

REPORT OF THE LEADER OF THE COUNTY COUNCIL

CORPORATE PROPERTY TRANSFORMATION PROGRAMME

Purpose of the Report

1. To approve a new Corporate Property Strategy for the County Council and for a further update report to be brought back to Policy Committee at a later date.

Information

2. The Property Transformation Programme commenced with the appointment of Turner and Townsend following Policy Committee approval in June 2018. The Transformation Programme has a clear vision – “to establish a high performing Property function for Nottinghamshire County Council that sits at the heart of the council’s growth and prosperity agenda”.
3. Although Turner and Townsend were appointed in June 2018 Improvements have been underway since April 2018 with the appointment of seven new professionally qualified property staff to reduce reliance upon interims and improve the capability and performance of the property functions. Existing staff have also been fully engaged with the programme to ensure “buy in” and support for the transformational agenda. Although it is too early to quantify improvements against the emerging Key Performance Indicators, there are a number of significant achievements that indicate the programme is having a positive impact namely:
 - Successful review of priority property deals and catalysing completions.
 - Reducing the backlog of approvals on estate transactions.
 - Ongoing improvement of the relationship with client services e.g. protocols for rent reviews of Early Year Service properties.
 - Securing third party investment and grant aid e.g. £11m of Homes England Investment to unlock County owned sites for housing.
 - Successful transfer of the Turbine Managed Workspace Centre, Retford from a third party management contract to inhouse management arrangement which will generate savings and increase capability for managing multi let properties.
 - Ongoing improvement of the intelligent client performance for the commissioning of services through ARC.
4. The Corporate Property Strategy (Appendix 1 – to be circulated prior to the meeting) is now complete and put forward for approval by Policy Committee. The Strategy can be summarised as follows:

Corporate Property Strategy (Appendix 1)

- The Property Strategy workstream will provide an overarching, coherent plan to set out how the Council estate will support the delivery of Council and Place targets. The Property Strategy Workstream defines how objectives and targets in property asset-related matters are set, how property strategy is developed and implemented and how organisational policies such as sustainability and service transformation are incorporated.
5. Substantial progress has been made on the other workstreams which will be reported to Committee for approval in December 2018. The remaining workstreams can be summarised as follows:

Governance

- The Governance workstream will review and address existing governance challenges such as Property's representation at the corporate level, and the business areas decision making/approvals processes. Successful delivery of the workstream will result in improved corporate governance arrangements that support the effective management of the Council's land and assets.

Operating Model

- The purpose of the Operating Model workstream is to establish: 1. a high level structure that enables the Property function to provide a high performing estates management service for the Council and 2. the level 2 and 3 processes that are required for the delivery of 'Business as Usual'. An Operating Model will give the council Property function a clear structure and plan to effectively manage their estate at both the strategic and operational levels.

Capability and Capacity

- The purpose of the Capability & Capacity workstream is to understand the technical skill gaps in the councils existing staff structure, in order to inform the development of, and subsequently recruit for the positions identified in, the new Property function staff structure (which is being developed under Operating Model workstream).

Policies and Standards

- The purpose of this workstream is to ensure that the council has an up to date suite of policies and standards are available for use by all Property staff. Furthermore the workstream will ensure that all Property policies and standards are effectively communicated across the Council and are clearly owned, enforced and regularly updated by the appropriate authority.

Data Management and Information Systems

- The Data Management & Information Systems workstream will ensure that property data requirements are clearly understood and documented across the organisation. It will ensure that the property data central database is comprehensively populated, accurate, secure and readily accessible for key decision makers, managers and all other users, whether internal or 3rd party.

Delivering Capital and Revenue Spend

- The purpose of this workstream is to create a process to outline how capital and revenue spend is initiated, evaluated and managed. The foundation for this process will be the creation of a new delivery lifecycle which will also be used by the council to aid Property projects and programme delivery. An established lifecycle will give the council the tools required to make proper investment decisions, and therefore prioritise funding allocations.

Performance Management, Audit and Review

- The Performance Management Audit & Review workstream will devise a set of performance management tools for the future which will ensure that the council's estate can deliver both the Place directorate and wider Council corporate objectives. Furthermore it will establish a Performance Management Office that will track organisational activities that are evaluated through Key Performance Indicators and produce reporting as required.
6. As the programme progressed it has been possible to utilise internal resources to pick up responsibility for a range of tasks. Programme Monitoring will be delivered internally and staff in the property sections are assuming responsibility for completing tasks with technical support from the Turner Townsend Team.

Other Options Considered

7. The Property Transformational Programme is approved and ongoing. Options for undertaking programme management using in house support have been explored to reduce external costs for services procured with Turner and Townsend.

Reasons for Recommendations

8. To approve the Property Strategy, attached in appendix 1 to provide an overarching, coherent plan to set out how the Council estate will support the delivery of Council and Place targets..

Statutory and Policy Implications

9. 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.

Financial Implications

10. The costs of the Property Transformation Programme are being met from existing, approved budgetary provision.

RECOMMENDATION/S

- 1) That Committee approves the new Corporate Property Strategy included in the appendix to the report subject to a review within the first 12 months of operation.
- 2) A further report is brought back to Policy Committee to seek approval for the remaining workstreams where appropriate.

Councillor Mrs Kay Cutts
Leader of the County Council

For any enquiries about this report please contact: David Hughes, Service Director, Investment & Growth, Tel: 0115 977 3825

Constitutional Comments [SSR 03/10/2018]

11. The recommendations fall within the scope of decisions which may be approved by Policy Committee

Financial Comments [GB 05/10/2018]

12. The financial implications are set out in the 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.

- Policy Committee June 2018

Electoral Division(s) and Member(s) Affected

- All