

## **Resources and Fire and Rescue Overview & Scrutiny Committee**

**3rd December 2015**

### **Property Rationalisation and The Way We Work Briefing Paper**

**Report of the Head of Physical Assets and Head of HR & OD**

#### **Recommendation**

That the Overview and Scrutiny Committee:

- 1) Recognise and acknowledge the combined achievements of the Property Rationalisation Programme (Phase 1) with the support of the wider organisation in creating 30% property savings, and the subsequent benefits arising from new ways of working.
- 2) Comment on the proposals for the continuation of a modern and flexible working approach toward a Smart Working model through the adopted HR & OD Workforce Strategy and Property Rationalisation Programme (Phase 2).

#### **1.0 Introduction**

- 1.1 In our personal lives we are increasingly used to using technology to transform how we live. Whether it is using the internet on a smartphone, streaming a programme, shopping online, reading papers, or talking with friends/family across different media, there is an expectation of being able to connect when and where we want. These expectations are similar in the workplace - work in the 21st Century is about what you do, not where you do it.
- 1.2 By bringing together the Property Rationalisation and The Way We Work (TWWW) programmes, we've ensured our approach isn't just about designing new office spaces and using new technologies - fundamentally it's about people and culture change. Changing the way people work and empowering them to work in smarter ways to deliver better services.

1.3 By combining expertise across Property, HR and IT, and working collaboratively with Services across the organisation, the PRP team have achieved a significant change programme that has set the foundations for a future world of work at Warwickshire. The Programme, called PRP1, started in April 2011 and completed in March 2015. Achievements include:

- The primary objective of £4.376M annual savings through a reduction of 139 physical assets - this has protected front line jobs.
- Customer spaces that are modern, welcoming and reflect our professional services.
- 21st century office environments that facilitate collaboration and innovation.
- An early Saltisford 2 exemplar - a key milestone in winning hearts and minds.
- A significant shift in organisation behaviour from “my space” to “our space”.
- More efficient use of expensive office space.
- A high degree of manager and staff engagement - resulting in smooth office moves that supported service delivery.
- A toolkit and training for managers and staff to ensure they have the skills and mind-set to embrace flexible working methods.



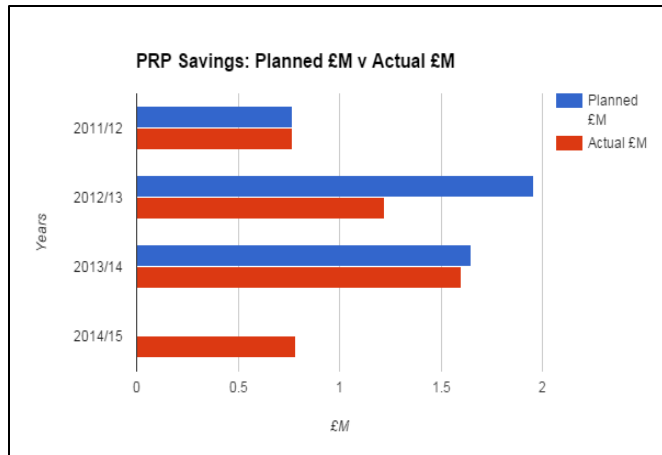
**Figure 1: Transition of office spaces from this ..... to this.....**

## 2.0 Financial Savings

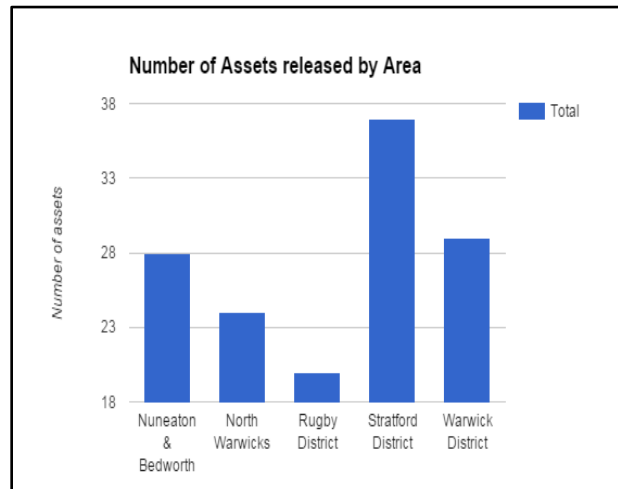
2.1 The Council's asset portfolio comprised some 804 properties and land holdings. The PRP1 programme has targeted the non-schools portfolio which has reduced from 364 to 225 assets. This has reduced the overall gross internal floor area by 6%, but achieved 30% revenue savings.



