



APSE

Development of a  
Corporate Landlord Model  
20th November 2019



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together



# Development of a Corporate Landlord Model

- What is it and what does it look like in Cardiff?
- Implementation of the Corporate Landlord Model in Cardiff



# Cardiff's Non Domestic Estate

- 1000 non-residential properties of value c£1.2billion
- 450 properties used for operational purposes inc. 127 schools
- 720,000 sq.m floor space
- Annual running costs c£37m
- Maintenance backlog - £370m



# Various Types of Operational Buildings



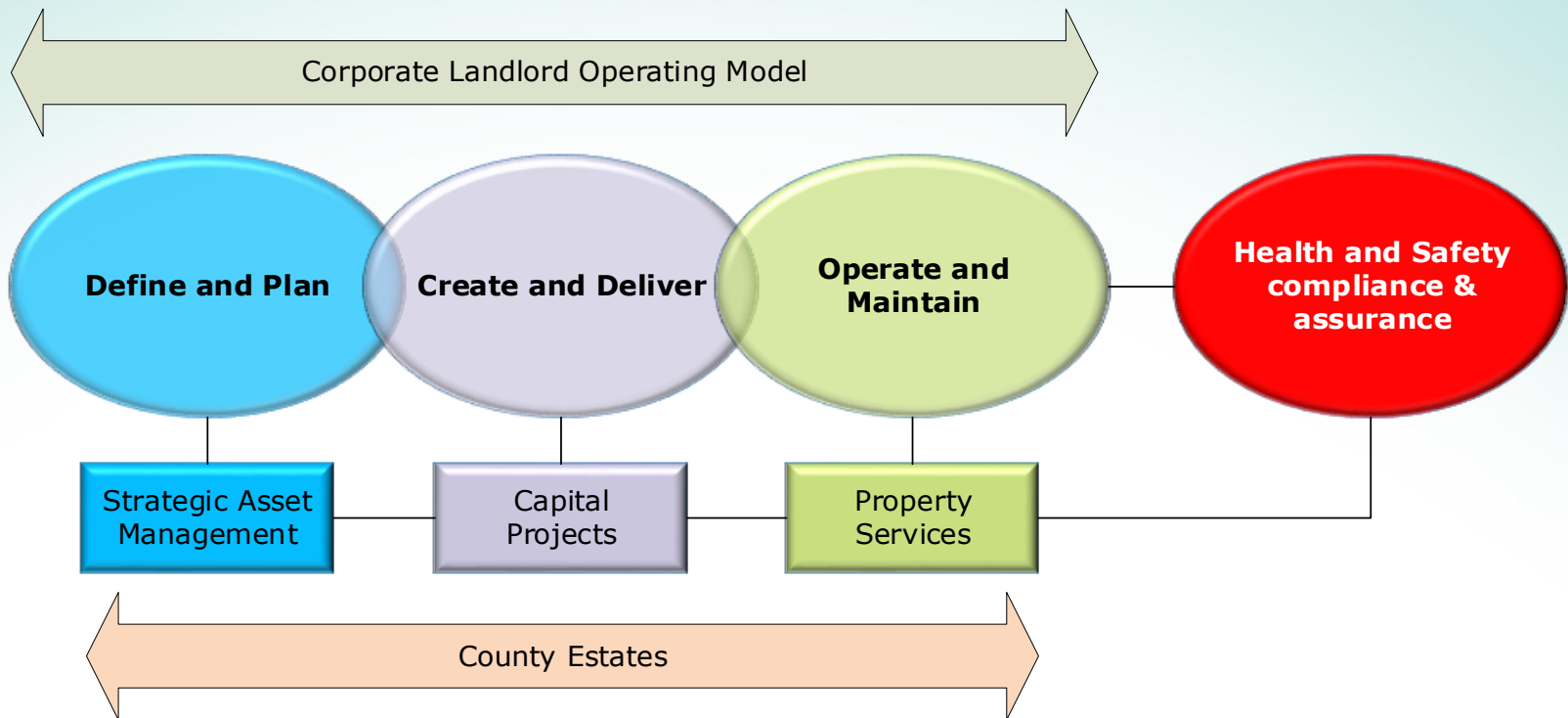
# Corporate Landlord – What is it?

