

AGENDA MANAGEMENT SHEET

Name of Committee Overview and Scrutiny Board

Date of Committee 25th May 2011

Report Title Update Report – Progress on Property Review

Summary The review of property, known as the property rationalisation programme is ongoing. This progress report is an update since the last report presented to this committee on the 5th October 2010.

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Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr June Tandy and Cllr Jerry Roodhouse
- Cabinet Members Cllr Hayfield and Cllr Heatley
- Chief Executive
- Legal
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police

Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Overview & Scrutiny Board – 25th May 2011

Update Report – Progress on Property Review

Recommendation

That the progress of the review of property be noted.

1.0 Introduction

- 1.1 At its 5th October 2010 meeting this Committee received its first update report on the progress on Property Review. It was minuted then that this Committee requested regular updates, and this report sets out a concise summary of current progress and highlights issues that this programme of work seeks to address.
- 1.2 The background and context for the Property Review was explained in detail with the report of the 5th October, and is therefore not repeated here.
- 1.3 However, it is worth repeating the very real target that has been set against the review and rationalisation of property. The effective use of the Council's property and its rationalisation is to make a £4.5m contribution to the council's savings plan over the next 3 years.

2.0 Progress

- 2.1 The programme of work is being delivered within a project management structure. A number of documents are used to monitor progress and these are included as follows.

Appendix A – The Savings Plan

The Savings Plan provides a summary of those parts of the property portfolio where work is being progressed so far with the estimated savings and costs as a result of the work. The plan reflects current progress and therefore there will be new projects being added during the course of the property rationalisation programme in order to realise specific savings to meet the overall savings target.

Appendix B – The Work Programme – March to August 2011

The Work Programme provides a summary project by project of activity over the current six month period. Each month denotes whether a project is at its earliest stage of strategic planning (s), the next stage of feasibility (f), or at the final stage of implementation (I).

Appendix C – Internal Communications Timetable

The Internal Communications Timetable describes so far our plans to deliver communications internally to the organisation. This will be built upon as commitments to either retain or vacate buildings are made during the life of the property rationalisation programme.

Appendix D – Risk Management Plan

The Risk Management Plan describes all the significant risks identified by the programme and provides a monitoring tool by which risk action is planned and recorded.

Appendix E – Changing Spaces, Challenging Thinking

This report summarises our approach to deliver changes to the way we work to enable property rationalisation. The allocation of accommodation is to a new and much more efficient space standard and this will require staff and managers to adopt new processes, behaviours and use of technology.

3.0 Issues

Community Ownership or Occupation of Council Assets

- 3.1 The Council's protocol's for this were decided by the 17th February 2011 Cabinet. However, the current consultations on the Council's libraries and youth centres has brought about significant interest from community groups seeking to run their own services, and for the council to transfer or lease property to them with concessions.
- 3.2 Clearly there will be proposals to the consultation from community groups and decisions will need to be taken in the context of the Council's approved budget and the ability to make the savings required of the property rationalisation programme.

Saltisford

- 3.3 We are very conscious that the buildings could be utilised more intensively and this is becoming more evident as we downsize our workforce. We are planning to double the existing number of staff that are based at the buildings, by implementing the revised office accommodation standards and ensuring that staff work in a more flexible way. As plans evolve on the future use of Shire Hall and Barrack Street, it is likely that there will be some movement of staff between the three sites.
- 3.4 The first phase of physical works at Saltisford will be in Building 2 in August, to allow us to vacate a number of leased properties used by Adult Social Care. Once the occupation of this building has been maximised, we will move on to Buildings 1 and 3.

Disposals

- 3.5 The savings plan has an element reliant on timely disposals of surplus property where capital receipts can be earmarked to reduce the borrowing debt of the Council. However the property market continues to be in a state of recovery which is affecting the value and pace of completing certain types of property deals. Officers interpreting the state of the market are advising that the market is patchy in its response to making good value offers for sites, that offers can contain less than favourable conditions and there can be a lack of pace for completing the steps in a transaction. Clearly the Council can choose not to dispose in this kind of market, but as properties become surplus and remain in the Council's ownership, there mounts pressure on the surplus property budget to meet ongoing costs to maintain site security and combat deterioration, and pressure on the ability to deliver timely savings towards the property rationalisation programme .