2.2 PRP1 was extended by an additional year to achieve the £4.376M saving target - this reflects the detail and complexity of working with Services to identify those buildings we should invest in to support delivery, and those to release. The elapsed time required vacating, disposing, transferring, selling, demolishing, or refurbishing assets can be considerable when balancing ongoing service delivery needs.



2.3 The spread of disposal across the county is broadly even, with the exception of Rugby where work on the Local Centre falls into PRP2. Assets that have disposed include Libraries, Youth Centres, HEPs, Day Centres which are linked to strategic changes in service delivery provision. Further detail can be found in **Appendix A**.



2.4 PRP1 completed in March 2015. PRP2 is a three year programme from April 2015 to March 2018 with a further revenue savings target of £1.6M. This includes a review of corporate accommodation in Warwick.

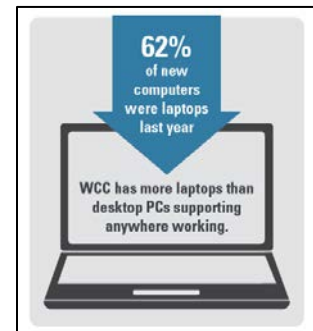
### 3.0 Shifting cultural and behavioural change

3.1 Our aim was to create the context in which teams could operate more dynamically, and have better physical and online spaces in which to interact. Recognising staff may no longer always sit at adjacent desks, it was important that new technologies and team protocols should facilitate much more effective sharing of work and enable team members to communicate more effectively than before from anywhere.



3.2 TWWW programme had a series of technology workstreams to support 'anywhere working'. This included:

- Doubling capacity of our Wi-Fi network - 68 buildings now provide internet connectivity for staff, partners and customers;
- Introducing an electronic document repository solution - reducing the need for paper files in the office and freeing staff to access information from anywhere;
- Launching a cheaper, easier to use remote access solution;
- Greater choice for mobile computing - WCC now has more laptops than desktop PCs, including iPads and tablets;
- Raising staff confidence with technology through onsite training, supported by self-directed e-learning modules and training guides.



3.3 Recognising our estate needs to become a flexible resource that can be deployed according to the changing requirements of the business, the PRP team:

- Set a clear vision and expectation about how our office space would look, feel and operate by launching a new Office Accommodation standard;

- Created attractive and inspiring work environments to support new work styles, increasing the adaptability of space, and ultimately increasing business performance;
- Used staff ID badges as the passport to access a consistent workstation experience across our office estate;
- Introduced the concept of “Activity Based Working” through new quiet and collaborative zones that complimented formal meeting spaces and workstations.

3.4 Using the foundations of well designed spaces and technology, the PRP team were then able to:

- Raise awareness about the changes through various communication channels, including innovative use of Yammer and Google Docs to encourage two way feedback, and staff stories of change.
- Win hearts and minds early in the programme by running a successful pilot in one of our major office buildings. Transparency was key.
- Use appreciative inquiry to develop a “Changing Spaces, Challenging Thinking” workshop for managers to stimulate ideas, inspiration and cognitive flexibility. After attending, managers felt empowered to drive a new way of working change within their team.
- Deliver “Changing Spaces, Challenging Thinking” sessions to teams - examining benefits, discussing concerns and identifying practical changes staff could embrace to get the best from their new work environment.
- Change thinking about flexibility through new terminology (Fixed, Office and Flexible categories) along with the IT needed to support more flexible roles.
- Introduce shared desks and fluid “team zones”. Staffs traded their personalised desk space and in return were liberated to sit where they needed to get their job done.
- Hold ‘Open Days’ for staff to visit their new workspace before moving in day.
- Extended our corporate learning & development menu to include new modules, delivered targeted sessions for teams on request, created new self-directed e-Learning material and repackaged existing intranet guidance.



