

# Growth and Regeneration Scrutiny Commission Agenda



**Date:** Thursday, 26 September 2019

**Time:** 6.00 pm

**Venue:** City Hall Meeting Spaces - First Floor - 1P 09 - City Hall, College Green, Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Paula O'Rourke (Chair), Fabian Breckels (Vice-Chair), Tom Brook, Mark Bradshaw, Hibaq Jama, Carole Johnson, Jon Wellington, Martin Fodor, Kevin Quartley, Mark Weston and Mark Wright

**Issued by:** Johanna Holmes, Democratic Services

City Hall, PO Box 3167, Bristol, BS3 9FS

Tel: 0117 90 36898

E-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Date:** Wednesday, 18 September 2019



# Agenda

## 13. Property Assets Strategy

(Pages 3 - 27)



## PAMCAM ANALYSIS

### 1. CORPORATE GOVERNANCE

BASELINE ASSESSMENT	CURRENT POSITION
Current Governance split across directorates	Corporate Landlord model will require governance to be via property. Progress has been made on this with Strategic Property Group (SPG) having representation from all service areas that have an interface with property. This has raise awareness of the move towards corporate landlord model. SPG is chaired by Executive Director Growth and Regeneration with Deputy Co-Chairs, Director Economy of Place (Property in remit) and Director Commercialisation, Citizens and Shareholder liaison (Facilities Management in remit). This ensure integration between Property and FM.
Some decision making taking place within services without oversight from property teams	Awareness has been raise across service areas regarding involvement of property and the move towards a corporate landlord model. Support has increased from Corporate Leadership Board and property has now been included as sign-off in each service area in business plans for 2020. Moving forward, Corporate Landlord model will require governance via property.
No single point of responsibility to manage corporate estate e.g. Head of Property	Head of Property currently being recruited. Corporate Landlord approach will bring all of the estate under Property control. Stability in Director and appointment made to permanent Executive Director.
Delegated Authorities require review	Reviewed as at May 2019
Strategic Property Group not well established and TOR unclear	New TOR agreed July 2019. Chaired by Executive Director Growth and Regeneration with Deputy Co-Chairs, Director Economy of Place (Property in remit) and Director Commercialisation, Citizens and Shareholder liaison (Facilities Management in remit). Required

	attendees extended to include all service areas with interface with property.
No central decision making forum at a corporate level to ensure consistent and strategic approach.	Strategic Property Group will, on behalf of CLB, provide a steer and direction for physical asset and land related programmes/projects, ensuring integration and alignment with corporative objectives. Matters will be raised to CLB if necessary.
Political and executive interest not helped by the lack of a Corporate Property Strategy.	Property Strategy drafted and being consulted on prior to going to Cabinet.

## 2. ORGANISATIONAL STRUCTURE, ROLES AND RESPONSIBILITIES

BASELINE ASSESSMENT	CURRENT POSITION
Corporate Landlord approach not in place	Draft Property Strategy is based on implementing a corporate Landlord approach. Governance structure revised with establishment of Strategic Property Group and attendance of services across council to raise awareness and move towards corporate landlord model.
FM service separated from remaining core property services	Draft Property Strategy puts the Building Practice (Hard FM function) within the same directorate as the remaining core property services to form a Corporate landlord. Director for Commercialisation, where FM sits, is a Deputy co-chair and required attendee at Strategic Property Group
Lack of centralised pool of skilled staff causes inefficiencies e.g. H&S compliance	Draft Property Strategy puts the Building Practice (Hard FM function) within the same directorate as the remaining core property services to form a Corporate landlord. Director for Commercialisation, where FM sits, is a Deputy co-chair and required attendee at Strategic Property Group
Property budgets are dispersed	The draft property strategy requires property budgets to be in one place and managed by the property team. Where possible and practical budgets and responsibility for property assets has

	started to move from service areas to property.
--	---

### 3. PAM POLICY, OBJECTIVES AND STRATEGY

BASELINE ASSESSMENT	CURRENT POSITION
Lack of an approved Property Strategy and Asset Management Plan	Property Strategy drafted and being consulted on prior to going to Cabinet.

### 4. PAM INFORMATION SYSTEMS

BASELINE ASSESSMENT	CURRENT POSITION
Key data sets incomplete or missing	The Asset Management Plan will address gaps in data held by prioritising a series of property reviews and by programming the procurement of condition and other surveys where required.
Multi information systems within the Council that are not linked on a real time basis e.g. Finance, estate management, compliance. No single portal that allows officers to “self-serve”	It is acknowledged that there are disparate systems both within Property and within the Council as a whole where property data can be stored. Some improvements have been made (e.g. financial information linked by Property ID,) and further improvements will be explored and implemented as part of the Asset Management Plan.

### 5. PAM PLANNING

BASELINE ASSESSMENT	CURRENT POSITION
Formal asset planning process required supporting joint working between property and services	Methodology contained in draft Property Strategy. Services engaged as part of consultation on strategy and all services represented on Strategic Property Group.

### 6. ASSETS ACQUISITION AND DISPOSAL

BASELINE ASSESSMENT	CURRENT POSITION
Short term financial planning is driving property decisions	Director of Finance has been consulted and has fed in to the Property Strategy.

	The Baseline assessment acknowledges the management of surplus assets by the property team and this has been strengthened with decisions on the future of surplus assets being made at Strategic Property Group.
Lack of an overarching strategy means decisions on acquisitions or disposals are taken in a vacuum.	Property Strategy drafted and being consulted on prior to going to Cabinet

## 7. ASSETS IN USE PERFORMANCE

BASELINE ASSESSMENT	CURRENT POSITION
No procedures in place to monitor and measure the performance of property assets in use.	As acknowledged in the Baseline Assessment this is linked to the information section and cannot happen at the moment due to lack of comprehensive data and access to a single source of information.