Report Author: Steve Smith

Head of Service: Steve Smith

Strategic Director: David Carter – Resources Group

Portfolio Holder: Councillor Hayfield

May 2011

**PROPERTY RATIONALISATION PROJECT - SAVINGS PLAN
NON-SCHOOLS PORTFOLIO**

KEY

ITEM	ASSETS	PROJECT	LEAD	OVERALL REVENUE SAVINGS								TOTAL REVENUE SAVINGS	OVERALL REVENUE COSTS								TOTAL REVENUE COSTS	NET SAVING	POTENTIAL CAPITAL RECEIPT				COMMENTS (Property revenue savings identified in brackets.)	MAINTENANCE BACKLOG SAVING (£)											
				PROPERTY REVENUE SAVINGS					REVENUE CAPITAL RECEIPTS				PROPERTY REVENUE COSTS				REVENUE CAPITAL COSTS						2011/12	2012/13	2013/14	2014/15													
				2010/11	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14		2014/15	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14			2014/15																
RESOURCES/CORPORATE PROJECTS (NON-DIRECTORATE SPECIFIC)																																							
SP1	Rugby Office Accommodation	Newton and Faraday Halls to be released and sold together with the college. Now looking in detail at the occupiers accommodation requirements. Also reviewing all other WCC office buildings in Rugby. With the move to CYPF and AHCS hub working, certain properties will no longer be required and a greater concentration of staff needed in fewer buildings. The Bloxham Centre in Somers Road is underutilised and AH&CS are keen to vacate completely. Review whether this could become a location for hub working.	Sarah Pell			73.0	172.0				21.0	85.0	24.0								375.0					16.0	2.5					18.5	356.5	830	470			Vacation of Newton & Faraday in 09/11(E149k) with disposal in 12/11. Anticipate additional saving (assumed Bloxham) by vacating in 04/12 and disposal in 09/12, and have estimated savings of £100k. Assumed capital receipt for Bloxham is £470k and £830k for Newton and Faraday Halls combined	594,815
SP2	Warwick Office Accommodation	Review to identify opportunities to release buildings and make more efficient use of space at Montague Road, Wedgnook House & Myton Park. Units 33 & 34 Deer Park, Stareton to be released and staff moved to Salford. 3945 Warwick Road, Kenilworth to be vacated in early 2012. Current thought is to move staff from 16 Old Square to Myton Park, which will facilitate alternative use of this building, although this depends on CYPF hub working plans. Avon Court Bungalow has been vacated to enable redevelopment of site for Care & Choice. Orion House to be released in 2013. Potential relocation of Museum service to Montague Road to allow disposal of accommodation at The Butts. Cleaning service likely to be moved to Wedgnook House. Opening up of Wedgnook house Training Rooms will enable various other training rooms to be released at Myton Park and Montague Road.	Janette Becket/John Findlay	7.0	86.0	50.0	61.0														204.0						29.9	30.3	5.7			65.9	138.1					Avon Court Bungalow vacated in 12/10 (E29k) - Asylum seekers team have moved to Brandon House. Deer Park to be vacated in 06/11 - figure in 2008/09 savings spreadsheet of £164k, clearly inaccurate - used E85k figure instead. 3945 Warwick Road, Kenilworth to be vacated 12/11 (E61k). The Butts to be vacated 09/12 and disposed 06/13 (E29k). £100k of costs needed at Wedgnook House to facilitate training team moves in 06/11 and E57k to relocate staff from 16 Old Square to new CYPF Hub in 12/11.	66,177
SP3	Nuneaton/Bedworth Office Accommodation	Warwick House to be released in 2013. Potentially move AHCS staff to Kings House and CYPF staff to Hilary Road, but subject to determining the best overall use of Kings House, including using this as a base for a CYPF and AHCS hub.	Paul Jeffs/Dave Stevenson				261.0														261.0						5.0	61.8				66.8	194.2					Warwick House to be vacated in March 2013 (E281k). AHCS staff to move to Kings House in 12/11 and CYPF staff to refurbished Hilary Road or elsewhere in 12/13.	557,339
SP4	19 Parkfield Road	Release area office in Dec 10		10.0	28.0																38.0						0.0					38.0					Vacated 21/12/2010 (E38k)	5,311	
SP6	Various	Progress disposals of those assets which have been declared surplus to WCC requirements. Review Disposal policies so that we have a clear and transparent process for undertaking disposals.	Geoff Taylor / Sarah Wells			75.0	75.0						99.8	33.3							249.8						0.0	6.0	6.5			12.5	237.3		1330			2-22 Northgate Street accounts for £150k of revenue costs, and £1,330k capital receipt. Vacate at 09/12 and dispose at 06/13.	856,125
SP9	Shire Hall/Barrack Street	See move from 2-22 Northgate Street under Various above. Various additional space efficiencies to be pursued. Proposal to move library from Barrack Street will release ground floor space in Barrack Street to accommodate staff from elsewhere, leading to an efficiency yet to be determined.	Paul Jeffs/Julian Humphreys																		0.0										0.0	0.0					Space planning of Shire Hall underway. Costs of adapting Shire Hall, relocating library to Shire Hall and reconfiguring Barrack Street ground floor are ringfenced capital funded and do not form part of this project (Costs estimated at £3,000,000 with programme starting at 04/11 and completing at 09/12). Receipt of 2-22 Northgate Street in SP 6 above.		
SP11	All properties with public front doors	One Front Door project: Resources in each locality will be focussed on assets capable of acting as a 'universal front door' to a wider range of council and community services	Kushal Birla																		0.0										0.0	0.0			Potentially various buildings		Assume that rationalising 'front doors' could provide revenue savings but these are not quantifiable at this stage.		
SP51	Vacant property disposal	3, George Street, Bedworth (1229)												8.4																			64				Sale of former Highway Improvement land.	0	
SP52	Vacant property disposal	Former 7, George Street, Bedworth (1244)												6.4																			64				Sale of former Highway Improvement land.	0	