## 4.0 Benefits and achievements

4.1 Since the programme began, we have supported over 3000 staff in accommodation moves, and delivered over 50 manager workshops and team presentations.



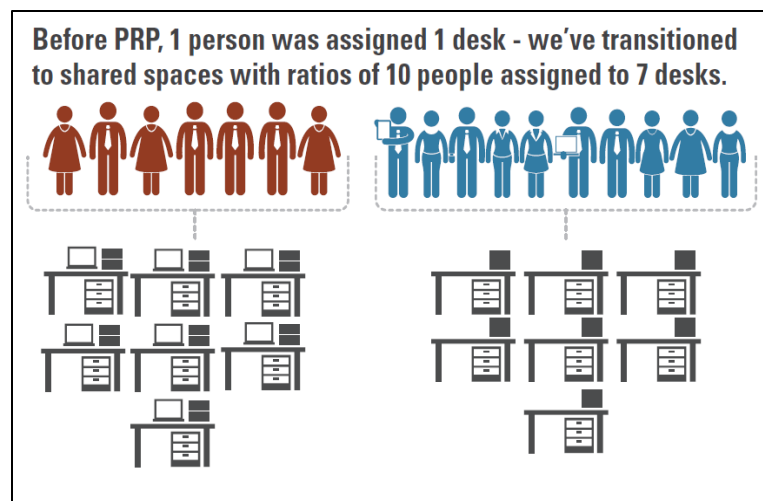
4.2 Post move evaluation surveys have revealed:

- over 87% staff understood what new working behaviours were required before their team moved into new accommodation.
- 87% of managers said they were comfortable managing a more flexible team.
- 84% of managers said their office move was successful.

4.3 By reducing the team's office footprint through new working behaviours, we have contributed to the corporate PRP savings objective of £4.376M.

4.4 By focusing on providing the right technology to support role types, we've increased the capability of staff to work more flexibly. This was demonstrated in the 2014 SOCITM (Society of Information Technology Management) survey, when Warwickshire scored top out of 65 local authorities with the question 'Does the ICT provided allow you to work flexibly?'. The 2014 Staff Survey question 'I have the right materials and equipment to do my job properly' scored 75% - an increase of over 5% from the last survey.

4.5 Teams have comfortably embraced an 7:10 desk ratio. By revisiting and challenging flexible working behaviours, there's potential to utilise workspace even more effectively in future.

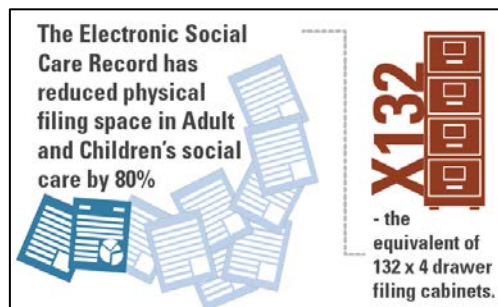


4.6 We have reduced the future cost of office moves and increased ability to move teams quickly through consistent office spaces (we no longer need to move furniture), reduced paper (less to pack/unpack), and portable technology

(laptops, phones etc..). As one colleague said *“As a result of electronic filing our team used just 44 crates for our office move and it took less than a morning to unpack. A similar move previously required 300 crates and took a week to unpack.” Operations Manager in Social Care and Support.*

- 4.7 Created capability for our staff to work where and when they need through access to touchdown and hot-desking across the county. We have touchdown sites across the county. For example, on average 12 staff per day now use the Bedworth hot desk facility - a rise of 100% from 2 years ago. *“...everything is excellent and it’s a great facility to use, everyone I have spoken to seems to be impressed....” Senior Clerk of Works, Physical Assets.*
- 4.8 The combination of changes to workspace, technology and flexible working culture are visibly transforming the way we work. *“By providing wifi at the centre, this will reduce staff travel time to and from the office - which will enable us to offer ten additional 1-2-1 sessions per week, helping to reduce the waiting list of young people being referred from partners including, Children’s services, CAF and other early intervention providers..” Operations Manager Early Help.*
- 4.9 Project teams have been able to work in a collaboration space which encourages innovation and creativity to naturally flow through discussion as and when needed. *“For the Agile project I’m on, we use the collaboration room a lot. We use it for impromptu meetings and chats as well as planned meetings. The whiteboards allow us to draw out our ideas and share them..” Project Manager, Information Assets*

