

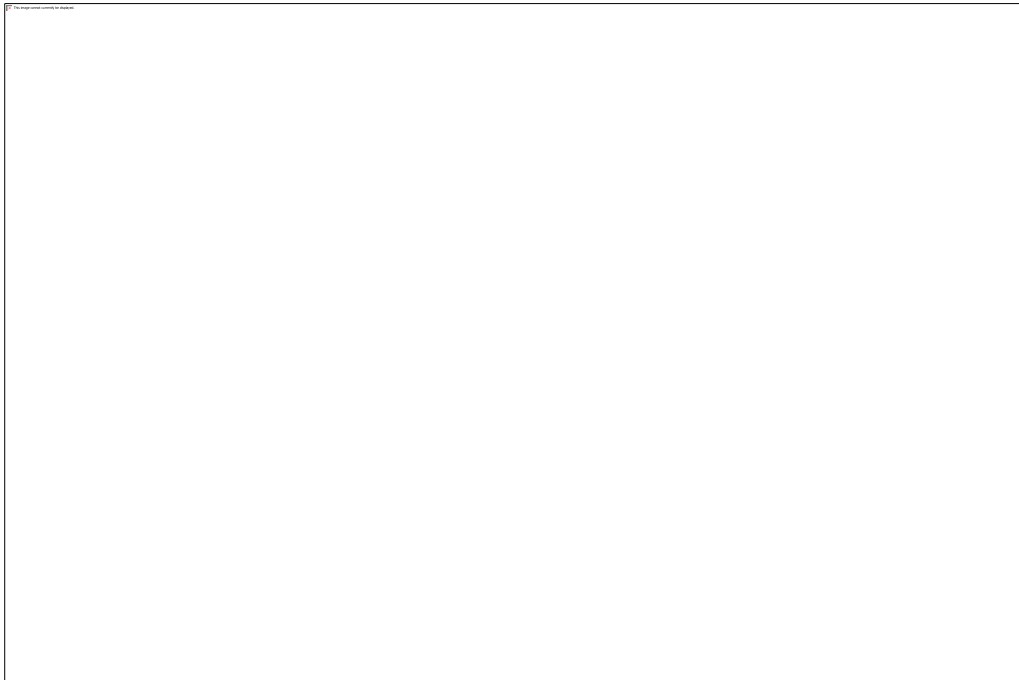
Property Strategy

2019 - 2024

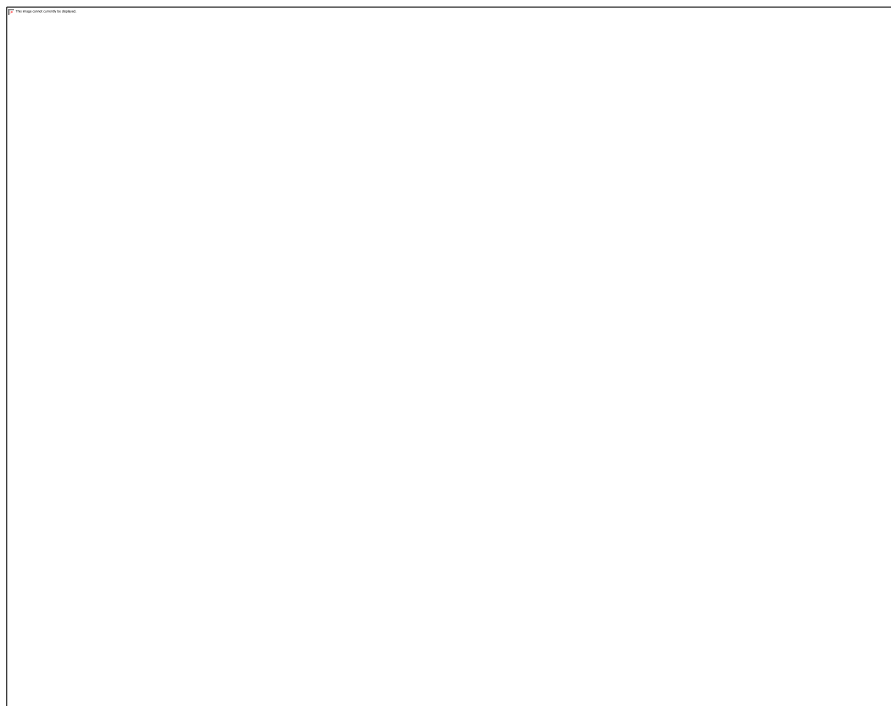
Section 1: Property Strategy Introduction

Property assets are an important contributing factor to the quality of public services, supporting the delivery of services to our citizens, promoting wellbeing and confidence and acting as a spur for wider growth and prosperity.