Resources/Corporate Totals				17.0	187.0	297.0	397.0	0.0	35.9	85.0	123.8	33.3	1,127.8	0.0	0.0	0.0	0.0	50.9	100.6	12.2	0.0	163.7	964.0	979	470	1,330	0								2,079,767				
ADULT HEALTH & COMMUNITY SERVICES																																							
SP16	Premises used for luncheon clubs (c30 premises for luncheon clubs)	The implementation of a new meals contract with the Community Meals Service is enabling the release of c.30 premises currently used as luncheon clubs. The current arrangements will cease at the end of September 2010 saving £41,000 per annum in rent/licence fees.		20.0	21.0																41.0										0.0	41.0					Vacated in 09/10 (E41k).		
SP17	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Ramsden Resource Centre to be closed and service users transferred to Freeway.			16.0	17.0															85.5										0.0	85.5		525			Assume closure of Ramsden Centre in 09/11(E33k) and disposal in 12/13 with capital receipt of E525k.	33,336	
SP18	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Barnsley Court will be released as part of the Atherstone Civic Centre moves.	Estates		10.0	3.0															13.0							1.1			1.1	11.9					Lease expires 05/11. We will vacate at lease expiry (E13k), moving to Civic Centre once refurbished Cost of moving included in SP 13. Rental of E9000 not included in costs spreadsheet.	4,891	
SP19	Day Care, Home Care and Phase Care (8 Day Centres)	185 Drayton Avenue will be sold to current occupiers (Springfield Mind)	Mark Treadwell		10.0	31.0									10.0	30.0					81.0										0.0	81.0	400				Capital receipt for Drayton Avenue estimated at £400k at 12/11 (E41k).	48,858	
SP20	Office accommodation (see also Corporate projects above) (AHCS operate from c20 office bases some of which are shared locations)	Adult Social Care Hub project: will reduce office base's down to 2 (probably Kings House & Salford) and allow the release of Alcester Turnpike Gate House, Atherstone Warwick House and Orion House.	Christine Renshaw		36.0	136.0	333.0	100.0													505.0							4.2	35.1	29.6	4.5	68.8	436.2					Alcester Turnpike Gate House lease expires 09/11 (E73k) and have break clause on Atherstone Warwick House lease in 06/12 (E150k). Orion House lease expires 06/13 - expect to move to Salford although will need alternative base for AHCS Social Work hub. Costs spreadsheet for OH clearly wrong so have used 400k.	184,188
SP48	Vacant property disposal	121 Edward Street, Nuneaton (1269)	Janette Becket																																		Property handed back to landlord at 17/12/2010. Agreed with landlord no dilapidations. Externally funded, no direct costs.	13,523	
SP49	Vacant property disposal	1 Donnithorne Avenue, Nuneaton (1300)	Sarah Pell																																		Due to vacate at 28/01/11. Initial landlords dilapidations schedule costed at £1.3k.		
AH&CS Totals				20.0	93.0	187.0	333.0	100.0	10.0	82.5	0.0	0.0	725.5	0.0	0.0	0.0	0.0	5.3	35.1	29.6	4.5	69.9	655.6	400	525	0	0									284,796			
CHILDREN, YOUNG PEOPLE & FAMILIES																																							
SP28	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Youth Justice Service moving to Leamington Justice Centre from 12 & 16 Hamilton Terrace. These leased properties will be surrendered.			28.0	84.0															112.0										112.0	0.0					Annual contribution to the Leamington Justice Centre now determined as £116,560 however additional budget allocated to cover the extra. Properties vacated 17/12/2010 (16 Hamilton Terrace £50k, 18 Hamilton Terrace £62k).	31,763	
SP29	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Stratford: consolidation of Children in Need teams to one office location (either Arden House or The Courtyard) enabling the release of 8 Rother Street, a leased building that is not capable of adaptation to meet the corporate office accommodation standards. Potential release of an expensive lease at Arden Court to follow and possibly the Salfway Centre. Release of The Grange, Southam, with staff moving to Arden House.	Janice Ogden & Ian Dawson			197.0															197.0	50.0	26.0				4.4	2.1			82.5	114.5					8 Rother Street costs £71k will be released at 03/12. Costs of first floor Arden House likely to be £70k. Release of Arden Court in 3/12 - costs of £78k, although will need to find space for an Adult & Community Learning team which also occupy Arden Court. Relocation costs from Arden Court of £18k. The Grange vacates at 03/12 (£50k).	18,381	
SP50	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Brandon House, L Spa, Lease break to be exercised in June 2011. Asylum Seekers Team to relocate to Holly Walk House or to another property yet to be identified.	Peter Harpur		31.0	11.0															42.0									2.0	1.0	3.0	39.0					Asylum Seekers Team to relocate to other property to be confirmed. Vacation of Brandon House at 06/11 (E42k).	0
SP31	Office accommodation (see also Corporate projects above) (CYPF operate from c30 office bases some of which are shared locations, and some of which include assessment space)	Hub working: review of service delivery model to operate from 6 hubs plus spokes. This should facilitate the vacate/disposal of the majority of CYPF office portfolio. Already allowed for Orion House under AHCS.	Janice Ogden			327.0															327.0										61.1	265.9					Costs and savings based on the following properties Holly Walk (£70k), Myton Park (£109k), Beada House (£57k), Hilary Road (£53k) and Arden Hill (£57k). Brandon House, Orion House and 16 Old Square are allowed elsewhere. Capital receipt values still awaited.	531,502	
CYP&F Totals				28.0	115.0	535.0	0.0	0.0	0.0	0.0	0.0	0.0	678.0	78.0	110.0	0.0	0.0	6.4	64.2	0.0	0.0	258.8	419.4	0	0	0	0									581,646			
FIRE & RESCUE																																							
Fire & Rescue Totals				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0		