- 4.10 We’ve implemented electronic filing and introduced regular housekeeping habits including clear desk to reduce clutter. The Adults and Children’s Electronic Social Care solution has reduced office filing storage by 80% - releasing the equivalent of 132 x 4 drawer filing cabinets, creating the capability for staff to securely access customer records from where they are working. In addition, Safeguarding are also saving circa £12K per annum on stationery.

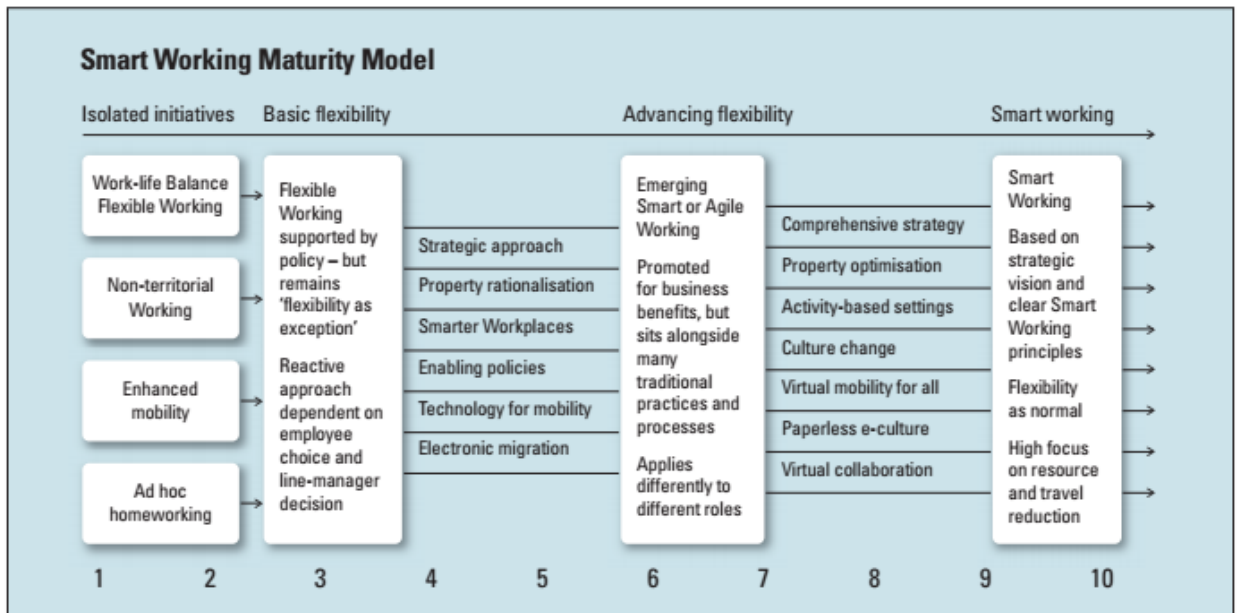


## 5.0 Challenges Ahead

- 5.1 Modern and Flexible Working is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork.

This requires different types of behaviours and different expectations about how work is done.

- 5.2 To-date our focus has been shifting mind-set from “my space” (a personalised desk) to “our space” (working in shared office spaces). This has largely been achieved through the working patterns and behaviours associated with use of office space rather than a hard push towards home working. Using the Smart Working Maturity Model, officers believe the organisation is somewhere between 3 and 6 depending on its engagement with the programme so far. To release further benefits, collectively the organisation needs to push into Advancing Flexibility and into Smart Working. This aligns with the HR&OD Workforce Strategy, and HR and OD will be leading this workstream in 2016/17.