With technology, new ways of working and models of delivery, coupled with the need to respond to the public sector financial constraints, our property assets are changing and evolving to support transformation. This Property Strategy provides a framework to support the councils overarching vision and priorities by delivering collaborative property solutions.



Staffordshire County Council has a number of key strategic challenges:



This strategy sets out our aims in relation to the management and use of the County Councils property assets. We need to ensure that our land and properties provide value for money, meet the needs of customers, maximise opportunities for integrated and partnership working, support regeneration and economic growth across the county, including the disposal or reconfiguration of assets, promote efficiency and effectiveness and ensure compliance with related statutory and regulatory codes.

In order to meet the aims of the strategy, we will ensure that:

- Our buildings are fit for purpose, providing good quality accommodation for our staff. Ensuring that the service we provide are in the right place and integrated with other service providers to meet the needs of our residents.
- We will ensure that SCC property assets deliver best value. Surplus property will be decommissioned and sold. Property assets will also be fully utilised by maximising rents, leases. This will also include ensuring the best return for the people of Staffordshire and we will continue to work in partnership and support the delivery of services by the community and third sector organisations.
- We will use our assets, where possible, to support regeneration and economic growth, working in partnership with others to maximise shared opportunities, using the One Public Estates programme.
- Building efficiency will be core, promoting energy efficiency, space utilisation, smarter working, through the use of technology and sharing common facilities.

The strategy encourages all to challenge the current perception of property need, seeking and promoting innovative solutions, working in partnership across the public, private and voluntary sector.

Section 2: Context

The corporate estate is changing, but currently occupies 249 non-school properties at an annual cost of circa £9,300,000 per annum. That equates to 256,000 m² of space which is the equivalent to 18 Staffordshire Place 1 and 2.

The assets and property held and used by Staffordshire County Council and can be split into two types:

1. Operational property provides either frontline services direct to the public such as libraries, registrars, children's centres or Support service such as administrative offices, and highway depots.
2. Non-operational property, which provides a rental income or a capital receipt through disposal or opportunities to support regeneration initiatives, such as surplus office accommodation and former playing fields.

In addition, the County has significant County farmland holding, this is not subject to this strategy.

This strategy, as well as providing a framework to support the councils overarching vision and priorities, takes into account the latest Government initiatives and guidelines for local authorities. This includes recommendations contained in:

- Local Government Act

- Localism Act 2011
- CIPFA's Strategic Property Asset Management Framework doc (Aug 2018)
- RICS Property Asset Management Guidelines 2012

The Councils Medium Term Financial Strategy brings together the financial factors, aligns with the Corporate Priorities, and is updated annually covering revenue and capital budgets. The MTFs sets out the need for Corporate Property to:

- Have a robust and proactive property rationalisation propose.
- Recognise the need for a Corporate Property Strategy & Formal Asset Management approach.
- Approves the commencement of an assumption's validation study based on an approved Corporate Property Strategy and Property Asset Planning approach.

The Strategic Infrastructure Plan supports the construction of more house in Staffordshire. When disposing of assets, the potential to maximise housing development opportunities should be considered. We are also responsible for ensuring that we provide sufficient primary and secondary school places for future needs.

