

Oxfordshire County Council Property and Assets Strategy

A paper for Performance and Corporate Services

Overview and Scrutiny Committee

September 2022



Vision

A long term vision for Oxfordshire County Council's property and assets



A vision for OCCs property and assets

The Property and Assets Strategy will set out the Council's 10-year ambition for its property portfolios, driven by the need to repurpose our estate to enable new ways of delivering services, agile working and the decarbonisation of our buildings. The strategy will support the delivery of council priorities, services and its financial sustainability and where possible add social and economic value to Oxfordshire.

It will set out a case for change and direction of travel from which to further develop the strategy and implementation plans and by which to base future investment and development decisions.

Our vision

To create an efficient, innovative and accessible property estate, which delivers our climate action objectives and generates social value for our residents, workforce and customers of the property service.

Where possible and appropriate we will use our estate to support regeneration and economic value.



The current challenge

Our current portfolio, challenges and opportunities



Summary of current assets

Oxfordshire County Council owns around 900,000m² of property assets across 905 sites.

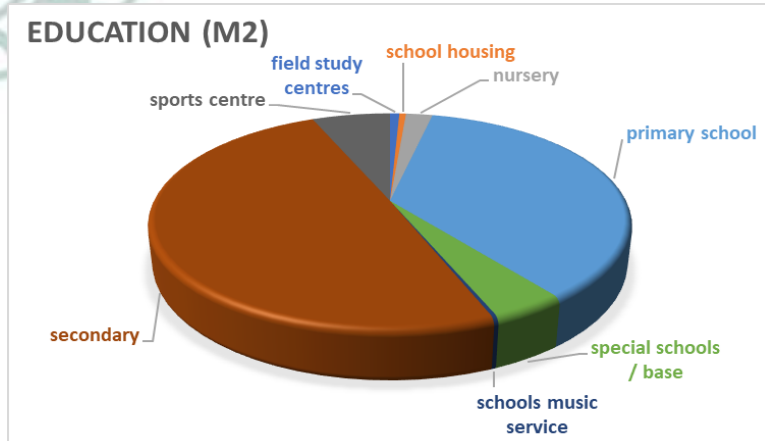
A significant part of this estate is controlled by third parties under long-term leasing arrangements, and therefore, whilst not within the direct control of the council, these assets produce around £2.9m per annum of income through 353 lease arrangements.

There are three main asset portfolios - Community, Investment and Operational assets. The latter of which is divided into educational, non-educational and corporate assets.

These must be managed and maintained with appropriate priorities for each portfolio, but within the wider vision and objectives of the strategy. Many of our assets require sizeable investment to meet modern office and service delivery standards as well as our environmental obligations and ambitions.

Operational Assets

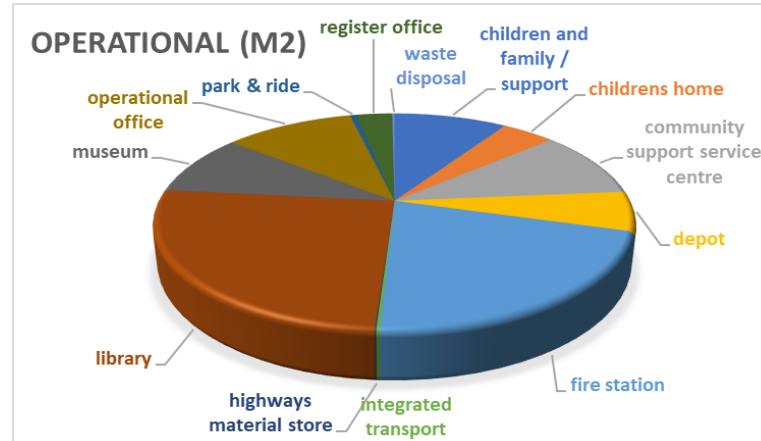
These fall into a number of categories Corporate, Educational and Non-Educational



Educational

These sites include Nursery, Primary, Secondary and Special Schools and supporting facilities such as leisure centres (under joint user agreements) and field study centres that support the curriculum delivery.

