



**PORTFOLIO HOLDER DECISION NOTICE**

**INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND EFFICIENCY**

**TOPIC – ESTATES DIVISION BUSINESS PLAN 2010/11 ONWARDS**

**PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**Contact Officer:**

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**Committee Administrator:**

Nancy Graham, Tel: 01962 848 235, Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk)

**SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- To project manage the Bapsy refurbishment project at the Guildhall and ensure that the works are completed during 2010/11.
- To develop commercial and community lettings at the Guildhall
- To integrate the TUPE'd catering staff into the Guildhall team and to develop the café and catering business based around the new Café and catering facilities
- Opportunities for reducing energy use and carbon emissions are explored.
- To refurbish and let Avalon House and redevelop Hyde Historic Resources Centre to let for office use
- That opportunities for the development of Council assets are identified
- To reinvigorate the Winchester City Centre market
- To project manage the Council's property input into the Silverhill redevelopment scheme.
- To bring forward proposals for the future of the offices on the Colebrook Street site.
- To develop the Asset Management Planning process to ensure that operational and commercial property is maintained, that liabilities are identified and resourced, the estate income is maximised and that assets are effectively utilised.
- That the operational estate is cost effectively and safely operated

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

### **DECISION**

That the Business Plan for the Estates Division be approved as attached at Appendix A.

**REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Resources Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED**

None.

**DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

Approved by: (signature)

Date of Decision: 05.05.10

**Councillor Frederick Allgood - Portfolio Holder for Finance and Efficiency**

# Estates Division Business Plan 2010 - 2015

## 1. Brief Description of the Service and its Purpose

*Estates provide property and facilities management, advice to the Council including the management of Winchester Guildhall. The Division manages both operational and non-operational property assets and provides valuation advice to other divisions. The service also manages non operational housing assets and liaises with the Strategic Housing on housing enablement matters. The Division leads the input into the Silver Hill Renaissance project from the landowner prospective.*

*Estates' Cabinet representation is through the Finances and Efficiency portfolio holder.*

## 2. Links between Council Strategic Priorities and Services

Strategic Priorities	Division Responsibilities
Economic Prosperity	<p>Opportunities for the development of the Councils estate are exploited</p> <p>To establish whether the Silver Hill development can progress</p> <p>To ensure that the Guildhall refurbishment is completed and the facility contributes to a vibrant city centre by providing quality meeting and conference facilities.</p> <p>To explore the potential for hotel development in the City.</p> <p>To monitor the provision of business start up space in Winnall.</p>
High Quality Environment	<p>The refurbishment of the Guildhall seeks to restore the building to a high standard</p> <p>To encourage and implement best practice in the use of energy and other construction related activity undertaken by the Council.</p> <p>To seek a high quality refurbishment of the listed Hyde Resource Centre when a tenant has been secured</p> <p>To stabilise Abbey Mill foundations to allow further refurbishment when a tenant has been identified.</p>

Safe and Strong Communities	<p>To make best use of the Bapsy Bequest in the Guildhall for the benefit of the community.</p> <p>To ensure that the Commercial and Corporate Estate is properly and safely maintained</p>
Efficient and Effective Council	<p>To provide positive input into the 2010 project.</p> <p>To bring forward proposals for the civic offices integrated with the Guildhall.</p> <p>To improve the physical management of the Council's operational property and the Guildhall through better planning of property maintenance.</p> <p>To maximise income from the letting of non-operational properties.</p>

