the Economic Development team (VEC/BSC/CEC etc) and lease management and data is held and managed by the Economic Development team. It is acknowledged that more recently the Economic Development have sought the advice of the Estates team on specific Landlord and Tenant matters, but this is usually as a result of contentious landlord and tenant matters arising. The day-to-day management of this portfolio remains within the Economic Development teams remit.

In theory the Strategic Estates team would also support the Operational Manager in delivering a Strategic Asset Management function however in reality this is not viable due to the pressure and volume of the team's day-to-day workload. The Operational Manager is currently undertaking this function. Our findings and recommendations regarding Strategic Asset Management are outline in Section 4.2

In addition to the estate management function the team is responsible for the day-to-day management of the Council's corporate offices including the organisation of Soft Facilities Management. Our findings and recommendations regarding Facilities Management. are outline in Section 4.8

3.1.2 Decarbonisation and Energy Management

The Director of Place has the remit to lead the Council's response to the climate emergency and achieve Net Carbon Zero targets through collaborative plans with support from businesses, partners, and others to limit the climate crisis. Meanwhile, the Decarbonisation and Energy Management team has responsibility to lead on the Property related challenges that will help the Council achieve its Net Carbon Zero target. The specific challenges set out in the Council's Project Zero project plan are updated by challenge leads across the organisation and their challenge progress updates are fed into the reporting process (supported by the Project Zero Programme Manager).

The Energy team are responsible for collating all relevant Energy consumption data from suppliers and end users (by site visits/inspections etc) and ensuring that carbon emission data is compiled to comply with the requirements of Welsh Government Carbon Reporting. The team also manage a range of Energy related capital projects such as LED, Solar PV, EV charge points in corporate buildings etc).

3.1.3 Commercial and Consultancy

The Commercial and Consultancy team provide professional and technical support for both construction and major Asset Renewal/maintenance related projects. However, there is potentially some confusion amongst clients as to roles and responsibilities with those undertaken within the Building Services team.

Historically, the team's activities have concentrated on reactive maintenance to a degree and have not been responsible for developing Planned and Preventative Maintenance Programme (PPMs) or for managing and providing technical support or advice in relation Statutory Compliance activities, both of which we address later in this report.

However, we note that there is currently a programme of condition re-surveys underway and as condition data is updated there are plans in place to develop PPMs, although full development and implementation of such programmes, certainly from a corporate perspective, would be restricted by budgets being allocated and controlled by individual Service areas.

3.2 Housing and Building Services

The Building Services team currently sit within the Environmental and Housing Services Directorate. The Housing and Building services team is a multi-functional team that delivers three distinct functions for the Council: A council house landlord function, strategic and statutory housing services, and a facilities service for public and community buildings. The Building Services function is made up of a number of services such as building cleaning and security, project and planned maintenance, responsive repairs and public building compliance etc. This team currently provide in-house building and FM contractor services to both the Council's social housing stock and corporately owned buildings (including schools) for maintenance and minor projects. In relation to corporate building by far the largest clients are schools.

We have recommended later in this report that the Council should review this operating model to ascertain the benefits of providing a contractor service to both housing and operational property or whether activities relating to maintenance of operational properties including schools would be more effectively managed by the Corporate Landlord function.

3.3 Place/Economic Development

The Economic Development team is responsible for economic development and regeneration schemes including the management of new developments and the day-to-day management of facilities such as the Business Service Centre (BSC), Vale Enterprise Centre (VEC) etc.

It undertakes the management of negotiations for the acquisition, leasing and disposal of assets associated with the economic development and regeneration schemes, albeit it is noted that more recently, the Estates team have been asked for specific advice in relation to the VEC.

In addition to the above the Place Directorate also provides a corporate project management function for major projects across multiple service areas.

3.4 Corporate Health & Safety

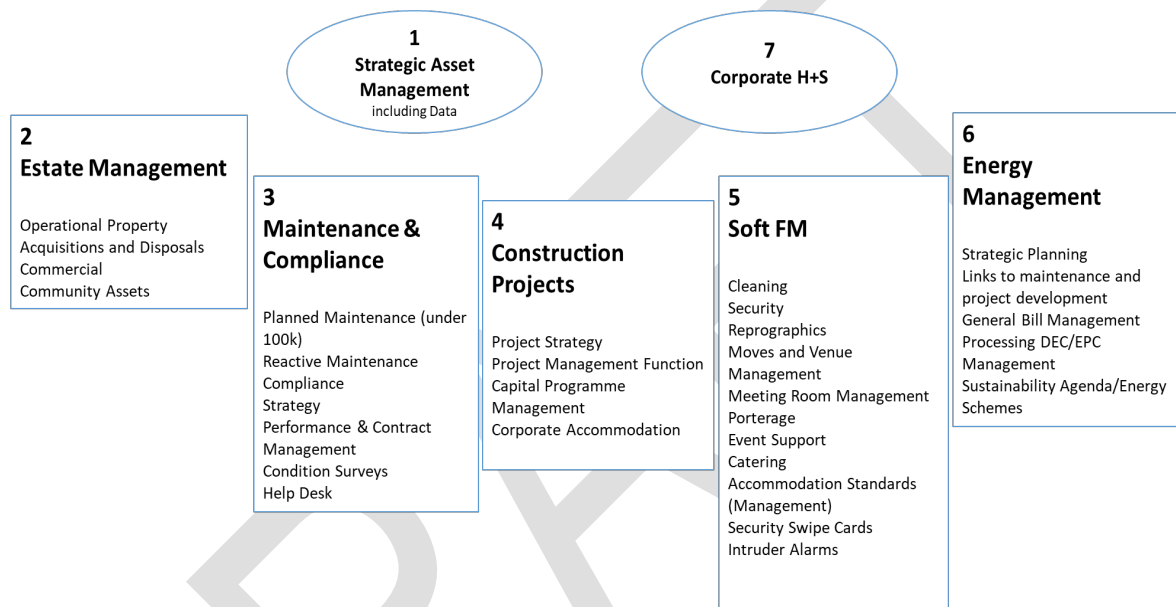
The Corporate Health & Safety team currently sit with HR and are responsible for a broad range of H&S activities including Property Compliance areas such as Fire Safety, responsibility for which we would generally expect to see sitting within a property team.

4. Review Findings and Recommendations

4.1 Organisation of Property Related Activity

A key focus of this review is to comment on the existing arrangements for delivering property related activity within the Council. Over the years we have worked with numerous local authorities, and all have differences in the way they approach this area. However, there tends to be a common base structure (see figure 4.1 below) that appears on a regular basis albeit with minor variations around the edges.

Figure 4.1



A detailed outline of the functions commonly found within a Corporate Landlord structure together with their responsibilities can be found in Appendix C

The development of an effective Corporate Landlord approach will take between 12-18 months (dependent on how much resource the Council devotes to the exercise) as various other recommendations within this report will need to be addressed alongside any implementation. However, the Council should aim to introduce this new model and structure as soon as practicable to assist in the implementation of many of these other recommendations.

Whilst we advocate this as a model for the Council moving forward with specific recommendations to each area included within the body of the report, it is worth considering some key areas at this stage:

Housing – Most housing authorities keep social housing related property activity as a separate function within the Council. The common exception to this is smaller district councils in England who haven't sufficient non-housing assets to warrant a separate section that would carry out general maintenance, compliance, or cleaning activities. We note from the information we have been provided that out of 77 DLO staff only 19 carry out works to both housing, of which the Council have some 3,900 units, and non-housing assets. Of these all have a significant proportion of their workload within one or other of the areas (circa 90-95%). As such we believe it would be relatively straight forward to exclude housing facilities management and operation

from the proposed Corporate Landlord model and allocate current staff to one or other of the areas based on current work practice. This will enable the council to concentrate more easily on the specific service approaches required for each area.

Education – Approaches to the property support functions in relation to schools varies widely across councils. The main reason for this is that headteachers perform a building management role and have choice where they seek property related support from. It is important therefore that such support is timely, customer focused, provides value for money and is simple to access at the point of need. In response to these challenges some authorities in England have made the policy decision to pull out of such service support, whilst others actively pursue such work even crossing boundaries to other council areas to improve the viability of their overall offering. In Wales we still see local authorities supporting most property related activity although take up from schools does vary considerably. The Council appears to have been successful in retaining much of this work and any future model will need to support this moving forward however, elements of the current service are carried out by various areas of the council and from interview we were informed that this can be confusing for the schools with varying levels of service. To this end we would recommend that relevant property school support (i.e. design/project management, maintenance, compliance and cleaning) is all brought under the Corporate Landlord function. Policy and client-side activities such as school place planning, relating to the Council's 61 schools, would remain within Education.

In terms of Sustainable Communities for Learning (SCfL) project management and delivery, again there is a mix of options as to where this function is housed even when working under a Corporate Landlord model. Whilst our preference would be to place it under the Corporate Landlord function but working closely with the client in education (which has the benefit of ensuring project management and design skills/expertise is retained within one area and would also aid to the consistency of approach across the council) we do appreciate the existing synergies and benefits of keeping the SCfL team within the Education Directorate, at least for the time being.

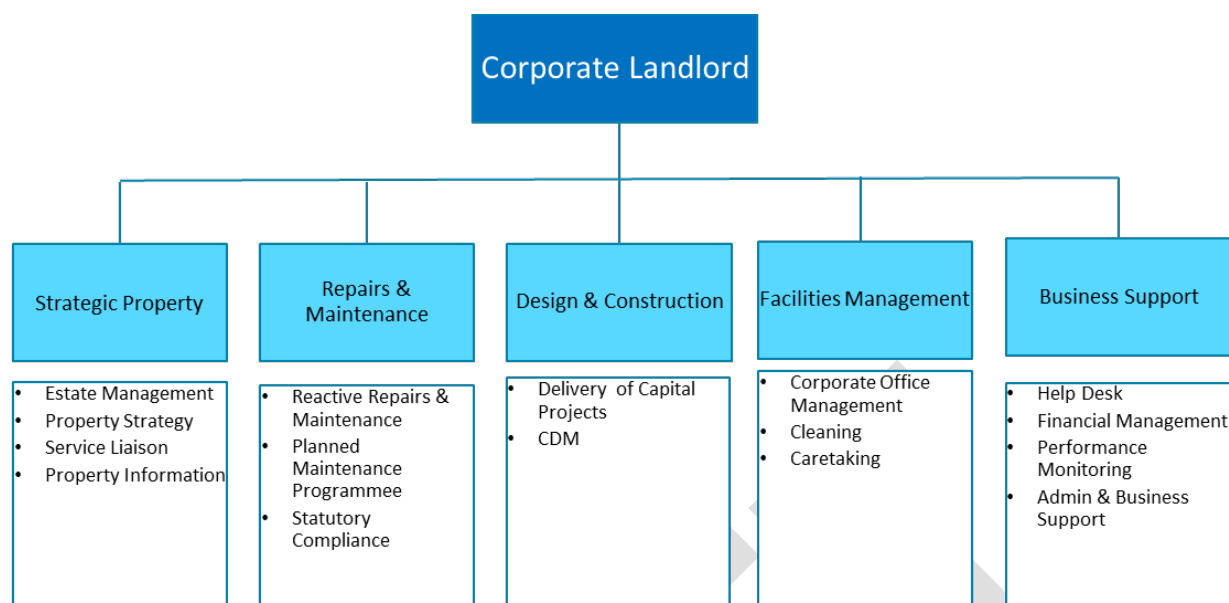
Health and Safety including Statutory Compliance - This area is the one where we see the most variation within organisations we have worked with and it is vitally important that it is managed and operated effectively.

The model that we are recommending is one where all health and safety and statutory compliance activity is managed and undertaken by the corporate landlord function. Whilst this may not be perfect in all circumstances it would be our recommendation as being best fit for the Council moving forward. This function needs to be resourced and managed effectively and eliminate duplication, ensures all health and safety activity is managed within one section and have the added benefit of linking such activity with the wider compliance oversight and property maintenance activity and prioritisation.

Recommendation 1 - The Council should introduce a robust Corporate Landlord structure (lead by a Head of Corporate Landlord) and reorganise its property functions into a more corporate, coordinated, resourced and effective organisation (ideally something similar to figure 2.1 below). This should include all related property functions for all service assets (excluding housing and schools) together with health and safety, property management and maintenance and statutory compliance activity across the Council(excluding the PMU and Sustainable Communities for Learning project teams for the moment).

Fig 2.1

Typical Corporate Landlord Structure & Functions



Recommendation 2 – The Council should consider whether to bring school buildings into the Corporate Landlord Model in the future as a possible second phase (if deemed appropriate).

4.2 Strategic Asset Management and Governance

What we would normally define as strategic asset management activities are carried out to varying degrees in a variety of ways across several areas of the Council. The Council does not currently have adequate dedicated resources to undertake coordinated asset management activities at a strategic level. The 'Strategic' aspect of this work is in the main performed as a proportion of activity of the current Operational Manager (Property) who fits this in along with other significant day to day property tasks and management responsibilities. Other staff did allocate proportions of their time to this area within data supplied to us. However, from interviews such activity appeared to be more related to their specific service interests as opposed to corporate coordination activity. Considering this we recommend a dedicated permanent resource should be recruited to fulfil this important function. It may also be that in the short term there needs to be a greater immediate input to better refine asset management direction, corporate (landlord) working practices, performance standards and monitoring before a more 'business as usual' structure can be established. From our benchmarking and experience we would suggest this initial resource should be at least two FTEs.

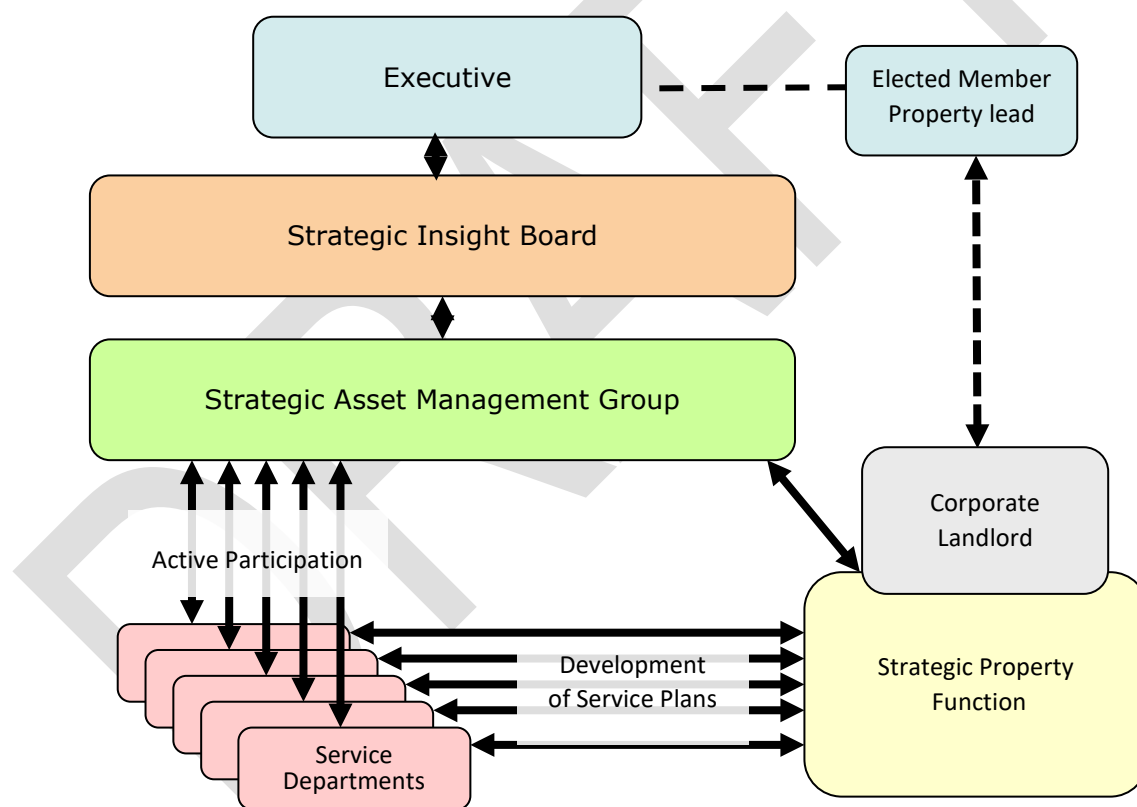
Recommendation 2 - The Council should set up an adequately resourced and dedicated strategic asset management function.

The Council does not currently have sufficient strategic asset management governance or oversight in place. Whilst the Council do have an effective corporate 'Strategic Insight Board' this is made up of very senior officers who consider property/asset management issues amongst many other competing demands and as such cannot devote the time required to coordinate and oversee these areas in the depth required. We understand the council has previously had a corporate asset management group which was subsumed into the Strategic Insight Board when

that Board was formed. Such a Strategic Asset Management group is extremely important in the coordination of asset management policy and whilst the Council has a number of property initiatives, Asset Management is to a degree opportunistic responding to particular themes or service requirements, openings that arise, or emergency intervention. We would recommend therefore that the Council sets up a new 'Strategic Asset Management Group' or equivalent made up of appropriate officers which meets on a regular basis to drive and coordinate the Council's Asset Management vision. We visualise this group reporting up to the Strategic Insight Board via the Head of Corporate Landlord on key property issues. An indicative Governance and Organisational Structure for Strategic Asset Management and Corporate Landlord is outlined in Figure 4.1. below.

Recommendation 3 - The Council should set up a 'Strategic Asset Management Group' or equivalent with clear terms of reference to drive and coordinate the Council's Asset Management vision.

Figure 4.1



With the lack of an adequately resourced strategic function, asset management planning is not fully integrated with or linked to, the Council's Corporate Plan four main objectives to:

- Work with and for our communities
- Support learning, employment, and sustainable economic growth
- Support people at home and in their community
- Respect, enhance and enjoy our environment.

The Council does not currently have a consistent corporate approach for working with all service areas to understand their property use and future need on the whole as a result of asset responsibility devolved to services, albeit we note the good practice of the Annual Service Asset Management Planning process. This is essential for a coordinated understanding of the performance of the Council's estate and provides the foundations to effectively plan for the future. Whilst we understand there are historically good relationships with certain service areas some services do not appear to be fully engaged in the Service Asset Management process. However, the central asset management function does not currently have the resources to fully engage with all areas as would be required,

We are aware that the council has a template for developing Service Asset Management Plans (SAMPS). A SAMP approach (supported by regular meetings with key service areas) is generally considered as good practice providing it is not overburdensome and we would support this approach.

However, to be successful there needs to be a universal adoption which will need to be supported with adequate resources, not only in the development of initial SAMPs, but also in the on-going relationship/dialogue with services to ensure that regular engagement and knowledge sharing is achieved. This will also require culture change in certain services, which is likely to need significant support from the top of the organisation to help embed a more corporate attitude to the management of property assets. This process should be overseen by a Strategic Asset Management Group who would have a fundamental role in coordinating and prioritising demands and provide direction for the Corporate Landlord function.

Recommendation 4 - The Council should introduce regular dialogue with Service areas to understand current asset use and future asset need.

The Council's most recent approved 'Asset Management Plan 2023-28' was produced in February 2023 Whilst we have little opportunity to review this document in detail it does seek to ensure that that the Council achieves optimum use of its property assets and supports the transformational change activity that is underway across the Council.

Recommendation 5 – Upon the Corporate Landlord model being adopted the CAMP should be revisited and refreshed as part of the annual update process to reflect new governance arrangements, SLAs, and the role that the new Corporate Landlord function will undertake.

Whilst the Council is carrying out some significant review work as part of its 'Place Making Agenda' there is no current proactive coordinated 'asset challenge' process in place at a corporate level. As such challenge where it happens (outside the place making activity) tends to be reactive to services or other opportunities that present themselves. This is the result of several factors including: -

- The lack of a coordinated strategic approach/corporate group to drive the process
- The lack of adequate strategic asset management resources
- The lack of a 'corporate culture' in relation to asset ownership, use and planning

The Council as part of its wider Strategic Asset Management development needs to adopt a more structured and corporate led approach to challenge wider property use and need, both in current use and for future service delivery. Furthermore, the current 'Place Making' review would benefit from greater input from such a coordinated strategic vision to ensure that the wider opportunities to both the council and communities can be maximised through the initiative.

Recommendation 6 - The Council should adopt a structured corporate led approach to challenge property use and need for the future. A simple Red / Amber / Green scoring approach works well as an initial filter to consider 'retain as, repurpose, or dispose'. After undertaking this initial filter business cases should then be developed for those to be considered for disposal or repurposing. CIPFA would advocate that the Council adopt the HM Treasury/Welsh Government business case approach.

Recommendation 7 – Greater coordination should be introduced between the 'Place Making' reviews that are currently being carried out and the wider corporate vision for property use and future need in all its forms.