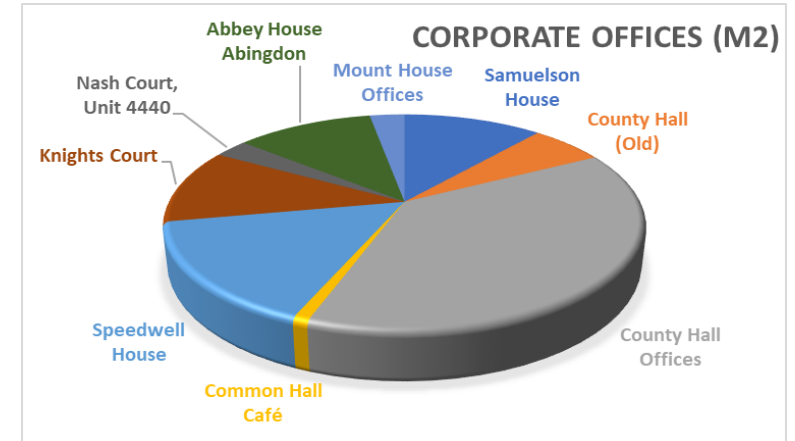
- 418 sites
- 607,000m2 of buildings



Non-Educational

These include buildings necessary to deliver services to the community of Oxfordshire, such as libraries, fire stations, children and family centres, household waste recycling centres, community support service centres etc.

- 156 sites
- 69,000m2 of buildings



Corporate

These include buildings that provide our support service and office-based facilities.

- 13 sites
- 11,000 m2 of buildings



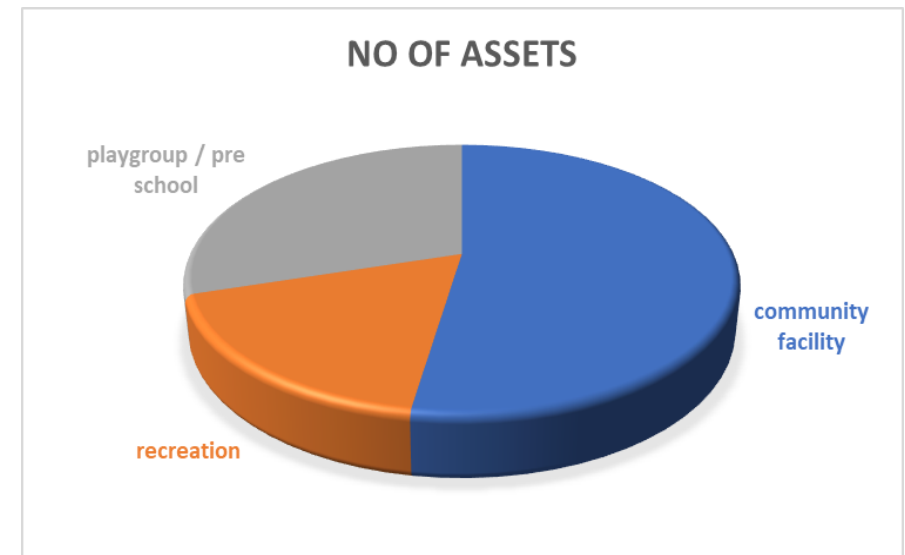
Community Assets

These include buildings and land, most of which are leased out for community purposes, such as playgroups, recreation land, community-run youth facilities, community-led children's support services, scouts, voluntary community sector groups and other similar community-run facilities.

A Community Asset Transfer policy provides the opportunity for transfer of these assets to the community where they are no longer required for operational purposes.