Section 3: Summary of assets

Schools Assets by phase and Academy/Maintained:

Phase	Number of Maintained Schools		Number of Academy Schools		Grand Total
Nursery	2	100.00%	0	0.00%	2
First	28	54.90%	23	45.10%	51
Infant	5	45.50%	6	54.50%	11
Junior	5	55.60%	4	44.40%	9
Primary	112	49.30%	115	50.70%	227
Primary Phase	152	50.70%	148	49.30%	300
Middle	4	28.60%	10	71.40%	14
High	14	25.00%	42	75.00%	56
Sixth Form College	0	0.00%	1	100.00%	1
Secondary Phase	18	25.40%	53	74.60%	71
PRU	6	100.00%	0	0.00%	6
Special	9	39.10%	14	60.90%	23
Grand Total	185	46.30%	215	53.80%	400

Non-Schools Assets with Buildings:

Category	Number of Assets	Sum of GIA	Sum of Site Area
Archives / Central Record Storage / Museum	6	5,637	7,198
Area Service Office	11	17,643	28,209
Central Administration Office	2	21,510	9,566

Commercial Use	1	5,048	12,110
Community Living	2	255	8,818
Complex Needs	6	3,263	18,279
Consumer Services	1	51	55
Country Park	12	2,616	13,739,336
County Asset - Commercial Asset - Third Party Controlled and Managed	8	20,275	59,466
County Asset - Community Asset - Third Party Controlled and Managed	30	13,541	162,705
County Asset - Grounds Depot - Third Party Controlled and Managed	1	254	2,204
County Asset - Itinerant Housing - Third Party Controlled and Managed	1	0	12,436
County Asset - Outdoor Education - Third Party Controlled and Managed	3	6,066	147,693
County Hall	1	4,584	2,139
Data Centre / Third Party Offices	1	3,766	2,206
Day Centre / Care Training Centre	6	3,877	16,077
Depot - Countryside	1	528	5,238
Depot - Highways	10	7,010	67,133
Economic Regeneration Site/Project	5	3,509	1,374,179
Enterprise Centre	9	19,631	149,773
Historic Feature	2	8	37
Household Waste Centre - Third party Managed	14	3,296	91,201
Innovation Centre & Offices	1	920	8,662
Library	38	23,752	41,681
Library - Third Party Controlled	1	40	65
Local Service Office	16	9,235	21,922
Registrars	1	469	251
Residential Home	10	9,570	48,047
Residential Home - Third Party Operated / Managed	12	16,103	39,730
Storage Facility	2	1,438	1,938
Sure Start / Children Centre / Nursery	18	9,177	45,640
Surplus Asset - Awaiting alternative use / Disposal	44	40,057	276,434
Surplus Asset - Awaiting alternative use.	1	3,704	1,509
Grand Total	277	256,833	16,401,937

Non-Schools Land only Assets:

Category	Number of Assets	Sum of Site Area
Car Park	11	23,966
Country Park	37	7,047,807
County Asset - Commercial Asset - Third Party Controlled and Managed	5	439,823
County Asset - Community Asset - Third Party Controlled and Managed	15	282,176
County Asset - Grounds Depot - Third Party Controlled and Managed	1	1,874
Depot - Highways	7	19,934
Economic Regeneration Site/Project	6	705,661
Highway Land	1	553

Sure Start / Children Centre / Nursery	1	169
Surplus Asset - Awaiting alternative use / Disposal	35	962,056
Waste Management / Land Reclamation	18	1,221,308
Grand Total	137	10,705,327

Section 4: Governance

Leadership and an effective decision-making structure is essential for the success of this strategy. In the summer of 2017 a review of the property decision making process was undertaken and a revised decision-making structure was introduced involving the establishment of a property sub-committee of the cabinet and delegations to officers.

For the full schedule of decision-making levels for property matters (December 2017)

<https://www.intra.staffordshire.gov.uk/governance/decision/property.aspx>

The Property sub-committee is responsible for decisions on of the Councils assets. Its purpose is to exercise delegated powers to consider and make decisions on all land and property transactions where the County Council has an interest and the value of that transaction is between £200,000 and £2million as defined in the schedule of decision-making authority appended to these Terms of Reference. It will advise the Cabinet on the contents of the property strategy for the use of land and property in which the County Council has an interest, including Economic Regeneration Sites, County Farms and Enterprise Centres.

It is essential that our decisions respond to the need for transformational change in order to deliver a responsive service across Staffordshire. We will therefore work closely with colleagues supporting Digital and Workforce change programmes.

We aim to provide the right buildings, in the right place to meet future delivery needs. We must use our assets to ensure that we deliver value for money, cost effectiveness and efficiency leading to high levels of satisfaction, compliance with related statutory and regulatory requirements.