In addition to the Asset Management Documentation above, the Council should reinforce any future Corporate Landlord approach by formalising it through simple consistent service standards and guidance should be provided to client directorates clarifying what services are provided, and what processes, decisions and permissions need to be brought to a future Corporate Asset Management Group for approval or to the Corporate Landlord function for actioning.

Recommendation 8 - The Council should reinforce the Corporate Landlord approach (once established) by formalising it through consistent service standards, and simple guidance should be provided to client service departments clarifying what services are provided, together with all relevant processes.

Many councils engage an elected member as a 'property lead' member who would provide a focal point at elected member level for the management of the property estate as well as the construction project programme. The property lead member would take the responsibility for getting the 'property voice' heard at the top of the council, providing information for other councillors, and getting relevant property related recommendations adopted and followed.

In this regard, the property lead member would liaise closely with the Head of Corporate Landlord and 'Corporate Landlord function' of the Council to be aware of the property asset management and construction project issues enabling these to be actioned as necessary and at the same time set in context against other strategic needs and priorities. We note that the Executive Leader of the Council, has Cabinet Member responsibility for Performance and Resources, which includes land, property and asset management and Health and Safety functions presently. It may be appropriate therefore that the property and Corporate Landlord Function member lead, will naturally sit with the Executive Leader.

Recommendation 9 - The Council should identify an appropriate elected executive member who would act as a 'property lead member' who should meet regularly with the Head of Corporate Landlord function to be briefed on any asset management/property related issues.

4.3 Estate Management

The Strategic Estates Team, outlined in Section 4.1.1, are, or should be, solely responsible for delivering all estate management functions such as:

- Managing all acquisitions and disposals
- Negotiating all leases/ licences/terms of occupation
- Managing Rent reviews, Terminations, and Service Charge calculations
- Providing professional advice on all property transactions

- Undertaking or commissioning asset valuations
- Providing general valuation advice

On occasion, there has been evidence of Service based staff entering into discussions with private landlords or agents in relation to acquiring or leasing property and/or agreeing to the use of Council property by third parties. This is something that is considered extremely bad practice and could leave the council exposed to risk. It is recommended that as part of the process of introducing the Corporate Landlord Model, guidelines and processes are developed and to ensure that this practice is stopped.

A significant proportion of the Estates team's case work involves supporting services with advice and undertaking property management on their behalf. Instructions for these tend to be issued direct to officers from Services rather than through an agreed top-down management process or procedure which can make filtering or prioritisation of tasks difficult.

Without undertaking a detailed analysis of caseloads, it is difficult to fully assess whether the current level of resources is sufficient, but our assumption is that if the current structure was fully resourced it would be sufficient. Clearly, if there was any significant increase in disposals or a requirement for staff to be actively involved in an asset challenge process then additional resources may need to be considered.

Recommendation 10 - The Council should ensure that, where possible, vacant posts are filled although we appreciate the current difficulty in recruiting property professionals.

Recommendation 11 - The Council should establish clear internal guidelines that ensures that all property related transactions are undertaken by suitably qualified and skilled staff.

4.4 Land and Property Information

The availability and accessibility of robust and reliable data about the property portfolio is critical in developing a real understanding of how the property resource supports, or detracts, from delivering the wider objectives and is vitally important to the development of a Corporate Landlord Approach.

The Council utilises CIPFA's Asset Management system (AssetManager.Net) for holding Asset Management data which is one of 4 or 5 market leaders. We were informed that whilst the corporately managed asset data is current and comprehensive (such as lease details and trigger event dates) other information is lacking where it relates to assets managed outside of the property team e.g. Tenancy information relating to BSC/VEC business units.

The core data that the Estates Team hold in relation to ownership of assets is relatively comprehensive. However, certain data is in the process of being updated (and that will always be the case in respect of data such as condition/suitability data which is reviewed on rolling programmes. Condition data for school buildings is most up to date, with a programme of re-surveys currently being progressed for the remainder of the estate. The Council checks asset ownership data periodically against deed packets to ensure accuracy and acquisition and disposal data is updated when completion statements are provided by legal colleagues. There have been occasions when completion statements are delayed or are simply not received. It is recommended that legal colleagues are reminded to provide completion statements to the Strategic Estates team in a timely way following completion of every property transaction to enable the data to be inputted. It is important to ensure the reliability of all property related

information, not only for day-to-day activities, but also to support the strategic management of the property portfolio as it moves towards a more holistic corporate landlord approach.

As a significant amount of data relating to property is held across a number of Service areas the Council will need to carry out property data stocktakes across the organisation which would sample data in property related systems and audit its structure currency and accuracy. Based on the results from this initial sample the council will be able to better plan, estimate the time and resource to bring property data up to an acceptable corporate standard and engage the appropriate resources in this task. Any disparate property systems e.g., tenancy spreadsheets held by service teams, should be amalgamated together on the introduction of a corporate landlord model, where functionally possible and direct links to finance systems within the council to eliminate duplication of data handling.

Recommendation 12 – The Council should amalgamate all property data systems to ensure property related data is managed and coordinated at a Strategic Level, is fit for purpose and provides appropriate data/information to support decision making processes

The Council does have management reporting in relation to certain individual projects. However, we would recommend that the Council also introduces wider estate performance reporting on a regular basis highlighting areas such as running costs of buildings, condition, maintenance need/expenditure and suitability as soon as the asset data is transferred to the Corporate Landlord team. This will not only assist in the management and decision making for property at a strategic level but also have the benefit of raising awareness of building cost and suitability to support the Council's services and strategic priorities. We were informed that the cost of individual buildings was often difficult to identify when held within different portfolio responsibilities in teams, which makes it difficult to co-ordinate reporting, and challenge and monitor at a strategic level. Work should be undertaken to make the true cost and performance of property more transparent.

Recommendation 13 - Following the introduction of the Corporate Landlord Model the Council should introduce regular strategic reporting in relation to estate performance in order to raise the profile and visibility of property costs and performance.

4.5 Capital Planning and Major Projects

Capital project management is currently undertaken in several places across the Council, it is generally accepted as best practice to have a single central coordinating function that can provide a centre of excellence to build up skills and knowledge. This should also minimise duplication of effort and ensure consistency of approach. Services should not procure this work independently.

Such a coordinating function could operate at various levels. For example, in some authorities it may simply act as an intelligent client function ensuring robust sourcing/procurement of design team/contractor and ensuring effective project monitoring. Other authorities will employ project managers to centrally manage construction related contracts, whilst larger authorities may still employ central design teams who will take a project through from feasibility to completion.

From our discussions with the Council the requirements in relation to regeneration type projects, as opposed to more general capital constructions schemes, suggests that the Major Projects Team is best placed within the Place Directorate rather than within Resources as part of the Corporate Landlord function.

However, the Council should set out clear principles for which projects are deemed major and procedures for who coordinates and manages them,. In addition, there should be an effective hierarchy of governance for such activity so a clear picture of performance and cost control can be actioned at a corporate level.

Recommendation 14 – That the Major Projects Team should remain within the Place Directorate to oversees the project management of all major capital related projects including the 21st Century schools programme (even if they do not project management all projects directly) with the Corporate Landlord being responsible for managing minor property related capital projects, particularly those outside the schools estate.

The Council does have written procedures for project management of capital projects however some interviewees across Services were not aware of these and we were informed that they are not universally applied (some teams use their own project management forms and processes). It is important that such a documented process is adhered to and applied across the council to help to provide the consistency and improved reporting that is currently lacking. If the current guidance and templates are outdated and difficult to use by project managers, it could be that they should be replaced with more suitable and user-friendly document suite.

Recommendation 15 - The Council should ensure that written procedures are appropriate and furthermore adhered to by all relevant stakeholders to ensure consistency of capital project management across the Council.

We understand the Capital Programme is currently reported to the Strategic Insight Board however schemes are generally not monitored on an individual basis. From our experience of working with numerous councils across the UK the importance of a coordinating officer group overseeing capital projects which can spend the necessary time to proactively interrogate cost and performance cannot be understated. Whilst many councils coordinate this within the activity of a Strategic Asset Management Group, for others the oversight of capital projects is separated out as a dedicated group focussing on this area alone, although we are not necessarily suggesting this should be the case within the Council.

Recommendation 16 - The Council should ensure the terms of reference and required participants for the Strategic Insight Board will provide the Council with the most effective management and coordination of their land and property estate/projects. Alternatively, it might be concluded that an alternate officer level group Asset Management Group & Capital Projects Monitoring Group is required to feed into the Strategic Insight Board.

To prevent the Strategic Insight Board from being overloaded with detail it is suggested that whilst capital project monitoring could be kept as an agenda item, some sort of prioritisation is given so that only projects deemed significant, or where significant exception issues will be escalated up from the Strategic Asset Management Group/Capital Projects Monitoring Group.

As such the Council should consider the development of a prioritisation scale that considers project cost, project sensitivity and relevant triggers for intervention. For example, projects of high cost and high reputational/political sensitivity would be reviewed on a rolling basis, other lower value schemes that may not have such public interest would only be reviewed when a variation takes place which is considered great enough for intervention.

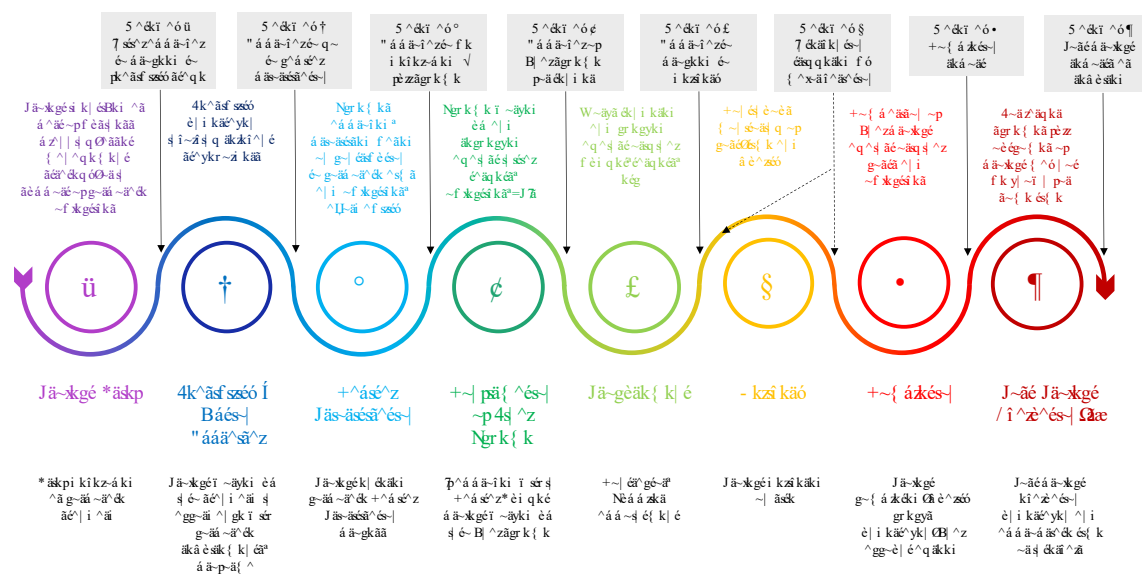
The Council would need to set its own parameters on cost, sensitivity, and variation.

Recommendation 17 - The Council should develop an approach to prioritise the importance of capital projects based on cost, sensitivity, and triggers for intervention in order that strategic groups are able to focus on relevant and significant issues.

The diagram below is a generic / good practice road map for capital projects (and other complex projects) and as such includes several gateways where approvals could be sought before moving on to the next stage. The exact approach adopted within the council in the future may possibly vary from this as it is feasible to incorporate several gateways together. As such the diagram is shown for illustrative purposes and as a structured framework for the commentary below. Note, this road map including the gateways dovetail with the HM Treasury better business case good practice approach as outlined in Figure 4.2 below.

Figure 4.2

Capital Scheme - Generic Roadmap



Without a consistent standard approach to pre-contract work, the standard and content of documents can vary greatly from project to project. This can make it difficult for project managers and other stakeholders to understand the full-service expectations and project boundaries which can lead to abortive time and cost as well as major variations for issues that arise later and haven't been totally considered.

This was emphasised at interview where we were provided with examples of services developing schemes and specialist within the property services being team brought in too late in the process. Whilst change can never be eliminated it is imperative to start out with a clear understanding of what is aiming to be achieved.

We understand that the council does have corporate capital bid proformas that have to be completed by officers when requesting funding however there can be a lack of consistency in how this is enacted.

Every options appraisal is different depending on the scope and scale of the project. However, it is possible to set out some key common set of principles which will enable stakeholders to understand and effectively contribute to the process. Whilst the scale and nature of a project will influence the level of detail required in the appraisal, all appraisals should follow the same broad approach.

As with any process, options appraisal requires to be resourced properly to ensure it works well. This involves allocating the appropriate time, resources, skills and experience to ensure sound assessments and decisions are made. The process also needs to be proportionate to the scale and complexity of the decision to be made.

Recommendation 18 - The Council should develop a consistent standard approach and minimum requirements for completion of pre-contract documentation, option appraisal and final scheme design. Approval gateways should be introduced at key stages together with clear lines of accountability in order for schemes to move forward from one stage to the next.

Whilst the occurrences of variations can be reduced, they can never be totally avoided and as such the council should introduce an approach for escalation reporting to enable speedy decision making on variations that occur or are predicted to occur. Ideally there should be a coordinating cost control function for all construction projects that collects and collates standard cost monitoring forms on a monthly basis. The forms themselves do not have to be complex but would give an indication of original and anticipated costs and times. This would also give senior officers and elected members a clear view of how capital projects are progressing. This is considered best practice and will help facilitate strategic intervention for significant variations. An example of a simple monthly cost control form is set out below.

Name of Scheme	Tender Price	Fixed Costs	Provisional Sums Unspent	Provisional Sums Expended	Variations (confirmed/anticipated) +/-	Anticipated Final Account	Difference to Tender Price +/-

Recommendation 19 - The Council should set up a system to centrally collect, collate and report cost control information monthly for all capital projects if this does not currently happen.

4.6 Statutory Building Compliance

A wide range of Health and Safety legislation and guidance exists relating to the management and operation of property. The Council has a duty to comply with this legislation and any failure to do so would not only present potential reputational and financial risks for the Council but also leave Elected Members and Officers liable to prosecution. It is therefore vitally important that the Council has robust systems and procedures for the management of these issues. A list of statutory testing, inspection and servicing obligations are identified in Appendix D.

Compliance related activities are currently undertaken across wide areas of the Council. In the main the Building Services team are responsible for undertaking most of the servicing, inspection, and testing activities which they undertake either in-house or commission from external contractors e.g., gas safety. However, several day-to-day activities such as the testing of Fire Alarms are delegated to premises managers.

We would recommend the creation of a single enhanced integrated Compliance team within a Corporate Landlord model to ensure decisions and work is co-ordinated, roles and responsibilities are clear and that there is consistency of approach, all of which will reduce risk.

As highlighted earlier in this report consideration will also need to be given to the 'Corporate' Health and Safety team and its relationship with the Property function. It is recommended that the Health and Safety team be incorporated within a Corporate Landlord structure.

Schools present a unique challenge regarding compliance. They have delegated budgets and can choose how, and from whom, they commission services. However, under H&S Legislation the Council remains ultimately responsible for ensuring that: a) the required servicing, testing and inspections are carried out; b) they are carried out by suitably qualified persons: and c) any

required remedial works arising from servicing, testing and inspections activities are undertaken in a timely and appropriate manner.

Whilst we understand that the majority of schools buy into the Council's SLA relating to compliance activities careful consideration will need to be given as to how those that don't are monitored to ensure they are fully compliant.

Recommendation 20 - The Council should consolidate all property related Statutory Compliance management activities and budgets within a Corporate Landlord model ensuring that it is suitably skilled and resourced.

Recommendation 21 - The Council should ensure that it has competency with regard coverage to Gas Safety, Fire Safety, Legionella, Access and Disability, Lifts, Mechanical and Electrical issues.

Recommendation 22 – - The Council should incorporate all Health and Safety roles & responsibilities into a Corporate Landlord model with appropriate demarcation of roles and responsibilities between the property function and a more general H&S function. e.g. responsibility for training and personal wellbeing could remain with the HR function.

4.7 Repairs and Maintenance of Buildings

There is a fragmented approach to the repairs and maintenance service provision across the Council's property estate with only three main corporate office buildings being provided with a full range of hard and soft services managed centrally by the Property Section.

Repairs and maintenance decisions relating to the remainder of the Estate are currently made by Service areas who hold budgets that relate to the assets they deem to be under their control. This delegated approach allows Services to choose what minor works and repairs are undertaken.

There is no clear corporate view relating to maintenance spend or prioritisation. Budgets are not apportioned according to need meaning that some assets may have more/less available to spend than is required potentially leading to either non-essential work being commissioned on some buildings whilst others are unable to commission essential works that can prevent further deterioration.

Services will generally use Building Services for repairs and maintenance and minor projects although we believe some go direct to their own choice of external contractors.

Whilst an approximate estimate of total expenditure can be gleaned from financial ledgers there is no accurate and comprehensive centralised information for maintenance spend (and need) across the estate and the costs related to individual buildings are difficult to ascertain.

We understand that condition surveys for schools are current, and the remaining portfolio is currently the subject of a rolling programme of re-surveys being developed. Some of the older condition surveys are a number of years old and this makes it virtually impossible to manage maintenance apart from in a reactive approach. However, this situation will improve with the completion of the condition survey programme.

Good practice suggests the most cost effective spend on maintenance is in the order of 70% planned to 30% reactive. The current estimated position within the Council is currently 50% planned to 50% reactive.

Historically, there does not appear to have been any real corporate oversight or understanding of maintenance need (with service teams responsible for their own maintenance budgets) or. Any dedicated resource who had direct ownership and control of putting together a planned maintenance program for the whole estate.

By bringing responsibility for all maintenance activity centrally under Corporate Landlord model the Council will be able to develop a true understanding of spend and impact in these areas. However, this corporate awareness will not happen overnight. There will need to be investment in condition assessments programme to lead on from the Schools portfolio, and resources made available to collect and collate data within the property asset management system. It is only once the true picture of maintenance need is ascertained that requirement for future investment can be truly assessed. The Property Team have made a start on collating the future investment requirements for part of the portfolio, however they will be unable to continue this work without the necessary budget being made available to roll out this activity across the whole portfolio.

Recommendation 23 – The Council should, following a detailed analysis of existing budgets, centralise all appropriate property maintenance budgets currently allocated to Service Areas and should re-assess budget setting techniques to provide a maintenance budget allocation that is representative of need.

Recommendation 24– The Council should set aside sufficient budget to complete the condition assessments required to develop a prioritised 3 to 5 year planned programme of preventative maintenance based upon up-to-date condition survey information.

4.8 Soft Facilities Management

As with Repairs & Maintenance, there is currently a fragmented approach to Soft Facilities Management across the Council's property estate with only the main office accommodation and depots managed by the Property Section.

Whilst Cleaning, Caretaking and Security services are provided by Building Services these are commissioned and specified by individual Services/Establishments who hold the appropriate budgets.

The implementation of a Corporate Landlord model would see the centralisation and consolidation of all budgets for non-educational, non-residential assets related to the traditional 'Soft' Facilities Management services such as Cleaning, Non-schools Catering, Confidential Waste, Sanitary Waste, General Waste, Recycling, Caretaking, Security, Room Booking etc.

These services would be managed centrally by the Corporate Landlord function and could be delivered by a range of both in-house and external providers. Specifications (e.g., cleaning frequency) would be developed by the Corporate Landlord in liaison with Service Managers to ensure consistency of approach and improved value for money.

By creating a distinct soft FM team, improved control over activities such as cleaning can be achieved thus boosting performance.

Best practice organisational models increasingly see councils gain efficiencies and synergies from grouping the same or similar activities together so that resource and expertise can be shared, and workloads better planned and managed. It is therefore recommended that where

services currently employ staff with an FM responsibility, these positions are centralised under a single, integrated team.

Recommendation 25 – The Council should centralise all facilities management budgets currently allocated to Service Areas unless there are critical operational reason not to do so.

Recommendation 26 – The Council should consolidate responsibility for, and management of, all facilities management activities within a centralised team as part of the implementation of a Corporate Landlord model, and all associated staff performing FM duties for assets transfer to the Corporate Landlord.

5. Staffing

Moving to a Corporate Landlord model will clearly have staffing implications both for existing staff and a potential requirement for additional resources.

