Corporate Estates Strategy Climate Change and Environment Scrutiny Committee

23rd January 2023









Existing Estate Strategy 2017 - 2022

Is based upon 4 key principles

- A clear rationale for owning properties requiring a regular process of review and reporting to confirm individual properties are fit for their intended purpose.
- Clear objectives for property monitoring and management of asset performance to ensure that objectives are being met and remain relevant.
- Responsible stewardship of public assets ensuring the asset is managed and maintained in the most appropriate manner; ensuring the asset value is not adversely affected.
- Clearer links between the Council's property and its borough wide objectives – reflecting the principles of One Public Estate and Elected Members' interest in the performance of the portfolio in functional, financial and social terms.









Existing Strategy 2017 – 2022... on a page

Leaner Back Office...

Relinquish all 3rd party leasehold space within 5 years

Retain administrative campus in Dudley Town Centre

Targeted investment programme to improved/enhanced useable space

CHURN plan for adoption of leaner average 6:10 desk/staff ratio

Disposal Programme...

All assets exc. Schools and HRA deemed 'in scope'

8 disposal phases with c. £11 million of capital receipts currently identified

Most effective means of preparing and delivering disposal used

Leaner process for consulting and deciding on a disposal in place

New capital monitoring regime in place

A COMMUNITY COUNCIL

We'll use a leaner Council asset base to deliver services and generate benefits in partnership; helping communities to help themselves

A leaner 'back office'

Being consistent - A One Council approach to managing space to ensure efficiency and accessibility

Access to services

Being flexible – recognising the changing behaviour and preferences of the public in 'accessing' services

OPE

Disposal programme

Being proactive – seeking to optimise the value in assets we no longer need

Access to Services...

5 core Family Centres identified according to user need

Work with communities (people, knowledge and assets) to access services in innovative ways

Closer working with Services to retain fewer but enhanced core operational sites

Targeted investment programme

One Public Estate Strategy...

A 'living' and flexible document not a rigid repository of aspirations

Retained front and back office estate complete with investment programme and project plans

Consultation re space sharing with external partners e.g. . WM Police, CCG and CAB

Void management and disposal programme







the historic capital of the Black Country





Existing sites – summary with annual costs

Average R&M costs (i.e. Annual running (e.g. 'opportunity' annual Forecast Variance gas, elec, water etc) costs saved through Area costs (i.e. guaranteed disposal) £ saving on disposal) £ 137,000 270,000 Dudley (8 offices) 1,209,000 9,000 Brierley Hill (2 offices) 9,000 926,000 49,000 Stourbridge (2 offices) 204,000 48,000 Nil Sedgley (1 office) 293,000 Nil Nil Kingswinford (3 offices) 13,000 261,000 18,000 Leased in (21 varied sites) Nil 1,112,896 £213,000 **Total** £4,005,896 £340,000









Developing the new Strategy 2023 – 2028 - phase 1

Phase 1 – high level assessment involved

- Agreement as to which sites would be in/out of scope
- Collation of high level data e.g. running and maintenance costs
- Seeking a steer from Informal Cabinet in October 22 on which sites/groups
 of sites to focus on as part of the detailed assessment
- Seeking an agreement from Informal Cabinet on assets to be retained, where possible, would be those
 - most suitable,
 - sustainable
 - and with efficient running costs
- Commissioning a parallel piece of work with external property company to ascertain potential developable value of specific assets









Developing the new Strategy 2023 – 2028 - phase 2

Phase 2 involves:

- Assessment of the findings from the external property report
- Detailed site by site assessment of those sites remaining in scope from phase 1 including:
 - Recommendation to retain/dispose
 - Rationale of recommendation e.g. assumptions, pros and cons
 - Commentary on disposal/developable value
- Recommendations on retained office need including
 - Desk numbers and occupancy proposal (based on Council workstyles and service need)
- Proposed implementation plan
- Report back to Informal Cabinet in April 23 (plus subsequent iterations of ratifying a decision to sign off Estate Strategy)

Working as One Council in the historic capital of the Black Country

Developing the new Strategy 2023 – 2028 - phase 3

Phase 3 will involve:

- Assigning a programme manager to oversee the various projects within the Implementation Plan
- Delivery of the plan where projects may include some or all of the following areas:
 - Communications with stakeholders
 - Identification and assignment of appropriate resources
 - Alterations to accommodation to be retained e.g. alterations to the offices to create the right work environment
 - Preparation for property to be disposed or developed e.g. relocation of essential equipment or utilities
 - Churn of staff and equipment from offices being disposed of to those being retained
- Delivery of the programme may take longer than the 5 year life of the strategy (2023 2028)