



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND RESOURCES

TOPIC – ESTATES DIVISION BUSINESS PLAN 2008/09 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(s) (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 Officers:

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Committee Administrator:

Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, 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 bring forward plans to use the Bapsy Bequest to create a community room in the Guildhall integrating works with the maintenance plan.
- To bring forward proposals for the redevelopment of new offices on the Colebrook Street site.
- To project manage the Council's property input into the Silver Hill redevelopment scheme.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place 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 timescale 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 its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

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

- That reference to the Guildhall catering contract be made in the Estates Business Plan Key Elements of Risk Management
- That an update be made to the reference to "DS Sites" within the Key Elements of Risk Management.

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

Councillor Frederick Allgood – Portfolio Holder for Finance and Resources

Estates Division Business Plan 2008 - 2013

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 Resources portfolio holder.

2. Links between Council Strategic Priorities and Services

Strategic Priorities	Division Responsibilities
Economic Prosperity	<p>To ensure that the Silver Hill development progresses and adds to the vibrancy of Winchester City centre.</p> <p>To ensure that the Guildhall contributes to a vibrant city centre by providing quality meeting and conference facilities</p> <p>To monitor the provision of business start up space in Winnall</p>
High Quality Environment	<p>To promote sustainable development at Silver Hill including new quality public realm</p> <p>To encourage and implement best practice in the use of energy and other construction related activity undertaken by the Council</p>
Safe and Strong Communities	<p>To ensure that the Silver Hill development delivers new high quality facilities including Shopmobility, primary care facilities, public toilets and a new bus station</p> <p>To make best use of the Bapsy Bequest in the Guildhall for the benefit of the community</p>

Efficient and Effective Council	<p>To provide positive input into the 2010 project.</p> <p>To bring forward proposals for new sustainable 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>
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3. Summary of Progress in 2007/08

- The Council as planning authority resolved to grant permission for the mixed use Silver Hill Renaissance redevelopment, taking the project a significant step forward. In the year the Council resolved to use compulsory purchase powers to assemble the site and the resulting legal preparations are in hand. A sound professional working relationship has been maintained with Thornfield, the Council's development partner, and further significant progress is expected.
- The West Wing and City Offices fit out, to enable to move from Avalon House and Hyde, was completed on time and within budget. The development of the business case for the re-development of the Colebrook Street site and the appointment of project management support has however slipped mainly due to the pressure of work elsewhere.
- A series of property surveys of the Council's main operational properties has confirmed a significant repairing liability. This, with the assistance of Property Services, will be addressed in a programme once capital funds and staff resources are identified.
- The Division's responsibilities were expanded during the year by the addition of the strategic management of the Guildhall. Coming as this did at the same time as a change of Guildhall manager and other staff changes this absorbed significant management time. The Division has also taken on the Bapsy Bequest project and put in place an initial project plan for its use.
- The Trinity Centre project at Durngate has been delayed by the redesign of the building and the time taken to meet the fundraising target. This has delayed the signing of the agreement to lease and the start of construction.
- In the year an achievable repair programme for Hockley Viaduct has been identified and agreed and a capital programme provision put in place.
- A number of significant property transactions were put in place during the year including agreeing terms for the disposal of Avalon House and Hyde and the agreement to lease of a site at Winnall for a new Basepoint business and innovation centre. The opportunity was taken to incorporate the new CCTV control room in this development.
- The Division, acting for Landlord Services successfully disposed of a number of former Housing Revenue Account properties, raising capital for the repairs and improvement programme.
- A modern and flexible replacement storage facility has been acquired to replace the museum stores at Hyde with sufficient capacity to provide expansion space and to potentially release other storage property.