Whilst a detailed analysis of current skills and resources would be required, and agreement reached on the scope of services and functions to be included within a Corporate Landlord model and the resources required to support the delivery of those services and functions we have identified some of the areas and issues that should be put in place:

1. Corporate Landlord
 - Head of Corporate Landlord – Head of Service
 - Reporting structure – Direct report to the Director of Corporate Resources
2. Maintenance
 - Buildings Services DLO workforce (including those undertaking compliance inspections, servicing, and testing) for Corporate buildings to transfer to the Corporate Landlord team
 - Staff managing and programming repairs and maintenance for corporate buildings and schools to transfer from Building Services to the Corporate Landlord
3. Capital Projects
 - Staff managing corporate & schools capital building projects to transfer from Building Services to Corporate Landlord.
4. Cleaning & Security
5. Cleaning & Security staff to transfer from Building Services to Corporate Landlord
- Statutory Compliance/Health & Safety
 - All staff managing compliance in corporate buildings to transfer from Building Services to Corporate Landlord
 - Transfer of all staff in H&S team into a Corporate Landlord Structure
6. Strategic Asset Management
 - New dedicated resource required

Number of FTEs engaged on Strategic Asset Management (excluding Property Data)

For a Council the size of Vale of Glamorgan we would expect to see a minimum of 2 FTE's working on this area. V of G potential need to invest and ensure they are suitably resourced and skilled in this area to drive the improvement required.

All Councils - Average	2.5
V of G Current Resource	0

7. Property Information

- New or enhanced resource required

Number of FTEs engaged in Managing Property Data

For a Council the size of Vale of Glamorgan we would expect to see a minimum of 3 - 4 FTE's working on this area. In Councils where data is already more comprehensive it may be possible to reduce this number, however V of G potential need to invest and ensure they are suitably resourced and skilled in this area to drive the improvement required.

All Councils - Average	3
V of G Current Resource	2 ¹

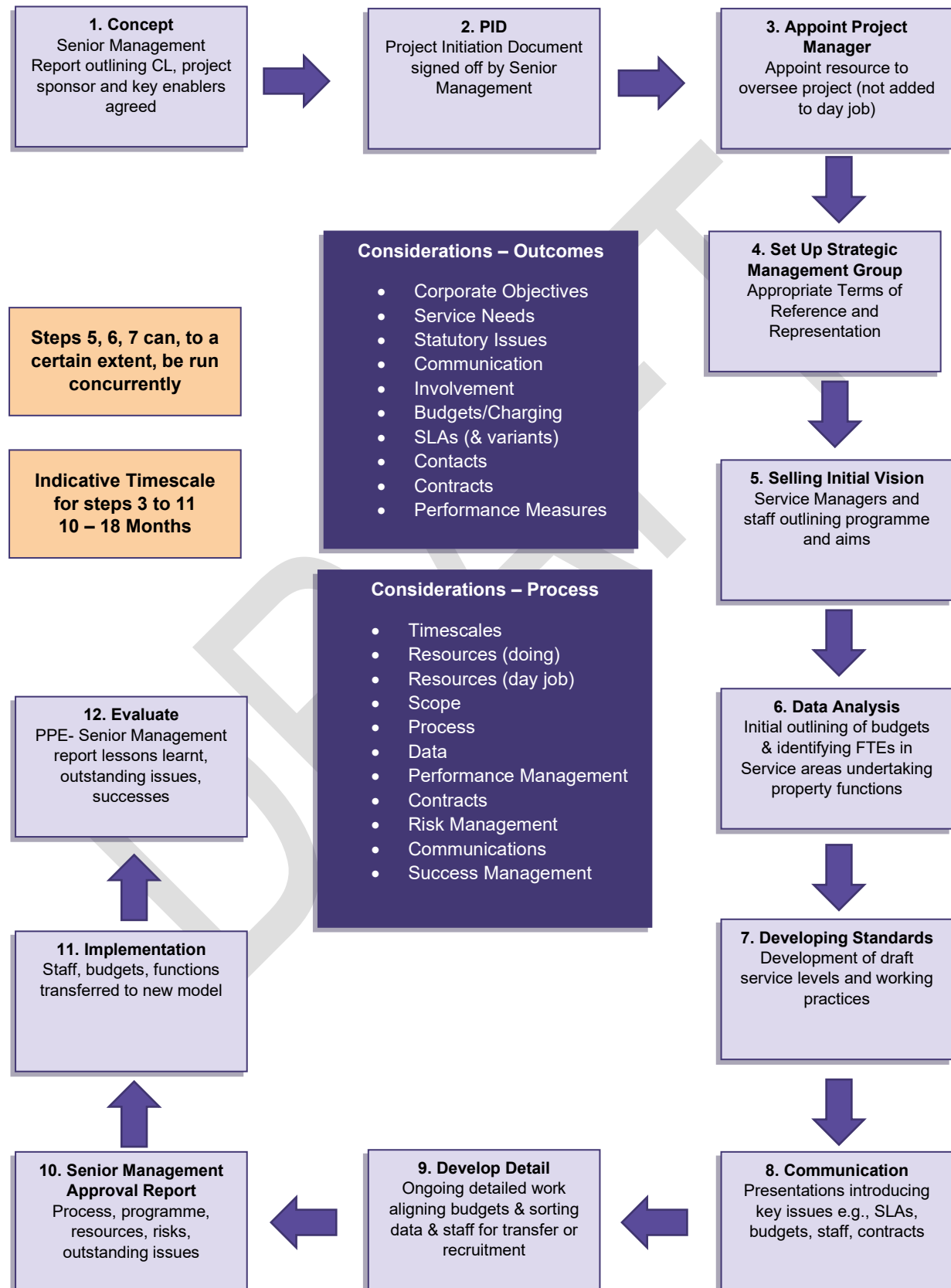
8. The Property function currently has in place a Financial Officer who looks after capital project spend/reporting and revenue budgets for Property & Corporate Buildings. However, increased budget and project/programme management, ordering and invoicing activities will inevitably require a greater level of financial and administrative support. Whilst this will require detailed analysis it is likely that the Corporate Landlord will need to put in place a Finance & Administrative Support Team to provide a coordinated and efficient support to all elements within the Corporate Landlord function.

Based on our experience of working with other Councils of similar sized property portfolios we would expect that the Finance Officer would need to be supported by an additional 2/3 staff with varying financial and administrative skills.

¹ Difficult to ascertain exact numbers currently responsible for maintaining property related data – requires further analysis

6. Corporate Landlord Implementation

Implementation Roadmap



Step 1 – Concept

This has already been commenced in some regard within the Council. A presentation has been delivered to the Strategic Insight Board and Senior Managers appear to be culturally signed up to a Corporate Landlord Approach. To move from this to enactment would require an outline Business Case which identifies timescales for implementation and the key resources required to action this programme. We would recommend a 'project champion' is engaged at Director level to ensure corporate support throughout.

Step 2 – Project Initiation Document

Once the approval for the initial concept has been secured more work will need to be undertaken to establish what areas and staff will be pulled into the Corporate Landlord approach as this is not an exact science and various options will need to be considered. The Council will also need to decide on whether to approach the move to Corporate Landlord as a comprehensive, or phased approach. Given the size and what we have ascertained of the Council we would envisage that a comprehensive approach is feasible and we are aware that this is the Council's preferred approach. All these decisions need to be developed into a Project Initiation Document (PID) that can be utilised as a route map for the implementation period. Any fundamental deviations from this route map would need to be reported and gain approval from the Insight Board.

Once the PID is approved the programme for implementation will start in earnest.

Appoint Head of Corporate Landlord

Once the Council have agreed and confirmed the process of moving to a Corporate Landlord model it will need to appoint a Head of Service who would take a lead role in taking the project forward and ensure that the remaining steps are managed effectively and ensure that day-to-day activities continue to be undertaken effectively.

Step 3 – Appoint Project Manager

The Council will need to appoint an appropriate Project Manager (who would not necessarily need to be a property/corporate landlord specialist) to oversee the implementation. Whilst this could be an internal resource who has experience of the Council as a whole, the role needs to be dedicated to the Corporate Landlord project. Possible solutions include the recruitment of a full-time resource who could work full time on the implementation programme and report directly and be advised by the Head of Corporate Landlord or the commissioning of experienced external support.

Step 4 – Set up a Strategic Asset Management Group

This has already been recommended (Recommendation 3) in the report and would form an important overseeing and governance body for the implementation of the programme. Given the representation from appropriate parts of the Council on the group there would be the opportunity to remove 'blockages' as the implementation programme progresses. Any issue that couldn't be resolved by this group would then be escalated up to the Insight Board.

Step 5 – Selling Initial Vision

At an early stage it's important to set out what the Council is trying to achieve through the envisaged Corporate Landlord approach to manage expectations and address concerns of staff who might be affected. This communication will be the first that many of the affected staff will

have heard of the proposals and if it is worth developing a communication plan to ensure regular updates/briefings as the programme develops in addition. Whilst it is almost impossible to please everyone, at least myths and rumours can be dispelled. It is also important to provide the opportunity for staff to make suggestions and highlight any problems as these might be things that have been missed by the implementation team.

Step 6 – Data Analysis

Initial Work needs to be undertaken to identify potential: -

- Budgets for relevant work
- Current Staff resources and skills
- Accommodation
- Contracts

At this stage there is no need to go into the minutia, rather to understand the indicative lines for inclusion/exclusion, outline budgets, staff numbers etc.

Again, part of this work has been undertaken by the Council to help facilitate this review, although some areas of information proved difficult to ascertain. Having a dedicated resource who can work with different parts of the Council (services and support functions) will hopefully be able to gather a clearer picture of what is currently happening, and the scope of property services currently undertaken.

Step 7 – Developing Standards

Adopting a Corporate Landlord approach is also a chance to address issues in the delivery of property activity across the Council. Our review looked at how property activity is currently enacted compared to a Corporate Landlord approach and as such we didn't go into detail of service delivery i.e., how maintenance repairs are undertaken. Having said this if an effective Corporate Landlord approach is achieved many issues we identified in our review have the potential of being improved including a full understanding of property costs across the council and the ability to prioritise at a corporate level.

There may be a balance of corporate standards and service/location standards which needs to be developed through analysis of what is now and discussion with relevant stakeholders (i.e., Public Buildings may need a higher maintenance/cleaning regime). It will be important that staff understand the standards that will be expected of them.

Finally, it is worth starting to develop bullet points to support these considerations as they are developed which can ultimately be built up into full Corporate Landlords SLAs.

Step 8 – Communication

We have already highlighted the importance of communication and indeed it should happen regularly throughout the implementation programme. However, at this stage there should be a fairly clear understanding of what the Corporate Landlord Model might look like. Prior to implementation this will need to be shared with politicians, senior managers, services, staff and other stakeholders to:-

- Identify any final issues.
- Ensure stakeholders are on board and understand what it will mean for them.

This stage is often conducted too late and the Corporate Landlord model can be implemented before final issues have been identified and resolved.

Step 9 – Developing Detail

In practice this will have been going on for some time and developed from stage 6 (Data Analysis). As final implementation gets closer the details will need to be completed to set up final posts, budgets, contracts, and the like. We have experienced councils where the detail hasn't been sorted before implementation leading to competition for budgets/staff.

Data from various sources/systems will need to be brought together to enable implementation to be as smooth as possible.

There is also an opportunity to improve disparate corporate data during this development stage which again has already been highlighted within this report as an issue for the Council and would require its own dedicated resource. Data collection and alignment are often left until after implementation impacting on the ability of the Corporate Landlord to drive through improvements and efficiencies when the perception of the rest of the organisation is that already should have happened.

Step 10 – Approval Senior Management

The detail should now be in place but are likely to be different from the outline initiation report. It will most likely be necessary to produce a final implementation report for management approval that will also: -

- Highlight potential risks.
- Ensure a reporting and support structure is in place for conflicts/issues that arise.
- Identify improvements and performance measures.

Step 11 – Implement

Once the day for implementation has been reached it is important to continue with communication with staff and service recipients.

Some of the problems we have witnessed at this stage are often as a result of the Council simply not being ready with the timeframe for implementation being too ambitious.

These can include: -

- Confusion of roles.
- Closed culture from past arrangements persisting into the new structure.
- Salary scales, responsibilities, and hierarchy issues that will need to be addressed.

Step 12 – Evaluate

Post project evaluation is critical within the first few months of implementation so that initial 'teething troubles' can be sorted early through regular review and feedback from both service recipients and staff.

Over time performance improvement and efficiency savings can be recognised but they will not happen overnight.

7. Project Plan

Whilst it will be necessary to develop a bespoke project action plan, that reflects both the current position and the activities required to implement the appropriate Corporate Landlord operating model, the table below outlines an indicative high-level plan that has been utilised by other Councils that we have supported which provides an insight into the activities required and a timeline for each.

Stage Activity	2023/24				2024/25	
	Q1	Q2	Q3	Q4	Q1	Q2
Project Set Up and Start						
Information Gathering and Stakeholder engagement						
Set up communications plan						
Set up governance and reporting structure						
Corporate Landlord Model						
Agree Corporate Landlord Target Operating Model (TOM)						
Detailed analysis of roles, responsibilities, and resources with Services						
Define and agree roles and responsibilities (staff, property and FM service scope, assets)						
Create staff structure and review with Services and internal stakeholders						
Create CL Agreement defining roles and responsibilities of new CL team						
Analyse property asset list and agree properties to be managed by CL team						
Agree detailed implementation plan						
Consultation with staff						
Assess processes, identify gaps, develop framework, SLAs, roles and responsibilities						
Develop centralised budgets						
Implementation						
Service Agreements and Strategic Asset Management						
Review existing processes and procedures, identify gaps and plan to address						
Create framework for Service Asset Management plans and SLA with Services						
Data						
Carry out Data audit						
Identify gaps and constraints on data, develop action plan						
Implement plan in alignment with Technology strategy						
Governance						

Establish Corporate governance model						
Establish & communicate Property Protocol and policy for decision making						
Budget Structure						
Identify capital and revenue budgets to be centralised						
Engage with all relevant services to identify properties and services in scope of CL						
Baseline budgets and assess against actuals						
Create centralised budget structure						
Create timeline for transfer of budgets						
Technology						
Detailed review of systems and data, create strategy and action plan						
Agree investment in technology						
Implement technology plan						
Service Improvement Plan						
Develop detailed service improvement plan by service and key theme						
Strategic Asset Management Plans						
Develop SLAs with Services						
Create template Service Asset Management plan						
Develop Service Asset Management Plans						
Assess asset condition and build asset management data register						
Rebase FM requirements and move to a Planned Preventative Maintenance model						
Scope FM Specification and Requirements						
Assess service delivery model (in house, outsourced etc)						
Develop framework for service specification and building requirements/SLA's						
Develop and agree service specifications						
Identify building by building requirements						
Develop performance measures and SLAs						
Implementation of new specifications and requirements						
Compliance audit and baseline						
Detailed review of compliance framework and establish priorities						
Identify building by building requirements, and baseline compliance						
Agree delivery priority and funding						
Link to condition surveys when complete						
Implementation and Reporting on compliance by asset						

8. Potential Savings

It is virtually impossible for us to provide any quantifiable figures for financial savings as the time spent on this review has not allowed for any evaluation of budgets or actual spend across the property portfolio, neither do we understand the estate, how it is utilised, the levels of occupancy or indeed its suitability for the services it supports.

However, from our experience of working with other council there should be opportunities to make savings in the following areas:

- Improved management of budgets and spend on property
- Economies of scale on property related spend by consolidation of contracts
- Reduction in property requirements with improved utilisation, sharing of accommodation etc
- Reduced FM costs
- Eradication of duplication of tasks and activities

As an example, we have seen councils:

- Reduce their property requirements by between 15-20%
- Reduce FM costs by 10-15%

Appendix A - Interviews undertaken

Held with	Area	Date
Insight Board Workshop	Senior Management	18/11/2022
Sandra Rothwell	Regeneration Consultant	28/11/2022
Tom Bowring	Finance	14/12/2022
Matt Bowmer	Finance	14/12/2022
Gemma Jones	Finance	14/12/2022
Trevor Baker	Education	14/12/2022
Lisa Lewis	Education	14/12/2022
Emma Reed	Neighbourhood & Housing	14/12/2022
David Knevett	Neighbourhood & Housing	14/12/2022
Joanne Lewis	Neighbourhood & Housing	14/12/2022
Lorna Cross	Property	14/12/2022 & 18/01/2023
Ian Tomkinson	Property	14/12/2022
Aron Giltinan	Property	14/12/2022
Gareth Brown	Property	14/12/2022
Andrew Treweek	Building Services	04/01/2023
Miles Punter	Building Services	04/01/2023
Mike Ingram	Building Services	04/01/2023
Tracy Dickinson	HR – H&S	05/01/2023
Marcus Goldsworthy	Place	19/12/2022
Phil Chappell	Place	19/12/2022
Head Teachers Steering Group	Schools	17/01/2023
Cllr Lis Burnett	Executive Leader	23/01/2023
Rob Thomas	Chief Executive	23/01/2023

Appendix B - Documents Reviewed

Document
Copy of Asset Register (MASTER) 27 06 2017.xlsx
Corporate Asset Management Plan 2015-2018.pdf & 2023-2028
Draft Capital Strategy and Initial Capital Programme Proposals.pdf
Financial Strategy and MTFP Refresh.pdf
Savings Framework Diagram.png
Scheme of Delegation.pdf
Housing and Building Service Plan 2018-2022.pdf
Various Job Descriptions & Person Specs
Headteacher consultation on Education Services in the Vale of Glamorgan 2022
Schools' repairs allocations 22-23
SAMP Template
Alps - Office Accommodation Survey Results
Civic - Office Accommodation Survey Results
Covid Staff Survey 2020 - Initial Findings V1.0
Dock Offices - Office Accommodation Survey Results (1)
High Level of Summary of Schools Condition Survey Findings (April 2022)
2022-11-09 - SIOB - School Organisation SIP COP Report - Draft
Copy of 01. Summary of Service Agreements SLA authorisation spreadsheet 2223
SLA BOOKLET - 2022-23
Schools Self-Assessment of Local Authority Results v2
Headteacher consultation on Education Services in the Vale of Glamorgan 2022(1-26) (2)

Appendix C – Generic Corporate Landlord Functions and Responsibilities

Strategic Asset Management	
Setting property asset strategy	The corporate landlord would be responsible for engaging with the corporate body and service heads to understand the wider priorities and key outcomes for the organisation. A thorough understanding of the property estate and why each part of the estate is owned and used will provide the background to ensure that a clear strategy is developed to ensure the estate is effectively managed and supports the achievement and delivery of corporate goals, including the sharing of service visions and opportunities with other public sector organisations to encourage innovation for the benefit of the community. The property asset strategy will provide the overarching framework under which all property services are delivered and must be effectively communicated to ensure this happens in practice, for which the corporate landlord would take the lead.
Producing and delivering Asset Management Plan	The corporate landlord would use data and intelligence about the portfolio and the performance of the assets to produce a corporate Asset Management Plan, setting out clear targets and outcomes within the context of the asset strategy. It would include a clear action and delivery plan setting out how the targets and outcomes will be achieved and will be reviewed periodically to record changes or revisions to priorities. The corporate landlord would be responsible for effective delivery of the Asset Management Plan (AMP) and defined outcomes.
Delivery of asset challenge process	The corporate landlord would lead on asset challenge and review processes. These will involve service representatives and representatives of other bodies, but the review outcomes will be managed and presented by the corporate landlord together with recommendations for actions to provide best value to the Council. Dependent on the approved recommendation (e.g., disposal, retention, or partnership), the corporate landlord would be responsible for actioning

	accordingly.
Determining property budgetary requirements	The corporate landlord would use data and intelligence about the assets and the AMP to determine appropriate budgetary requirements. This would include provision for undertaking works on assets along with ensuring appropriate skills and capacity is available to deliver targets and outcomes. The corporate landlord would be instrumental in identifying and seeking budgetary provision within the corporate budget setting arena to ensure that the estate is financially sustainable.
Setting/allocating property budgets	The corporate landlord would be responsible for ensuring that all property related budgets are appropriately prioritised within the context of the asset strategy, the AMP, and corporate priorities. This would include prioritisation of funding for statutory compliance and repairs and maintenance across the whole portfolio, and ensuring expenditure reflected the long-term sustainability of the portfolio.
Managing all property related budgets	The corporate landlord would be responsible for managing all the property related budgets, monitoring expenditure, and ensuring it is being used effectively. The corporate landlord would have responsibility for recording and reporting of buildings related expenditure. Responsibility would also include managing all rental income which would be received into the corporate centre.
Defining property services delivery mechanisms	The corporate landlord would have responsibility for determining the most effective and efficient means by which property services are delivered. This may be a mixed market, some elements may be provided by an in-house team, others may be procured through contractual or framework arrangements. The corporate landlord will define the most appropriate options based on knowledge of the market, availability of skills and resources, the needs of the organisation and budgetary availability.
Contract management of service delivery mechanisms	The corporate landlord will have overall responsibility for the delivery of all property services, irrespective of how they are delivered. This will be dependent on the service delivery mechanisms in use, whether by direct line management or through effective contract management or external contractors.