**Smart Working Maturity Model - Reproduced from *The Smart Working Handbook*, Flexibility.co.uk**

- 5.3 It is essential to have an evidence based approach when understanding our strategic requirements for office space now and in the future. We need reliable management information that not only tells us who works where, but also how the space is used and where the opportunities lie for even greater utilisation. Joining our HR and Property datasets together is a priority, as well as introducing technology solutions to monitor and report on utilisation.



5.4 Collaboration with partners is a good idea in principle, but can be harder to achieve in practice for a number of reasons. Opportunities for future collaboration will be influenced by a number of contextual projects including:

- *Outcomes of Commissioning*
- *Corporate priorities (e.g. Multi Agency Service Hub)*
- *One Public Estate programme (Central Government Cabinet Office)*
- *Combined authority discussions*
- *Health rationalisation - South Warwickshire CCG, Warwickshire North CCG*
- *Police (including West Mercia)*

## 6.0 Background Papers

6.1 A series of 5 progress reports on the Property Rationalisation Programme reported to this Committee, the last of which was the 16th October 2013.

	<b>Name</b>	<b>Contact Information</b>
Report Authors	Julian Humphreys Clare Woodhead	<a href="mailto:julianhumphreys@warwickshire.gov.uk">julianhumphreys@warwickshire.gov.uk</a> <a href="tel:01926418636">01926 418636</a> <a href="mailto:clarewoodhead@warwickshire.gov.uk">clarewoodhead@warwickshire.gov.uk</a> 01926 412631
Head of Service	Steve Smith Sue Evans Tonino Ciuffini	<a href="mailto:stevesmithps@warwickshire.gov.uk">stevesmithps@warwickshire.gov.uk</a> <a href="tel:01926412352">01926 412352</a> <a href="mailto:sueevans@warwickshire.gov.uk">sueevans@warwickshire.gov.uk</a> <a href="tel:01926412314">01926 412314</a> <a href="mailto:toninociuffini@warwickshire.gov.uk">toninociuffini@warwickshire.gov.uk</a> <a href="tel:01926412879">01926 412879</a>
Strategic Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a> 01926 412564
Portfolio Holders	Cllr Kam Kaur Cllr Alan Cockburn	<a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a> <a href="mailto:alancockburn@warwickshire.gov.uk">alancockburn@warwickshire.gov.uk</a>