## 8. PAM PERFORMANCE REVIEW

BASELINE ASSESSMENT	CURRENT POSITION
With the exception of financial targets there is a lack of key performance indicators	Linked to the measurement of the performance of assets. Once we have the necessary data key performance indicators will be agreed and reported on.

## 9. PAM AUDIT

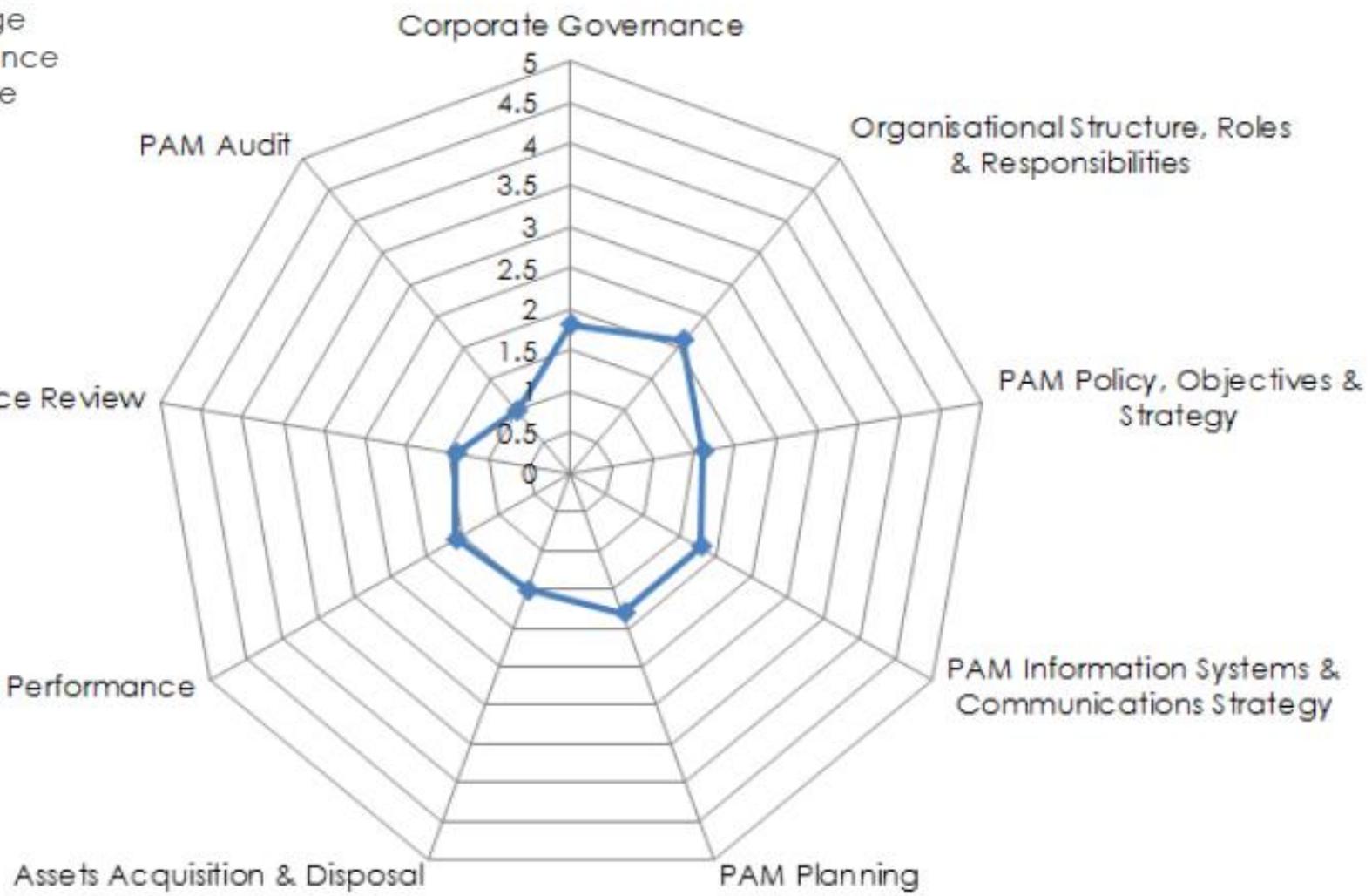
BASELINE ASSESSMENT	CURRENT POSITION
No process in place for regular auditing of property asset management e.g.:- Measuring performance Understanding service risk Service benchmarking Understanding staff capability	Consulted with Chief Audit Officer and will input into Asset Management Strategy and Plan. Recruitment to Head of Property post underway. Currently performance objectives set and measures with three senior property managers, programme plans with Director for Economy of Place. Service planning being undertake and programme plans established and being revised.