We know that local Governments are changing as a response to the pressure of demand increases, population growth and a reduction in funding from central government. It will be the responsibility of all involved in asset management to ensure that we make best use of our assets, that we understand and challenged services on their future property requirements and identify and dispose of those assets that are performing poorly, do not represent value for money and promote effective property solutions.

Section 5: How we will deliver the property strategy

The Property team will undertake a range of activities which support the delivery of the Property Strategy in an accountable and transparent way. These will include:

Non-Schools Property Budgets	£
Management of Pooled Buildings	11,600,000
Entrust Contract Management	6,600,000

The MTFs strategic drivers will also underpin the work of the Property team:

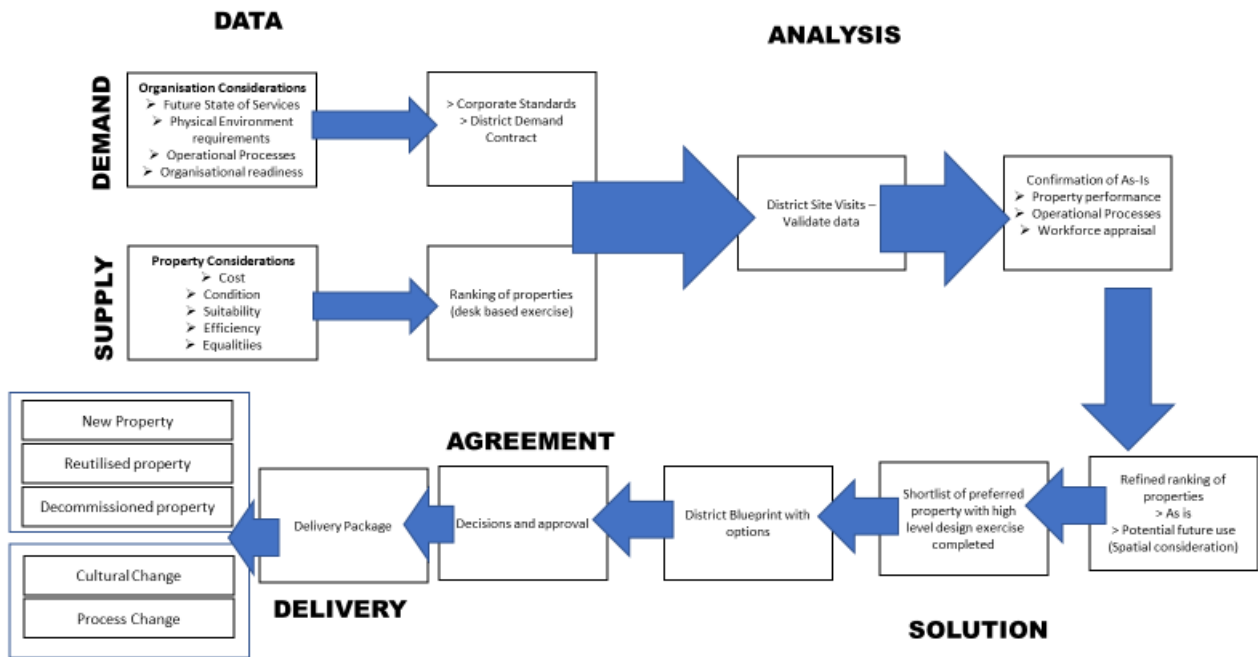
- Maximise the economic value of the estate and promote modern, more effective ways of working
- Provide accommodation to support the needs of the services and their users
- Work in partnership with colleagues from digital to deliver modern services and flexible working practices
- Provide an informed view of the future use of land and property and identify surplus land and housing opportunities
- Ensure assets contribute to social, community and strategic objectives

The Property strategy is integral with the wider SCC strategic priorities; therefore, they will work in partnership with other teams and services within SCC. The team will also work in partnership with external partners, engaging with stakeholders in order to deliver on major capital schemes, targeting investment and property decommissioning to reduce risk and backlog maintenance having identified poorly performing properties.

