

APSE Northern Forum 2019

Corporate Landlord

Kevin Fisher
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Pre-Corporate Landlord

- Council operated a Property and Facilities Service
- Managed 22 “corporate” buildings across the portfolio
- Legacy Let/Commercial estate
 - £46.1m - £1.8m income (3.9% gross)
- Governance not always followed
- Acted as a transactional service for a range of property activities
- Sporadic data on who, what and where
- Compliance in some areas as little as 20%
- Service could “choose to use”
- Services managed own budgets – cross financing
- £350,000 of external works
- £1.65m of “project work”
- No consistency
- Empires – no cross cutting strategy or plan

Who manages the asset?

Outcomes

- To support wider organisational objectives and priorities
- To set clear and consistent governance, policies and procedures
- To ensure skills and resources are best used
- To have quality information and data about the portfolio and its use to inform operational and strategic decision making
- To ensure that the property portfolio is safe and fit for purpose
- To ensure a sustainable asset base
- Financial benefits
- Co-ordinated procurement
- Enable service to retain control – but challenge

Who manages the asset?

Corporate:

- Requires cooperation of whole organisation
- Integrated into corporate policies and procedures

Landlord:

- The landlord 'owns' the buildings
- It's the landlord's responsibility to:
 - provide, manage and maintain the assets
- Service departments use premises to deliver their services

Both corporate landlord and service tenants working together to ensure success and collective outcomes

Moving to a CLM

- Political and Executive level sponsorship to drive the change and champion transformation.
- Where are we now – Baseline the estate - Where do we want to be
- What areas are in scope
 - Services
 - Assets
- Resources for the task with suitable skills (including finance)
- Resources for the day job
- Treat as a project – PID, governance, milestones, timelines.
- Communicate the principals and vision
- Develop standards (SLA's, Responsibilities)

Wakefield CLM

- Formal approval to move to a CLM in 2016 – go live in April 2017
- In scope
 - Assets – everything except Highways and its ancillaries.
 - Manage 2552 assets over 751 sites
 - 144 schools - 86 Maintained schools
 - Services
 - Strategic Asset Management, Service Asset Strategies, Property Reviews, Property Standards, Space Management, Property Data & Performance, Estates Management, Investment Portfolio Management, Facilities Management, Repairs & Maintenance, Compliance, Capital Programme Management, Design and Architectural Services, Property Service Procurement, Energy Management and Procurement

Wakefield CLM

Challenges

- **Took** longer to “deep dive” on the estate
 - LTMP – poor data in early stages
- Black CLT Friday - April 2017
- Basic SLAs but not adequate
- Resources were re-allocated
- Budgets transferred were not actual spend
- Wavering from Exec Team
- Over promised
- Ongoing
- Additional resource

Wakefield CLM

Successes

- 95%+ compliance across
 - Water 100%
 - Gas 100%
 - Electric 100%
 - Asbestos 100%
 - Fire 95%
- New Asset Management Plan
 - Service Plans
 - Investment Strategy
 - Accommodation Strategy
- Integrated CAFM System
 - One point of information
 - Provides performance data.
 - Rolled out to services
- Financial
 - Target of 500k (rev) per annum achieved
- We get involved and included
 - Seen as a support
 - Professional

Wider benefits - Investments

Investment/let estate

- New Strategy
- Cleaning out the poor performing assets
- £50m capital allocation , generating a gross £3.3m (6.7%avg)
- Supports wider economic benefits and Council Services
- Further request for £50m and broader criteria
- Investing in other assets
 - Heritage assets
 - Housing

Climate deliverable

- Climate Emergency – May 2019
- Carbon Neutral by 2030 (Organisation)
- Smart meters installed
- DEC and EPC 100% compliant
- 46 schemes already undertaken
 - £1.3m investment - £2.3m over 10yr
 - 9,000 tonnes carbon over 10yrs
- **Solar (PV) roofs**
 - 6 Schemes identified
 - 2,400 tonnes over 10yrs

Energy Parks

- Able to identify two sites (39Mw)
- Enough renewable energy to provide 95% of Council energy
- Virtually Carbon Neutral
- Linking with wider objectives
 - Fuel poverty
 - Business Growth

Thank you