- The centralisation of the management, control and responsibility for all non-domestic building estates in one Directorate
- Key Principles
  - Central strategic approach
  - Single point of accountability
  - Corporate management and control of resources
  - Consistent Customer Focused Approach
  - Centralised and consistent commissioning of maintenance works
  - Compliant and fit for purpose buildings
  - Clear defined roles for Building Managers and Duty Holders



# Corporate Landlord Model

- Corporate Landlord Model is based around a best practice model of 'Asset management'.
- Based around 3 key functional area's – underpinned throughout by H&S and compliance.

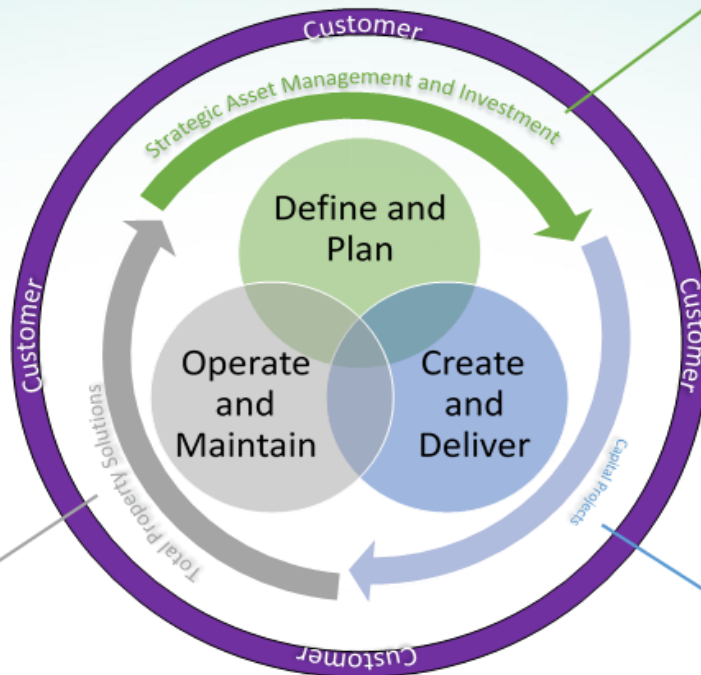


# Corporate Landlord Target Operating Model

## Corporate Landlord

### Roles and Functions

- Cleaning, Security
- Reactive and Planned Maintenance (inc M&E)
- Traded Services/Income Management
- Customer Relationship Management



### Roles and Functions

- Asset Ownership
- Asset Management Strategy and Planning
- Corporate Objectives Delivery
- Budgeting and Forecasting
- Investment Decisions
- Data Ownership and Management
- Partnership and Combined Authority Coordination
- Benefit Management
- Customer Needs
- Acquisitions and Disposals
- Valuations

### Roles and Functions

- Programme and Project Management
- Technical Design and expertise Procurement
- Commercial and Contract Management
- Intelligent Client/Commissioning expertise and leadership







# Target Benefits

- Financial:
  - Reduced running costs
  - Reduced maintenance backlog
  - Increased capital receipts
  - Reduction in cost of failure arising from non-compliance
  - Increase in return from commercial portfolio
  - Transition from reactive to planned maintenance and whole life maintenance
- Non-financial
  - Improved statutory obligations and health and safety compliance
  - Customer focused service
  - Improved service environment for employees and service users
  - A more sustainable estate, fit for future generations



OR F'GWIR IN THESE STONES  
BELONG YDR HORIZONT  
OF WAWLS AWENING

# Key Changes

- Multiple sources of demand and 'entry' →
- Disjoined commissioning →
- Local decisions on building works →
- Multiple sources of data and systems →
- Devolved accountability →
- Highly reactive service →
- Silo working →
- One "front door" to service area
- Single point of delivery
- Landlord Consent required
- Single, integrated workplace management system
- Single point of accountability and control
- Strategic, planned service
- Integrated working

