



Property & Facilities Update

Performance Scrutiny Committee

22 September 2016



Introduction

- OCC and Carillion acknowledge we can do better
- LGA invited to do a peer review to share best practice and to help support change
- Key changes emerging from LGA observations and work already in hand



Property – Need for Change

New Approach

- New Leadership Team for Property
 - Cabinet Member supported by Director of E & E, Director of Transformation and Chief Finance Officer
- Different Mind-set and approach
 - Focus on improving performance and service delivery
- Greater engagement with members on property matters acknowledging strong Place agenda
- Raise the profile of Property within Transformation



Property – Need for Change

Property Strategy

- Need to better link use of assets to support Corporate Strategy / objectives
 - Strategic Asset Management Plan is being redrafted to:-
 - Reflect future direction of organisation
 - Support the objectives of the Transformation agenda
 - Make better use of assets
 - Report to Cabinet in December 2016



Property – Need for Change

Member Engagement

- Need for better Comms to let members know what is going on
 - Lots of good work going on but not shared!
- Need for greater engagement with members – accessing 'local knowledge'
- Transformation agenda with focus on places and localities will increase involvement
- Members Tableau portal now available



Property – Need for Change

Improved Client/Contractor Relationship/Partnership

- Need to improve Carillion relationship and performance
- Opportunity with a new team to redefine the objectives for what both sides need out of relationship
- High level discussions led by Director of Transformation and the Director of Economy and Environment
- Key areas as follows...



Carillion Changes – Project delivery

Key Changes:

- Fundamental change in the way Carillion are going to deliver construction projects (Direct Delivery)
- Changes will give improved value for money and delivery to cost and programme
- OCC will bring independent cost checking / verification of all projects going forward
- Removing risk from OCC with greater penalties for poor performance



Carillion Changes – Management

Key Changes – Management:

- Innovative contract – however too much transferred to Carillion
- Need to build back up capability/capacity within OCC to better manage and engage Carillion
- Reposition some services back under OCC control - e.g. Employers agent , Cost Management, Some of the Strategic Asset Management



Carillion Changes – Developing Assets

Carillion Actions

- Carillion to play much greater ‘Strategic Partner’ role in taking risk and investing upfront in developing OCC assets
- Bring in national expertise and resources with a greater commercial approach and with greater pace
- Work with other partners to bring in investment



Carillion Changes – Developing Assets

Carillion/OCC Approach Changes:

- Carillion support for developing an investment portfolio
- Accelerate disposal programme by taking risk on funding for developing business cases
- Providing additional resources to support Transformation agenda and developing assets released



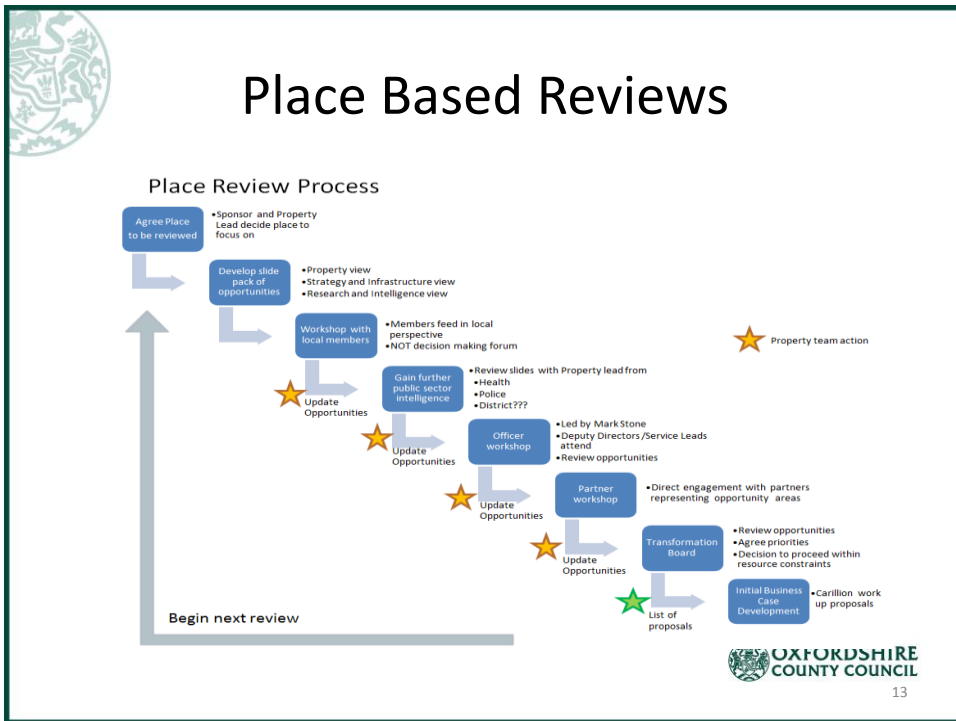
New Approach – Emerging Outcomes

- Provide new income in the region of £18m pa
- Double current disposals earnings from trading surplus assets over the next three years
- Optimise the ‘office estate’
- provide insight and impetus in Locality/Place Reviews



Emerging Outcomes – Place Reviews

- Look at places as a whole rather than as a set of individual properties/issues
- Seek out linkages, common interest across public estate and ambition
- Work with Members and local partners to maximise opportunities—maximise asset value, financially but against service aims as well
- Priority reviews being set up and rolled out by early October



Emerging Outcomes – Investment Portfolio

- Different approach – doesn't have to be limited to just OCC assets but could support by investing in infrastructure, housing, and wider growth where in the county's interest
- For example, look to develop our assets to meet local needs and substantial market return i.e. adult and key worker housing, energy infrastructure, etc.

OXFORDSHIRE COUNTY COUNCIL

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Property – Need for Change

- Focus on the future and the need for change
- Key actions:-
 - New leadership / team
 - recognition & change of mind-set
 - Much greater visibility and engagement
 - Linking use of our assets to support the corporate strategy – returns against service priorities
 - Realign the contract to support the new direction of the Council
 - Develop our assets and do more with our property