**PROPERTY RATIONALISATION PROJECT - SAVINGS PLAN
NON-SCHOOLS PORTFOLIO**

KEY

Disposal opportunities with a high degree of certainty
Disposal opportunities being worked up by Directorates & Resources
Potential disposal opportunities subject to extensive service review

ITEM	ASSETS	PROJECT	LEAD	OVERALL REVENUE SAVINGS								TOTAL REVENUE SAVINGS	OVERALL REVENUE COSTS								TOTAL REVENUE COSTS	NET SAVING	POTENTIAL CAPITAL RECEIPT				COMMENTS <small>(Property revenue savings identified in brackets.)</small>	MAINTENANCE BACKLOG SAVING (£)												
				PROPERTY REVENUE SAVINGS				REVENUISED CAPITAL RECEIPTS					PROPERTY REVENUE COSTS				REVENUISED CAPITAL COSTS						2011/12						2012/13				2013/14				2014/15			
				2010/11	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14		2014/15	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14			2014/15	2011/12	2012/13	2013/14			2014/15	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14	2014/15			
CUSTOMERS, WORKFORCE & GOVERNANCE				CW&G Totals								0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
ENVIRONMENT & ECONOMY				E&E Totals								0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0					
Grand Totals				65.0	395.0	1,019.0	730.0	100.0	45.9	167.5	123.8	33.3	2,631.3	78.0	110.0	0.0	0.0	62.5	199.9	41.8	4.6	492.2	2,039.0	1,378.5	995.0	1,330.0	0.0							2,946,209						
Total Saving Required																						4,410.0																		
Balance Still to Find (From projects not quantifiable at this stage)																																								

- NOTES
- Comments regarding the Capital Valuations can be found on the Disposals tab.
 - Revision 5.1 - change in item column numbering with pref 18.11.2010
 - Costs and savings in year 2014/15 (greyed out) are shown as arising but are not included in the savings plan as they fall outside the project dates. 25.01.2011.