→ 141 sites

→ 23,000 m² of buildings





Investment Assets

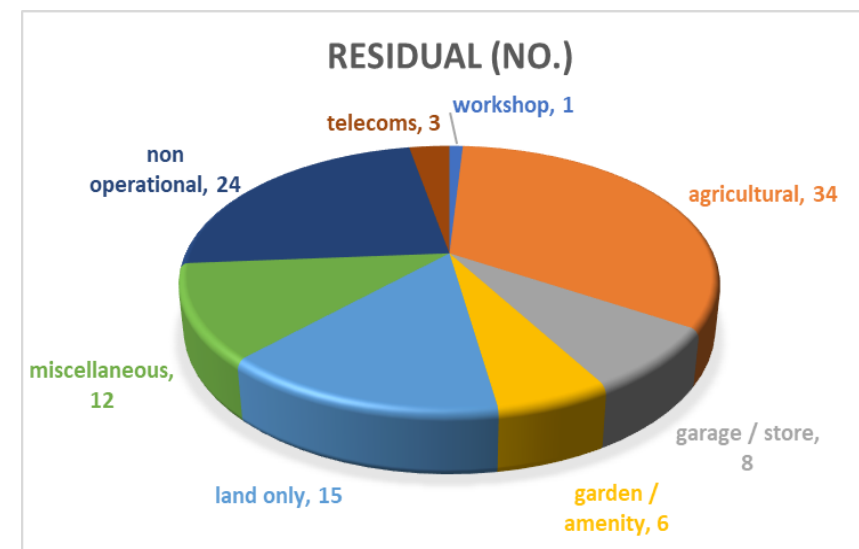
These include land and buildings, some of which bring opportunity for commercial gain as they are surplus to operational requirements.

These retained sites have been and continue to be promoted within local plans and form a large part of the disposals programme.

Capital receipts are used to support the broader capital programme.

→ 107 sites

→ 5,700m² of buildings





Content of the strategy

The high level strategy will include the long term vision, strategic objectives, summary of the wider context, drivers for change and set out the current asset portfolios.

When adopted the high level strategy will be supported by a series of key documents or frameworks. These are the more detailed frameworks or components of the strategy that underpin planning and delivery. They focus on the various portfolios of assets, service development plans, policies such as the community asset transfer, documents such as registers for disposal and 'business as usual' activities such as maintenance plans.

The high level strategy will be published and reviewed not less than every two years. The various frameworks will be developed, maintained and reviewed as operationally required.



Strategic Objectives

The ten-year property and assets strategy will be built on the following draft objectives:

1. **Facilitating service delivery** – maintaining fit for purpose operational accommodation in suitable locations and creating places and spaces that support the effective delivery of public services. Investing in solutions to support outcomes for Oxfordshire residents using our adults and children’s services and ensuring our operational estate is welcoming and accessible for service users.
2. **Supporting Oxfordshire communities** – working closely with our community and voluntary sector stakeholders to maintain facilities in key locations closer to our residents. Focussing on social impact and leveraging the role of our assets and activities in supporting community resilience.
3. **Decarbonising our corporate buildings** – developing and implementing a comprehensive approach to reducing the environmental impact of our estate, in line with our corporate commitments.
4. **Enabling agile working and rationalisation of the estate** – working to improve our existing operational portfolio by creating modern, flexible and functional workplaces. We will identify and rationalise underutilised workspaces and seek co-location opportunities with partners wherever possible.
5. **Maximising our potential investments** – undertaking asset performance review and investing in (or disposing of) assets to support the council’s financial sustainability. Working to address legacy backlog maintenance and refurbishment to maintain the quality and value of the estate.
6. **Investing in our schools** – working to meet the increasing demand for pupil places through delivering new schools and improving existing assets.

Oxfordshire County Council Property and Assets Strategy

A deeper look at the operational assets portfolio

Content set out on pages 12 – 33 focuses on issues and options related to the **operational assets portfolio**. It provides a deeper example of the strategic planning required for each asset portfolio.