No.	DISTRICT	UPRN	PROPERTY	GIA	Ha	Date sold / released
1	NBBC	1201	Anker House	NR	NR	31/07/2008
2	NBBC	1286	Nuneaton St Marys Depot	0	0.38	31/05/2010
5	NBBC	1117	Nuneaton, Land at former Camp Hill Youth Centre	0	0.21	23/12/2010
6	NBBC	1254	Edward St Day Centre,	365	0.00	23/12/2010
8	NBBC	1300	1 Donnithorne Ave,	85	0.00	28/01/2011
9	NBBC	1269	Nuneaton 121 Edward Street	83	0.00	31/03/2011
22	NBBC	1254	Nuneaton, 120 Edward Street Day Centre	D	D	31/10/2011
25	NBBC	1034	Bedworth Heath Library	133	0.08	31/12/2011
26	NBBC	1113	NUNEATON/Eaton Youth Club (Academy), Higham Lane School	120	0.00	01/01/2012
31	NBBC	1077	BULKINGTON/Community Library, School Road	266	0.12	10/02/2012
45	NBBC	1111	NUNEATON/Wembrook Youth & Community Centre, Raveloe Drive	299	0.00	02/04/2012
58	NBBC	1083	KERESLEY/Newland Community Library & Information C, Bennetts Rd North	133	0.07	08/05/2012
60	NBBC	1197	Nuneaton 101 Botterill Street	100	0.00	15/06/2012
62	NBBC	1139	Nuneaton Intergr8	322	0.00	01/08/2012
69	NBBC	1013	BEDWORTH/Youth Centre, Croxhall Street	401	0.04	30/11/2012
71	NBBC	1301	1 Willow Road, Nuneaton	96	0.04	14/12/2012
73	NBBC	1280	Exhall, The Hub	556	0.15	21/12/2012
77	NBBC	1186	Caldwell Grange HEP, Nuneaton	1428	0.52	21/01/2013
78	NBBC	1297	Abbey Street SEC, Nuneaton	106	0.00	21/01/2013
96	NBBC	1299	Church Way SEC, Bedworth	97	0.00	01/06/2013
98	NBBC	1086	Warwick House Nuneaton	1813	0.15	07/06/2013
100	NBBC	1132	Park House Youth Centre, Nuneaton	843	0.08	28/06/2013
106	NBBC	1289	Unit 1A Weddington Terrace, Nuneaton	1489	0.19	13/08/2013
119	NBBC	1063	Beada House, Bedworth	799	0.21	22/09/2014
125	NBBC	1064	Fairfield Cottage	115	0.47	31/03/2015
127	NBBC	1061	Bedworth, Bridgeway former CSSC	1028	0.48	31/03/2015
128	NBBC	1147	Freeway CSSC	1220	0.31	31/03/2015
129	NBBC	1193	119, Hillcrest Road, Nuneaton	295	0.11	31/03/2015
7	NWBC	2097	Coleshill, 19 Parkfield Road	163	0.00	24/12/2010
11	NWBC	2219	Barnsley Court,	98	0.00	07/04/2011
17	NWBC	2230	Registrar, Atherstone			31/08/2011
20	NWBC	2230	Council House, Atherstone (Registrar)	0	0.00	20/10/2011
29	NWBC	2163	DORDON/Polesworth Youth Wing (Academy), Dordon Road	272	0.00	01/02/2012
32	NWBC	2227	Hartshill Library	23	0.00	29/02/2012
42	NWBC	2055	Baddesley Ensor Youth Club	228	0.51	01/04/2012
43	NWBC	2223	Atherstone Community Mental Health Team - 10 Friary Road	60	0.00	01/04/2012
46	NWBC	2107	DORDON/Library & Information Centre, Roman Way	136	0.04	02/04/2012
55	NWBC	2056	Baddesley Library	133	0.07	05/04/2012
56	NWBC	2142	Kingsbury Library	137	0.07	05/04/2012
57	NWBC	2182	WATER ORTON/Library & Community Centre, Mickle Meadow	133	0.06	13/04/2012
59	NWBC	2141	KINGSBURY/Former Youth & Community Centre, Peartree Avenue	1099	0.00	30/05/2012
79	NWBC	2047	Bracebridge Court HEP, Atherstone	1531	0.40	21/01/2013
80	NWBC	2096	Orchard Blythe HEP, Coleshill	1372	0.38	21/01/2013
87	NWBC	2231	The Branch SEC, Polesworth	154	0.00	18/02/2013