Property Rationalisation Project - Draft Work Programme - March - August 2011

Key:

S	Strategic Phase
F	Feasibility Phase
I	Implementation Phase

Priority	Sub-projects	Year	2011						Savings/comments
		Month	March	April	May	June	July	August	
1	SP18. Barnsley Court Vacate Barnsley Court in May and move ACL team to Warwick House								
2	SP10. Saltisford Max out Building 2 to incorporate staff from Deer Park and create capacity for additional relocations (see also priority 6 below) Determine best utilisation of Saltisford in light of CYPF Warwick LDC moving elsewhere and Adult Access First Tier moving to Shire Hall								
3	SP9. Shire Hall/Barrack Street Progress space planning to fill Shire Hall including relocating 2-22 Northgate Street staff Progress plans to move Library from Barrack Street to Shire Hall								
4	SP29. CYPF accommodation in Stratford Complete negotiations to lease the whole of Arden House as a CYPF LDC, and plan & implement the move of staff								8 Rother Street & Arden Court will be released
5	SP34. Fire & Rescue Service Progress options for the upgrading of Alcester Fire Station Progress potential disposal of Leamington Fire HQ and its redevelopment elsewhere								
6	SP2. Warwick/L Spa Office Accommodation Review Vacate Deer Park and transfer staff to Saltisford Explore options for CYPF LDC in Warwick/Leamington Vacate Brandon House and relocate staff to Myton Park/Saltisford Move ACL Warwick team from Orion House to Wedgnoek House Complete feasibility study into opening up Wedgnoek House training rooms to wider use, then move to implementing the changes Review storage needs at Wedgnoek warehouse and Montague Road and implement changes Undertake space utilisation to determine scope for moving Museum Field Services from The Butts to Montague Road or alternative location, and Cleaning to Wedgnoek House								Deer Park can then be released. Release Brandon House lease Will release training space at Myton Park and Montague Road Will release space at Montague Road Capital receipt for Butts site
7	SP1. Rugby Office Accommodation Review Complete review of existing premises and agree options, including site for a CYPF LDC, then implement early proposals Take report to Cabinet declaring Newton & Faraday Halls surplus, then commence plans to move the staff								Likely to release one or two properties Newton and Faraday Halls can then be sold together with the college.
8	SP3. Nuneaton/Bedworth Office Accommodation Review Review the best use of Kings House moving forward, together with other accommodation in Bedworth, including exploring the needs for a CYPF LDC/Satellite and AHCS social care base, then implement the solution Explore options for creating a CYPF LDC in Nuneaton Relocate CYPF team from Warwick House to Hilary Road								
9	SP30. Youth Centres Work with Peter Hatcher to determine plans for each centre Progress the disposal of Coleshill Youth Club								Capital receipt

10	SP20 & SP31. Adult Access & CYPF Local Delivery Centres LDC's are also covered in SP 1, 2, 3 & 29								
	Explore options for creating an LDC hub in Atherstone	S	S	S	F	F	F		
	Work with AHCS to confirm their property requirements and identify options	S	S	S	F	F	F		
11	SP35. Libraries Continue to assist the Library Service in determining what to do with buildings which are surplus to requirements	S	S	S	S	S	S		
12	SP19. 185 Drayton Avenue								
	Take report to cabinet declaring surplus and sell to Springfield Mind	I	I	I	I	I	I		Capital receipt
13	SP6. Surplus assets								
	Progress disposals where prudent to do so	I	I	I	I	I	I		
14	SP12. Unused/underutilised land								
	Continue a thorough review of all areas of land held within the portfolio	S	S	S	S	S	S		
15	SP13. Co-location opportunities								
	Continue to work with NWBC regarding our use of the Council House as we rationalise our existing office accommodation in Atherstone	F	F	F	F	F	F		
	Complete the feasibility studies in to the proposed developments at Kenilworth and Southam	F	F	F	F	F	F		
16	SP15. Leases to external bodies								
	Review all leases where there is no specific Directorate/Service interest in the use of the property. Determine whether it is prudent for WCC to retain an interest in the asset.	S	S	S	S	S	S		
17	SP17. Ramsden Resource Centre								
	Determine what to do with the building & report to Cabinet	I	I	I	I	I	I		Ramsden Centre will be released
	Work with AHCS on timing of closure and move to Freeway	I	I	I	I	I	I		

Internal Communications Timetable

Date	Message	Channel	Action required
Nov/Dec 2010	General Intro to Property Rationalisation	W4W	DONE
3/3/11	General intro to PR signpost to Intranet launch	Core Brief	DONE
Distributed from 14/3/11	Explaining three stages to Prop Rat	W4W	Done
w/c 4 April	Themed week – different subject each day M - General Intro incl. quotes from snr officers endorsing PR. Formal launch of Intranet area, and prp@warwickshire.gov.uk email for feedback. T- Handling change W – Records mgmt/storage issues/office accomm standards Th – ICT Training F – Focus on an element of PR that is underway, and safe to talk about e.g. Saltisford 2. Launch blog.	Intranet homepage	<ul style="list-style-type: none"> • Source content for daily articles from project group. • Develop and populate blog with content, this will need to be ongoing.
w/c 18/4/11	Update on projects underway? Saltisford 2/Development of LDCs	W4W	
28/4/11	Reminder of blog and recent updates	Intranet article	
12/5/11		Core Brief	
w/c 16/5/11	Case Studies – MFW?	W4W	
23/5/11		Intranet article	
w/c 20/6/11		W4W	
28/6/11		Intranet article	
7/7/11		Core Brief	
25/7/11		Intranet article	
31/8/11		Intranet article	
w/c 19/9/11		W4W	
28/9/11		Intranet article	
6/10/11		Core Brief	
w/c 17/10/11		W4W	
25/10/11		Intranet article	
w/c 21/11/11		W4W	
21/11/11		Intranet	
5/12/11	End of year progress report – looking ahead to 2012	Core Brief	
14/12/11	End of year progress report – looking ahead to 2012	Intranet	