### 3. Summary of Progress in 2009/10

#### Estates

- The freehold of the former Dairy Crest Site at Bar End was purchased.
- The former Angian building was refurbished for letting
- 4 Bridge Street was refurbished.
- 11-13 Upper Brooks Street was refurbished for letting
- New arrangements for the management of the Market were put in place.
- A new Produce Market was introduced on Wednesdays.
- Terms were agreed with Hampshire County Council for the sale of part of St Peters Car park to allow for the extension of the adjoining St Bede's Primary School.
- Thornfield the developer for the Silver Hill project has gone into liquidation and the Administrator is reviewing the project.
- The disposal of the Upper Brook Street to facilitate the relocation of St Clements Surgery has been put on hold pending the resolution of the Silver Hill project.
- Fitting out of F2 the new Museum Store and WCC storage facility has been completed. WCC storage archiving is under way.
- Trinity Centre Durngate. The development has been completed
- Negotiations are underway with a prospective tenant for the refurbishment and letting of Hyde Resource Centre for office use.
- Avalon House. The proposed letting to the PCT has fallen through and the property is being marketed by agents.
- Basepoint development at Plot 1 Winnall industrial estate has been completed.
- Options for the refurbishment/extension of the Colebrook Site are being developed
- Staff have been moved from the Parking Office into the Annexe at City Offices
- Abbey Mill was identified during the year as suffering from structural instability and extensive investigative work is being undertaken to establish why and how the building can be stabilised..
- A programme for the phased repair of the Hockley Viaduct is in hand. This has been put on hold while the potential of a sale to Sustrans is negotiated.
- While the housing market has been unsettled, the sale of a number of Housing Revenue Account properties has been achieved.

- The introduction of central waste, confidential waste and recycling bins throughout the City Offices and West Wing
- Continue to support flexible working project and review to identify possible improvements.
- The introduction of electric paper towel dispensers in the toilets at City Offices and West Wing
- The full refurbishment of the City Office main staircase following water damage.
- Considerable success achieved on rating appeals on corporate operational property.
- Successfully managed central control of energy billing on corporate and non operational property
- Further property inspections carried out on corporate property by Property Services.

### **Guildhall**

- Planning permission and Listed Building Consent were granted for the project to refurbish the Guildhall. Work started in January and the majority of the works tenders have now been let. Initially works concentrated on the exterior and from the beginning of April work on the interior commenced. The project is proceeding well and the opportunity has been taken to put right numerous defects in the building which have been uncovered as the building is opened up.
- The front roofs have been re-nailed or re-slatted, with deep insulation fitted for the first time, which will dramatically reduce heat loss in the winter.
- The original wrought iron balustrade to the King Alfred Hall balconies was uncovered and will be incorporated into the refurbishment scheme
- The Guildhall OMWG has been set up and has reviewed the Guildhall works making decisions on the size of the new lift, the décor, fittings and furniture to be provided.
- Tenders for the provision of banquet catering at the Guildhall have been successfully let and customers now have a choice of 7 caterers to choose from.
- The cleaning contract for the Guildhall has been incorporated into the contract for cleaning the City offices
- The Council have taken over the café and meeting catering from Fosters and the staff have been transferred to the Guildhall under the TUPE regulations.
- Job descriptions for the staff have been updated to allow for more flexible and target orientated working.
- A major concert event was trialled at the Guildhall with Frank Turner appearing.
- Other community events such as wrestling and boxing, food shows and charity markets have been trialled

- The supply chain for the café has a large proportion of local producers and suppliers
- Most of the staff have been given basic food hygiene training arranged by Environmental health
- The Guildhall Manager passed an ITQ level 3 qualification
- The Liquor licence has transferred to Food & Beverage Services Manager.
- The Guildhall Manager was appointed the Deputy Chairman of conference Winchester, a consortium of local venues and service providers located within the district.
- A major upgrade was installed to the Rendezvous booking system ensuring full compliance with Audit requirements and offering an advanced marketing facility.