107	NWBC	2210	Vehicle Depot, Unit 4G Racemeadow Road	298	0.08	21/10/2013
108	NWBC	2060	Caretakers Bungalow, Packington Lane, St Edwards Catholic Primary School	240	1.54	06/12/2013
113	NWBC	2184	Warwick House , Atherstone	638	0.00	19/06/2014
114	NWBC	2213	Warwick House (Unit 2), Atherstone	72	0.00	19/06/2014
124	NWBC	2044	Arden Hill Family Centre & The Cottage, Arden Hill, Atherstone	1022	0.49	26/01/2015
126	NWBC	2200	Arden Hill Cottage See 2044	83	0.54	31/03/2015
130	NWBC	2048	The Atherstone (Rowan) Centre	488	0.15	31/03/2015
131	NWBC	2109	Shortwoods, Dordon CSSC	1081	0.43	31/03/2015
3	RBC	3275	Rugby 34 Clifton Road - Community Mental Health Team	NR	NR	31/08/2010
4	RBC	3284	Rugby Unit 38 Webb Ellis Industrial Park	173	0.00	07/11/2010
15	RBC	3221	Wolston Youth Centre	60	0.00	20/07/2011
18	RBC	3286	Rugby, Unit 17, Webb Ellis Industrial Park	447	0.00	15/09/2011
23	RBC	3279	Dunchurch Youth Centre	150	0.00	31/10/2011
36	RBC	3087	Merttens Centre	1165	0.00	31/03/2012
47	RBC	3035	DUNCHURCH/Library & Information Centre, The Green	133	0.05	02/04/2012
48	RBC	3098	RUGBY/Fareham Youth Club, Fareham Avenue	151	0.00	02/04/2012
49	RBC	3111	RUGBY/Hill Street Youth & Community Centre, Hill Street	596	0.17	02/04/2012
50	RBC	3266	BINLEY WOODS/Community Youth Club, c/o Primary School Campus	116	0.00	02/04/2012
51	RBC	3273	RUGBY/Brownsover Youth Centre, Hollowell Way	116	0.03	02/04/2012
65	RBC	3014	Former Fire Station, Brinklow	153	0.09	10/09/2012
74	RBC	3070	Boughton Leigh Junior School ( People Group Social Services)	-	-	21/12/2012
93	RBC	3262	Part of Paddox School, Rugby	-	-	03/05/2013
94	RBC	3302	Paddox Primary School (Infant site), Rugby	0	1.15	03/05/2013
109	RBC	3009	Binley Woods Library	132	0.10	21/01/2014
110	RBC	3145	Dewar Close HEP (Part)			03/02/2014
115	RBC	3203	Land at Manor Farm, Letting No.5	0		04/07/2014
121	RBC	3058	Newton & Faraday Hall, Rugby	2265	0.52	30/11/2014
122	RBC	3059	Newton & Faraday Hall, Rugby	0	0.00	30/11/2014
12	SDC	4107	Kineton Library (and 4403)	141	0.05	20/05/2011
14	SDC	4393	Wellesbourne HRI,	0	0.00	31/05/2011
19	SDC	4377	Turnpike Gate	417	0.00	29/09/2011
21	SDC	4207	Stockton School House	165	0.11	25/10/2011
28	SDC	4175	Southam Youth Centre (Graham Adams Centre)	124	0.40	31/01/2012
30	SDC	4165	Snitfield Oldhouse Farm - 2 Heath End Cottages	139	0.00	02/02/2012
35	SDC	4331	STRATFORD-UPON-AVON, 8 Rother Street,	385	0.43	24/03/2012
37	SDC	4084	HARBURY/Former Library & Information Centre, High Street	246	0.06	31/03/2012
38	SDC	4341	Ellen Badger Hospital	596	0.00	31/03/2012
39	SDC	4390	Arden Court	266	0.00	31/03/2012
40	SDC	4403	Kineton Library at the Village Hall (see 4107)	D	0.00	31/03/2012
52	SDC	4091	HENLEY-IN-ARDEN/Henley Youth and Community Centre, Henley High School	154	0.00	02/04/2012
53	SDC	4109	KINETON/Community Youth Centre, Kineton High School	152	0.00	02/04/2012
54	SDC	4376	Bidford School & Library (Library & Information)	243	0.00	02/04/2012