Suggestions welcomed from project team on focus for articles and features

Risk Reference	Corporate Objective	Directorate Key Aims	Risk Owner	Review Date	Opportunity/Threat	Risk Category	Risk Description			Gross Risk Rating (Without risk action)			Risk Action	Net Risk Rating (Considering risk action)			Further Risk Action	Risk Action Owner	Target Date													
							Cause	Risk (Uncertainty)	Effect	P	I	Score		P	I	Score																
1	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Directorates do not identify sufficient opportunities to release assets at all, or within timeframe expected to allow properties to be rationalised.	Delay or non delivery of rationalisation of part of the programme.	Revenue savings target not met	4	4	RED	Directorates have completed Asset Management Plans and Contribution Statements identify rationalisation opportunities	3	4	RED	Pressure bought to bear from Project Board & Members onto Directorates. SAMF to provide challenge to Directorates. Meet with each Head of Service to identify and encourage rationalisation opportunities. Pushing the New Ways of Working Workstream.	Steve Smith / David Soanes	30/09/2011													
									Directorate discontent with lack of fairness in approach to applying rationalisation and accommodation standards.																							
2	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Directorates do not accept the rationalisation opportunities put forward by Rationalisation Strategy Team.	Delay to rationalisation programme.	Revenue savings target not met	3	4	RED	Good working relationships cultivated with Directorate Property Officers and reviews undertaken in a consultative manner	2	4	AMBER	Pressure bought to bear from Project Board & Members onto Directorates	Steve Smith	30/09/2011													
									Perception of being able to bend the rules by directorates as a 'special case'.																							
									Directorate discontent with lack of fairness in approach to applying rationalisation and accommodation standards.																							
3	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Resource Management	Lack of staff resources to pursue rationalisation opportunities	Delay to rationalisation programme or have to cut corners.	Revenue savings target not met	4	4	RED	Project Manager has emphasised the need for sufficient resources in the Project Initiation Document	3	4	RED	Head of Physical Assets (and other Service Heads, where appropriate) to allocate sufficient resources to the project Set out clear prioritised project action plan with timescales and resource requirements Project Manager to press for additional Space Planning and Change Management resources to be dedicated to the project.	Steve Smith	30/11/2010													
									Remaining staff have to take on more workload.																							
									Unrealistic expectations raised about what can be achieved and by when - at both Board level and sub-project level.																							
									Loss of reputation & confidence Loss of morale for those involved.																							
4	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Political	Political unwillingness to make difficult or unpopular decisions to close assets	Delay to rationalisation programme or loss of opportunity to make a saving.	Reduced or delayed revenue savings	3	4	RED	Members have been made aware of the scale of cuts required	2	4	AMBER	Ensure Members are fully aware of the consequences of their decisions	Steve Smith	30/09/2011													
									Replanning resources as a result of delay - could take longer to get job done,																							
									Public criticism for lack of decision.																							
5	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Financial	Lack of revenue and possibly capital to facilitate more efficient use of retained assets	Inability to achieve more efficient use of retained assets (People, Property, Technology).	We perpetuate the old way of working.	4	4	RED	Capital bid submitted by Project Executive	3	4	RED	Press Finance on how sufficient revenue funding to be made available. Consider options for re-use of furniture Consider sale and leaseback in certain cases	Steve Smith	31/05/2011													
									A sub-optimal solution (cheaper) identified to get around funding problem.																							
6	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Financial	Government intervention (e.g. the proposed closure of Libraries on the Wirral which was blocked by the government)	Not able to rationalise elements of the portfolio as planned.	Reduced revenue savings.	3	4	RED		3	4	RED	Service awareness	Service Managers	30/03/2011													
									Revenue savings target not met																							
7	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Negative public response to asset closure proposals	Delay to rationalisation programme, or possible abandonment of certain proposals.	Reduced or delayed revenue savings	4	3	RED	Consultation exercises to give the public the opportunity to comment on proposals and Members explaining the overall benefits	3	3	AMBER	A more proactive communication plan to emphasise the positive impacts of the rationalisation	Sarah Anill	30/06/2011													
									Loss of reputation, bad press.																							
8	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Market conditions for property disposal.	Inability to dispose of assets	Reduced or delayed revenue savings	4	4	RED	Self imposed moratorium on asset sales lifted, and asset sales progressing where a reasonable price can be obtained	3	4	RED	Consider alternative methods of disposal	Geoff Taylor	30/06/2011													
9	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Opportunity	Financial	Favourable market conditions to acquire good quality assets	Increased opportunity to acquire suitable building to support property consolidation.	Facilitates the disposal of unsuitable costly assets thereby delivering revenue savings	1	2	GREEN	Exploration of opportunities for collaborative working with partners	2	2	AMBER	Consider this as an option where relevant in rationalisation discussions	David Soanes	30/09/2011													
10	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Organisational Behaviour	Problems in gathering data	Delay in centralising property budgets	Reduced ability to take a corporate approach to property solutions.	3	3	AMBER	Finance Projects group are working with FSM's to sort out codes and budgets	2	3	AMBER	Priority and importance of this to be emphasised by SDLT	Steve Smith	30/04/2011													
							Lack of co-operation from Directorates																									
11	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/4/11	Threat	Management systems	Insufficient or unreliable property related data.	Inability to make informed decisions.	Ineffective monitoring leads to ineffective use of buildings.	3	3	AMBER	Work continuing on Fit for Purpose reviews, suitability surveys, condition surveys, clarifying revenue budgets	2	3	AMBER	Continue to improve data quality	Rebecca Dawson	30/06/2011													
																	Gathering metrics as part of each sub-project	Sub-project co-ordinators	30/09/2011													
12	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Management Systems	Lack of Records Management resource is causing backlog in off site archive storage, and delivery mechanism immature.	Inability to maximise building effectively according to accommodation standards.	Using valuable office space for records storage.	4	3	RED	Additional capacity procured through external records management company	3	3	AMBER	Identify where additional resources can be found	Craig Ferguson	31/05/2011													
																	Records Management to develop training course.	Craig Ferguson	30/06/2011													