# Illustrating baseline performance using the PAMCAM approach

**July 2018**

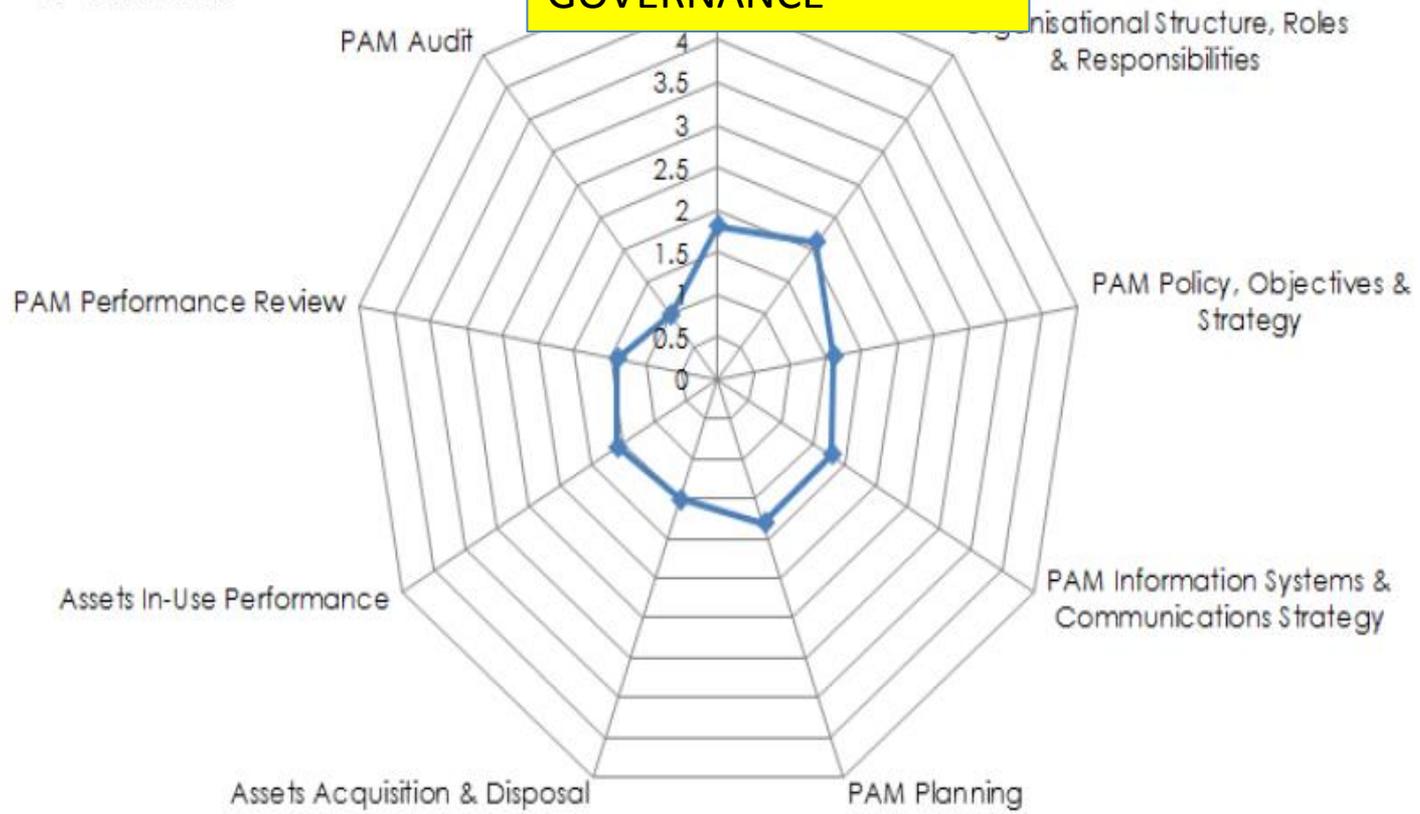
- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

Page 7



- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

# CORPORATE GOVERNANCE



## CORPORATE GOVERNANCE

BASELINE ASSESSMENT	CURRENT POSITION
<b>Current Governance split across directorates</b>	Corporate Landlord model will require governance to be via property. Progress has been made on this with Strategic Property Group (SPG) having representation from all service areas that have an interface with property. This has raised awareness of the move towards corporate landlord model. SPG is chaired by Executive Director Growth and Regeneration with Deputy Co-Chairs, Director Economy of Place (Property in remit) and Director Commercialisation, Citizens and Shareholder liaison (Facilities Management in remit). This ensures integration between Property and FM.
<b>Some decision making taking place within services without oversight from property teams</b>	Awareness has been raised across service areas regarding involvement of property and the move towards a corporate landlord model. Support has increased from Corporate Leadership Board and property has now been included as sign-off in each service area in business plans for 2020. Moving forward, Corporate Landlord model will require governance via property.
<b>No single point of responsibility to manage corporate estate e.g. Head of Property</b>	Head of Property currently being recruited. Corporate Landlord approach will bring all of the estate under Property control. Stability in Director and appointment made to permanent Executive Director.
<b>Delegated Authorities require review</b>	Reviewed as at May 2019

<p><b>Strategic Property Group not well established and TOR unclear</b></p>	<p><b>New TOR agreed July 2019. Chaired by Executive Director Growth and Regeneration with Deputy Co-Chairs, Director Economy of Place (Property in remit) and Director Commercialisation, Citizens and Shareholder liaison (Facilities Management in remit). Required attendees extended to include all service areas with interface with property.</b></p>
<p><b>No central decision making forum at a corporate level to ensure consistent and strategic approach.</b></p>	<p>Strategic Property Group will, on behalf of CLB, provide a steer and direction for physical asset and land related programmes/projects, ensuring integration and alignment with corporative objectives. Matters will be raised to CLB if necessary.</p>
<p><b>Political and executive interest not helped by the lack of a Corporate Property Strategy.</b></p>	<p>Property Strategy drafted and being consulted on prior to going to Cabinet.</p>

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence



## Organisational Structure, Roles & Responsibilities

BASELINE ASSESSMENT	CURRENT POSITION
Corporate Landlord approach not in place	Draft Property Strategy is based on implementing a corporate Landlord approach. Governance structure revised with establishment of Strategic Property Group and attendance of services across council to raise awareness and move towards corporate landlord model.
FM service separated from remaining core property services	Draft Property Strategy puts the Building Practice (Hard FM function) within the same directorate as the remaining core property services to form a Corporate landlord. Director for Commercialisation, where FM sits, is a Deputy co-chair and required attendee at Strategic Property Group
Lack of centralised pool of skilled staff causes inefficiencies e.g. H&S compliance	Draft Property Strategy puts the Building Practice (Hard FM function) within the same directorate as the remaining core property services to form a Corporate landlord. Director for Commercialisation, where FM sits, is a Deputy co-chair and required attendee at Strategic Property Group
Property budgets are dispersed	The draft property strategy requires property budgets to be in one place and managed by the property team. Where possible and practical budgets and responsibility for property assets has started to move from service areas to property.