4. Service Priorities 2008/09 – Key Priorities

A) Key Service Priorities 2008/09

Target No.	Why are we doing this? [Corporate Strategy link]	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
1.	To improve the vitality of Winchester city centre [Economic Prosperity]	To project manage the Council's property input into the Silver Hill redevelopment scheme	Ongoing	The grant of planning approval and confirmation of compulsory purchase order. [anticipated Autumn 2009]	Direct consultant's costs met through the scheme. 30% of Head of Estates' time	Head of Estates
2.	To improve the Guildhall [Efficient & Effective Council / Safe & Strong Community]	To bring forward plans to use the Bapsy Bequest to create a community room in the Guildhall integrating works with the maintenance plan	Feasibility study updated 3 rd quarter	A clear and approved project plan	Staff time consultants' costs to be ascertained	Facilities Manager / Guildhall Manager
3.	To replace obsolete office accommodation [Efficient & Effective Council]	To bring forward proposals for the redevelopment of new offices on the Colebrook Street site	Ongoing	Appointment of project manager. Business case and procurement route agreed and funding identified [4 th quarter]	Consultant's costs Head of Estates' time	Head of Estates
4.	To better plan the maintenance and repair of operational property [Efficient & Effective Council]	In liaison with Property Services prepare a 3 year estimate of maintenance requirement for all operational property to inform the capital programme	2 nd quarter	An agreed and funded 3 year programme [3 rd quarter]	Staff time Capital provision to be agreed	Facilities Manager/ Senior Estates Surveyor

Target No.	Why are we doing this? [Corporate Strategy link]	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
5.	To dispose of surplus accommodation [Efficient & Effective Council]	Sell Avalon House and Hyde Historic Resources Centre [HRC]	Avalon House sold 1 st quarter rear site under offer 3 rd quarter HRC terms agreed by 1 st quarter	Sales completed	Staff time and costs in exempt report	Head of Estates / Senior Estates Surveyor
6	To improve Council storage facilities [Efficient & Effective Council]	To fit out the new Bar End store to the requirement of current and future museum storage and to move the stores from Hyde. To investigate further consolidation of Council storage facilities on the site	Completed 3 rd quarter	All stores safely moved and efficiently stored	Staff time and budget of £380,000	Senior Estates Surveyor
7	To enable the relocation of St Clement's surgery within the city centre [Economic Prosperity]	To negotiate with Thornfield Properties to dispose of the Upper Brook Street Car park to them for the relocation of the surgery	1 st quarter terms agreed	Construction start 3 rd quarter	Staff time legal fees – capital receipt	Head of Estates
8	To support local business and promote a safer community [Economic Prosperity]	To monitor the development of the Basepoint centre at Winnall, including space for the new CCTV control room	Ongoing	Start of construction by 2 nd quarter	Cost provided in exempt report	Head of Estates

Target No.	Why are we doing this? [Corporate Strategy link]	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
9	To support the flexible working project [Efficient & Effective Council]	Organise the reordering of City Offices to facilitate the Parking Office move	4 th quarter	Minimum business disruption – project on budget	Staff time and capital budget to be ascertained	Facilities Manager
10	To ensure a good standard of service delivery [Efficient & Effective Council]	Preparing the strategy and documents for tendering of cleaning contracts for the Guildhall and Offices	By 4 th quarter	A clear programme and well prepared documentation	Staff time	Facilities Manager

B) Other Service we aim to deliver 2008/09

Why are we doing this? [Corporate Strategy link]	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
To provide a new home for the Trinity Centre [Safe & Strong Community]	Monitor the development of the Durngate site by Trinity.	Ongoing	Practical completion of a quality building & the grant of the lease. [Anticipated mid 2009]	Officer time and legal costs	Senior Estates Surveyor
To ensure continued safe access to Hockley Viaduct [High Quality Environment]	To start the 12 year rolling programme of repairs to maintain the structure in a safe condition	3rd quarter	Safe access maintained	£500,000 over 12 years Regular inspections	Estates Surveyor
To promote low carbon management [High Quality Environment]	To seek out opportunities of lowering the Council's carbon footprint and encourage others to take similar actions. To publish Display Energy Certificates in all buildings >1000 sqm	On going Certificates by October 2008	Implementation of two initiatives in the year	Officer time estimated £15,000 cost	Head of Estates/Estates Surveyor
To improve document storage [Efficient & Effective Council]	To migrate divisional files and records to the EDRMS system	Start 2 nd quarter	A clear filing and records system with ease of access	Staff time	Senior Estates Surveyor / Facilities Manager
To generate on site renewable energy [High Quality Environment]	To reinvestigate the feasibility of a small scale hydro in Abbey Mill as part of wider small scale hydro programme	2 nd quarter	A feasible project approved by Cabinet [3 rd quarter]	Staff time consultant's costs est. £8,000	Head of Estates