Risk Reference	Corporate Objective	Directorate Key Aims	Risk Owner	Review Date	Opportunity/Threat	Risk Category	Risk Description			Gross Risk Rating (Without risk action)			Risk Action	Net Risk Rating (Considering risk action)			Further Risk Action	Risk Action Owner	Target Date
							Cause	Risk (Uncertainty)	Effect	P	I	Score		P	I	Score			
13	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Organisational Behaviour	MFW not fully implemented e.g. home working guidance, allowances, operating protocols not in place.	Unable to work in new ways.	More office space required than necessary. Potential service delivery improvements not made.	4	3	RED	MFW toolkit case studies	3	3	AMBER	Work with Sue Evans to advance the work further	Clare Woodhead / Sue Evans	30/06/2011
14	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Opportunity	Management Systems	Increased use of EDRMS and intelligent scanning solutions.	Reduced office storage requirement	Releasing valuable office space. Free workers from constraints of office, enabling new service delivery models.	1	1	GREEN	Development of Office Accommodation Standards which limit the amount of on-site storage space	2	2	AMBER	Ensure compliance with the Office Accommodation Standards. Push the take up of EDRMS	Paul Jeffs Clare Woodhead	30/06/2011
15	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Organisational Behaviour	Slow culture change for empowerment and trust.	Ineffective use of buildings.	Reduced or delayed revenue savings. Managers not embracing NWOW opportunities to reduce space requirements and improve service delivery.	3	3	AMBER		2	3	AMBER	Work with Sue Evans & Tracey Sampson to advance the work further	Clare Woodhead / Sue Evans / Tracey Sampson	30/06/2011
16	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	1/4/11	Threat	Resource Management	Greater pressure on availability of WCC parking provision in key locations meaning teams reluctant to relocate to buildings such as Saltisford and Kings House	Delay to rationalisation programme	Revenue savings target not met/ Directorate discontent	3	3	AMBER	No action taken as yet to deal with this	3	3	AMBER	Review of parking policies	Steve Smith	31/04/2011
17	Ensure Value for Money by Reviewing best use of Public Resources	Transform our services to meet the changing needs of the authority	Steve Smith	01/06/11	Threat	Financial	Transfer of assets to other organisations (third sector, schools, community groups) rather than dispose for capital receipt	Loss of opportunity to maximise receipt	Revenue savings target not met.	4	3	RED	No action taken as yet to deal with this	4	3	RED		David Soanes	30/06/2011

Changing Spaces Challenging Thinking

Whilst the process of property disposal can be viewed as relatively mechanical, making the most effective use of the retained portfolio is far more complex, as process, policies, tools and human interaction are combined with the work location. Challenging thinking about the way we work is required, along with encouragement of creative and innovative solutions to the way we've traditionally delivered our services.