**OXFORDSHIRE
COUNTY COUNCIL**



Developing a set of priorities and options

Priorities and options for the operational assets portfolio



Strategic context and drivers for change

Under-occupied corporate offices and agile working	Key lease dates approaching	A dilapidated estate	The Net Zero Carbon agenda
<p>For many years OCC offices have been under utilised.</p> <p>Technology and pre-covid ways of working were already driving a trend of under occupancy.</p> <p>Under utilisation will continue as the council adopts increasingly flexible and modern ways of working – including the recently adopted agile working framework.</p> <p>There are also opportunities for co-location with partners that could further contribute to rationalisation.</p>	<p>The Council currently occupies three corporate offices on a leasehold basis (Knights Court, Abbey House and Nash Court) approximately 33% of the office portfolio by floor area.</p> <p>Each has lease expiry dates approaching over the next 2-3 years requiring a decision on whether to renew the lease and providing an opportunity to reduce the office footprint and make savings on rent and other running costs.</p>	<p>Investment in many of the Council’s buildings has not kept pace with maintenance requirements resulting in a large backlog, with some mechanical and electrical systems (e.g. County Hall) now also nearing end of life and due for replacement.</p> <p>Some assets are old, inaccessible and unsuitable for service delivery, either in their current configuration or due to their inherent design.</p>	<p>‘Climate Action for a Thriving Oxfordshire’ sets out the Council’s commitment to be a zero-carbon organisation by 2030.</p> <p>This will require the decarbonisation of the estate through a programme of rationalisation, release of buildings, improvements and cultural change requiring significant capital investment to deliver on the ambition to be a carbon neutral authority.</p>



Priorities – operational assets portfolio

Based on the vision, strategic context and drivers for change the following priorities for the operational assets portfolio have been drafted to inform the development of options:

- 1** Enable and support the Council's Agile ways of working across the county
- 2** Deliver workplaces that are a real destination for our customers and people, supporting greater collaboration and staff well-being, in line with the Workplace Vision
- 3** Enhance physical customer access to our buildings to drive improved customer experience
- 4** Maximise opportunities to co-locate our services and with our partners where there are service synergies and revenue efficiencies
- 5** Ensure our building systems and standards are applied consistently across our workplaces
- 6** Optimise the use of existing assets where they meet or can be made to meet future requirements before considering any new provision
- 7** Reduce the Council's exposure to leasehold accommodation by consolidating within freehold sites where possible
- 8** Self-fund new investment in the estate through sale proceeds and income generation *as far as possible*, whilst reducing overall premises costs
- 9** Significantly contribute to the Council's carbon reduction targets by minimising travel to work distances and investing in and modernising our buildings
- 10** Where the market supports it, release surplus space for income generation purposes and to support the local economy



Potential future location requirements

An exploration of the HQ and community hub model and potential location requirements



Location options – HQ and community hubs

When considering future requirements OCC has long explored a 'community hub model'.

