

Estates Management 1-1 ME: June 2025 Summary

Background

Essex County Council's (the Council) current Estate Management Contract ends on the 30th of September 2026. The Council has started on our journey of discovery, regarding how the Estate Management provision could evolve and innovate beyond this date and is engaging with the Estate Management Industry as part of this approach.

The Council held 1-1 Market Engagement Sessions at County Hall as part of the discovery phase of the project, covering the topics in this slide deck.

The registration for the event was available on the Essex Provider Hub and the Councils e-sourcing Portal Pro Contract Project DN760459.

Local Government Reorganisation (LGR)

Important things for ECC to consider in relation to LGR

- Communication and Continuity:** The importance of maintaining clear communication and continuity during the reorganisation process to mitigate risks and manage multiple clients effectively.
- Clarity of Instruction:** Clarity of who an Estate Management provider will take instruction from is key during the transition period, instructions should only come from a named individual/ role (e.g. Head of Property) to avoid confusion.
- TUPE and Redundancy Costs:** Potential redundancy costs arising as a result of TUPE should be paid by the authority if following LGR the loss of the requirement for the role is caused by the actions of the authority.
- Stakeholder Management:** The need for increased stakeholder management requirements, along with the need for consistent communication, as organisational structures change.
- Prior notice and Alternative Arrangements:** The importance of adequate notice of major changes to allow time for scaling up or alternative supply chain arrangements
- Financial and Contractual Complexity:** Potential changes in budget allocation processes and spending authority during the transition period and the complexities this brings, along with the complexities of transferring assets and liabilities.

Key Performance Indicators (KPIs)

Key things for ECC to consider in relation to KPIs

- **Importance of clear KPIs:** The market stressed the need for explicit KPIs that are linked to corporate objectives and reflect important areas to ECC
- **Measurable:** KPIs should be easily measurable with a clear scope to ensure clarity and avoid disputes
- **Continuous improvement:** KPIs should not be punitive in nature and should be used to drive continuous improvement in performance
- **Project-Specific KPIs:** Applying KPIs to specific larger projects to measure performance and drive continuous improvement
- **Social Value:** KPIs related to social value, diversity and inclusion initiatives and delivering against the committed TOMs are becoming increasingly more common.

Data and Data Migration at Mobilisation Stage

Key things for ECC to consider in relation to data and data migration at mobilisation

- **Accurate Data and Integration:** The importance of accurate asset information, consistent property naming, and the integration of systems to ensure data quality.
- **Data Quality and Centralisation:** Centralising and updating information to mitigate the loss of critical knowledge or personnel and ensure smooth data migration.
- **Data Improvement:** The need for data improvement and the use of systems to manage and analyse data effectively.
- **Adequate Mobilisation Period:** Ensuring adequate time for mobilisation as data migration is often one of the most difficult and time-consuming parts of mobilisation