**4. Service Priorities 2010/15 – Key Priorities**

**A) Significant Areas of Work and Projects for 2010/11**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/EST/003	Consider options for extending the life of City Offices on the Colebrook Street site. Consider options for further modest rationalisation	Efficient and Effective Council	01 July 2010	Assessment of floor space report to CMT	September 2010	30 Sept 2010	Business case and procurement route to be examined in the light of current office requirements and economic climate.	Kevin Warren
EST/EST/005	Lease of Avalon House	Efficient and Effective Council	May 2010			30 Sept 2010	Building Let.	Kevin Warren
EST/EST/005	Refurbishment and letting of Hyde Resources Centre	Efficient and Effective Council	May 2010			30 Sept 2010	Redevelopment and letting of building.	Kevin Warren
EST/EST/005	Disposal of Matley's Yard	Efficient and Effective Council	April 2010			30 Sept 2010	Disposal of Freehold.	Kevin Warren
EST/EST/005	Consider option for development of Chesil Street surface car park	Efficient and Effective Council	April 2010			30 Sept 2010	Development or disposal of asset.	Kevin Warren
EST/EST/006	To fit out the remainder of the new Bar End store F2 in order to further consolidation of Council storage facilities	Efficient and Effective Council	01 Apr 2009			31 Mar 2010	Consolidation of Council's storage facilities to one building thus freeing up other stores, IE Matley's Yard and Barn Stores for further leasing out or sale.	Kevin Warren

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/EST/007	To negotiate with Thornfield Properties to dispose of the Upper Brook Street Car park to facilitate the relocation of the St. Clement's Surgery.	Efficient and Effective Council	01 Apr 2009	Awaiting outcome of review by Administrator of Thornfield Properties			Revised development plan for site	Kevin Warren
EST/EST/008	To monitor the development of the Basepoint centre at Winnall, including space for the new CCTV control room	Efficient and Effective Council	01 Apr 2009	Building occupied	30 Apr 2010	30 Apr 2010	Planning permission secured and demolition and development of site due from April 2009. Estimated development build time to be 12 months	Kevin Warren
				Building complete	TBA			
EST/EST/009	Continue to facilitate office moves and consider ways of making better use of office space.	<b>Corporate Outcome</b> – Flexible Resource Management	01 Apr 2010			May 2011	Programme compiled to give minimum disruption.	Wendy Steele
EST/EST/009	Abbey Mill – identify extent of structural defects and explore ways of securing structure	Efficient and Effective Council	01 Apr 2010	Report to Cabinet	June 2010	May 2011	Clear understanding of works required, funding secured for work to proceed to safeguard building	Kevin Warren
EST/EST/010	Review cleaning and catering contracts options for Guildhall and City Offices	Efficient and Effective Council	01 Apr 2009	Cleaning Contract - Tenders invited	31 Mar 2010	31 Aug 2010	A clear programme and well prepared	Ian Folger & Wendy Steele
				Catering - revised arrangements commence	01 Apr 2010			
				Cleaning Contract - contract awarded	31 Aug 2010			

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/EST/011	Monitor the development of the Durngate site by Trinity	<b>Corporate Outcome</b> – developing partnerships to deliver	01 Apr 2009			31 Jul 2010	Long leasehold Interest to be granted to Trinity on completion of project	Brian Bottruell
EST/PROJ/001	Improve the vitality of Winchester city centre by project managing the Council's property input into the Silver Hill redevelopment scheme	<b>Corporate Outcome</b> – delivering community outcome		Awaiting outcome of review by Administrator of Thornfield Properties		28 Feb 2012	Making of the Compulsory Purchase Order (anticipated Spring 2009). Subsequent confirmation of the order (anticipated mid 2010)	Kevin Warren
EST/PROJ/002	Improve Winchester Guildhall by progressing the Bapsy Project and completing an ongoing maintenance plan to improve and enhance the building	<b>Corporate Outcome</b> – delivering community outcome	18 May 2009			31 Mar 2011	Implementation of phased programme of works for the venue to be refurbished	Kevin Warren
EST/PROJ/003	Implement a revised format catering contract	<b>Corporate Outcome</b> – being more efficient.	01 Sep 2009	TUPE Transfer Date	01 Apr 2010	30 Apr 2010	Effective supply to the venue and its clients To ensure future effective use of the venue. Room catering and café to be managed in-house	Kevin Warren, Ian Folger, Wendy Steele