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

Page 13



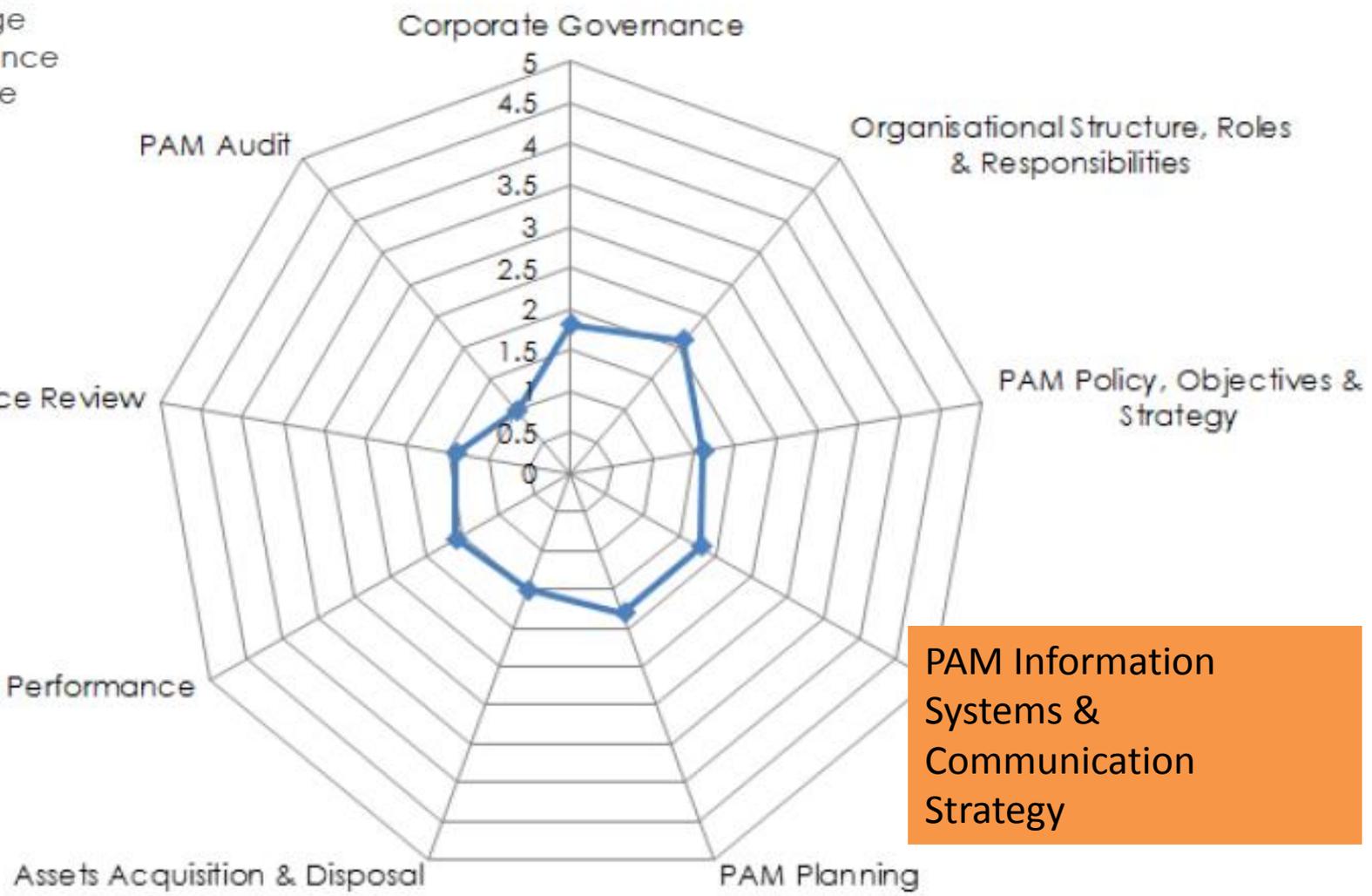
## PAM Policy, Objectives & Strategy

BASELINE ASSESSMENT	CURRENT POSITION
Lack of an approved Property Strategy and Asset Management Plan	Property Strategy drafted and being consulted on prior to going to Cabinet.