61	SDC	4094	Henley in Arden Library	82	0.00	24/06/2012
63	SDC	4381	STRATFORD-UPON-AVON/Avon Bank, Block C Stratford-on-Avon Coll	320	0.00	15/08/2012
64	SDC	4192	SHIPSTON-ON-STOUR/The Outhouse, Shipston High School	155	0.00	01/09/2012
67	SDC	4272	Studley Library	135	0.10	09/11/2012
68	SDC	4304	Wellesbourne Youth Centre	152	0.00	23/11/2012
72	SDC	4128	Former Long Itchington CE Primary School	-	0.03	20/12/2012
75	SDC	4232	STRATFORD-UPON-AVON/Tyler House Youth & Community Centre, Tyler Street	408	0.05	31/12/2012
81	SDC	4200	Low Furlong HEP, Shipston	1328	0.40	21/01/2013
82	SDC	4247	Lower Meadow HEP, Stratford	1565	0.38	21/01/2013
83	SDC	4276	Four Acres HEP, Studley	1372	0.33	21/01/2013
90	SDC	4180	Southam Library	401	0.13	26/03/2013
91	SDC	4186	Land at High Street, Southam	0	0.22	26/03/2013
92	SDC	4188	7 High Street, Southam	98	0.06	26/03/2013
97	SDC	4383	Stour Bank CSSC	165	0.04	03/06/2013
112	SDC	4078	Seymour Centre, Great Alne	235	0.16	21/03/2014
116	SDC	4055	Bidford Fire Station Land at Rear	0		04/07/2014
118	SDC	4317	Arden House, Stratford	412	0.00	12/09/2014
123	SDC	4187	The Grange, Southam	546	0.00	05/01/2015
132	SDC	4018	Alne Bank CSSC, Alcester	336	0.13	31/03/2015
133	SDC	4248	Springfield Mind, 185 Drayton Ave, Stratford	380	0.21	31/03/2015
134	SDC	4249	185a Drayton Ave, Stratford	261	0.00	31/03/2015
135	SDC	4250	Former WRVS Premises, Stratford (Mulberry)	217	0.12	31/03/2015
136	SDC	4275	Studley Fire Station	173	0.09	31/03/2015
10	WDC	5395	Brandon House	763	0.00	31/03/2011
13	WDC	5362	Leamington Sterling House	328	0.00	29/05/2011
16	WDC	5383	Leamington, 16 Hamilton Terrace, Former Youth Offending Team (Montague House)	251	0.00	21/07/2011
24	WDC	5102	Milverton Centre,	457	0.07	14/12/2011
27	WDC	5080	LEAMINGTON SPA/Campion Youth Wing (Academy), Campion School	327	0.00	01/01/2012
33	WDC	5386	Deer Park	457	0.00	29/02/2012
34	WDC	5061	39/45 Warwick Road	373	0.19	03/07/2012
41	WDC	5387	Riverside House - Registrars	424	0.00	31/03/2012
44	WDC	5367	Transport Planning, 2 Swan Street	NR	NR	01/04/2012
66	WDC	5007	WIGGERLAND WOOD FORMER CHIPPING STORE	0	0.57	26/09/2012
70	WDC	5394	KENILWORTH/Youth & Community Centre, Abbey Car Park	585	0.16	30/11/2012
76	WDC	5242	WARWICK/Youth Centre, 71, Coten End	634	0.09	31/12/2012
84	WDC	5265	Park View HEP, Warwick	1518	0.32	21/01/2013
85	WDC	5295	The Lawns HEP, Whitnash	1514	0.50	21/01/2013
86	WDC	5261	Warwick Fire Station	247	0.16	05/02/2013
88	WDC	5262	Former Avon Court HEP	0	D	22/03/2013
89	WDC	5263	Former Avon Court Bungalow, Warwick	112	0.39	22/03/2013
95	WDC	5340	Lillington Nursery & Primary School (Social Services)			31/05/2013
99	WDC	5377	Orion House, Leamington	1840	0.00	21/06/2013
101	WDC	5181	Land to Rear 2-22 Northgate Street, Warwick	0	0.02	02/07/2013
102	WDC	5192	2 Northgate Street, Warwick (receipt in 5193)	394	0.05	02/07/2013
103	WDC	5193	4-22 Northgate Street, Warwick	4294	0.34	02/07/2013
104	WDC	5194	Northgate South, Warwick	735	0.04	02/07/2013
105	WDC	5195	The Butts, Warwick	1072	0.08	02/07/2013
111	WDC	5132	Newbold Centre , Leamington	1176	0.42	05/03/2014
117	WDC	5211	Part Guys Cliffe Stables, Warwick	729	-	14/08/2014
120	WDC	5372	Wedgnock House, Warwick	4756	0.00	31/10/2014
137	WDC	5266	1 Wharf Street, Warwick	837	0.17	31/03/2015
138	WDC	5341	Parkfield Centre CSSC, Kenilworth (aka Evergreens)	90	0.06	31/03/2015
139	WDC	5358	Warwick Youth Service Office, 71 Coten End Warwick	112	0.09	31/03/2015
139			TOTALS	63102	17.70	

**KEY**

UPRN = UNIQUE PROPERTY REFERENCE NUMBER (code given to identify each property on the council's asset register)

GIA = GROSS INTERNAL AREA (measured in square metres)

Ha = Hectares