Setting corporate standards within property	The corporate landlord would be responsible for setting out various standards that would be applicable across the authority. This could include items such as corporate workspace and utilisation standards, condition standards, procedural standards, signage standards, office access arrangements etc. This role will include engagement with other corporate drives and initiatives such as flexible working practices, service transformation and rationalisation projects.
Space planning and managing space utilisation	The corporate landlord would have responsibility for ensuring accommodation is used efficiently, in accordance with corporate standards and monitoring space utilisation within buildings.
Communications and Decision Making	The corporate landlord would be responsible for ensuring that property related issues are reported to Senior Management and Elected Members as appropriate and that there are clearly defined transparent processes for decision making on all property matters
Property Performance	The Corporate Landlord would be responsible for pulling together data and information to measure the performance of property and provide reports.

Project Management and Delivery	
Determining project delivery services required	The corporate landlord would provide the technical lead to determine the make-up of the project team to best deliver the required outcome.
Specifying / procuring project set up services	The corporate landlord would specify the roles and requirements of each element of the project team and provide or procure the services accordingly.
Undertaking feasibility studies & cost estimation	The corporate landlord would provide or procure feasibility assessments and cost estimation advice to ensure affordability and project outcomes.
Advising on most appropriate project delivery option	The corporate landlord would advise on the most appropriate project delivery option to achieve the required outcomes, which could be through a combination of in-house or external contractors, as a stand-alone or combined project, or through a partnership arrangement.
Procuring delivery	The corporate landlord would procure the appropriate skills to

of project	deliver the approved project.
Budget management	The corporate landlord would be responsible for ensuring the delivery of the project within the approved budget.
Coordinating and project managing the delivery of land & property capital investment projects	The corporate landlord would act as coordinator and project manager in respect of all land & property capital investment projects, ensuring the provision of all project management skills and services to ensure delivery of projects in accordance with the needs of the service.

Estates Management	
Procuring estates management services	The corporate landlord would coordinate and procure all required services in respect of estates management activities, which may be through contractual arrangements or through in-house staff.
Managing delivery of estates management services	The corporate landlord would ensure that estates management related activities are undertaken in accordance with corporate and service requirements, to required standards, and within approved budgets.
Negotiating all leases/ licences/terms of occupation	The corporate landlord would be responsible for all property transactions, negotiating all occupational agreements across the whole portfolio to ensure consistency and that best practice is adopted.
Rent reviews	The corporate landlord would be responsible for negotiating and managing all rent reviews for both leased in and leased out interests to ensure consistency and that best practice is adopted.
Service charge calculations	The corporate landlord would be responsible for negotiating and managing service charges for all assets as appropriate to ensure consistency and that best practice is adopted.
Landlord consent applications	The corporate landlord would be responsible for managing all landlord consent applications as appropriate to ensure consistency and that best practice is adopted.
Debt management	The corporate landlord would be responsible for managing the income from assets and monitoring debt management with Finance colleagues as appropriate and in accordance with

	approved corporate procedures.
Providing professional advice on all property transactions	The corporate landlord would provide all property related advice to the corporate body and service heads to ensure the most effective property solution is identified and best practice is upheld.
Managing all acquisitions and disposals	The corporate landlord would take the lead on all decisions regarding sale or acquisition of land and buildings in consultation with client service areas and the appropriate Cabinet Member, in accordance with corporate decision-making rules. This would include managing the acquisition or disposal through to completion.
Managing estates management budget	The corporate landlord would manage the estates management budget to ensure work is dealt with in accordance with the approved strategy within the approved budget.

Repairs and Maintenance

Procuring condition data	The corporate landlord would be responsible for undertaking or procuring condition surveys across the portfolio. These surveys would include an assessment of the current condition, future maintenance issues and liabilities and associated costs.
Developing planned maintenance strategy	The corporate landlord would be responsible for ensuring that all land and buildings are maintained to a safe, healthy, and operational standard with minimum consumption of energy and water. The corporate landlord would be responsible for recording and collating the composite condition data and analysing it to produce a planned and prioritised maintenance strategy. The corporate landlord would develop this through engagement with each service head to reflect the service plans and vision for the future and to ensure resources are focused most effectively.
Managing Repairs & Maintenance budget	The corporate landlord would manage the Repairs & Maintenance (R&M) budget to ensure prioritised work is dealt with in accordance with the approved strategy, that there is a clear allocation of budget for planned works, and that expenditure on reactive works is robustly managed.

Prioritisation of R&M budget	The corporate landlord would determine a prioritised programme of works drawn from the condition surveys and corporate priorities and ensure that this is appropriately communicated across the organisation.
Procuring R&M activities	The corporate landlord would coordinate and procure all required services in respect of R&M activities, which may be through contractual arrangements or through in-house staff.
Operating a 'helpdesk' function	The corporate landlord would operate a facility whereby any R&M issue is reported, logged, and actioned in accordance with agreed performance specification. This could be by a number of means including a manned helpdesk or an electronic reporting system.
Specifying required R&M works	The corporate landlord would determine what works are required in response to notification and would specify the works accordingly.
Ordering R&M works	The corporate landlord would be responsible for ordering all required R&M works in accordance with the agreed specification and performance standards.
Approval of R&M works ordered	The corporate landlord would be responsible for approving expenditure against the R&M budget.
Managing delivery/completion of R&M works	The corporate landlord would ensure that R&M related works are undertaken in accordance with the required programme and to required standards, and within approved budgets. The corporate landlord would manage all repairs and refurbishments in accordance with best practice to ensure professional standards are maintained.
Monitoring performance of R&M contractors	The corporate landlord would be responsible for monitoring the performance of all R&M contractors against agreed performance criteria – financial and quality.

Statutory Compliance & Health and Safety

Specifying statutory compliance requirements	The corporate landlord would provide the Council with technical expertise about its statutory and other responsibilities in respect of its use and occupation of property assets. This would include working with corporate health and safety leads and keeping abreast of appropriate developments to ensure the
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	Council is fully aware of what it must to do to ensure its buildings are always safe for use.
Coordinating statutory compliance activities	The corporate landlord would put together a composite programme of works to ensure all its statutory requirements are met across the portfolio, in the most efficient and streamlined way. Responsibility would also include centralised coordination of all documentation, certification and records which would be kept up to date.
Managing / prioritising a statutory compliance budget	The corporate landlord would ensure that appropriate budgetary provision is made to carry out required works to ensure compliance requirements are met and works undertaken in accordance with a prioritised programme of work.
Procuring statutory compliance activities	The corporate landlord would coordinate and procure all required services in respect of compliance works – including cyclical inspections and works. This may be through contractual arrangements or through in-house staff.
Specifying and ordering statutory compliance related works	The corporate landlord would be responsible for ensuring that any compliance breaches are actioned appropriately and would be responsible for ordering and monitoring any works required.
Approval of statutory compliance works ordered	The corporate landlord would be responsible for approving expenditure against the compliance or maintenance budgets as appropriate.
Managing delivery of statutory compliance activities	The corporate landlord would ensure that compliance related activities are undertaken in accordance with the required programme and to required standards, and within approved budgets.
Managing statutory compliance performance	The corporate landlord would be responsible for managing and reporting the status of the Councils property assets and ensuring that all assets provide safe environments for staff and visitors alike.

Facilities management

Determining and specifying FM	The corporate landlord would determine the required FM services through engagement with each service manager and to
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services appropriate to each establishment	reflect the specific requirements of each establishment. As far as possible, these would be consistent across types of assets and service operations.
Managing / prioritising the FM budgets	The corporate landlord would ensure that appropriate budgetary provision is made to carry out all specified FM activities, in accordance with a prioritised programme of work.
Procuring FM activities	The corporate landlord would coordinate and procure all required services in respect of FM activities, which may be through contractual arrangements or through in-house staff.
Specifying and ordering FM works	The corporate landlord would be responsible for ensuring that all FM activities are appropriately specified to meet the needs of each establishment and would be responsible for ordering any associated works.
Approval of FM works ordered	The corporate landlord would be responsible for approving expenditure against the FM budget.
Managing delivery of FM activities	The corporate landlord would be responsible for providing and managing facilities management services in all establishments, ensuring that FM related activities are undertaken in accordance with the agreed specification and to required standards, and within approved budgets.
Managing room bookings/logistical arrangements within offices	The corporate landlord would manage the use of all meeting rooms and would provide logistical support to ensure user requirements are met and space is used most effectively.

Appendix D - Compliance Inspection Testing and Servicing Obligations

Mechanical	Electrical	Other
Gas Integrity Check – 5 Yearly	Server Room Integrity test - A	Fire Risk Assessment - A
Gas Fired Boilers & Hot Water Systems - A	Fixed Wire Testing – A	Fire Suppression System - A
Kitchen Gas Appliances - A	Fixed Wire Testing (Mobile Accommodation) - A	Fire Extinguishers & Hose Reels - A
Laundry Gas Appliances - A	Portable Appliance Testing - A	Fire Doors –A
Laboratory Gas Appliances - A		
Methane Detectors - A	Stage Lighting – 3 Yearly	Fire Alarm System – 6 Monthly
Carbon Monoxide Detectors - A	Kilns – A	Fire Alarm Test - W
Legionella Risk Assessment – A	Sports Field Lighting - A	Evacuation Drill - A
Visual Inspection of Cold-Water Tanks – A	Emergency Lighting (1 Hr.)- M	Fire Hydrants – A
Hydrotherapy & Swimming Pools plant and equipment - A	Emergency Lighting (3 Hr.)- M	Water Temperature Checks - W
Calorifier Blow Down - A	CCTV Maintenance - A	Hydrotherapy & Swimming Pools chlorine & pH level checks – 2/3 times daily
Descale of Showers, Spray Taps & Hoses – Q	Access Control Maintenance - A	Testing of Evacuation Aid Equipment & Systems - A
Descale and Clean of Thermostatic Mixing Valves – A	Intruder Alarm - 6 Monthly	Duct Hygiene - A
Water Coolers - A	Swipe Card/Intruder (Halo)- 6 Monthly	Kitchen Extract Cleaning - A
Kitchen Equipment - A	Generator servicing - A	Laundry Extract cleaning - A
Lift Maintenance- 6 Monthly	Display Energy Certificate - A	Local Exhaust Ventilation & Fume Cupboards - A
Lift Equipment/Hoists – 6 Monthly	Lightning Protection - A	Asbestos Inspection - A
Air Conditioning Servicing- A		Asbestos Risk Assessment - A
Air Conditioning Fluorinated Gas Servicing - A		Fall arrest systems – A
Automatic Doors - A		Oil Safety Inspection - A
Auto Shutters - A		Oil Line & Oil Tank Servicing - A
Safety Inspection on Pressure Valves - A		Stability of Mobile Accommodation - A
Insurance Inspection of Pressure Valves - A		Glazing - A
Powered Gates - A		Fixed Access Ladders - A
Sewage Pumps & Septic Tanks Maintenance - A		Portable Ladders and Steps - Q
Woodworking & Metalworking and other workshop machinery - A		Radon Risk Assessment - A
		Shared Premises Compliance Check – A
		Compliance Survey checklist - A
		BMS - A
		Security Fencing – A

		Tree Safety - A
		Vacant Buildings - W
		Playground and Sports Field Surfaces, Fixtures & Equipment - A
		Gymnasium Equipment - A
		Boundary and other Walls & Fences - W
		COSH Compliance, Processes & Assessment – as required
		PPE Assessment of need and provision – as required
Frequency Key: A – Annual Q – Quarterly M – Monthly W – Weekly Or otherwise as detailed		Generally undertaken by Premises Managers

Appendix E – Recommendations Summary

Recommendation	Council response	Timescale	Responsibility
<i>Recommendation 1 - The Council should introduce a robust Corporate Landlord structure (lead by a Head of Corporate Landlord) and reorganise its property functions into a more corporate, coordinated, resourced and effective organisation This should include all related property functions for all service assets (excluding housing and schools) together with health and safety, property management and maintenance and statutory compliance activity across the Council(excluding the PMU and Sustainable Communities for Learning project teams for the moment)..</i>		12 – 18 months	
<i>Recommendation 2 - The Council should consider whether to bring school buildings into the Corporate Landlord Model in the future as a possible second phase (if deemed appropriate).</i>		12 months	
<i>Recommendation 3 - The Council should set up a 'Strategic Asset Management Group' or equivalent with clear terms of reference to drive and coordinate the Council's Asset Management vision.</i>		3 months	
<i>Recommendation 4 - The Council should introduce regular dialogue with service areas to understand current asset use and future asset need.</i>		6 months	
<i>Recommendation 5 – Upon the Corporate Landlord model being adopted the CAMP should be revisited and refreshed as part of the annual update process</i>		12 months	

<i>to reflect new governance arrangements, SLAs, and the role that the new Corporate Landlord function will undertake.</i>			
<i>Recommendation 6 - The Council should adopt a structured corporate led approach to challenge property use and need for the future. A simple Red / Amber / Green scoring approach works well as an initial filter to consider 'retain as, repurpose, or dispose.' After undertaking this initial filter business cases should then be developed for those to be considered for disposal or repurposing. CIPFA would advocate that the Council adopt the HM Treasury/Welsh Government business case approach.</i>		12 months	
<i>Recommendation 7 – Greater coordination should be introduced between the 'Place Making' reviews that are currently being conducted and the wider corporate vision for property use and future need in all its forms.</i>		6 months	
<i>Recommendation 8 - The Council should reinforce the Corporate Landlord approach (once established) by formalising it through consistent service standards, and simple guidance should be provided to client service departments clarifying what services are provided, together with all relevant processes.</i>		12 months	
<i>Recommendation 9 - The Council should identify an appropriate elected executive member who would act as a 'property lead member' who should meet regularly with the Head of Corporate Landlord</i>		6 months	

<i>function to be briefed on any asset management/property related issues.</i>			
<i>Recommendation 10 - The Council should ensure that, where possible, vacant posts are filled although we appreciate the current difficulty in recruiting property professionals.</i>		6 months	
<i>Recommendation 11 - The Council should establish clear internal guidelines that ensures that all property related transactions are undertaken by suitably qualified and skilled staff.</i>		3 months	
<i>Recommendation 12 - The Council should amalgamate all property data systems to ensure property related data is managed and coordinated at a Strategic Level, is fit for purpose and provides appropriate data/information to support decision making processes. .</i>		6 months	
<i>Recommendation 13 - Following the introduction of the Corporate Landlord Model the Council should introduce regular strategic reporting in relation to estate performance in order to raise the profile and visibility of property costs and performance.</i>		12 months	
<i>Recommendation 14 - That the Major Projects Team should remain within the Place Directorate to oversees the project management of all major capital related projects including 21st Century schools programme (even if they do not project management all projects directly) with the Corporate Landlord being responsible for managing minor property related capital projects, particularly those outside the schools estate.</i>		12 months	

<i>Recommendation 15 - The Council ensure that written procedures are appropriate and furthermore adhered to by all relevant stakeholders to ensure consistency of capital project management across the Council.</i>		<i>6 months</i>	
<i>Recommendation 16 - The Council should ensure the terms of reference and required participants for the Strategic Insight Board will provide the Council with the most effective management and coordination of their land and property estate/projects. Alternatively, it might be concluded that an alternate officer level group Asset Management Group & Capital Projects Monitoring Group is required to feed into the Strategic Insight Board.</i>		<i>3 months</i>	
<i>Recommendation 17 - The Council should develop an approach to prioritise the importance of capital projects based on cost, sensitivity and triggers for intervention in order that strategic groups are able to focus on relevant and significant issues.</i>		<i>12 months</i>	
<i>Recommendation 18 - The Council should develop a consistent standard approach and minimum requirements for completion of pre-contract documentation, option appraisal and final scheme design. Approval gateways should be introduced at key stages together with clear lines of accountability in order for schemes to move forward from one stage to the next.</i>		<i>12 months</i>	
<i>Recommendation 19 - The Council should set up a system to centrally collect, collate and report cost</i>		<i>12 months</i>	

<i>control information monthly for all capital projects if this does not currently happen.</i>			
<i>Recommendation 20 - The Council should consolidate all property related Statutory Compliance management activities and budgets within a Corporate Landlord model ensuring that it is suitably skilled and resourced.</i>		12 months	
<i>Recommendation 21 - The Council should ensure that it has competency with regard coverage to Legionella, Gas Safety, Fire Safety, Access and Disability, Lifts, Mechanical and Electrical issues.</i>		6 months	
<i>Recommendation 22 – - The Council incorporate all Health and Safety roles & responsibilities into a Corporate Landlord model with appropriate demarcation of roles and responsibilities between the property function and a more general H&S function e.g. responsibility for training and personal wellbeing could remain with the HR function.</i>		6 months	
<i>Recommendation 23 – The Council should, following a detailed analysis of existing budgets, centralise all appropriate property maintenance budgets currently allocated to Service Areas and should re-assess budget setting techniques to provide a maintenance budget allocation that is representative of need.</i>		12 months	
<i>Recommendation 24– The Council should set aside sufficient budget to complete the condition assessments required to develop a prioritised 3 to 5 year planned programme of preventative</i>		12 months	

<i>maintenance based upon up-to-date condition survey information.</i>			
<i>Recommendation 25 – The Council should centralise all facilities management budgets currently allocated to Service Areas unless there are critical operational reason not to do so.</i>		12 months	
<i>Recommendation 26 – The Council should consolidate responsibility for, and management of, all facilities management activities within a centralised team as part of the implementation of a Corporate Landlord model. , and all associated staff performing FM duties for assets transfer to the Corporate Landlord team.</i>		12 months	



CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. CIPFA shows the way in public finance globally, standing up for sound public financial management and good governance around the world as the leading commentator on managing and accounting for public money.

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Vale of Glamorgan

Corporate Landlord Implementation

Outline Business Case

Authors: CIPFA

Date: 29/10/2024

Version: 1.9

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1. Executive Summary

“Local Government is facing challenging times. There is increasing demand for services at a time of acute and immediate funding pressures. As a result, there is a requirement to scrutinise the use of resources including land & property assets. There needs to be a challenge to the ownership, management, cost and use of property assets required for a fit-for-purpose platform for service delivery that can deliver revenue savings, income generation and support overall financial resilience”.¹

This Outline Business Case (OBC), which aims to deliver the Council's Target Operating Model (TOM) (See attached Document), seeks approval for the implementation of a Corporate Landlord function that would undertake property management for the majority of the Council's operational land and property assets.

The main objectives of implementing a Corporate Landlord approach are as follows:

- To create more efficient ways of working for the property management function
- Provide a 'one point of contact' for Property matters.
- Introduces a more strategic approach to property management that adds value and supports VoG's corporate objectives.
- The delivery of financial benefits both in terms of revenue savings and capital receipts.
- Ensure a best practice approach to asset management and associated activities.
- Improved reporting on investment requirements & prioritisation.
- Improved governance and assurance
- Simplified and standardised ways of working
- Agility to respond to changes in Services delivery model e.g. 21st Century Schools, new ways of working.
- Improved service for building users

The CIPFA report delivered in May 2023 set out a series of recommendations including the adoption of a Corporate Landlord Model. This OBC builds on that report and seeks approval for further changes to ensure the Corporate Landlord model can be implemented and the financial, staffing and process improvements optimised.

The significant changes that would take place are summarised below and further detail is given about these throughout this document.

- Consolidation of Property related functions, budgets, data and responsibilities into a centralised function.

¹ Opening statement from CIPA Property 'Financial Resilience and Asset Management' Network Event January 2024

- Transfer of staff carrying out property and facilities management activities from Services areas (both frontline and support) to a new centralised Corporate Landlord function.²
- Transfer of property related budgets from Services to the Corporate Landlord function.
- Removal of property related tasks/responsibilities from the role of the Service managers which will allow them more time to focus on their service delivery.
- Communicate the relationships, scope and responsibilities between Services and the Corporate Landlord.
- New processes and procedures for property-related decisions.

2. The Case for Change and Objectives & Outcomes

This Corporate Landlord OBC is being put forward to address challenges with managing disparate and overlapping property related functions across the Council as well as supporting the Council's current needs to reduce revenue expenditure and to bring in capital receipts.

The issues within the property function are explained in detail in the CIPFA report of May 2023 with the main recommendation being:

The Council should introduce a robust Corporate Landlord structure (lead by a Head of Corporate Landlord) and reorganise its property and estate management functions into a more corporate, coordinated, resourced and effective organisation This should include all related property functions for all service assets (excluding housing and schools) together with health and safety, property management and maintenance and statutory compliance activity across the Council (excluding the PMU and Sustainable Communities for Learning / 21st Century Schools project teams for the moment).