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

Page 15



PAM Information Systems & Communication Strategy

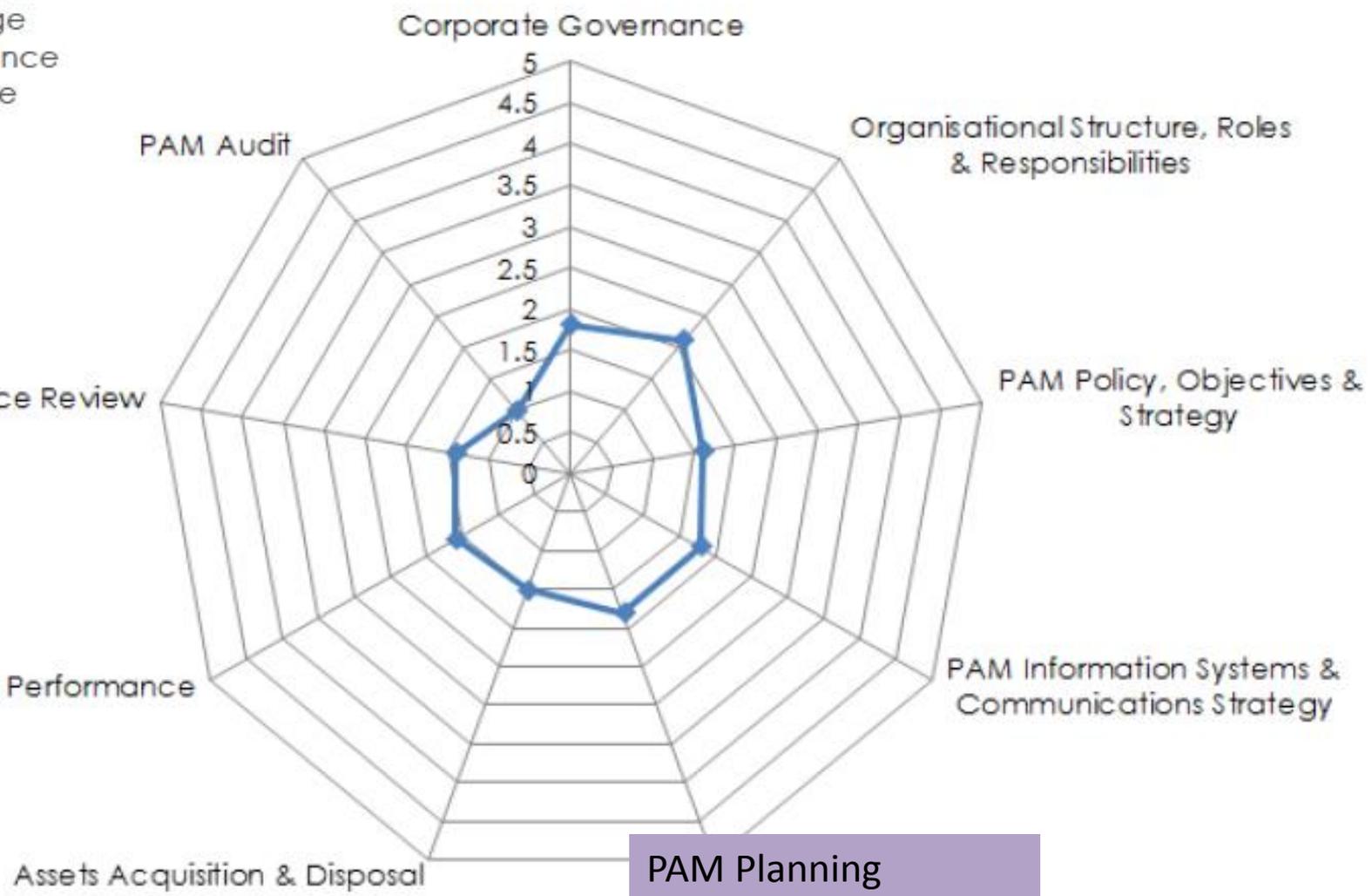
## PAM Information Systems & Communications Strategy

BASELINE ASSESSMENT	CURRENT POSITION
<p>Key data sets incomplete or missing</p>	<p>The Asset Management Plan will address gaps in data held by prioritising a series of property reviews and by programming the procurement of condition and other surveys where required.</p>
<p>Multi information systems within the Council that are not linked on a real time basis e.g. Finance, estate management, compliance. No single portal that allows officers to “self-serve”</p>	<p>It is acknowledged that there are disparate systems both within Property and within the Council as a whole where property data can be stored. Some improvements have been made (e.g. financial information linked by Property ID,) and further improvements will be explored and implemented as part of the Asset Management Plan.</p>

