

Property and Investments Executive Sub-Committee

Decision Date – 10 July 2024

Key Decision – no



Review performance indicators for the Investment Portfolio and main risks to the programme

Executive Member: Lead Member for Economic Development, Planning & Assets

Lead Officer: Oliver Woodhams, Strategic Asset Management Service Director

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Summary / Background

1. The role of the Sub-Committee is to ensure the Council has appropriate governance arrangements in place to protect and maintain the value of the Council's non-treasury and commercial investments, and to deal with real and personal property disposals or acquisitions and other matters within the scope of the Non-Treasury Management Investment Strategy (the Strategy).
2. Performance indicators recommended for monitoring by the Sub-Committee on a quarterly basis are:
 - a. Total contracted annual income.
 - b. Void measure (vacant units) as a percentage of rent.
 - c. Rent arrears measure – debtor percentage.
 - d. Progress with property disposals - to be reported in confidential session at meetings.

Recommendations

3. That the Property and Investments Executive Sub-Committee:
 - a. Consider the performance indicators for the asset management of the Commercial Investment Portfolio for Q4 2023/24:

Indicator	Measure	Q4 2023/24	Comments
Total contracted annual income		£18,721,076	

Voids	Vacant units as a percentage of total rental value	3.7%	Reduced from 9.1% at start of 2024 following lettings at Imperial House, Alchemy and Commerce Park, Frome
Rent arrears		1.3%	Arrears over 90 days as % of annual contracted rents

- b. Consider the main risks to the programme set out under paragraph 10 below.

Reasons for recommendations

4. The terms of reference for this executive sub-committee include: The Sub-Committee will be responsible for establishing, maintaining and monitoring arrangements to ensure that the routine management of tenancies and licences within the Portfolio, is handled in a robust and agile manner and delegated appropriately and that adequate financial provision is made to meet the Council's responsibilities under such tenancies and licences.
5. The range performance indicators used in this report were approved by the Sub-Committee at its meeting on 21 December 2023.
6. Rental voids have reduced following completion of lettings since the beginning of 2024. These are for the whole of Imperial House, Newport; and also for Ground Floor East, Alchemy, Welwyn Garden City and Unit 2B Commerce Park, Frome. These do not change the immediate contracted rental income as there are initial rent free period. But the future contracted rent total is increased and these will also help improve sale prices.

Other options considered

7. Other key indicators that could have been recommended include total capital value of the portfolio compared with either purchase prices or previous valuation, or latest weighted average unexpired lease term (WAULT). Production of this data would consume a large amount of officer time or require the council to incur substantial fee cost to obtain the advice externally. The agreed performance indicators were acknowledged to represent the appropriate balance for robust monitoring relative to resource implications.

Links to Council Plan and Medium-Term Financial Plan

8. These arrangements form part of the steps being taken to deliver the Council Plan and as part of the Financial Emergency Strategy.

Financial and Risk Implications

10. The following risks have been identified for the Investment Asset Programme:

1 Officer team resources: Key officers leaving at short notice due to any circumstances, may impact programme timings and outcomes.					
Likelihood	3	Impact	4	Risk Score	12
Complete the Estate Surveyor recruitment. Expand external adviser activity and if required appoint a different internal client.					
2 Financial target timings changing: Phased sales target cannot be met so further assets needing to be sold earlier than planned					
Likelihood	3	Impact	4	Risk Score	12
Carry out asset management more quickly and be ready to sell phase 2 & 3 if required					
3 Market weakening further: Reduces receipts from Property planned to be disposed of in future years					
Likelihood	2	Impact	5	Risk Score	10
Consider bringing forward further early sales					
4 National and International elections affecting macroeconomic conditions: Reduced value of sales and cost of borrowing for rest of portfolio					
Likelihood	3	Impact	3	Risk Score	9
Maintain awareness of macroeconomic conditions and reviewing against targets					
5 Commercially sensitive details are unintentionally made public					

Likelihood	2	Impact	4	Risk Score	8
Discuss commercially sensitive details only in confidential sessions of sub-committee, attendance in-person only. Stress importance of confidentiality to attendees.					
6 Council governance mechanics: Decision process holding up sales					
Likelihood	2	Impact	3	Risk Score	6
Gaining prior approval to phased sales over a certain price without further key decision reports being needed. Planning executed deeds in advance to ensure prompt execution.					

Legal Implications

12. There are no immediate Legal implications beyond the professional activities required when transacting on lease revision matters or disposals and acquisitions.

HR Implications

13. There are no immediate HR implications.

Other Implications:

Equalities Implications

14. There are no direct equalities implications.

Community Safety Implications

15. There are no direct Community Safety implications.

Climate Change and Sustainability Implications

16. There are no direct Climate Change and Sustainability implications.

Health and Safety Implications

17. There are no direct Health and Safety implications.

Social Value

18. There are no direct Social Value implications.

Scrutiny comments / recommendations:

19. The Task & Finish Group set up to scrutinise the plans for the disposal of the commercial investment portfolio met three times during October and November and a report of their findings was submitted to the 4th January Scrutiny Committee for Corporate & Resources. [Report of the Task and Finish Group for Commercial Investment Asset Realisation – November 2023](#)

Background

20. The Council's Medium-Term Financial Strategy (MTFS) provides a strategic financial framework and a forward-looking approach to achieving financial sustainability and was approved by Full Council in February 2024. Various measures are in hand to address the predicted shortfall between the resources available and the cost of current service. Amongst the range of actions being taken to close the forecast budget gap for 2024/25 is that revenue spend would be capitalised in accordance with the Capitalisation Directive from DLUHC of £36.9m.
21. The Team is progressing work to consolidate rent collection and property accounting with a single external managing agent. This will allow the work to be carried out using dedicated investment property accounting systems, with property finance teams who just do this dedicated type of work. There will also be a capacity gain when disposals come on stream to optimise ability to respond to buyer requests for information, present rent history in a format widely used for investors. The resource capacity will also be important for the asset transfer stage and closing down our residual exposure.

Background Papers

None.

Appendices

None.

Assurance checklist

	Officer Name	Date Completed
Legal & Governance Implications	David Clark	27/6/2024
Communications	Peter Elliott	24/06/2024
Finance & Procurement	Jason Vaughan	27/6/2024
Workforce	Alyn Jones	20/06/2024
Asset Management	Oliver Woodhams	24/6/2024
Executive Director / Senior Manager	Jason Vaughan	27/06/2024
Strategy & Performance	Alyn Jones	20/06/2024
Executive Lead Member	Cllr Ros Wyke	27/06/2024
Consulted:	Councillor Name	
Local Division Members	N/A	N/A
Opposition Spokesperson - for information	Cllr Mark Healey for Prosperity, Assets and Development	Sent 24/06/2024
Scrutiny Chair - for information	Cllr Bob Filmer - Scrutiny Committee - Corporate & Resources	24/06/2024