

**REPORT OF THE LEADER OF THE COUNTY COUNCIL****ENGAGING A STRATEGIC PARTNER TO SUPPORT THE DELIVERY OF THE  
PROPERTY TRANSFORMATION PROGRAMME****Purpose of the Report**

1. To seek approval for the appointment of Turner & Townsend as a strategic partner in the delivery of the Property Transformation Programme and to seek approval for the costs associated with the delivery of the initial phase of work.

**Information**

2. The Place Department was established in October 2017. In the six months since its inception there has been a considerable effort made to understand any shortcomings across constituent services in order to shape the Department to deliver the ambitious targets identified in the Place Departmental Strategy and Council Plan.
3. It is clear to Departmental leaders that despite strong performance in many service areas across Place, the existing Property Services function requires external support to fulfil its role in supporting the Department and the wider Council in the delivery of strategic objectives.
4. The formation of Arc (the Council's joint venture property services company, established with Scape Group as co-owners) in 2016 required Property Services to develop a new operating model based around the establishment of an "intelligent client" function. This has yet to be fully realised. In addition, following the establishment of Arc the remaining Property functions have performed below an optimum level across a range of operational areas. This is due to issues of both capacity and capability.
5. Turner & Townsend, a national organisation with a track record in supporting local authorities in property related improvement activity, was engaged in January 2018 to undertake a diagnostic of the current property function. This work, which has been well received by staff and client Departments, has identified a number of projects and actions required to bring the service up to the level required for it to effectively support the delivery of the Place Departmental Strategy and Council Plan. Key amongst these are:-

Theme	Output
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<b>Strategy</b>	<ul style="list-style-type: none"> <li>▪ Develop a new Corporate property strategy</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>▪ Develop a new property governance framework</li> <li>▪ Develop a clearer 'Commissioning' / 'Client' split</li> </ul>
<b>Policies &amp; Procedures</b>	<ul style="list-style-type: none"> <li>▪ Revise Property Policies &amp; Procedures Framework</li> <li>▪ Develop new Property Policies (as required)</li> </ul>
<b>Data &amp; Management Information</b>	<ul style="list-style-type: none"> <li>▪ Review and revise the central property database so that is up to date and accurate.</li> <li>▪ Develop and implement supporting policies and procedure regarding data management.</li> </ul>
<b>Capacity &amp; Capability</b>	<ul style="list-style-type: none"> <li>▪ Develop property capacity and skills</li> <li>▪ Develop effective workload &amp; resource management tools</li> <li>▪ Develop the Intelligent client function</li> </ul>
<b>Delivering Capital &amp; Revenue Spend</b>	<ul style="list-style-type: none"> <li>▪ Revise and implement the corporate policy for maintenance</li> <li>▪ Establish Project and Programme Management standards and methodologies</li> <li>▪ Develop gateway review processes</li> <li>▪ Develop high quality briefs</li> <li>▪ Risk and change management process improvements</li> </ul>
<b>Operating Model</b>	<ul style="list-style-type: none"> <li>▪ Develop an overall Property Operating Model</li> <li>▪ Develop a fit for purpose Property staffing structure</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>▪ Develop a clear performance reporting framework</li> </ul>

6. The limitations and potential costs of having an external organisation take responsibility for the delivery of a programme of such strategic importance is recognised. In response, internal project and programme management resource to initially support, and then lead on, the delivery of this programme of work is being developed.
7. To maintain the momentum of the work undertaken to date, it is envisaged that Turner & Townsend will work with officers to establish the Property Transformation Programme for a 3 month period. During this time the level of internal resource will be increased, allowing Turner & Townsend to transition to a position of external oversight, support and challenge.
8. Approval is therefore sought to engage Turner & Townsend for a 3 month period at a cost of £136,337 (plus reasonable expenses). Procurement would be via the Bloom framework. A further report will be brought to Committee in October 2018 with the outcome of work to date, and subsequent proposals for future activity.

## **Other Options Considered**

9. Do Nothing – this was discounted as an option as there is a clear strategic need for the property service to undergo considerable change if we are to fulfil our corporate objectives. On this basis this option was disregarded.
10. Resource internally – this would see us taking the recommendations and delivering them using internal resource. Whilst this is possible it is felt that due to a lack of immediately available resource the momentum of the work to date would be lost. The opportunity to work with Turner & Townsend and to capitalise on the company's experience and expertise would also be lost.

## **Reason/s for Recommendation/s**

11. Due to the strategic importance of an effective property service there is an appetite to see the momentum gathered to date continue. The most feasible way to ensure this is to work with the team from Turner & Townsend, who already have knowledge of the organisation, and to complement this with select internal resource whilst building internal capacity.

## **Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Data Protection and Information Governance**

13. As this activity involves collaboration with external agencies (Turner & Townsend) there is a need to ensure that information sharing between the two organisations complies with the required protocols to safeguard any sensitive information.

## **Financial Implications**

14. A request will be submitted to Finance and Major Contracts Committee for the costs set out in Paragraph 8 to be met from corporate contingency.

## **RECOMMENDATION/S**

- 1) That Committee approves the use of Turner & Townsend to commence work on the Property Transformation Programme as outlined above.

- 2) That a request is submitted to Finance and Major Contracts Committee to approve an allocation from contingency to fund the cost of the proposed work in the sum of £136,337 plus reasonable expenses.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:** James Lewis, Project Manager, Programmes & Projects Team, Tel: 0115 9773516

#### **Constitutional Comments [SSR 25/05/2018]**

15. The decision falls within the scope of decisions that may be approved by Policy Committee.

#### **Financial Comments [RWK 30/05/2018]**

16. The financial implications are set out in paragraphs 8 and 15 of the report.

#### **HR Comments [JP 04/06/2018]**

17. There are no specific HR implications arising from this report

#### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

#### **Electoral Division(s) and Member(s) Affected**

- All