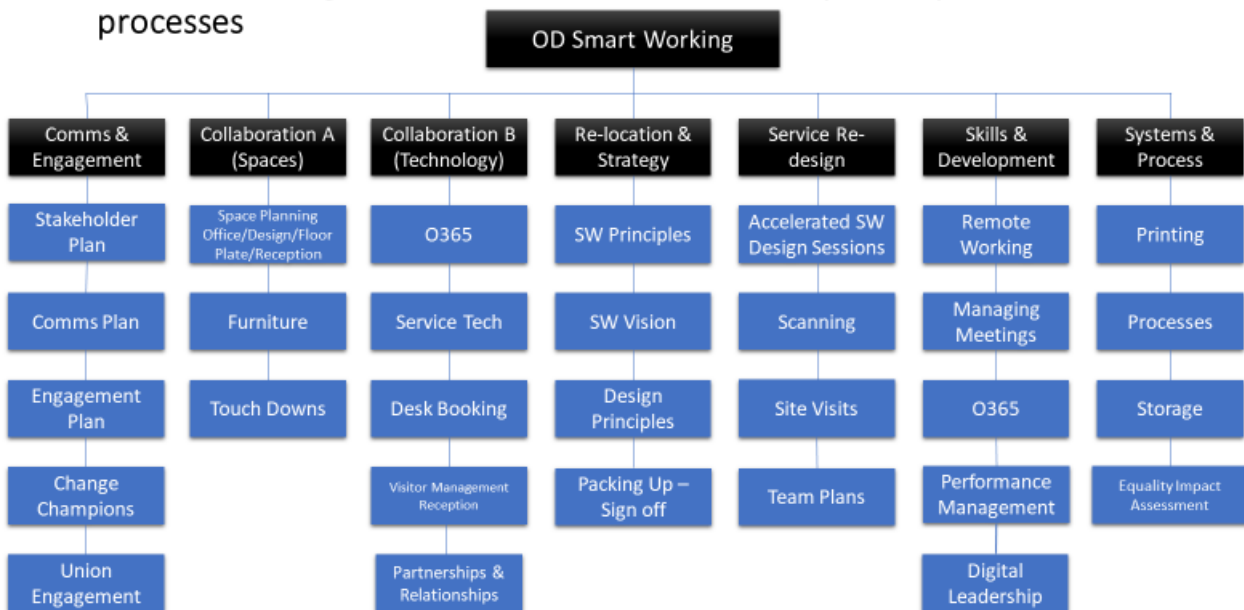
The implementation of the property strategy will be measured and monitored through the successful delivery of the projects identified in the MTFs work programme, demonstrate savings and income generation through better use of our property assets. We will utilise the annual staff survey to ensure that we are providing efficient and effective office accommodation for our staff.

In order to deliver the MTFs priorities, an Asset Management Process has been formalised, with the process based on the following principles:

- Maximisation of space utilisation including front-line and back office staff
- Agreed timescales for implementation and completion
- Change is supported by colleagues in Organisational Development
- Any change management process is undertaken in part with service areas
- Any change will be based on the needs of all users in a building, formed from their collective spatial requirements
- We will draw on good practice and lessons learnt from Castle House, Stafford Borough Council and Staffordshire Place 1
- Co-location opportunities will be reviewed and proposed at a local level to deliver better outcomes for service users and staff



4. That support will be provided from Organisational Development to deliver both Organisational Readiness and the required operational processes



Section 6: Medium Term Financial Strategy

Financial Planning

One of the key financial planning strands of the MTFs is to utilise council assets such as land and buildings to help support the sustainability of services and provide the resources to help support the financing of capital expenditure. This includes supporting the delivery of one-off resources to support the MTFs through capital receipts arising from the property rationalisation programme and the disposal of part of the County Farms estate. The

forecast receipts arising from these programmes is approximately £50m over the next three financial years.

Property Specific Savings

Included within the MTFS are specific revenue savings targets around the consolidation of staff in central Stafford into Staffordshire Place 1 and savings from a wider property rationalisation programme across the whole of Staffordshire.

These targets are-

MTFS Savings	2019/2020 £000	2020/2021 £000	2021/2022 £000	2022/2023 £000	2023/2024 £000
Central Stafford Office consolidation	687	687	687	687	687
County wide property rationalisation programme	1,000	2,100	3,200	3,600	3,700