The implementation of a more centralised and strategic approach to asset management provides the opportunity to ensure that the management of various asset types is undertaken in the right place and is appropriately skilled and resourced. The more disjointed the asset management approach, the more difficult it is to achieve total alignment with corporate priorities.

The centralisation of responsibility for property and obtaining a holistic view of the land and property estate increases the potential for improved utilisation, rationalisation and identifying "gaps" that need to be filled. In addition, it can deliver economies of scale in terms of capacity, procurement, and opportunities for co-location across the Council and with other external organisations.

There is no hard and fast rule as to the assets and functions that should be included within a Corporate Landlord model and some assets, and their supporting functions, can either be included in the Corporate Landlord or remain with Service areas, Housing, Schools being two such examples that we propose should initially be excluded from the Corporate Landlord Model

² Consideration to be given to the physical location of staff based upon the need for facilities and the benefits from colocation etc.

outlined in this OBC but could potentially be considered for future inclusion as part of a second phase.

The main objectives of implementing the Corporate Landlord function being:

- Greater clarity of roles and responsibilities to enable decisions to be simplified.
- A more strategic approach to maintenance spend so that prioritisation principles can be implemented to maximise the effectiveness of targeted investment from available budgets.
- To gain an improved understanding of the Council's land & property portfolio and the contribution they make to Service delivery.
- Enable a fully informed Property Strategy to be developed that is linked to both Corporate and Service objectives and priorities.
- To seek opportunities for maximising the utilisation of assets, identify under utilised assets for repurposing or bring forward capital receipts.
- To ensure that statutory obligations are being met across the organisation.
- Where possible deliver revenue savings to help address the funding gap the Council faces.
- To ensure Corporate oversight of Statutory Compliancy responsibilities.

2.1 Decision Criteria

Decision Criteria	Project Meets Criteria (Yes/No)
Delivers financial benefit	Yes, the project has the potential to deliver revenue savings and capital receipts following implementation.
Joins up services for residents and businesses	Yes, the project will create efficiencies in property management, facilities management and building services by having delivery of these functions under one directorate, thereby freeing up Service Managers to focus on their core roles
Making better use of resources	Yes, by implementing the new structure, and creating efficient processes, staff can focus on activities that add strategic value to the Council's core objectives. Ensures that land & property assets are utilised to deliver corporate objectives and priorities. Also, economies of scale through a portfolio wide approach.
Simplifies, standardises and automates ways of working	Yes, the implementation of Corporate Landlord will include written processes and procedures that simplify the current ways of

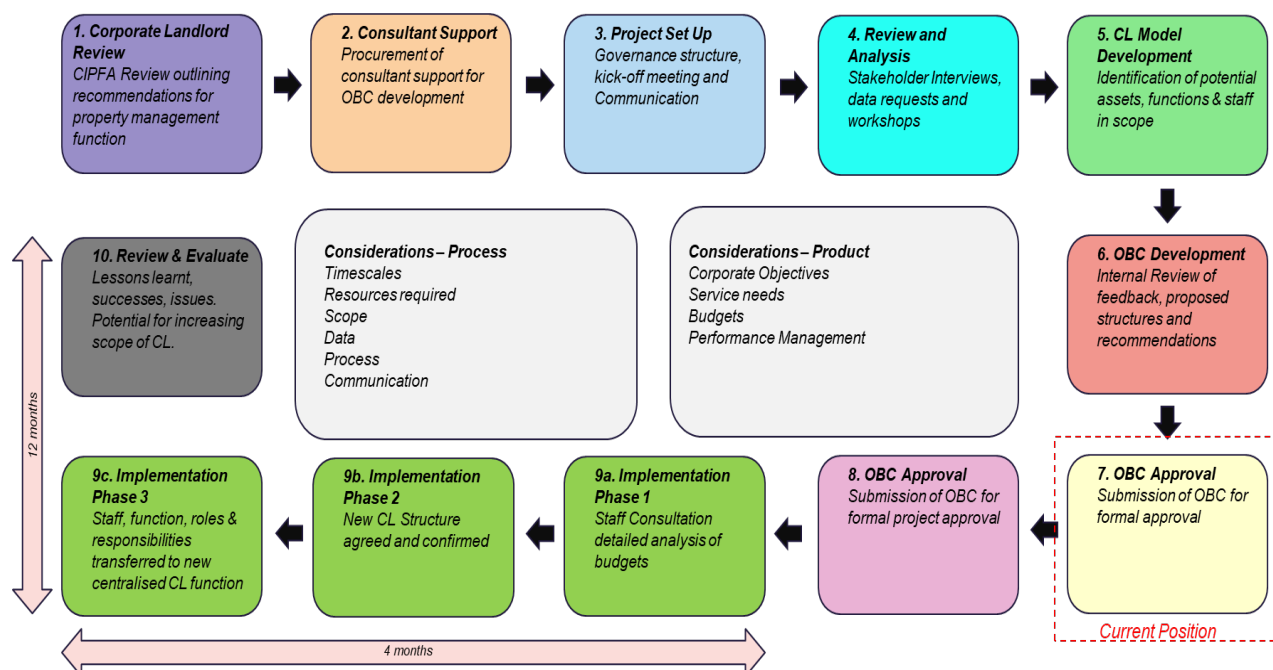
	working and decision making. Consolidated data will enable better reporting through better use of ICT systems and data management.
Create a more agile organisational structure able to respond to wider Council transformation and change programmes with a joined up approach between similar property related functions (inc. property/building services and compliance team).	By having all property management functions including Strategic Asset Management, Estate Management, Development and Disposals and Corporate FM Services reporting into one Directorate will enable improved management of workloads, synergies to be created between interlinked property activities and a more collaborative team working culture to be created that can flex as the Council's priorities and needs change.
Improved Transparency and Accountability	Improved Governance arrangements once implemented will simplify decision making. Improved understanding of the cost of property and the value it brings to Service delivery

2.2 Process for Development of the Business Case

This business case is focused on the following areas:

- Proposed structure of the Corporate Landlord and its roles and responsibilities.
- Assets that it is proposed will become the responsibility of the Corporate Landlord function - the scope does not include all properties at this stage but there is a recognition that by putting in place the Corporate Landlord structure it can be expanded in time to take on other properties not currently in scope.
- Staffing implications.
- Budget and other financial implications.
- Additional resources and budget required to implement a Corporate Landlord approach.

The process we have followed in developing the business case and the steps required after submission of the business case is illustrated in the following diagram:



Should this OBC be approved, the next stage will be implementation, the Impact and Outcomes of which are outlined in Section 5 of this document.

3. Corporate Landlord Model

3.1 Scope of Corporate Landlord

In addition to the Council's Corporate portfolio currently managed by the Property (Operational) Section there are several Service areas that currently have responsibility for operational land and property assets that they occupy or otherwise manage, this includes those within the following service areas:

- Social Services
- Libraries
- Countryside
- Parks & Leisure
- Economic Development & Regeneration
- Neighbourhood Services

Under the proposed Corporate Landlord model the responsibility for the management and maintenance of most of the operational land and property assets would, where appropriate, be transferred from these Service departments to the Corporate Landlord centralised property function with Service departments making use of land and/or property to deliver or support a service or function.

The Corporate Landlord function would ensure that, based on agreed Corporate objectives and priorities, Council services are adequately accommodated, and that property assets are maintained and managed so that they are fit for purpose and positively support service delivery.

The Corporate Landlord's responsibility would include the acquisition, development and disposal of land and property and identification of property requirements. This means the Corporate Landlord would be responsible for asset review & challenge, feasibility & options appraisal across all Service departments. In areas of dispute over investment or utilisation, the Corporate Landlord function would, through its governance processes, make the recommendation (in the best interests of the Council and in line with corporate priorities) to the Reshaping Assets Group. Any project reaching the threshold for consideration under the Major Projects gateway process, should be discussed under those governance arrangements.

The starting point for implementing a Corporate Landlord model, which is accepted as best practice for local authorities, assumes that all land and property assets (with the exception of the HRA Housing stock, Schools & Highway Infrastructure) and associated property management and support functions become the responsibility of the Corporate Landlord. However, in practice this is not a hard and fast rule and the approach we have taken is to look at what would be the best fit for the Council when considering the current structures, constraints and challenges it faces.

The outcome of this 'best fit' approach means that several assets and responsibility for their management will, at least in the short to medium term, remain with Service areas. However, the centralised property function would provide certain functions such as prioritisation & organisation of repairs and maintenance, statutory compliance activities and estate management functions relating to all Council owned assets to ensure best practice, consistency of approach, assurance and efficiency of delivery.

In terms of services and functions that would be delivered by the Corporate Landlord rather than by individual services areas these would include:

- Statutory Compliance and Planned Preventative Maintenance (for general fund assets)
- Reactive Repairs (as above)
- Minor Works (as above)
- Delivery of Capital Building Projects (excluding Sustainable Communities for Learning programme and Housing Investment programme and any highways related capital programme)
- Estate Management
- Cleaning
- Day to day Building Management (excluding schools)
- Property related Contract Management
- Energy Management & Decarbonisation projects

Services and functions that would not be delivered by the Corporate Landlord include:

- Sustainable Communities for Learning programme
- Schools (including caretakers houses) (headteacher devolved maintenance budgets to remain)
- HRA Housing Investment programme and other HRA activities
- Major Regeneration Projects (PMU led)

It is recommended that the asset groups outlined below would become the responsibility of the Corporate Landlord function:

- Corporate Accommodation
- Operational Buildings except for those groups and individual assets that have been identified as remaining with Service areas
- Community Centres & venues such as Penarth Pavilion
- The Commercial portfolio
- Business Centres
- Surplus Assets (including void non-residential properties)

Assets that would remain the responsibility of Service areas, at least as part of the initial Corporate Landlord model implementation, include:

- Leisure Centres (with the continuing shared responsibility for major capital asset renewal remaining with the Council as in the current Leisure contract). This is subject to review following initial implementation.
- Country Parks - grounds
- Parks – grounds
- Major Regeneration sites (PMU led)
- Heritage Assets such as Penarth Pier
- Public Car Parks
- Public Conveniences
- Schools – subject to review following initial implementation
- HRA Residential Properties

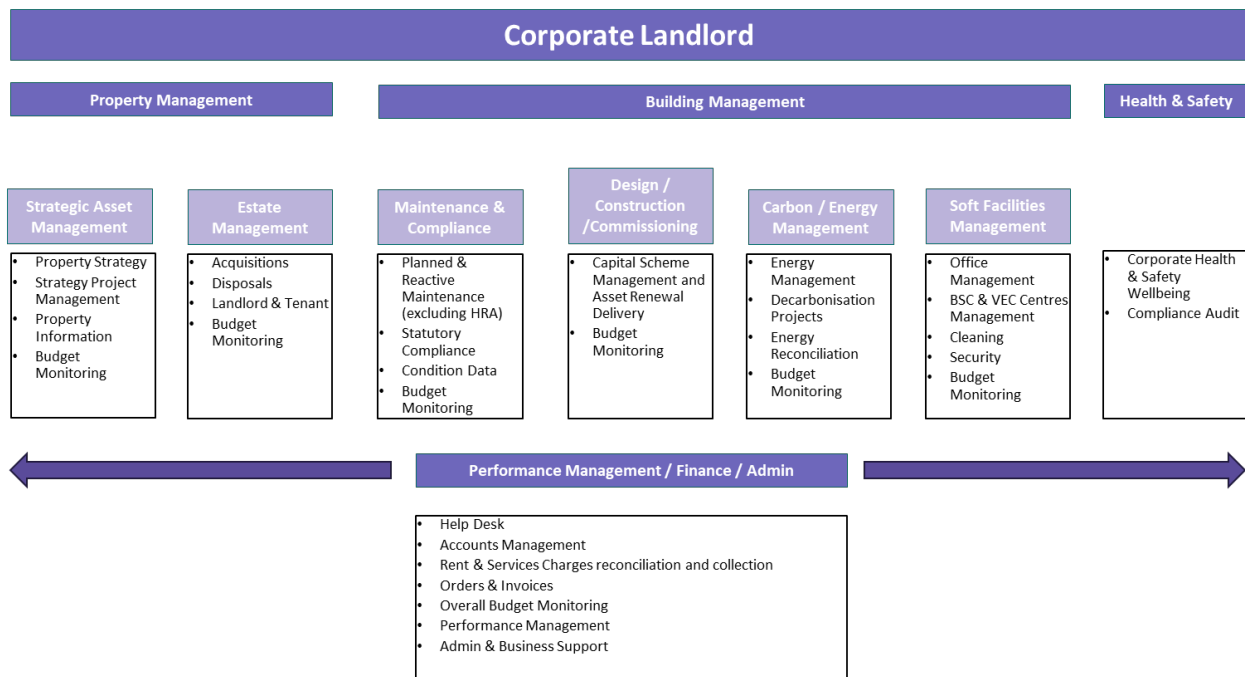
The rationale for their exclusion is that the skills and resources for their effective management sit within Service areas. However, the Corporate Landlord would be responsible for providing services and functions as agreed as part of Service Level agreements that will clearly define roles and responsibilities.

Whilst significant work has been undertaken in reviewing which assets will become the responsibility of the Corporate Landlord and those that will remain the responsibility of individual Service Areas (the current position being detailed in the attached MS Excel Spreadsheet titled 'Asset List') this remains 'work in progress' and consultation with Service areas is ongoing.

3.2 Corporate Landlord Functions

The diagram below outlines the proposed Corporate Landlord functional areas that will evolve as the organisational structure is finalised:

Proposed Corporate Landlord Structure - Functional Areas



The tables below summarise the purpose of the main proposed Corporate Landlord functions, including the rationale and the benefits they will provide.

Property Management

Property Management	
Strategic Asset Management & Estates Management	
Purpose: To Define, Plan and Deliver, providing strategic asset management and estate management support and delivery across the portfolio.	
Benefits: Ensuring that there is clear and agreed corporate direction for the Council's Land and Property Estate and that is managed and maintained based upon corporate priorities.	
'As Is': Property (Operational)	'To Be': Property Management
Rationale: The Council needs to ensure that it has a full understanding of its land and property estate and why each part is owned and used to ensure it is effectively managed – both strategically and on a day-to-day basis - and that it supports the achievement and delivery of corporate and service goals, including the sharing of service visions and opportunities with other public	

sector organisations. The property asset strategy will provide the overarching framework under which all property services are delivered and ensure this happens in practice.

Outlined below are the scope of services within the Property Management function:

- Strategic Asset Management:
 - Setting and developing the asset strategy
 - Development of asset management plan and annual updates
 - Supporting Services in developing Service Asset Management Plans
 - Delivery of an asset challenge process
 - Determining Corporate Landlord budgetary requirements
 - Defining property services delivery mechanisms
 - Contract Management of strategic asset support
 - Setting corporate standards within property
 - Space planning and managing space utilisation
 - Communications and decision making
 - Determining and specifying FM services and requirements
- Estate Management:
 - Negotiating all leases/ licenses/terms of occupation
 - Rent reviews
 - Landlord consent
 - Procuring estates management services
 - Monitoring the performance of the portfolio
 - Managing delivery of estates management services
 - Service charge calculations
 - Providing professional advice on all property transactions
 - Managing all acquisitions and disposals
 - Delivery of the asset management plan
 - Procuring and managing development and disposals services
 - Managing all estates management budgets

Building Management

Building Management	
Maintenance, Design/Construction, Compliance and Soft Facilities Management	
Purpose:	
To 'Deliver, Operate and Maintain' – To undertake the provision and maintenance of the estate, through the provision or commissioning of Maintenance, Design/Construction, Compliance and Soft Facilities services.	

Benefits:

Ensuring the portfolio is fit for purpose, safe & compliant and accessible to all.

Delivering the appropriate modernisation of assets through the capital programme.

Provide a design service for the property capital programme.

Delivering a new, centralised approach to Repairs and Maintenance across the estate.

Targeting green investment in retained properties to maximise their efficiency and sustainability

Offer a comprehensive service for technical compliance to all Council assets and, working with Health & Safety, raise awareness of requirements across the Council.

Ensure the central commissioning and contract management of maintenance activities across the Councils assets to maximise value for money

Delivering a coordinated approach to FM.

Ensure the central commissioning and contract management of FM activities across the Councils assets to maximise value for money and ensure there is a corporate approach.

Delivering FM activities and services that adapt to new ways of working.

‘As Is’:

Building Services

Property (Operational)

Services Areas

‘To Be’:

Building Management

Rationale:

The Building Management service would form a central element of the Corporate Landlord service, overseeing the delivery and day to day maintenance and statutory compliance of the Council’s estate in addition to premises management and day to day operations such as cleaning and security across the corporate estate.

It would undertake the delivery of the appropriate elements of the Capital Programme and provide the co-ordination of all maintenance activities, including Carbon Management, across the estate, in the commissioning and contract management of external or internal providers, delivering the maintenance strategy set by the Strategic Assets team. It would be the lead for statutory compliance to the Council’s built assets, providing technical expertise and ensuring issues are rectified.

It would also oversee the delivery of Building Management across the estate and ensure a consistent standard of service is provided and premises checks completed. It would provide the co-ordination of these activities to ensure that there are consistent standards across the estate and that they are delivered in the most cost-effective way.

It would provide the co-ordination of Soft FM activities to ensure that there are consistent standards across the estate and that they are delivered in the most cost-effective way.

Outlined below are the scope of services within the Building Management function:

- Contracts Management
 - Procuring Design & Construction, R+M and Statutory Compliance activities
 - Monitor performance of R+M and Statutory Compliance activities
- Compliance Management
 - Specifying and coordinating statutory compliance activities
 - Managing statutory compliance and PPM budget
 - Managing, specifying, ordering and approving statutory compliance related works
 - CDM
 - Undertaking Soft Compliance Tasks
 - Provide technical Expertise in relation to statutory compliance
- Design & Construction
 - Provide technical expertise in relation to development projects
 - Development of Feasibility Studies, Cost Estimation Design Briefs and Specifications
 - Delivery of Capital and Asset Renewal projects
 - Contractor Management
 - Liaison with Major Projects Unit on large Property Capital Projects
- Maintenance
 - Maintaining Condition data
 - Develop planned maintenance strategy
 - Specifying, ordering, approval, managing delivery and completion, of R+M works
 - Prioritisation and management of R+M budget
 - Provide technical expertise in relation to repair and maintenance and minor works projects
 - Direct delivery of various maintenance tasks including electrical, mechanical and projects (albeit there is no significant current expertise or capacity in building Services to do this).
- Carbon/Energy Management
 - Develop, maintain and report the Council's Carbon Management Plan
 - Implement the Councils decarbonisation priorities
 - Energy reconciliation
 - Comply with the requirements of Welsh Government Carbon Reporting
- Soft FM Management
 - Managing the FM Budgets
 - Specifying and ordering FM works
 - Approval of FM Works
 - Managing Delivery of FM activities including Grounds Maintenance
 - Procuring FM Activities, Materials, Furniture, Sanitary and Confidential Waste.
 - Off-site storage
 - Direct Delivery of Cleaning and Mail Room
- Data and Systems
 - Identify and monitor service performance
 - Data Analytics
- Premises Management

- Managing office moves
- Open and lock ups
- Site Checks
- Contractor Liaison

FM Functions which are to remain out of scope include:

- Procurement/delivery of Stationery and Printing
- Vending Machines

Functions which are to remain out of scope:

- Major Projects management would remain with the PMU within Regeneration
- PMU should continue to facilitate a close relationship between themselves and the Corporate Landlord

Health & Safety

Health & Safety	
Health & Safety and Well-being	
<p>Purpose: 'Deliver and Maintain' – act as the senior advisory authority on all matters relating to health and safety in relation to the undertakings of the Council</p>	
<p>Benefits:</p> <ul style="list-style-type: none"> Ensuring that corporate health, safety and wellbeing policies are developed and maintained. Provision of up-to-date knowledge of health and safety matters, current legislation and best practice Ensures that health, safety and well-being policies are implemented consistently across the Council Centralised management of accident and incident data, investigation of all major accidents and incidents Provides a centralised point of contact for liaison with the Health and Safety Executive (HSE), South Wales Fire and Rescue Service (SWFRS) and any other safety related organisations or safety enforcement bodies 	
<p>'As Is':</p> <p>Human Resources / Health and Safety</p>	<p>'To Be':</p> <p>Health Safety</p>

Rationale:

The Health and Safety service would form a main element of the Corporate Landlord service, acting as the senior advisory authority on all matters relating to health and safety in relation to the undertakings of the Council.

It will be required to work closely with the Building Management section in relation to property-related compliance activities providing advice and guidance and acting as an 'auditor' to ensure that statutory obligations are complied with.