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/PROJ/004	Complete review of condition of non-housing properties. ensure that financial aspects of the Council's fixed assets are appropriately incorporated into the financial planning process, taking account of the current economic situation on the Council's properties	Efficient and Effective Council	01 Apr 2009	Phase 3 condition survey of non-housing related properties	31 Mar 2010	31 Mar 2011	The Council's fixed assets are employed to best effect in securing broader outcomes in the Sustainable community strategy and the council has a funded three year programme for maintaining its non-housing properties. An unqualified Use of Resources opinion will indicate our direction of travel in achieving this outcome	Kevin Warren
				Programme for any further condition surveys required, including impact of energy usage	31 Mar 2010			
IMT/PROJ/003p	Implementation of Retriever across Estates to incorporate electronic workflow, filing and storage.	Efficient and Effective Council	01 Apr 2010	Complete Roll Out	28 May 2010	01 July 2010	Use of electronic workflow and storage of documents in Retriever	

**B) Other areas of work (including 'business as usual')**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/EST/012	To start the 12 year rolling programme of repairs to maintain the structure in a safe conditions	Efficient and Effective Council	01 Apr 2009	Milestones to be agreed early in 2010/11	TBA	31 Mar 2021	Safe access maintained	Kevin Warren
EST/EST/013	To seek out opportunities of lowering the Council's carbon footprint and encourage others to take similar actions. To display Energy Certificates in all buildings >1000m2	Efficient and Effective Council <b>High Quality Environment</b> - The District meets the challenge of climate change	01 Apr 2009			31 Mar 2011	Implementation of initiatives in the year ahead.	Kevin Warren
EST/EST/015	To reinvestigate the feasibility of a small scale hydro in Abbey Mill as part of wider small scale hydro programme.	<b>High Quality Environment</b> - The District meets the challenge of climate change Efficient and Effective Council	01 Apr 2009	On hold pending outcome of stabilisation works [EST/EST/009]		31 Mar 2010	Implementation of project within budget constraints	Kevin Warren
EST/EST/017	Create a full calendar of public access events leading up to 2012, to encourage use of the guildhall by the wider community	Exploiting the District's reputation as a cultural stronghold	01 Apr 2009	Milestones to be agreed at the start of the project		31 Dec 2010	Increased use of the venue increase in revenue.	Ian Folger

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
EST/EST/018	Market the Guildhall on the London stage, by use of blueprint events, bringing business to the District	Efficient and Effective Council	01 Aug 2010	Milestones to be agreed at the start of the project		31 Aug 2010	By using the blueprint events, we will be able to generate increased business not only for Guildhall but other businesses in the district.	Ian Folger
EST/EST/019	For the duration of the Bapsy project members of the Guildhall team will support the scanning project within the council.	Efficient and Effective Council	01 Apr 2010			31 Mar 2011	Efficiencies made in costs of the scanning process, encourage wider involvement of the Guildhall team	Kevin Warren
CSC/PROJ/00 1q	Seek to achieve Customer Service Excellence Accreditation	<b>Corporate Outcome</b> – building in Customer Excellence	31 Mar 2010			14 Apr 2011	Accreditation achieved.	Kevin Warren

**Resource Implications**

**A) Financial**

**Divisional Summary**

<i>Subjective Analysis</i>		<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Expenditure	Employees	664,362	684,454	676,934	845,761
	Premises	1,450,538	1,452,615	1,198,336	1,221,846
	Transport	31,649	20,993	31,631	35,396
	Supplies & Services	1,062,846	600,523	727,320	515,344
	Third party payments	0	1,000	1,000	1,000
	Depreciation & Impairment Losses	1,747,624	1,218,968	236,678	254,567
	<b>Expenditure Total</b>	<b>4,957,018</b>	<b>3,978,553</b>	<b>2,871,899</b>	<b>2,873,914</b>
Income	Income	(3,764,849)	(3,733,624)	(3,466,144)	(3,505,856)
	Income (Internal)	(271,535)	(273,167)	(307,979)	(277,979)
	<b>Income Total</b>	<b>(4,036,384)</b>	<b>(4,006,791)</b>	<b>(3,774,123)</b>	<b>(3,783,835)</b>
Support Services		(1,337,649)	(1,042,398)	(919,262)	(919,262)
<b>Estates Total</b>		<b>(417,015)</b>	<b>(1,070,636)</b>	<b>(1,821,486)</b>	<b>(1,829,183)</b>