5. Resource Implications

A) Financial

2007/08 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
337	(335)	2	<i>Estates</i>	346	(340)	6	5.00	<i>FTE Incl Head of Estates</i>
1,666	(2,422)	(756)	<i>GF Property</i>	1,241	(2,463)	(1,222)		
22	0	22	<i>Local Christmas Lights</i>	23	0	23		<i>Managed on behalf of Local Economy</i>
127	(127)	0	<i>Facilities</i>	136	(136)	0	3.81	
20	(20)	0	<i>Canteen</i>	29	(29)	0		
1	(27)	(26)	<i>Caravan Site</i>	1	(20)	(19)		
1,441	(1,441)	0	<i>Office Accommodation</i>	1,359	(1,385)	(26)		
1,556	(1,409)	147	<i>Guildhall</i>	1,530	(1,459)	71	12.00	
5,170	(5,781)	(611)	Total	4,665	(5,832)	(1,167)	20.81	

B) Workforce

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

6. Key Performance Indicators

Indicators 1 and 2 are regularly reported to Resources Scrutiny Panel

Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2010/11	Target 2011/12	Target 2012/13
<i>Local 1</i>	Voids as a percentage of properties to let. <i>Measure of Efficient use of Asset.</i>	<i>Head of Estates</i>	0.84%	3.61%	9.37%	<1%	<1%	<1%	<1%
Local2	Rent Arrears as a %age of commercial property income [30 days + arrears] <i>Measure of Efficient Management of Income Collection</i>	<i>Head of Estates</i>	3.88%	3.35%	2.1%	3.5%	3.5%	3.5%	3.5%
Local 3	%age Right To Buy Valuations completed within 4 weeks <i>Efficiency Indicator.</i>	<i>Head of Estates</i>	92.3%	92.0%	96.7%	100%	100%	100%	100%
Local 4	Guildhall average room occupancy	<i>Guildhall Manager</i>	41%	35%	35%	43%	40%	40%	43%
Local 5	Guildhall turnover (room hire + catering)	<i>Guildhall Manager</i>	£1.04m	£1.03m	£0.98m	£1.05m	+1%	+3%	+3%

7. Proposals for Consultation

What Research or consultation do we intend to carry out	How will we be doing it?	When will we be doing it?	How will we use the results?
Estates have no plans for consultation in the year			

8. Key Elements of Risk Management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
SR	0003	Likelihood – Possible Impact - Medium	Managerial	Failure to complete Silver Hill Development	Steve Tilbury	Failure of Project Objective	(1) Objectives not met (2) Economic decline (3) Impact on resources (4) Decline in other areas (5) Adverse media attention	Maintaining dedicated project risk analysis and project plan
OP	0024	Likelihood – Possible Impact - Major	Physical	Security of Council buildings / contents	Tony Langridge	Failure of security measures to deter/prevent unauthorised access	Staff at increased risk, loss of property. Loss of Income. Loss of records. Failure to deliver service. Waste of emergency services time.	Continual evaluation of security and procedures to ensure that Council property is secure at all times.
OP	0030	Likelihood – Possible Impact - Major	Financial	Void inspection	Tony Langridge	Lack of timely inspection. Property management failings. Weather damage. Unauthorised access.	Loss of revenue. Property devalued. Cost of repair. Reputation damaged. Possible loss of listed building.	Regular recorded inspections with immediate follow up of identified risks.

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
OP	0039	Likelihood – Possible Impact - Major	Physical	Knock on effect of Silver Hill on other priorities	Tony Langridge	High profile project media attention	Resource intensive likelihood of project creep loss of reputation	Maintaining dedicated project risk analysis
OP	New	Likelihood – Possible Impact - Medium	Financial	Guildhall Income	Tony Langridge	Disruption to the Guildhall resulting from problems with contractors	Loss of revenue reputation damage absorption of staff time	Maintaining regular liaison with contractors and monitoring of contracts