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

Page 17

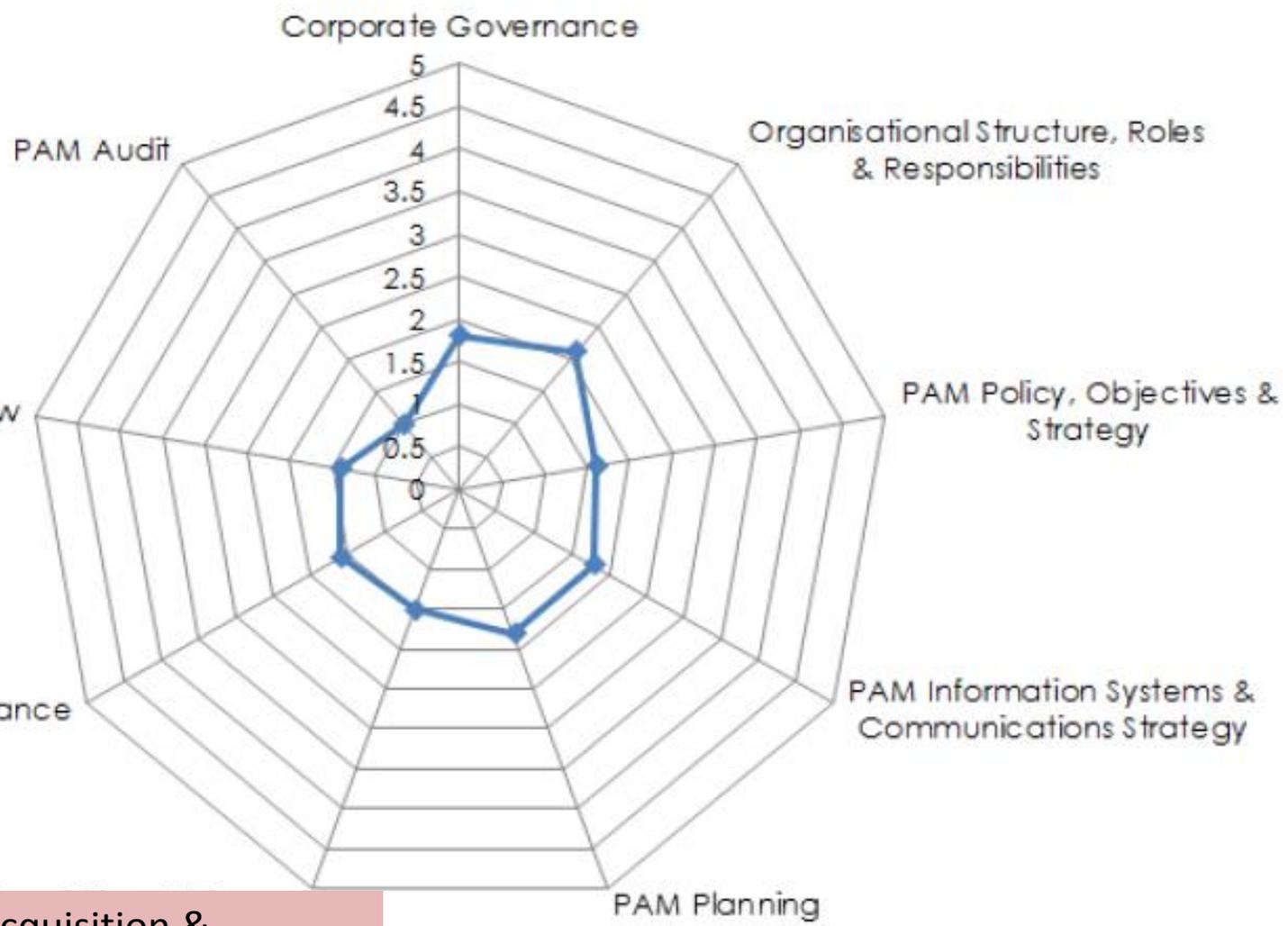


## PAM Planning

BASELINE ASSESSMENT	CURRENT POSITION
<b>Formal asset planning process required supporting joint working between property and services</b>	Methodology contained in draft Property Strategy. Services engaged as part of consultation on strategy and all services represented on Strategic Property Group.