Outlined below are the scope of services within the Health and Safety function:

- To act as the senior advisor on all matters relating to health and safety for the authority as outlined in the Management of Health Safety and Welfare Regulations .
- To deliver the Council's health and safety responsibilities by enabling managers and employees to discharge their responsibilities and to implement the Council's internal health and safety management arrangements.
- To be responsible for the provision of Health and Safety, First Aid and Fire advice to Corporate Management Team, Managers, and staff.
- To review reports of accidents, near misses, work-related ill health and incidents of violence at work; investigate any significant health and safety failures and report on the findings. Liaise with enforcing authorities as required on behalf of the Authority in the reporting of accidents/incidents/dangerous occurrences under Health and Safety Executive.
- To ensure all the Council's risk assessment arrangements are robust, and to undertake planned and ad-hoc audits, inspections and monitoring activities across the full breadth of the Council's operations and activities, including those carried out by third parties, to ensure that those risk assessments are being suitably communicated and implemented.
- To work with Service Managers and Schools to provide competent advice for the completion of complex risk assessments, offering pragmatic and proportionate solutions and recommendations as appropriate.
- To continually review the systems and processes employed in the delivery of the Council's services and ensure that information on new legislation and Health and Safety issues are reviewed and disseminated as required throughout the authority.
- To promote a positive safety culture, prepare content for internal health and safety communications and campaigns
- To advise managers on suitable Health and Safety training and requirements for staff, identify delivery by suitable external organisations and maintain staff training records.
- To be responsible for the Corporate Health and Safety budget and manage the allocated budget and resources of the unit.

3.3 Staffing and Budgets in Scope

Staffing

A key feature of the implementation of Corporate Landlord is the centralisation of functions which are currently de-centralised, including any associated staffing. Consequently, as part of this Business Case development work has been undertaken to identify roles throughout the Council which are currently delivering a property-related function within both frontline and support Service Areas.

The process for this activity has involved numerous stakeholder interviews with Services, and a review of existing structures and relevant job descriptions.

The roles identified as being in scope and potentially subject to transfer, and/or assimilation, following a detailed assessment of roles and a full staff consultation process are summarised as follows:

- Property (Operational) Section
 - Direct transfer/assimilation of all 26 FTE posts in current structure with posts to be allocated to appropriate functional areas. See 'Appendix A' for current structure
- Building Services Section
 - Transfer/assimilation of 21 FTE posts with responsibility for corporate areas with posts to be allocated to appropriate functional areas within a new Corporate Landlord structure. May require some change to JDs
 - Agreement to be reached on transfer/assimilation of a proportion of the 7 Business Support staff
 - Staff responsible for Housing, including the Housing DLO, to remain within Housing Services.

See 'Appendix B' for current Building Services structure with the areas identified for potential transfer/assimilation into the Corporate Landlord highlighted in green with consideration to be given to Business and Project support currently provided, staff highlighted in orange.

- Health Safety and Wellbeing
 - Direct transfer/assimilation of 6 FTE Posts in current H&S structure with roles to be split between Building Management (Compliance) and H&S functional areas. May require some change to JDs.

See 'Appendix C' for current Health Safety and Wellbeing structure

- Library & Information Service
 - Staff transfer/assimilation 1 FTE Library Building Assistant post currently based at Barry Library
- Countryside
 - Any staff that are employed directly to manage the built assets in the Country Park (to be agreed and confirmed following the consultation process) to be transferred/assimilated to the Corporate Landlord function.
- Regeneration
 - Staff transfer/assimilation 1 FTE Posts that undertake management of assets (to be agreed and confirmed following the staff consultation process)

Note: As detailed discussions with Services and Staff Consultations take place additional staff transfer/assimilation may be identified.

Budgets

Currently the Council's property-related budgets are distributed across both centralised property functions and individual service areas. The Corporate Landlord model seeks to consolidate these budgets, and it will be necessary to transfer any property related budgets associated with those assets for which the Corporate Landlord will become responsible.

The transfer of these budgets should not immediately impact on the Council's overall net property budget. However, the resulting Corporate Landlord budget will potentially need to be re-based based upon identified need as it has proved difficult to identify property expenditure from individual service budgets for numerous land and property assets. As part of the Corporate Landlord implementation process there will need to be a detailed assessment made of transferring responsibilities for which no associated budgets have been identified.

There are several key benefits associated with the centralisation of property related budgets including:

- Expenditure will have greater alignment to the strategic plan for the Council's assets. Corporate Landlord will ensure that budget is only spent on services/works which are necessary or which are outlined in the plan for the asset, removing any works which may otherwise be redundant given the asset strategy or 'nice to have'.
- Budget will be managed by a property professional, ensuring best value when commissioning services, and that this is to an approved specification.
- Economies of scale and compliance, achieved by ensuring all spend is channeled through approved contracts.
- Full understanding of costs of holding property understood, as all property related budgets will be managed by a single team.
- Aligned to the above, a minimization of recharges between departments, to provide clarity of spend, whilst also reducing resource required to process.

- **Process Undertaken**

An exercise has been undertaken to identify any Service area property related budgets which would be subject to potential transfer to Corporate Landlord as part of implementation. This process is highlighted below:

- A download of allocated Property related Budgets, by Service area for 23/24 has been provided by Finance and is detailed in the attached MS Excel Spreadsheet title 'Identified Budgets'.
- Whilst this has proved informative further work is required
 - Spend by budget code to identify spend against properties that do not have allocated budgets.

- **Budgets to transfer to Corporate Landlord**

The following budgets (for in scope assets), some of which are currently managed by frontline services, would transfer to Corporate Landlord:

Budget Lines
Repairs & Maintenance - Internal recharge
Repairs & Maintenance - External Contracts
Security Measures - Internal Contracts
Security Measures - External Contracts
Fire Fighting Service
Fire Alarms
Portable Appliance Testing
Legionella maintenance/testing
Electricity
Gas
Rates
Water Rates
Water - Metered Supplies
Treated Sewage Effluent
Cesspit Emptying
Grounds Maintenance
Property/Building Insurance
Compliance
Waste Collection (internal)
Trade Waste -Refuse Collection/Bulk Containers
Trade Refuse
Contract Cleaning
Confidential Waste Disposal
Recycling Costs (Internal)

Window & Flue Cleaning
Ground Rent
Disinfestation/Pest Control

Budgets to remain with Service areas:

Budget Lines
Household & Toilet Requisites
Office Equipment - Purchase/Repair
Office Equipment - Lease & Rental
Office Consumables
Other Supplies & Services
Purchased Material
Vending Machines
Printing & Stationery
Hardware Maintenance & Repair
Software
Software Licence Fees
New Comms Installations
Telephone
Computer Consumables
Refreshments
Miscellaneous
TV & Radio Licences & Rentals

It should be noted that there are a number of groups of assets (and their associated budgets) which are not to transfer, but for which the Corporate Landlord will remain responsible for the ordering of reactive repairs, and the scheduling of statutory compliance testing. This includes:

- Schools who have opted into the Building Maintenance SLA
Note: the Council will also need to continue to ensure that Schools who do not opt into the SLA are undertaking their statutory obligations regarding compliance and also undertake any maintenance work in a professional and safe manner which does not impact on the asset life.
- Those assets identified as remaining the responsibility of Service areas e.g. Leisure Centres (albeit noted that the Council will continue to deliver its responsibilities under the current Leisure Contract).

Note: these will need to be funded from Service area budgets.

As outlined in the Corporate Landlord Services section of the Business Case all budgets for Corporate Landlord would be set by the Strategic Asset Management function in discussion with the other Corporate Landlord functions and Finance. This would ensure that budgets are appropriately prioritised within the context of the asset strategy, the AMP and corporate priorities. This would include prioritisation of funding for statutory compliance, repairs and maintenance and Soft FM activities across the whole portfolio, and ensuring expenditure reflected the long-term sustainability of the portfolio.

However, the day-to-day management of the budgets would be delegated to the component Corporate Landlord functions. For example, the Repairs & Maintenance (R&M) budget would be managed by the Building Management team to ensure prioritised work is dealt with in accordance with the approved strategy, that there is a clear allocation of budget for planned works, and that expenditure on reactive works is robustly managed.

3.4 Strategic Asset Management

Strategic Asset Management within the Council has historically operated in an opportunistic or reactive fashion rather than in a fully planned and coordinated manner (except for those assets currently managed directly by the Estates team which are already efficiently and effectively managed). This needs to be driven by the Corporate Landlord with support from the top of the organisation including buy-in from Senior Managers and Elected Members.

The fundamental aim of Strategic Asset Management and development of a Corporate Property Strategy should be to support the key corporate objectives and priorities set out and agreed by Executive Members and Senior Leadership Team. There needs to be a clear road map for the Council's property portfolio.

Whilst a review by Jones Lang Lasalle, undertaken a number of years ago, found the Estates Team to be professional and the management of the estate was effective & efficient and the knowledge of the property estate was excellent, the Council currently only has a small Strategic Assets Management team within the Property (Operational) section. In reality this team is not sufficiently resourced to allow them to effectively manage the whole of the Council's property portfolio. It is proposed that this function been supplemented by at least one additional professional staff member and an additional administrative role to enable this team to be as effective as possible in managing the additional assets under the Corporate Landlord Model. The intention for this team is to focus not only on a short-term asset challenge process but also on longer-term corporate planning as well as having a greater level of involvement in current reviews being undertaken by Operational Service Areas to ensure that decisions are based on a corporate approach and priorities and address the challenges the Council currently face.

There needs to be an overall controlling vision for the estate that includes an asset challenge approach that can potentially lead to property rationalisation across all areas of the portfolio.

There needs to be arrangements in place for working with other sections of the Council to understand their property needs and priorities moving forward. Asset Management Planning should be fully integrated with the Council's corporate and service planning to ensure that there is clear overall alignment between asset direction and other corporate and service plans and the Council needs to build in asset consideration into its wider business planning process. Services should be involved with the Strategic Asset Management function to fully articulate their property requirements for this information to be pooled together into an overall corporate approach.

The Council currently has little in the way of performance indicators in relation to assets and the performance of the overall estate. Adoption of an appropriate and relevant suite of measures, underpinned by accurate up-to-date property and financial data, will enable greater accountability regarding the use and occupation of assets and enable the Corporate Landlord to challenge property use more effectively whilst retaining the balance required for the provision of local services and community wellbeing. This has already been identified as an action of the Corporate Asset Management Plan 2023-28. It would seem sensible to defer any KPI development until such time as the Corporate Landlord Model is implemented to ensure that the full range of activity is picked up and work to develop the KPI's is not having to be unpicked or updated.

There should be opportunities identified from a comprehensive review of the estate via a coordinated asset challenge. An initial high-level property review/challenge via the newly proposed reshaping theme should be undertaken working with each section of the Council to update 'Service Asset Management Plans' and develop and manage an overall coordinated Asset Management Strategy as well as identifying potential Capital Receipt opportunities.

Strategic Asset Management will need to be supported by clear governance and decision-making processes.

Strategic Asset Management Team should sit within the Property Management function of the Corporate Landlord Structure.

In addition to the Strategic Asset Management function the Property Management Team would also be comprised of an Estates Management Team who would be responsible for providing the Estate Management function for the whole Corporate Estate (as is the case currently), including all operational buildings (including Schools and Caretakers Houses) and surplus assets.

Note:

It is important to highlight that, like other areas of the Council, Property Services have experienced recruitment challenges (albeit we are aware of recent recruitment successes). This potential impact should be considered in respect of the ability to deliver the outcomes not only from the implementation of a Corporate Landlord model but also in delivering 'business as usual'.

An initial high-level benchmarking of salaries against the private sector and comparable sized authorities undertaken by CIPFA during their initial review would suggest that VoG salary levels

are below the average which clearly impacts on the ability to recruit and may need to be addressed.

In addition, the Corporate Landlord function will be supported by Corporate Resources to provide the required resource for budget management, raising of rent requests to the income management team, debt management (with the support of income management team) etc This will allow professionally qualified staff to concentrate on core activities.

3.5 Premises Responsible Person (PRP)

Each built asset throughout the Council should have a designated premises lead or 'Premises Responsible Person' (PRP) who oversees the local management of the premises. The PRP is typically the most senior person in charge of the operational service on a site and in certain circumstances (for instance where there is no manager present on a site), for several sites. Generally, tasks undertaken as a PRP are delivered by staff in addition to their core role with these responsibilities often not listed in their Job Descriptions, despite taking c5-10% of their time.

It is not the recommendation that posts or any proportion of staffing budgets for these positions delivering a 'premises lead' role on site transfer to Corporate Landlord.

The occupying Service would continue to be required to nominate a suitably qualified and competent individual, who would be identified as the 'Premises Responsible Person'.

Primarily, this role involves the delivery of the routine statutory compliance checks. This includes, but is not limited to:

- Fire Alarm Tests (Weekly)
- Walk routes (Weekly)
- Emergency Lighting (Monthly)
- Water Temperature Checks (Monthly)
- Fire Fighting Equipment (Monthly)
- Incident & Condition/repair reporting

Consequently, following the implementation of Corporate Landlord, several changes would be recommended, particularly relating to compliance activities training and a clear understanding of roles & responsibilities to ensure improved management of the asset portfolio. It is understood that training for premises leads is currently undertaken sporadically, and in reality, is very limited (if at all), with duties usually simply passed on from a departing premises lead to a new incumbent.

The delivery of these premises related tasks, whilst undertaken locally, will be centrally managed for several reasons, including:

- Ensuring that tasks are delivered consistently across buildings
- That Staff delivering the tasks are suitably competent and trained to complete the tasks
- That tasks are performed to the required frequency
- That tasks are recorded, consistently, and using the same templates/methods across sites

- That there is sufficient, dedicated resource for delivering all tasks and a core part of the individuals role.

Whilst the process for reporting and auditing of these compliance checks undertaken by the current compliance team has improved during the last 12 months or so there is still some concern that that silos still exist between different teams which potentially causes difficulty in managing what compliance aspects are overdue or what works need to be completed and by whom. A health check of the current data records compliance system should be undertaken as part of the implementation process and any issues addressed.

In addition to the local compliance activities (as highlighted above) PRPs would continue to have day to day responsibility for the general management of the premises (excluding maintenance which will become the responsibility of the Corporate Landlord). The PRP's would work with the Corporate Landlord to:

- Support the preparation, development and implementation of the Building's maintenance plan
- Identify future premises needs for the building
- Support the delivery and inform council funded capital projects
- Ensure that the site and buildings are managed in an appropriate manner and that users operate in a healthy and safe environment

To adequately resource the Corporate Landlord function that supports PRPs, it is recommended that 1 additional Compliance Officer and 1 additional Facilities Management role be included within the new structure which would:

- Support the Corporate Landlord team with management of the council's assets by ensuring the security and maintenance of buildings within the operational property portfolio together with the provision of an efficient and maintenance responsive service.
- Assist the maintenance teams with highlighting FM works
- Operate across multiple buildings, attending sites where necessary to perform assigned compliance tasks including (excluding those local compliance tasks assigned to the PRP's) and inspections
- Manage records of cyclical maintenance and planned maintenance and collation of service sheets and delivery notes where applicable
- Recording of all issues arising on site using developed knowledge of Health and Safety and Council services so issues can be signposted/escalated as appropriate

In line with the above, the proposed roles and responsibility split is summarised as per the below. However, a detailed Service relationship is to be communicated as part of implementation which would outline all responsibilities.

Responsibility of Premises Responsible Persons	Responsibility of Corporate Landlord
<ul style="list-style-type: none"> • Raise any repair issues with the Corporate Landlord. 	<ul style="list-style-type: none"> • Will manage all Property related budgets to ensure best value for the Council

<ul style="list-style-type: none"> • Undertake regular statutory checks including weekly, fire alarm tests, emergency lighting tests, legionella tests etc. • Record the necessary Health and Safety information regarding statutory checks and supply to the Corporate Landlord report any faults and issues following checks. • Responsible for ensuring that any contractors on site performing works review the Asbestos Management Plan when on the premises • Responsible for ensuring that suitable security management arrangements are in place at premises including that there is and up to date security risk assessment • Maintain a contractor log book on site, and that it is signed and dated as required • Responsible for ensuring that suitable first aid arrangements are in place, including suitable personnel and training and materials 	<ul style="list-style-type: none"> • To provide a Helpdesk function for all asset queries, including repairs, compliance and associated services • Undertake contract management of maintenance providers including monitoring performance, including pre and post inspections of works etc. • Lead on the Asset-related Capital maintenance and planned works, including the programming/commissioning of these works and associated condition surveys etc. • Undertake/instruct delivery of all other statutory maintenance tests, inspections and associated remedial works not assigned to the PRP's. • ensuring a record is maintained for all necessary regular statutory checks on the premises including weekly fire alarm tests, emergency lighting, legionella etc.
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3.6 Service Delivery Model

It is recommended and proposed that the Corporate Landlord function is delivered in house supported and supplemented by external consultancy and specialist advice where required.

Property Management

- Model Proposed: to be delivered in-house subject to successful appointment of suitably skilled resource

Strategic Asset Management

- Model Proposed: to be delivered in-house subject to successful appointment of suitably skilled resource
- Alternative Options: We would suggest a mixed economy where external support is brought in where required. Rationale: Knowledge of the estate, an understanding of service areas and the Council's objectives & priorities is key to the development of an Asset Management Strategy.

Asset Challenge

- Model Proposed: to be delivered in-house with consultancy support when required for specialist advice/valuation support etc.
- Rationale: – Knowledge of the estate and an understanding of, and relationship with, service areas is key to effective an asset challenge process.

Estates: Management of the Estate

- Model Proposed: to be delivered in-house.
- Alternative Options: We would suggest a mixed economy where external consultancy support is brought in to deliver specific areas of work such as disposals where required.
- Rationale: Knowledge of the estate and the ability to work with all stakeholders as well as the ability to act in a timely manner is key to effective estate management.

Property Data & Information Systems

- Model Proposed: to be delivered in-house utilising existing systems including IPF Asset Manager (AssetManager.NET) and HALO.
- Alternative Options: None
- Rationale: Accurate, comprehensive data is crucial to inform decision making processes

Building Management

Maintenance

- Model Proposed: Building Management is already delivered through either the Property Services (Operational) or Building Services Teams. Under this model the functions would be centralised under a single line management structure.
- Rationale:
 - ❖ This would streamline and consolidate building management under a single team, whilst in-house delivery would be beneficial as this change is implemented.
 - ❖ To develop a planned maintenance schedule which is effectively prioritised and aligned to the strategic asset management plan requires detailed knowledge of the estate which is developed over time and through a consistent resource being assigned. Consequently, this is best delivered in-house.
 - ❖ The DLO would continue to directly deliver reactive repairs and statutory maintenance works wherever possible, however a mixed economy model utilising external contractors and support would be beneficial where there is work of a specialist nature or it is more cost effective to do so.
- Alternative Options: Maintenance works currently delivered via the DLO could be outsourced, which may deliver some savings through greater economies of scale and a reduction of terms and conditions. However, this is understood to not be the Council's preferred option.

Soft Facilities Management

- Soft FM – (including Cleaning and Security)
 - Model Proposed: The Soft FM team will, at least in the short term be responsible for the direct delivery of Cleaning & Security together with other functions for in scope assets
 - Rationale: Whilst these functions are currently delivered internally consideration will be given to alternative delivery models to ensure value for money.

- Alternative Options: Cleaning currently delivered internally could be outsourced, which may deliver some savings through greater economies of scale and a reduction of terms and conditions. However, this is not the preferred option and is not being recommended as part of the Corporate Landlord implementation.

Compliance

- Model Proposed: This team would provide a variety of in-house, technical expertise, advice, training and guidance to a variety of stakeholders throughout the Council and to projects delivered by both Corporate Landlord and PMU. Likewise, the in-house team would provide support to PRPs and provide assurance that all local compliance activities are undertaken.
- Rationale: Having an in-house team ensures that the Council can quickly respond to issues, can effectively manage external suppliers, Likewise, the creation of a dedicated team to deliver soft compliance tasks will ensure that tasks are delivered consistently across buildings; that Staff delivering the tasks are suitably competent and trained to complete the tasks; that tasks are performed to the required frequency; that tasks are recorded, consistently, and using the same templates/methods across sites; that there is sufficient, dedicated resource for delivering all tasks and a core part of the individuals role.

Health & Safety

- Model Proposed: This team would provide a variety of in-house, technical expertise, advice, training and guidance relating to H&S activities to a variety of stakeholders throughout the Council.
- The team would also provide support to Schools and provide assurance that all local compliance activities are being undertaken.
- Rationale: H&S is a statutory obligation/duty, and the responsibilities cannot be passed to external contractors. The Council has also made it clear that the wellbeing and staff safety aspects are a key priority. From feedback during stakeholder engagement, it is very clear that there are benefits of this perspective also being given to property related activities.
- Alternative Options: None

4. Corporate Landlord Service Relationship

As part of the Corporate Landlord implementation process, the Head of Corporate Landlord will ensure that service areas are aware of the scope, roles and responsibilities of the Corporate Landlord function and those that will remain with of the Service Building Responsible Officers.