The introduction of more flexible working and shared workspaces are non-negotiable aspects of the property change programme. The foundations of successful flexible working rely on trust, empowerment and managing by outcomes.

It is recognised that wide-scale cultural change cannot be achieved overnight, and neither is there a magic 'one size fits all' flexible working prescription that can be administered. Whilst in the short term imposed change ("Just Do It") might feel an attractive option, the risks of disempowering managers and staff are great, leading to resentment, complacency and uncreative responses, all of which would almost certainly impact on service delivery. The property rationalisation team will be seen in a negative light, and the spirit of cooperation will be diminished, with the potential for escalation of disagreements to senior management on a regular basis – causing delays to the overall programme.

The recommended approach (as designed by the OD community) seeks to embrace the principles of excellent change management, but equally recognises the pressing timescales. The approach utilises existing support mechanisms and resources. It expects managers to become the change agents for their teams, leading change and being responsible for making it happen. This aligns with the role of a manager as outlined in Managing for Warwickshire and is similar to approaches in other organisations who have successfully implemented flexible working (e.g. BT, Hertfordshire CC). It expects all staff to take individual responsibility for contributing ideas and suggestions for new ways of working via a team based approach. It provides signposting and help to those managers that need more support to take the change forward.

The approach starts with a managers half day seminar 'Changing Spaces Challenging Thinking' facilitated by a HR Business Partner and their team, along with Modern and Flexible Working (MFW) resources. The seminar follows an appreciative inquiry approach - it provides clear messages about why we need to change, examines the benefits of flexible working and using office space more effectively, looks at the perfect model and what actions are needed to move forward. It is outcomes focused, and each manager has 2 immediate actions to implement as a start towards this change. The seminar is then followed up a few weeks later with a practical and positive discussion about the detailed changes needed for Property Rationalisation to occur so that the team can work within their new allotted workspace. Managers are then expected to manage their team action plan to make this happen, but can tap into resources to help such as Bite Sized learning on managing change, the MFW toolkit and the support of various networks – Learning & Development, Organisational Development, New Ways of Working Support, etc.

APPENDIX E

The half day investment will set the scene for a positive engagement with the rest of the property rationalisation process – working together on a common goal – which in theory should lead to less disputes and progression of the overall plan. It also provides the following benefits:

- A consistent message delivered to managers about the Property Rationalisation imperative, including clarification of what's not negotiable, and more importantly what managers can control and influence ;
- A consistent message about what MFW is and isn't – including corporate messages about empowerment, trust and managing by outcomes, and 'permission' to implement MFW;
- A shared approach to achieving property rationalisation – gaining support and buy in from managers at all levels of the organisation;
- A safe environment for managers to network with each other, explore options, share stories and experiences and create solutions;
- Permission for managers to lead on the change with their teams – they understand their service delivery better than anyone, and they are in the best position to challenge traditional models;
- It uses existing support networks including the HR Business Partners to support service areas in implementing change;
- It expands the MFW Toolkit with best practice and shared success stories which will give encouragement to other teams;

Some of the steps to change will be delivered over a short timescale – such as the ability for the team to operate within their revised space allocation. Other steps will be achieved over a longer time period – perhaps a process change initiative, but all will contribute towards the achievement of property rationalisation savings and ensure service delivery continues and is strengthened where opportunity exists to do so.

The model is currently being used for the Saltisford 2 Exemplar. 30 managers have been invited to attend one of 4 seminars. Overall there was a very positive engagement from all managers with a 'can do' attitude and an enthusiasm to get started. Areas which have previously been regarded as very traditional have embraced the challenge and already started to implement steps such as de-cluttering filing, questioning why certain activities are undertaken in a particular way, and introducing clear desk policies. Several managers have volunteered to be case studies so that their experiences and knowledge can be shared with other WCC managers via the MFW Toolkit. During May, meetings with managers will be held to discuss the detail of the office moves in relation to the Saltisford 2 Exemplar, and these are expected to follow the positive culture created by the seminar.

Accepting the model is in the early stages of rollout, so far it has proved to be effective. It is recommended to run the seminar as part of the initial engagement with managers when a particular building is targeted for property rationalisation. This sets the scene and creates an environment for collaboration on the shared goal of using office space more effectively, and gives time for managers to engage with their teams. All Heads of Service should support the delivery of the seminars to managers, particularly to those teams who will be part of Property Rationalisation this financial year.

Clare Woodhead
New Ways of Working Support Team Manager
11 May 2011