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence



Page 19  
PAM Performance Review

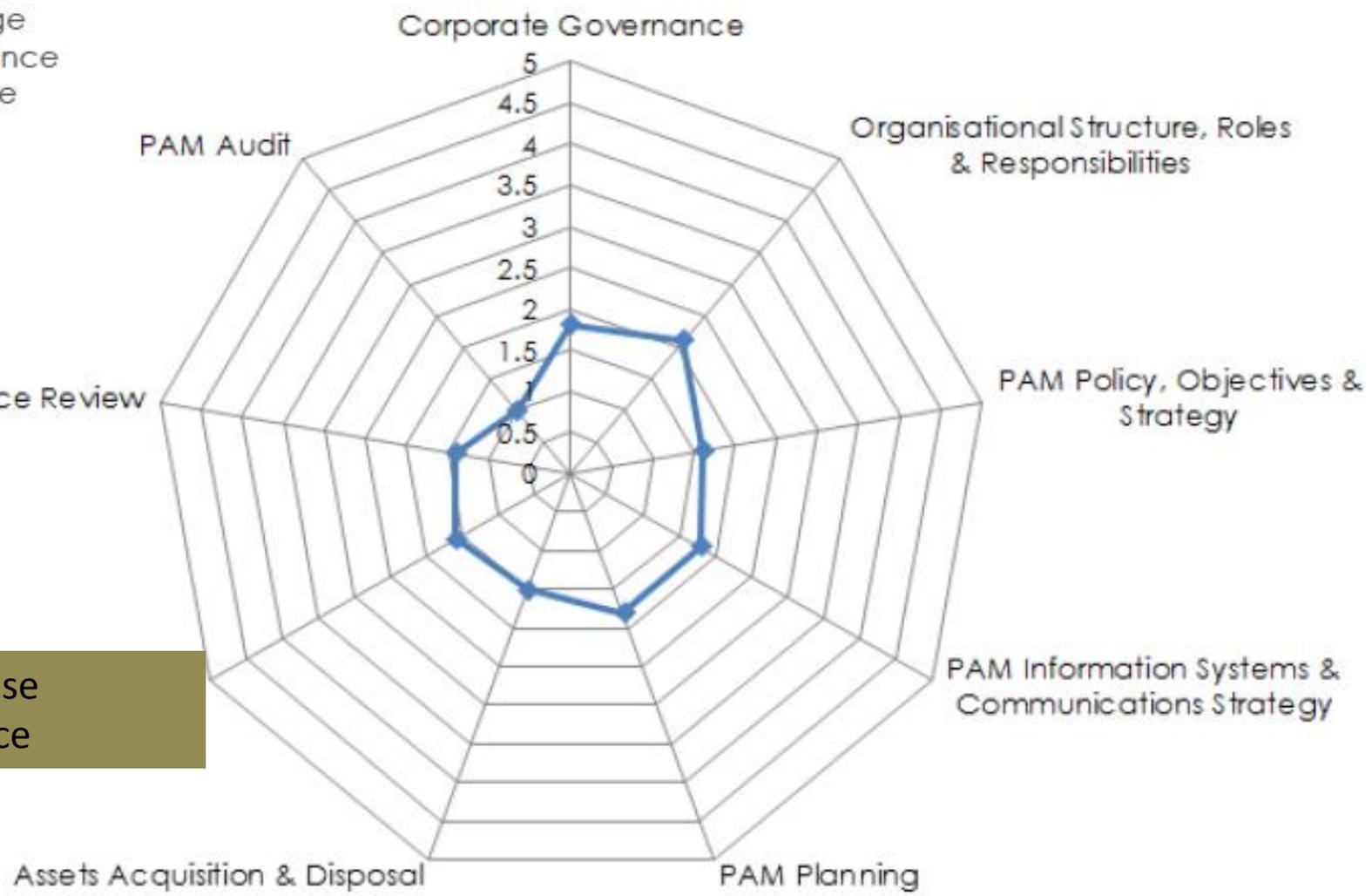
Assets Acquisition & Disposal

## Assets Acquisition and Disposal

BASELINE ASSESSMENT	CURRENT POSITION
<b>Short term financial planning is driving property decisions</b>	Director of Finance has been consulted and has fed in to the Property Strategy. The Baseline assessment acknowledges the management of surplus assets by the property team and this has been strengthened with decisions on the future of surplus assets being made at Strategic Property Group.
<b>Lack of an overarching strategy means decisions on acquisitions or disposals are taken in a vacuum.</b>	Property Strategy drafted and being consulted on prior to going to Cabinet

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence



Page 21

Assets In-Use Performance

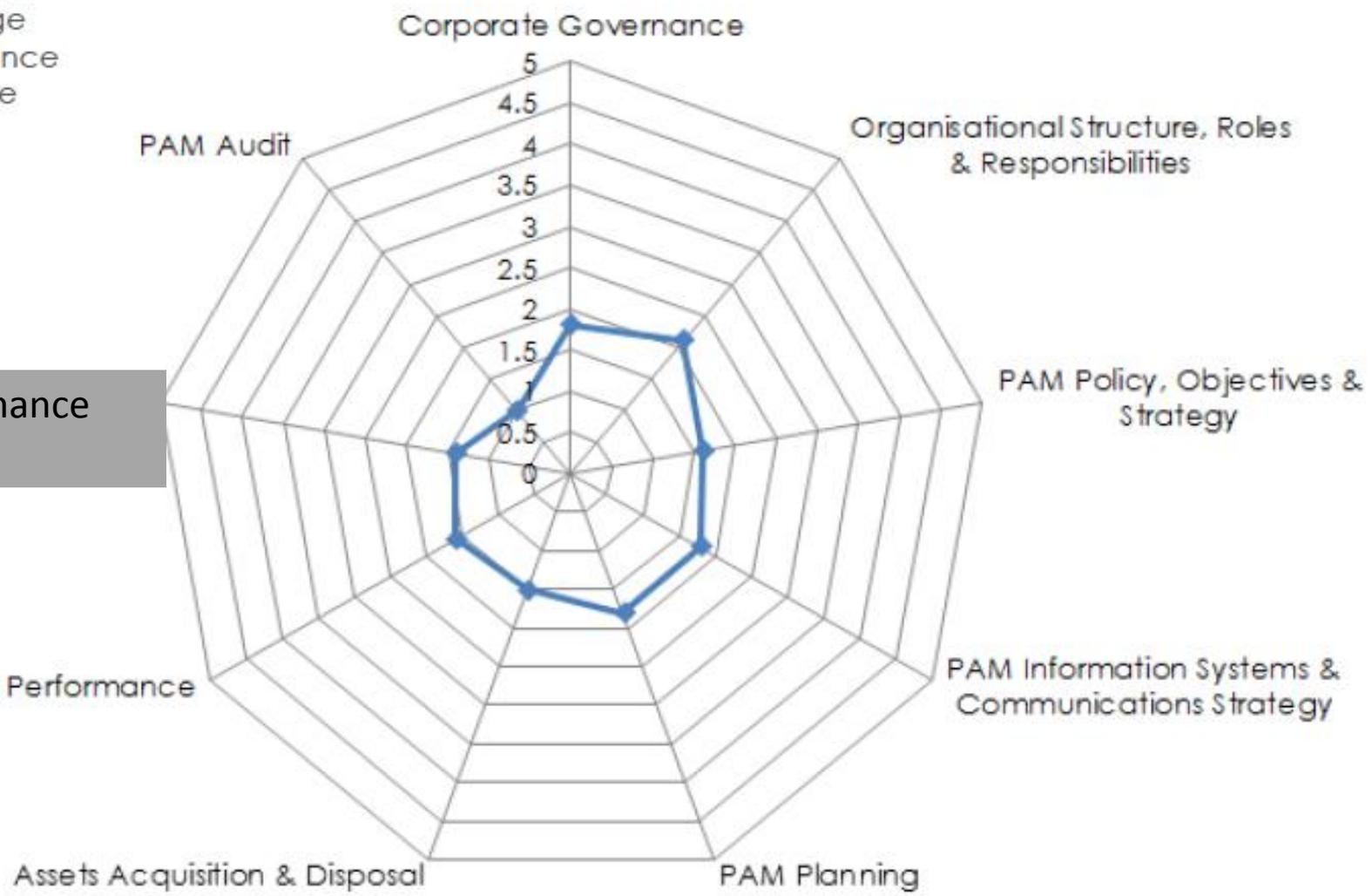
## Asset In-Use Performance

BASELINE ASSESSMENT	CURRENT POSITION
<p>No procedures in place to monitor and measure the performance of property assets in use.</p>	<p>As acknowledged in the Baseline Assessment this is linked to the information section and cannot happen at the moment due to lack of comprehensive data and access to a single source of information.</p>