5. Governance

Governance will play a vital role in ensuring the Council's land and property is managed as a corporate resource against whole place and whole organisational requirements.

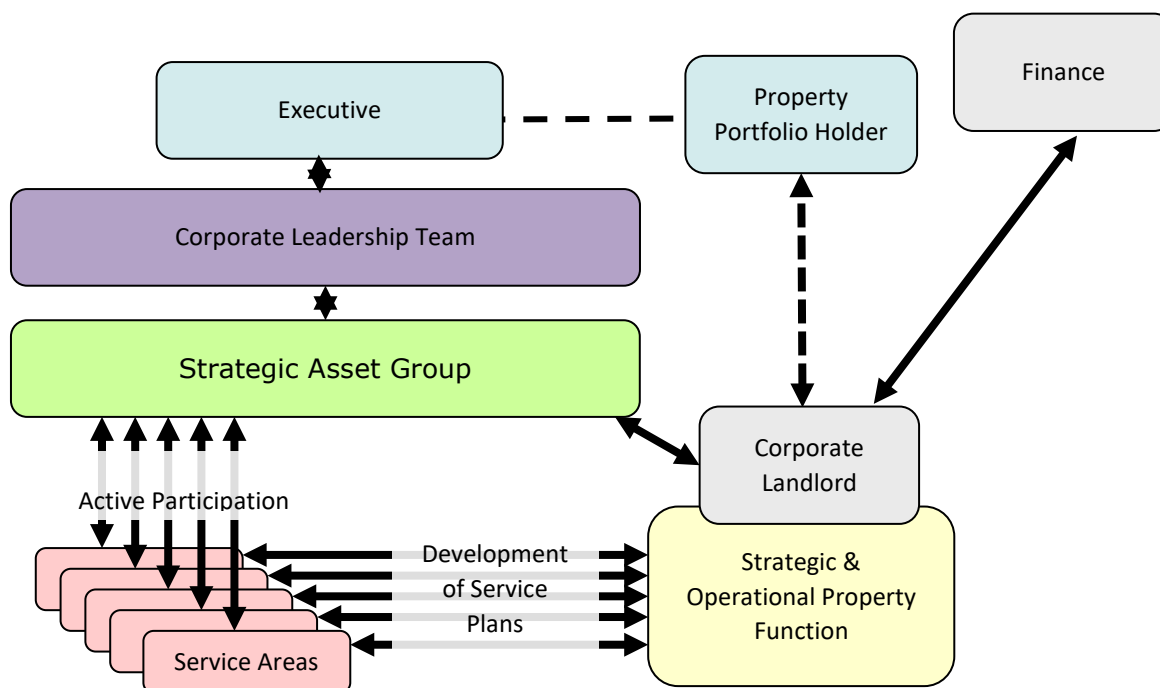
A Strategic Asset Group in line with the Council's 'Reshaping Assets' Theme has been established and will play a fundamental part in the shaping, management and on-going challenge associated with strategic property issues as well as providing clarity of leadership, decision

making and assurance to all Council service areas as well as the Corporate body. It would also be an ideal vehicle to discuss other strategic matters such as maintenance strategy, significant energy initiatives and the positive impact on the portfolio these initiatives could have.

Governance and decision-making processes will need to be reviewed as part of any implementation.

Clearly Elected Members and the Strategic Leadership Team need to be involved in any significant proposals relating to the estate, in particular property rationalisation projects, but areas of the portfolio would benefit from a greater degree of delegated decision making. The Leader's role would continue to have responsibility for the Corporate Landlord Function within that portfolio.

Generic Governance Structure



6. Implementation Outcomes and Impact

The table below states how the project will achieve each of the desired objectives:

Objective	How the project will meet the objectives
Deliver financial benefit both in terms of revenue savings and capital receipts	There will be economies of scale achieved through improved spend management that are based on corporate priorities. By introducing a consistent delivery model for asset management with a specification that will include the consolidation of contracts, the removal of over-

	<p>specified services, ensuring oversight of activity by property professionals, and removing duplication of resources.</p> <p>As the Corporate Landlord model becomes embedded it will set the strategy for the Council's operational portfolio, through consultation with frontline services (Adults, Children's, Libraries etc.). This will inform both the prioritisation of Planned Maintenance activity, and the strategy for specific operational assets where decisions will be made about whether to retain, refurbish, repurpose, or divest so that the Council only retains the assets required for effective service delivery.</p> <p>However, it is important that any revenue or capital savings are not simply cashed in, but that an assessment is made of what is required to be reinvested into the retained estate. Whether through topping up stretched repairs budgets, or investing in retained assets, resources are likely to be needed to reduce backlogs and to ensure the estate remains fit for purpose.</p>
Create more efficient ways of working for the property management function	This will be achieved by putting in place written processes and procedures that simplify ways of working and decision making. Improvements in technology, data cleansing and population of data will allow better reporting and operational management by reducing manual methods. A new governance and decision-making process will be put in place to reduce the delays and bureaucracy of the current system.
Simplifies, standardises, and automates ways of working	During implementation the project team will work with the property management team to provide templates and frameworks for new and revised operating procedures and processes that can be put in place to overcome the lack of consistency and inefficient ways of working. New governance arrangements will simplify decision making. Improved technology will also automate many day-to-day tasks and administrative functions particularly for property management, compliance and FM
Generates a more strategic approach to property management that adds value and supports NCC's corporate objectives	The current Corporate Asset Management Plan will be reviewed at the next annual review to ensure the new corporate landlord function aligns to the plan and the property centralised portfolio links to the Council's economic, social, political, and environmental policy and objectives. This will then

	set a clear strategy for the Council's property assets and a plan will be developed for each asset as to its current and future use, any potential for development, repurposing or disposal
Create a more agile organisational structure able to respond to wider Council transformation and change programmes	All property management functions including Strategic Asset Management to sit within a centralised Property function which will enable workload to be better managed, synergies to be created between interlinked property activities and a more collaborative team working culture to be created that can flex as the Council's priorities and needs change

Change Impact Assessment

Impact on current service provision	Corresponding Potential Mitigation
Decision making on property matters centralised under the Corporate Landlord team	<ul style="list-style-type: none"> A new property governance process and structure will be implemented to better co-ordinate decisions on property matters as part of implementation
Budgets for property removed from the control of each Service and centralised under Corporate Landlord	<ul style="list-style-type: none"> During implementation close working would occur between the Service and Finance to confirm the budgets and amounts to be transferred to Corporate Landlord as well as timing of the change Budgets would be verified as to their scope and current and forecast spend levels jointly with Finance and the Service and any anomalies or issues identified The Service Relationship will be communicated to services
Development of processes and responsibilities of Corporate Landlord and Service PRP's	<ul style="list-style-type: none"> During implementation processes and responsibilities will be developed and communicated to Services. Roles and Responsibilities will be set out for both the Corporate Landlord and the service PRP's.
Delivery of property and facilities management and maintenance services may change over time	<ul style="list-style-type: none"> With changes in priorities, legislation and Service models, this will be inevitable, the impact of which will be mitigated by the Corporate Landlord function and communicated to service leads where necessary. Consultation will occur with the Service on any changes to how services are delivered and who delivers them

<p>Lack of reliable and accurate data on property costs, condition, compliance and service needs leading to impact for the Service</p>	<ul style="list-style-type: none"> • Whilst the Estates section hold accurate and complete ownership and lease information on IPF Asset Manager, the VoG's other data for property management held across the Council is not fully accurate or complete, nor are the various systems functioning to their fullest capabilities. It is therefore a key objective of the Corporate Landlord project to address this and rationalise the systems currently in use. • The Corporate Landlord recommendations includes investment into system improvements, data cleansing and population as well as creating a data management strategy to ensure ongoing management of data is effective
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7. Efficiency & Financial Savings

There are potentially significant benefits to be realised through the Council's adoption of a Corporate Landlord model, both non-financial and financial.

A Corporate Landlord approach is the predominant asset management model in both larger private sector organisations and within local government. This is due to the potential scope for efficiencies and the effective delivery of corporate outcomes including regeneration objectives. The Corporate Landlord approach can deliver economies of scale in terms of capacity, procurement and opportunities for co-location across an organisation and with other external organisations. This can ultimately lead to rationalisation. Where it is most effective is ensuring that an organisation's property portfolio drives, supports and delivers corporate change and regeneration.

The introduction of the Corporate Landlord model will need to be reflected in the next annual update of the Strategic Asset Management Plan to ensure the new ways of working within the Corporate Landlord Function and how the Council would operate the management of their Land & Property assets going forward. The Framework will reflect the required response to the changing financial and economic landscape, adapt to changes that have taken place and recognise the evolving nature of asset management locally and across the wider local and central government estates as a whole. It would recognise the need to operate in a leaner and greener way and ensure the Council manages its property assets sustainably and in partnership with public and private sector partners where appropriate.

A Corporate Landlord approach will enable a fundamental asset challenge process to take place which fully engages with and challenges service users and service owners.

It will also achieve a change in the way property decision making, financial planning and property management is undertaken within the Council. Demonstrated benefits will include:

- A clear focus on using all land and buildings to deliver the Council's priorities
- Enables a single conversation
- Improved customer focus
- Improved value for money

- Improved risk management
- Improved focused investment
- Increased opportunities for disinvestment
- Limiting the volume of cross charging between services, which is a key aspect of Corporate Landlord through the centralisation of budgets.

Identifying quantifiable financial savings is more difficult until there is a detailed and full understanding of the estate, how it is utilised, the associated costs and the potential for further rationalisation and disposal and just as importantly the level of investment required for the retained estate.

However, CIPFA's experience of working with similar sized councils would suggest that a Corporate Landlord approach has the potential to achieve the following:

- A 10-15% reduction in the requirement for property, achieved through improved utilisation and sharing of accommodation.
- A 20% reduction in revenue costs associated with property running costs.

Note: There are opportunities to consider a phased approach to implementation. An immediate saving could be made to premises running costs by transferring cleaning staff and Premises Officers for the primary office buildings (such as Civic offices and the Alps Depot) who are currently the responsibility of Building Services to the Corporate FM Service. .

8. Additional Resources Required

Whilst the following resources have been identified as being required to ensure that the Corporate Landlord function is able to operate efficiently and effectively it is important to note that those identified with a * are required regardless of whether or not any restructuring takes place.

Resource	Objective
Head of Corporate Landlord	To act as the Head of the Centralised Property Function
Compliance Officer*	To provide additional support for the statutory compliance function and PRPs
FM Officer*	To provide additional support for the Facilities Management function
Estates Officer*	To provide additional support for the Strategic Management of the Estate
Business Support Function (see note above in relation to quantum of staff to transfer to the CLM from Building Services)	To provide business, finance and admin support across the Corporate Landlord function

9. Project Timeline

The proposed timeline for developing, delivering and implementing the Corporate Landlord model is set out below:

Outline Business Case Report				
1	Outline Business Case Report	Q4 2024	Q1 2025	Q2 2025
1.1	Draft Outline Business Case document			
1.2	Include and agree any templates/documentation to be included as appendices to the Business Case			
1.3	Submit Outline Business Case	Milestone 1		
1.4	Outline Business Case Approval		Milestone 2	
Detailed Design and implementation				
2	Structure			
2.1	Develop revised job descriptions and role profiles for new/amended positions within structure			
2.2	Complete any key documentation, including restructure reports etc.			
2.3	Consultation on new structure - Staff & Unions			
2.4	New structure sign-off		Milestone 3	
2.5	New structure goes live			Milestone 4
2.6	Troubleshooting of new structure, including support on processes, responsibilities etc.			
3	Budgets			
3.1	Undertake any final analysis and confirm detail on budget lines			
3.2	Work with Finance on budget re-alignment between assets			
3.3	Work with Finance to revise subjective codes to simplify budgets/actuals			
3.4	Confirm budget management procedures, including levels of sign-off required by different teams			
3.5	Budget sign-off		Milestone 5	
3.6	Transfer budgets to Corporate Landlord			Milestone 6
4	Processes			
4.1	Identify processes which will be mapped out in full (compliance, asset challenge etc.)			
4.2	Design new processes aligned to new structure and model			
4.3	Engage with key stakeholders to outline processes and how they will be impacted			
4.4	Amend processes as required			
4.5	Processes sign-off		Milestone 7	
4.6	Rollout of new processes and go live			Milestone 8
5	Governance			
5.1	Draft Governance Structure/Arrangements and Processes			
5.2	Sign-off of Governance Structure/Arrangements and Processes			
5.3	Formal approval of Corporate Landlord Model			Milestone 9
5.4	Governance arrangements goes live			Milestone 10

Appendices

Appendix A - Property (Operational) Section Structure

Appendix B - Building Services Section Structure

Appendix C – Health Safety & Wellbeing Team Structure

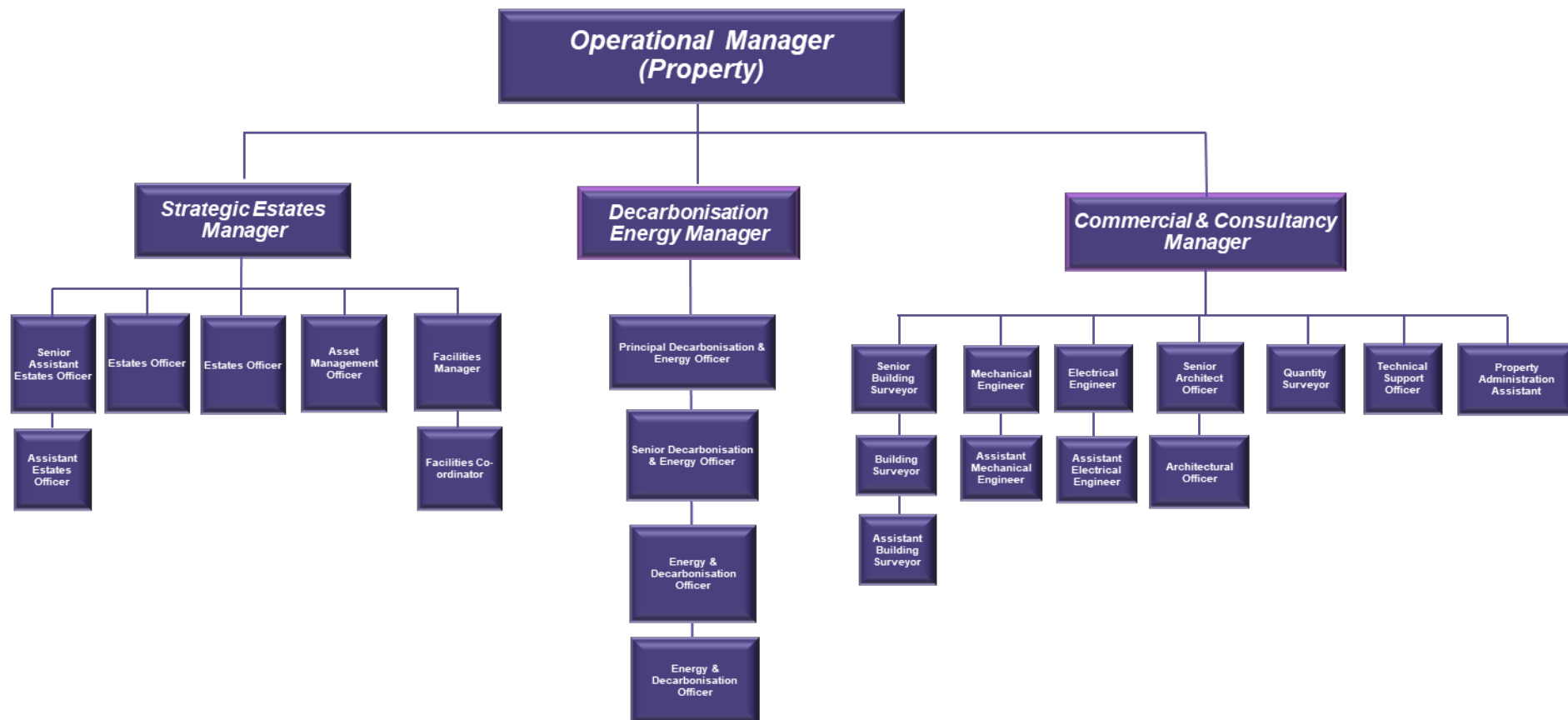
Accompanying Documents

Assets in scope

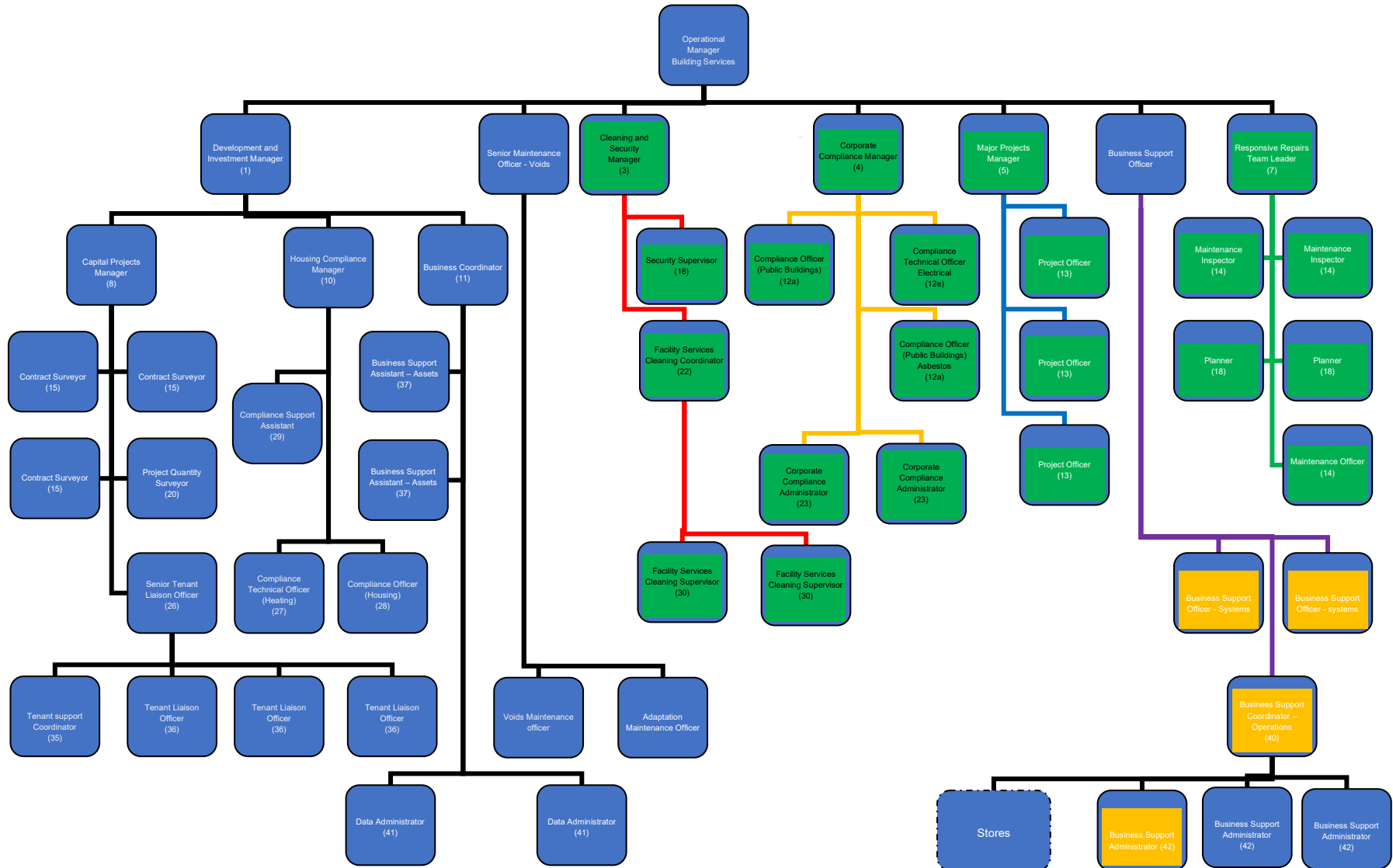
Identified Budgets

Target Operating Model

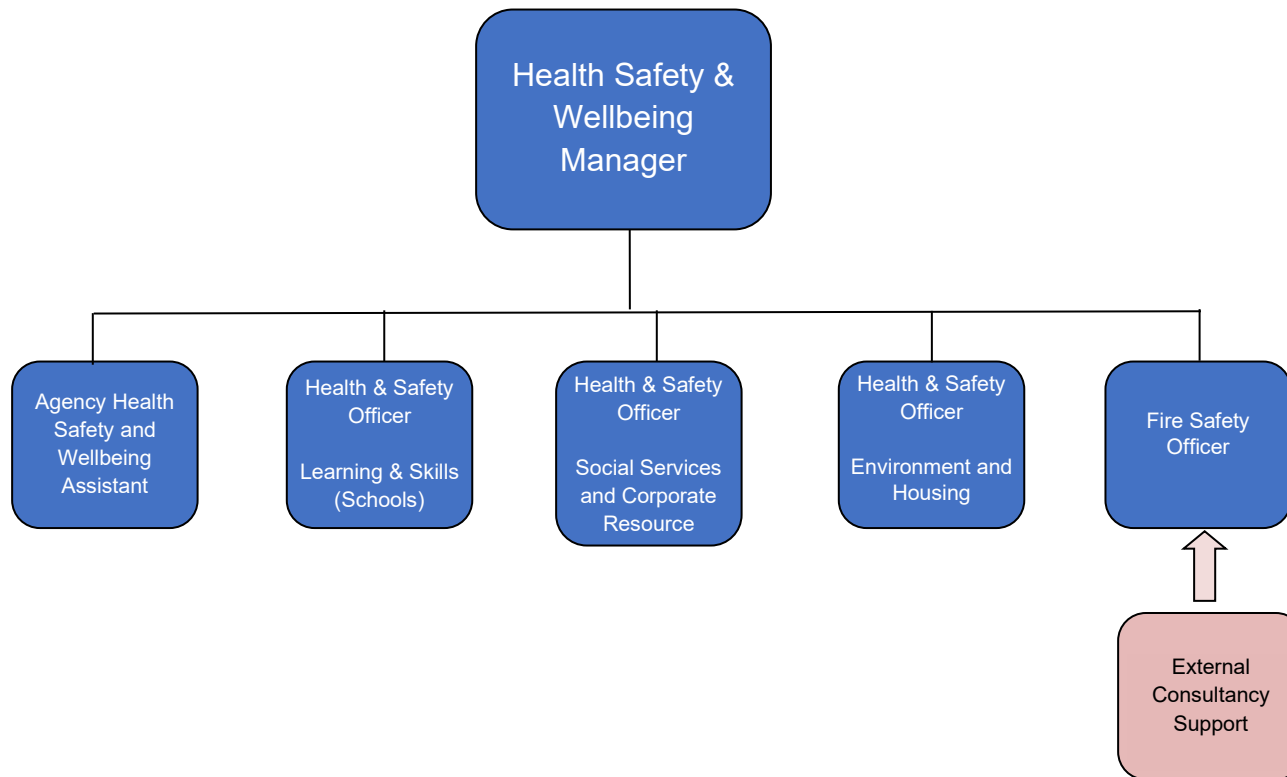
Appendix A – Property (Operational) Structure



