

# Property Services

## Service Statement 2018 - 2021

Head of Service: Mike Turner  
Lead Member: Peter Jackson

March 2018

# Property Services

## Service purpose and functions

### Purpose

- Property Services maintains, develops and manages the Council's property portfolio to ensure that the authority meets its statutory, political and strategic objectives.

### Primary functions

- **Statutory Testing & Property Maintenance** – responsible for arranging both day-to-day repairs and statutory maintenance of the council property portfolio including those schools that opt in via an SLA. A 24/7 help desk is available throughout the year.
- **Capital Project Management** – working with external partners, responsible for ensuring the effective delivery of all property capital projects across NCC within agreed budgets and to agreed timescales, scope and specification.
- **Corporate Landlord** – responsible for providing users of multi-service buildings with a fully maintained, fit for purpose office space and ensuring all other Council buildings remain legally compliant.
- **Strategic Property Management** – responsible for developing and implementing strategies to create a smaller better quality property portfolio whilst reducing costs and generating capital receipts. Responsible for managing the portfolio to protect and enhance the Council's position both operationally, legally and financially.
- **Housing Capital** – responsible for the implementation of the housing capital programme to maintain the council housing stock of 8,500 properties to the recognised Decent Home Standard. Working with external and internal contractors to ensure the delivery of the individual projects within agreed budgets and timescales, scope and specification.

# Service parameters

## Key service facts and figures

- Manages a property portfolio of 450 buildings (including 140 opted-in schools).
- Manages a Statutory Maintenance Budget of £1.6 million p.a made up of £1.0 million for schools and £0.6 million for non-schools. Manages a General repairs Budget of £1.5 million p.a made up of £0.6 million for schools and £0.9 million for non-schools. Manages a portfolio of 8,500 residential dwellings from an agreed budget of £45 million over the next 5 years
- Manages a number of annual Capital Programmes including the Stewardship Fund, School Capital Investment Programme and Leisure Essential Remedial Fund together with various one off capital building projects.
- Currently Property Services has a small in-house design team and an NCCI design framework for all projects under £500k with design work on projects over £500k being appointed through a national framework. Construction work is procured on a tender basis for each project using 'Construction-line' to source Northumberland and North East based contractors.
- All maintenance services are delivered by the Council's in-house team supported by local contractors where necessary.
- Provision of caretaking & cleaning management SLA's to 65 schools.

## Summary of service resources at 1 April 2018:

Function	Number of FTE posts	Staffing expenditure	Non-staffing expenditure	Income
Property Services	38.68	1,533,080	1,463,260	-1,957,280
Facilities Management	70.21	1,659,180	3,497,820	-1,690,110
Estates Management	12.23	571,850	97,150	-200,990
Estates Rationalisation	0.00	0	134,830	-39,350
<b>PROPERTY SERVICES TOTAL</b>	<b>121.12</b>	<b>3,764,110</b>	<b>5,193,060</b>	<b>-3,887,730</b>
<b>Housing Revenue Account</b>	<b>66.00</b>	<b>2,362,690</b>	<b>2,637,430</b>	<b>-4,425,280</b>

## **Contribution to the Corporate Plan**

Vision for the service in contributing to delivery of the Corporate Plan in the period to 2021, including improved outcome areas.

Property Services will look to support the Corporate Plan in the following ways:

- **We will continue to drive the Estate Rationalisation Programme in order to deliver capital receipts through asset disposals and revenue savings to the Council through a reduction in building running costs.**
- **We will deliver the Capital Programme as set out in the MTFP**
- **We will create modern open plan office environments to support teams in delivering more efficient services through agile working. This will include the refurbishment of County Hall with improved facilities for both staff and visitors.**
- **We will work with Communities to transfer surplus assets where appropriate to local groups and parish councils where they can be more effectively utilised and maintained for the benefit of local residents.**
- **We will develop a new Asset Management Plan to broaden the current Town Plan Strategy and promote the rural economy through the identification of rural affordable housing sites and the creation of rural innovation and growth centres.**
- **We will continue to act as Corporate Landlord , carrying out the required statutory and fire checks to ensure all building users can work in a safe environment.**

# External Validation

## Inspections

There is no relevant body that conducts external inspections of Property Services.