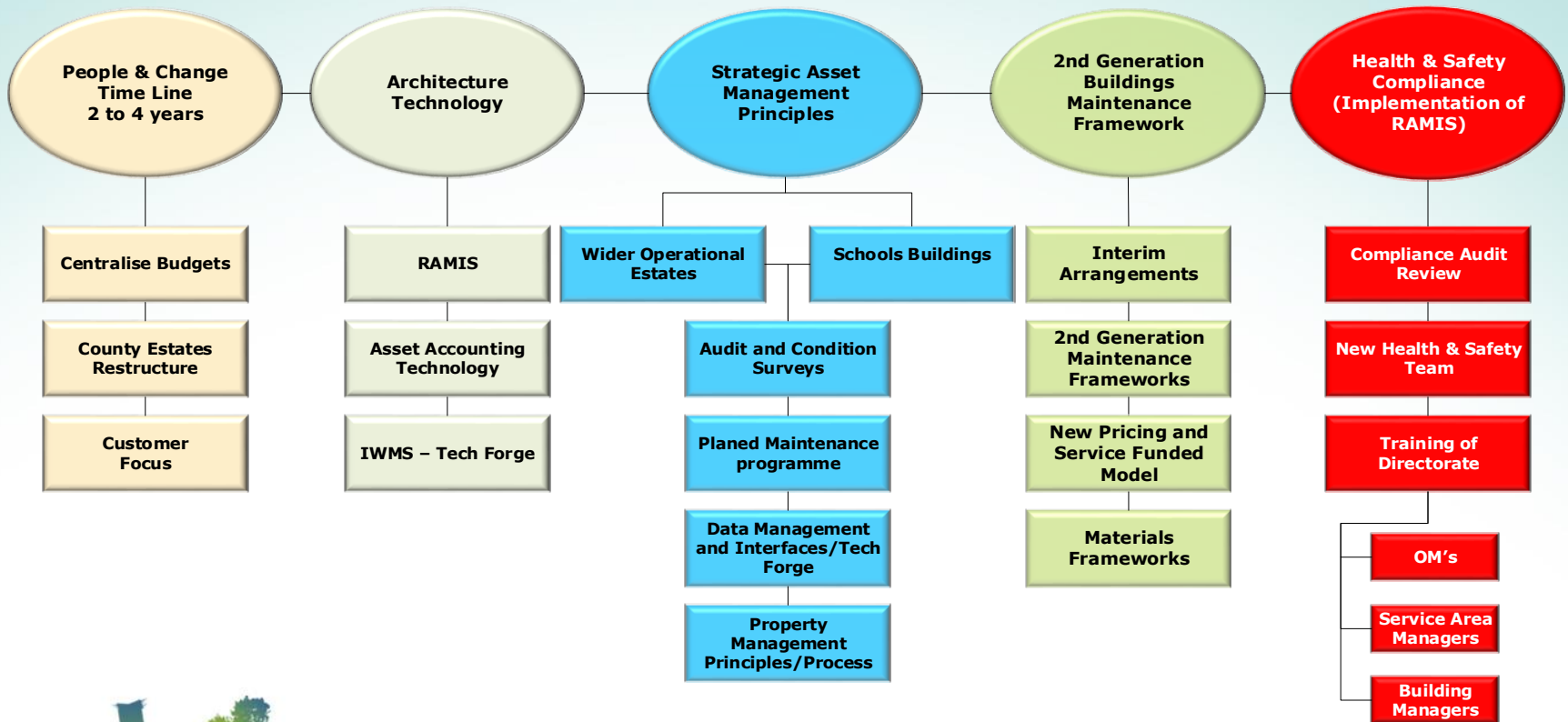


# Implementation



# Corporate Landlord Model 'Implementation'

- 5 workstreams initially established:



# Customer Focus - 'One Front Door'

- Creation of single point of access to Corporate Landlord for building related queries - County Estates Help Desk
- IT based system using NetHelpDesk software with dedicated team support also available by telephone
- Landlord Consent process built into system – all building/maintenance works require prior 'consent' from Corporate Landlord
- All building/maintenance works on non-school buildings must be commissioned through in-house teams
- Schools are encouraged to commission all building/maintenance works through in-house teams. If they decide not to, they must seek approval for proposed contractor through consent process.