**Budget Book Line Summary**

<i>Budget Book Line</i>	<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Estates Trading Account	3,848	0	0	36,399
General Fund Property	(1,870,413)	(1,491,685)	(1,936,627)	(2,267,416)
Christmas Lighting	19,056	29,871	29,280	29,280
Accommodation	752	4	(81,315)	(74,674)
Caravan Site	(22,339)	(19,615)	(19,992)	(19,992)
Guildhall	181,668	189,473	154,554	412,169
Historic Resources Centre	173,053	131,778	32,614	48,265
F2 Store	62,596	89,538	0	6,785
Surplus Properties	1,034,763	0	0	0
<b>Estates Total</b>	<b>(417,015)</b>	<b>(1,070,636)</b>	<b>(1,821,486)</b>	<b>(1,829,183)</b>

**B) Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• Silver Hill scheme delivery</li> <li>• Pressure to raise more revenue/capital</li> <li>• Being a sustainable Council</li> <li>• Current economical climate</li> </ul>	<ul style="list-style-type: none"> <li>• Silver Hill – resources to manage project</li> <li>• New office accommodation – resources to manage project/flexible working</li> <li>• Office management – Facilities management resource pressures on existing stock</li> <li>• Aspirations of staff for more flexible working</li> <li>• Key Staff turnover</li> <li>• Energy management and the cost of energy</li> </ul>
<p><b>Workforce Implications</b></p>	
<ul style="list-style-type: none"> <li>• <b>Continued work to integrate estates</b> facilities and Guildhall staff and to flexibly cover functions and use skills</li> <li>• <b>Prioritisation of staff time on major projects</b></li> <li>• <b>Project management</b> admin and support requirements</li> <li>• <b>Skills</b> broader base less low level work wider brief</li> <li>• <b>Flexibility</b> working in new areas</li> <li>• <b>Flexible Working Environment</b> changing your working patterns</li> <li>• <b>Cross department working</b> the taking of responsibility for key priority area</li> </ul>	



6. Key Performance Indicators

Code	Description	Managed By	How frequently is data gathered	2007/08	2008/09	2009/10		2010/11	2011/12
				Value	Value	Value	Target	Target	Target
LPI0812	Voids as a percentage of properties to let	Kevin Warren	Monthly	8.76%	8.7%	12.73%	12.73%	2%	1%
LPI0813	Rent Arrears [30 days+] as a %age of commercial property income	Kevin Warren	Quarterly	2.48%	4.31%	3.49%	4%	4%	3.5%
LPI0814	%age Right To Buy Valuations completed within 4 weeks	Kevin Warren	Quarterly	93.3%	TBA	TBA	100%	100%	100%
LPI0815	Guildhall average room occupancy	Kevin Warren	Quarterly	34%	TBA	TBA	43%	40%	40%
LPI0816	Guildhall turnover (room hire + catering)	Kevin Warren	Quarterly	£1.04m	TBA	TBA	£1.05m	£1.223m	£1.593m

**7. Key Elements of Risk Management**

Risk Number	Short Name	Risk Ownership	Cause	Consequence	Current Risk Matrix	Target Risk Matrix	Linked Strategic Risk
OP0024	Security of Council buildings/contents	Wendy Steele; Kevin Warren	Failure of security measures to deter/prevent unauthorised access	Staff at increased risk, loss of property, damage to property, illegal occupation, loss of income. Loss of records. Failure to deliver service. Waste of emergency services time.			SR0014
OP0075	Guildhall Income	Kevin Warren	Weak contracts management, poor economic conditions, building / M&E failure, legal challenge	Loss of revenue, loss of access, damage to reputation absorption of staff time increase competition			SR0009