## Customer perception

- Housing Improvement Works:  
All housing tenants receiving capital work e.g. kitchen, bathroom, heating windows and doors improvement are asked to provide feedback by way of a customer satisfaction survey. These are analysed, acted upon and reported to committees as and when needed. Customer satisfaction is one of the KPI's monitored by Property Services.
- Capital Projects:  
From the beginning of 2017 the Design Team has begun sending out questionnaires to clients and monitoring Design Team, framework partner and contractor performances. Scores are assessed and monitored and fed back to the Design Team and framework partners on a monthly basis. Any significant issues raised through the questionnaires are addressed as part of an ongoing improvement plan.
- Other Service areas have not been formally obtaining customer service feedback; however anecdotal evidence and project review information suggests the following customer perceptions:
  - Whilst acknowledging the good statutory maintenance support that they receive and the delivery of the annual Schools Capital Improvement programme, some head teachers still comment on there being insufficient face-to face contact with Property Services Technical staff.
  - The in-house maintenance team have delivered a high standard of Repair and Maintenance across the Estate for emergency and urgent jobs.
  - Strategic Estates provides a good quality, professional service. However, limited resources has meant that some smaller property issues are taking much longer to resolve than would normally be expected.

## Priorities for 2018 - 2021

Priority area	Key milestones
1. Establish a rolling 5-year programme of condition surveys across the Leisure, Schools and non-schools estate	<b>April 2018</b>
2. Continue to enhance Corporate Landlord Function ensuring regular audits are carried out to ensure Fire Risk and Health and Safety compliance for all Non-school buildings. Establish Corporate KPI to monitor performance	<b>April 2018</b>
3. Continue to improve Statutory Maintenance Performance to ensure annual target KPIs are achieved for both Council and Leisure Buildings.	<b>March 2019</b>
4. Continue to review the property estate for opportunities to rationalise and improve the quality of the operational portfolio. Develop opportunities for sharing facilities through One Public Estate.	<b>March 2019</b>
5. Carry out refurbishment of County Hall to create a modern working environment with good public access.	<b>March 2021</b>
6. Play an active role in the 20:20 team to prepare all service areas for the transition to New Ways of Working.	<b>March 2019</b>
7. Project manage key building projects as required	<b>March 2019</b>
8. Develop an Asset Management Plan to expand upon the original Town Plan Strategy and include promotion of the rural economy through affordable housing, innovation and growth centres	<b>March 2019</b>

## Performance framework

Measure	Outturn 2016-17	Outturn 2017-18	Target 2018-19	Target 2019-20	Target 2020-21
1. Financial delivery against profile of the Capital Programme as detailed in the MTFP.	<b>£122m</b> <b>98%</b>	<b>£94m</b> <b>100%</b>	<b>£172m</b> <b>95%</b>	<b>£138m</b> <b>95%</b>	<b>£179m</b> <b>95%</b>
2. Financial delivery against profile of the repairs and maintenance budget allocated to the corporate estate.  <i>Note: the budget in future years will change as buildings are added to or removed from the portfolio.</i>	<b>£1.55m</b> <b>97%</b>	<b>£1.5m</b> <b>95%</b>	<b>£1.5m</b> <b>95%</b>	<b>£1.5m</b> <b>95%</b>	<b>£1.5m</b> <b>95%</b>
3. Statutory Maintenance – percentage of tests performed within planned period.	<b>97.4%</b>	<b>96%</b>	<b>96%</b>	<b>97%</b>	<b>97%</b>
4. Value of Capital Receipts generated	<b>£8.0m</b> <b>85%</b>	<b>£4.2m</b> <b>93%</b>	<b>£6.0m</b> <b>95%</b>	<b>£5.3m</b> <b>96%</b>	<b>£3.2m</b> <b>100%</b>
5. Corporate Landlord Performance - Fire Risk Compliance for all occupied buildings	<b>NEW</b>	<b>95%</b>	<b>97%</b>	<b>98%</b>	<b>98%</b>
6. Housing Capital - Performance against programme (outputs)	<b>NEW</b>	<b>95%</b>	<b>95.5%</b>	<b>96%</b>	<b>96%</b>
7. Housing Capital - Tenant Customer Satisfaction	<b>NEW</b>	<b>95%</b>	<b>95.5%</b>	<b>96%</b>	<b>96%</b>

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