# Customer Focus - Building Handbooks

- New 'One Front Door' rolled out to 127 schools in 2018/19
- A revised School Building Handbook was issued to schools immediately prior to the roll out
- Handbook better defines the operational and statutory requirements for both Schools and the Council in meeting their obligations in relation to school buildings
- Includes information on new 'One Front Door' for access to building related Council Services
- Handbook accompanied by Memorandum of Agreement for School Buildings. This was to be signed by Head Teacher and Chair of Governors
- The One Front Door is being rolled out to non-school buildings in 19/20 together with a Non-School Buildings Handbook



# New Technology - IWMS

- Integrated Workplace Management System (IWMS) procured through the G Cloud 9 Framework
- Technology Forge iCloud Asset Management Software
- Three Phases:
  - Phase 1 - implementation of the Property Core Data and Estates Management modules
  - Phase 2 - Job Management and Mobile Working for Building Maintenance (will replace NetHelpDesk software)
  - Phase 3 - Mobile Working for Pest Control, security and Cleaning; Schools Organisation Management
- Phase 1 – ongoing and scheduled for completion Qtr 4 2019/20
- Phase 2 – business case being finalised



# New Technology – Statutory Compliance

- Previously no centralised system for management of statutory obligations compliance – now done using RAMIS
- All Building Managers have been trained on the use of RAMIS.
- Statutory obligations compliance testing and completion of remedial works now closely monitored by H & S Team with regular reports to Senior Management Team and Members
- Relevant contractors similarly trained and upload certificates etc directly into RAMIS
- RAMIS also being used for asbestos management, fire risk assessments, personal accident management and storing risk assessments.
- Significant improvement in compliance





# Strategic Asset Management Principles

- Strategic Corporate Land and Property Management Plan 2020 - 2025
- Internal Landlord/Tenant agreements being put in place
- Completion of condition surveys for all operational property
- Condition survey information being used to inform asset register and develop preventative maintenance programme for 19/20 and beyond.
- Development of strategy for non-operational estate
- Operational running costs review



# Operational Cost of Buildings

- Assessment of building running cost undertaken
- Annual running costs – c£37m
  - School buildings – c£22m
  - Remaining operational estate – c£15m
- More detailed assessment being undertaken of individual cost categories to identify opportunities for savings and efficiencies:
  - Hire of buildings - c£415k
  - Temporary buildings – c£1.2m
  - Rent – c£1.6m
  - Utilities - £6.9m
  - Rates – c£6.4m
  - Maintenance - c£9.2m



# Building Maintenance Frameworks

- Procurement for second generation of non-domestic Building Maintenance Frameworks completed and new arrangements commenced 1<sup>st</sup> April 2019
- Previous Framework arrangements – separate lots for:
  - mechanical and electrical services (including statutory obligations)
  - general building maintenance services
- New Framework arrangements – separate lots for:
  - Statutory obligations
  - Building maintenance works £0-£20k
    - North Cardiff
    - South Cardiff
  - Building Maintenance £20-100k – competitive tender between 8 Framework companies
  - Building maintenance >£100k - Jobs to be advertised individually and subject to competitive tendering on the open market
  - Roof maintenance



# H & S Compliance

- Improvement in statutory obligations compliance
  - Statutory Obligations Team
  - Monitoring of compliance through RAMIS
  - Regular reporting to SMT and Members
- Schools Health and Safety Support Service established. Comprises 11 H & S Officers school based.
- Asbestos Team now established (3 Officers) – inspections, surveys and training now to be done in-house
- Legionella
  - All high risk premises reviewed pre-April 2019
  - Key priority is completion of outstanding Legionella remedial tasks across the non-domestic estate
- Fire Risk Assessments
  - Identified remedial works being reviewed and prioritised for inclusion in preventative maintenance programmes for 19/20



# Key Challenges

- Resources are scarce
- Stakeholder buy-in to key principles
- Embedment of Landlord Consent process with some stakeholder groups
- Schools
- Timeline for implementation of new organisation structures
- Timeline for implementation of new technology
- Competing priorities



# Questions?