Appendix B – Buildings Services Structure



Appendix C – Health Safety and Wellbeing Team Structure



CIPFA - The Chartered Institute of Public Finance and
Accountancy
September 2024

CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. CIPFA shows the way in public finance globally, standing up for sound public financial management and good governance around the world as the leading commentator on managing and accounting for public money.

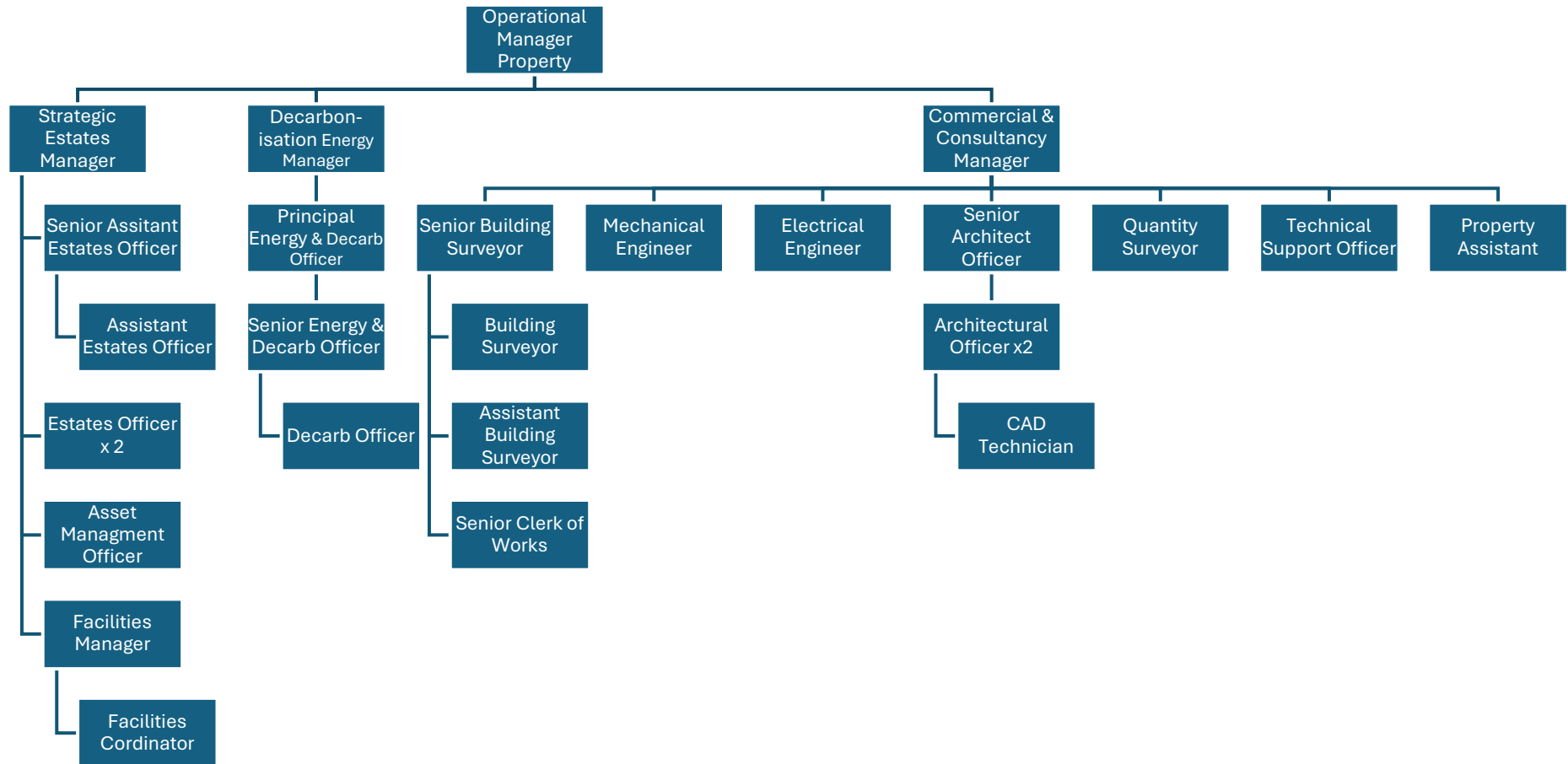
Further information about CIPFA can be obtained at
www.cipfa.org

Appendix C

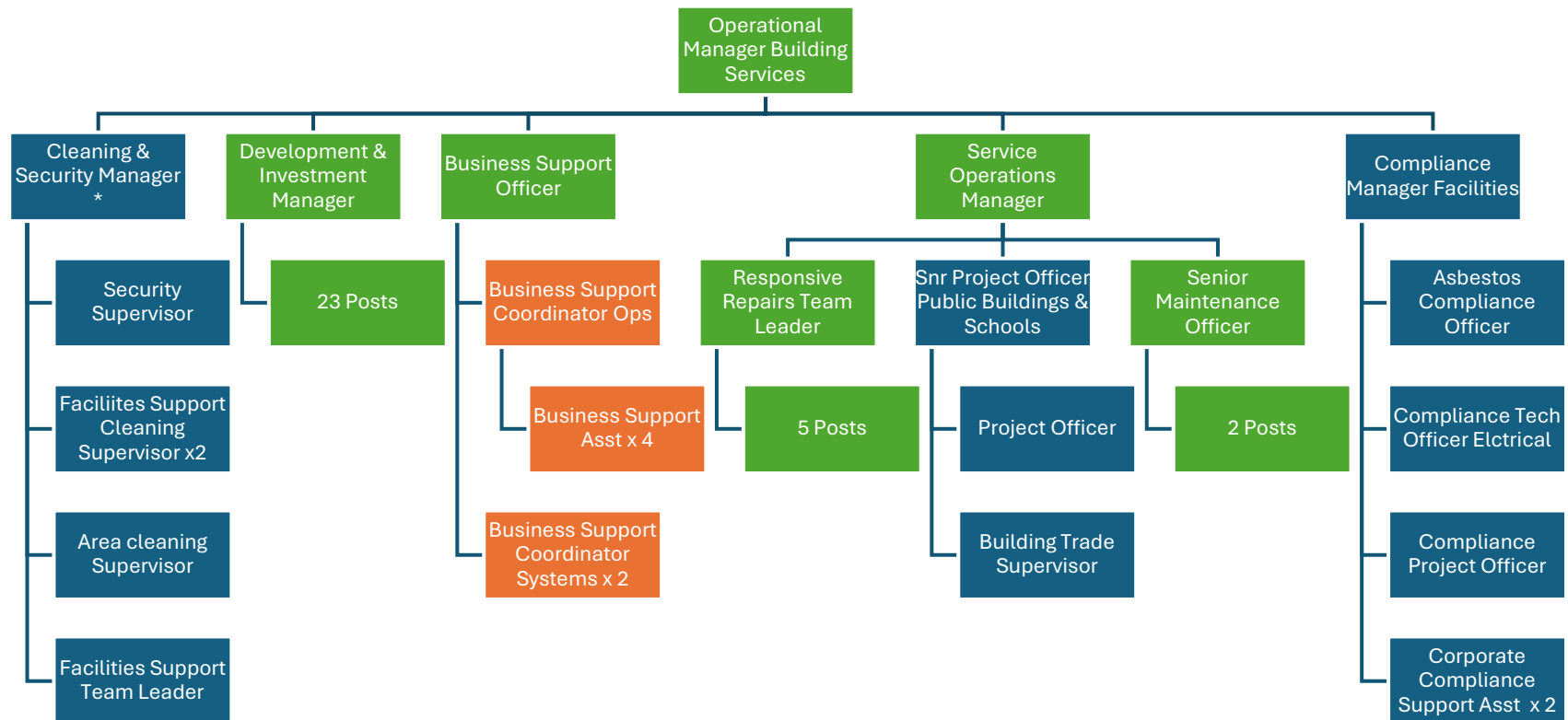
Appendix C

Posts in Scope (key at bottom of page 7)

Operational Property



Building Services



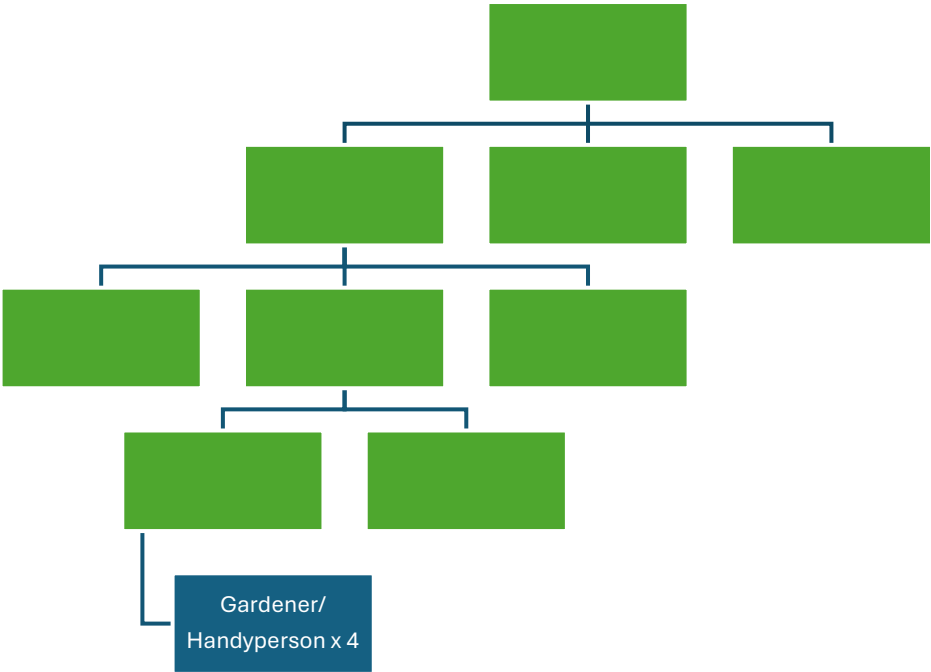
* There are 219 cleaners, charge hands and mobile cleaners on the establishment, currently 179 in post which equates to 64.5 full time equivalents and 28 Security posts, which equate to 19 full time equivalents.

Health & Safety



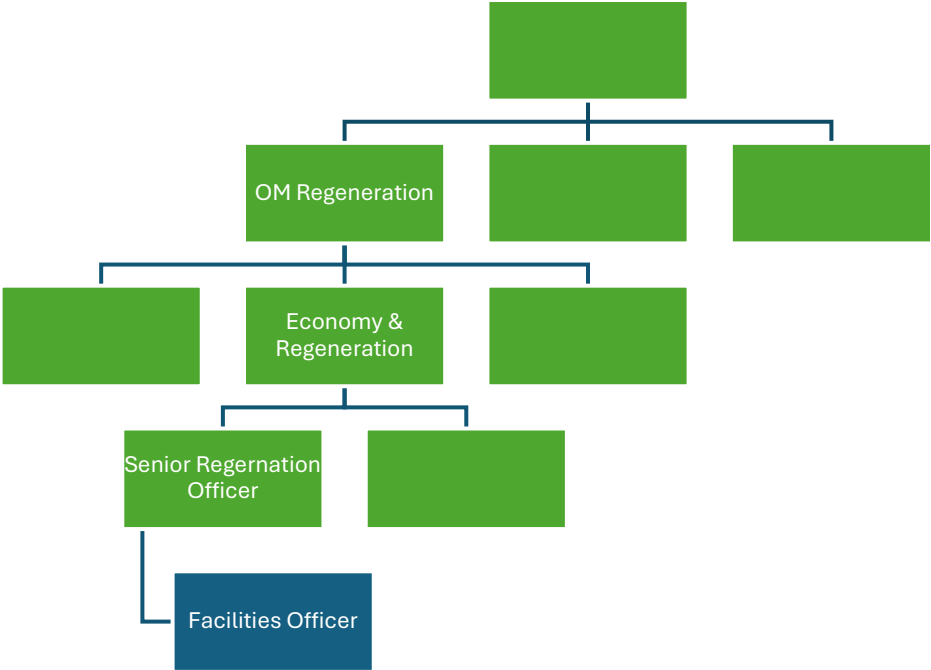
Social Services

Extract from relevant structure in Social Services



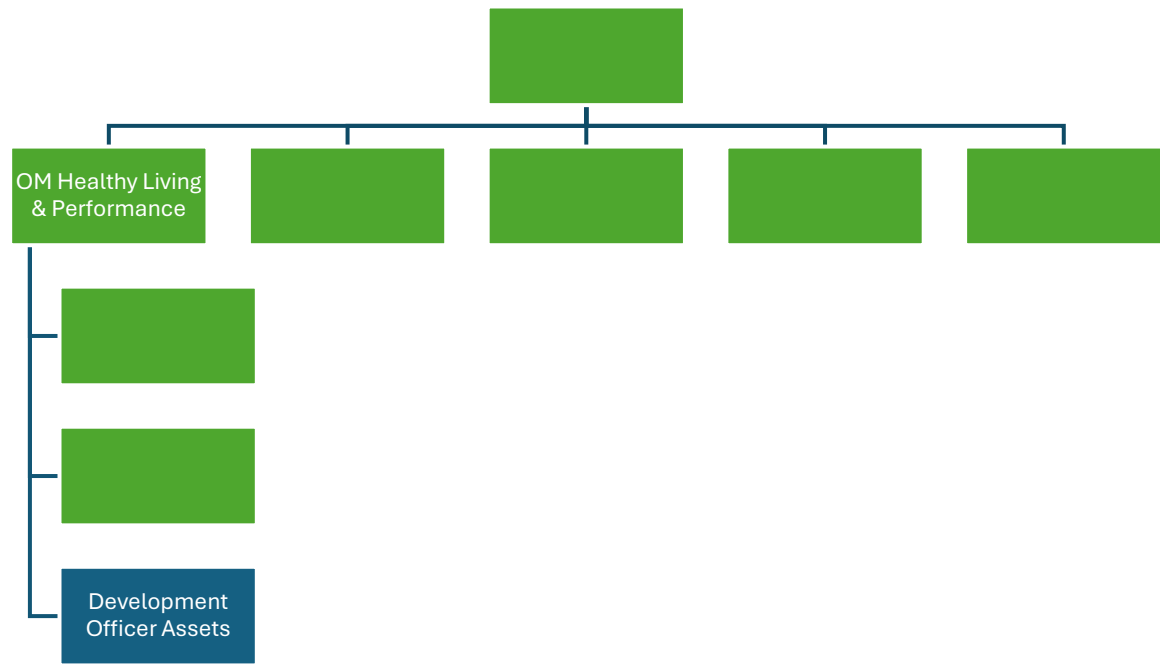
Regeneration

Extract from relevant structure in Place Director



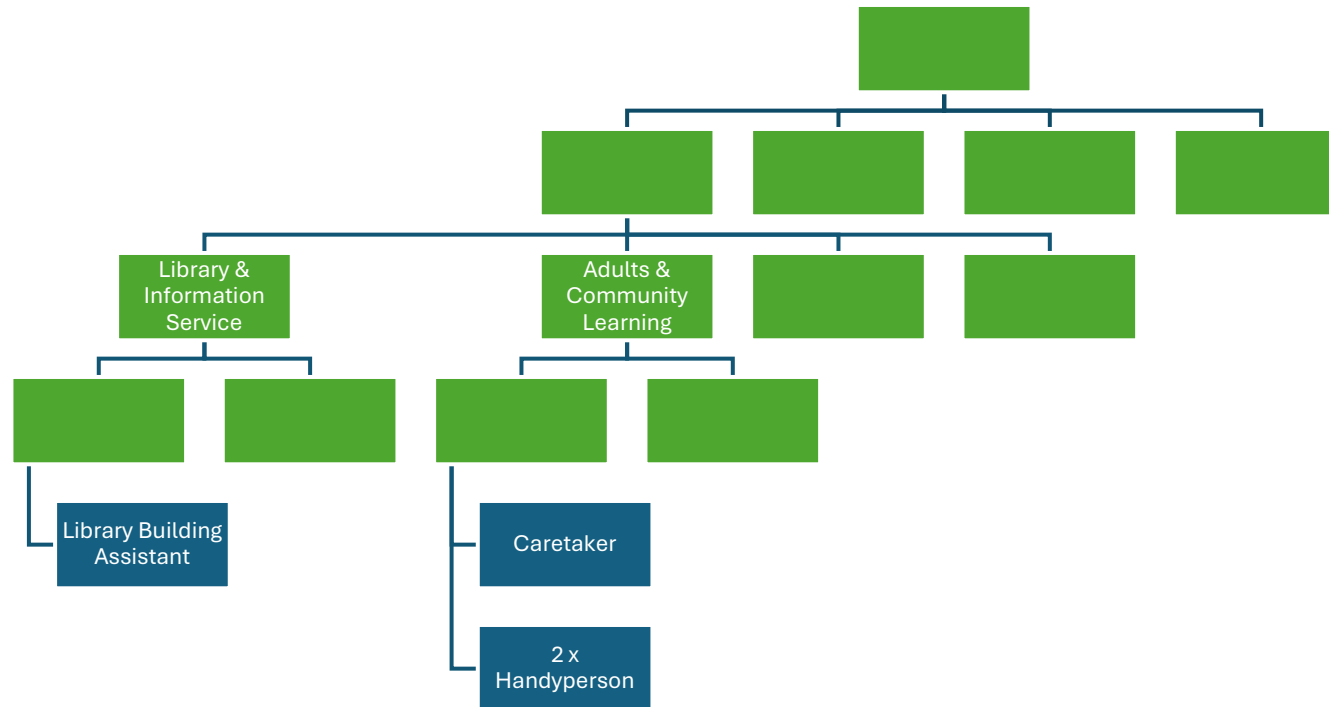
Community Centres

Extract from relevant structure in Environment & Housing



Learning & Skills – Libraries and Adult & Community Learning

Extract from relevant structure in Learning & Skills



Key