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

PAM Performance Review  
Page 23



## PAM Performance Review

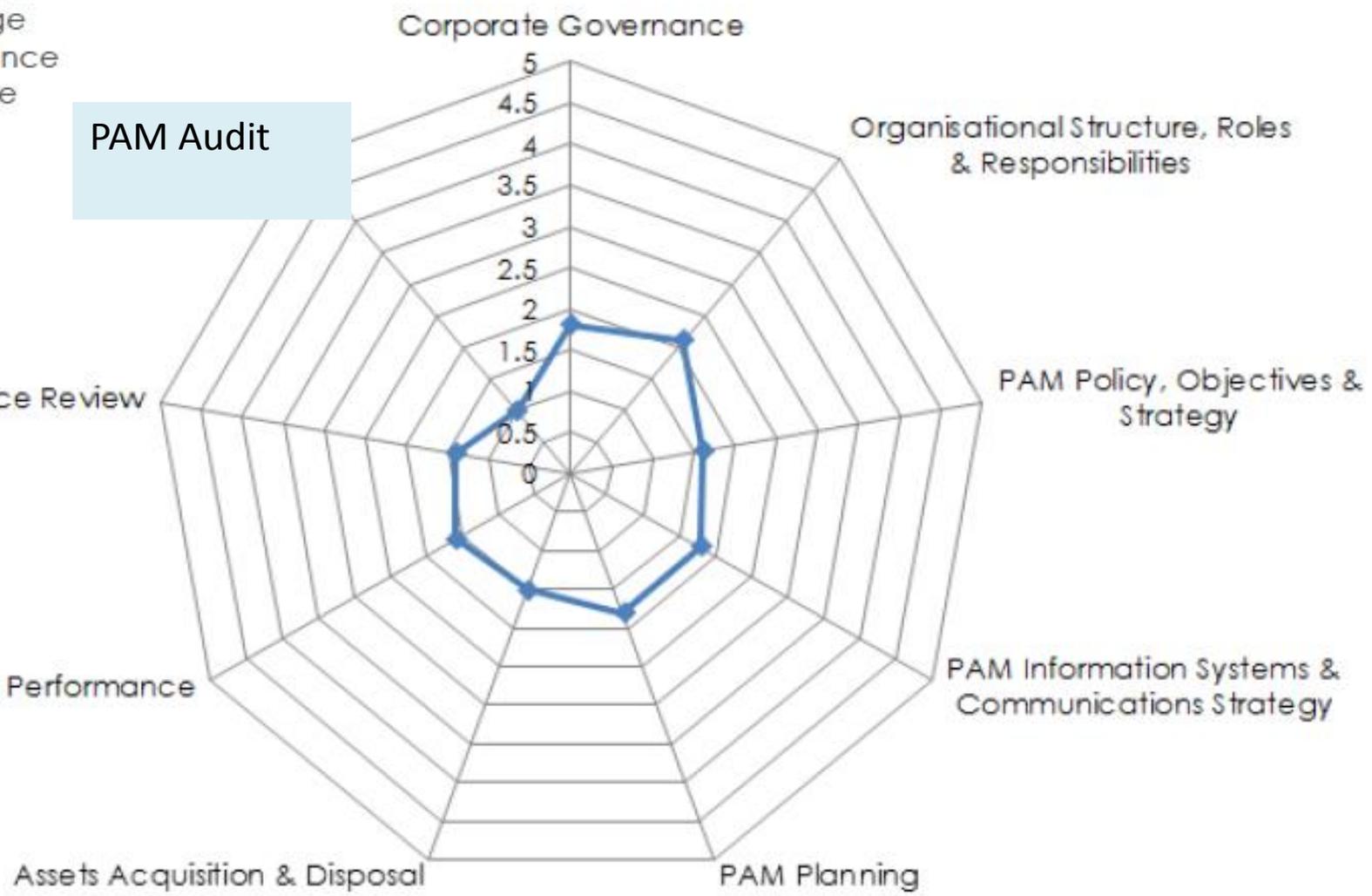
BASELINE ASSESSMENT	CURRENT POSITION
<p>With the exception of financial targets there is a lack of key property performance indicators</p>	<p>Linked to the measurement of the performance of assets. Once we have the necessary data key property performance indicators will be agreed and reported on.</p>

# Illustrating baseline performance using the PAMCAM approach

- 1 = Unawareness
- 2 = Awareness
- 3 = Knowledge
- 4 = Competence
- 5 = Excellence

PAM Audit

Page 25



## PAM Audit

BASELINE ASSESSMENT	CURRENT POSITION
<p>No process in place for regular auditing of property asset management e.g.:-</p> <ul style="list-style-type: none"><li>Measuring performance</li><li>Understanding service risk</li><li>Service benchmarking</li><li>Understanding staff capability</li></ul>	<p>Consulted with Chief Audit Officer and will input into Asset Management Strategy and Plan. Recruitment to Head of Property post underway. Currently performance objectives set and measures with three senior property managers, programme plans with Director for Economy of Place.</p> <p>Service planning being undertake and programme plans established and being revised.</p>

# Progress to Date

Corporate Governance

SPG new TOR  
Delegated Powers revised  
Head of Property recruitment underway

Organisational Structure, Roles & Responsibilities

Draft Property Strategy covers Corporate Landlord approach e.g. centralising staff and budgets

PAM Policy, Objectives & Strategy

Draft Strategy on decision pathway. (It includes methodology for developing asset management plan)

PAM Information Systems & Communications Strategy

Data and systems to be considered as part of the asset management planning process

PAM Planning

Methodology contained in draft Property Strategy

Assets Acquisition & Disposal

Draft Strategy on decision pathway

Assets In-Use Performance

Linked to the information section – requires comprehensive data and access to a single source of information.

PAM Performance Review

KPI's to be agreed when data available

PAM Audit

Recruitment to the Head of Property post underway.