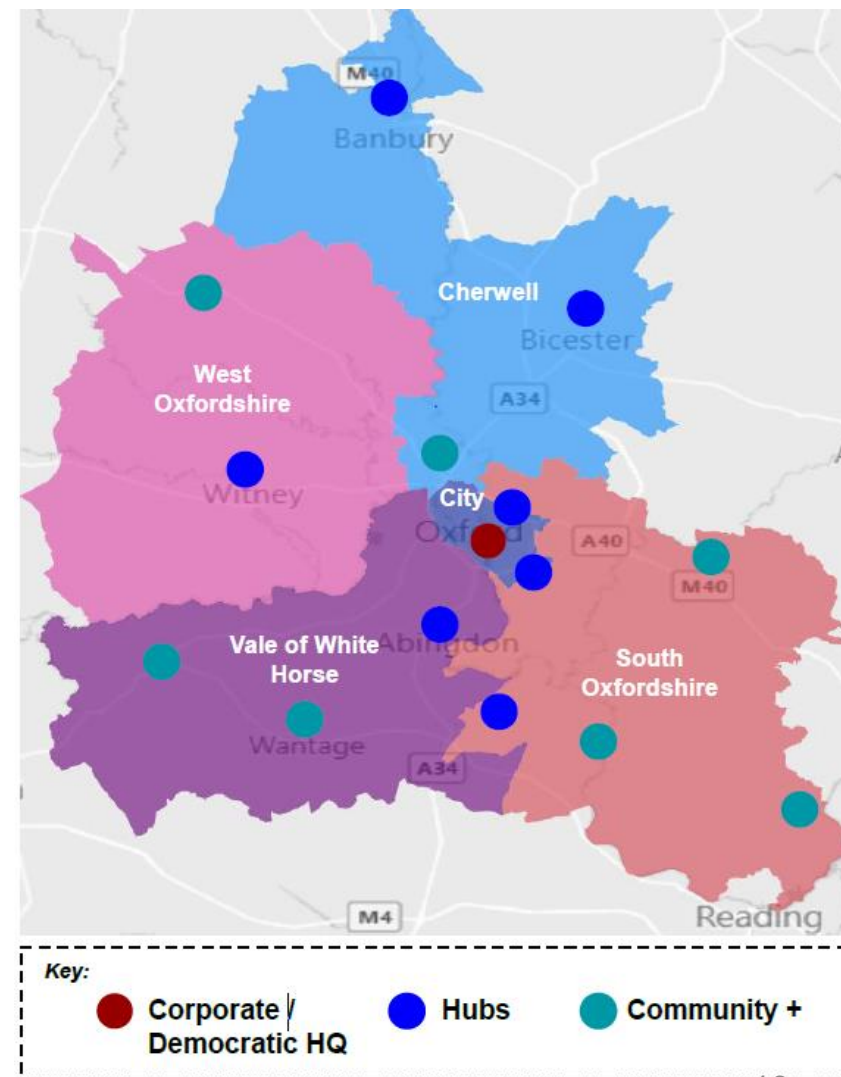
This essentially sets out a 'core HQ' and community hub approach that brings together children, families and adults services on single sites, moving away from existing underutilised and leased corporate offices and disparate front-line sites in the main towns.


This approach recognises the different geographies of the county and has been considered by the council for many years, for example using libraries to deliver a wider range of services. The aim is always ensuring services are delivered effectively to the populations that need them, balancing office locations, major hubs and a wide spread of access points or community+ locations.

It also reflects some national policy initiatives, for example the Department for Education funded hubs programme [Family hubs transformation fund - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/family-hubs-transformation-fund)

If this type of approach was adopted for the corporate office and operational delivery portfolio population patterns, travel distance and other factors such as exiting assets should be considered.

The adjacent map gives an example, and overleaf provides a summary of the rationale.





Location options – HQ and community hubs

Democratic Centre ‘HQ / Corporate Services’

- Oxford’s central location, historical significance, strong public transport links, access to talent and a range of facilities in the city mean it will continue to be the prime location for the Council’s main corporate office provision. A single corporate office is considered appropriate assuming the right location and size can be achieved.
- Agile ways of working and fewer days in the office per week on average mean commuting into Oxford is likely to become more viable for more people. Use of public transport to access the city will support the Net Zero agenda.
- The nature of the office workplace will need to change to support more collaborative, face to face working in line with the Workplace Design Principles.
- There will continue to be a need for the Democratic centre of the Council to be in a central location and co-located with/close to the main corporate office HQ.
- The Democratic centre could be a multi-purpose space for Council and Committee meetings, with wider opportunities for citizenship ceremonies and a potential training facility.
- Depending on appetite there is the continued opportunity to move away from County Hall to a more modern HQ facility, perhaps retaining Old County Hall and utilising an alternative council asset for redevelopment.

Community Hubs

- A move away from traditional offices towards Community Hubs in the main population centres would bring together children and families, adult and potentially other services in easy to access single locations in the main towns aligned to key areas of deprivation.
- Potentially community hubs in Oxford city (north and south) bringing together adult, children, families and other services. These community hubs could potentially support regeneration.
- District community hubs bringing together adult, children, families and other services in the main towns of Banbury, Bicester, Witney, Abingdon and Didcot.
- Hubs could replace existing offices in the main towns, with a streamlined office provision alongside front-line services.

Access locations – community +

- Smaller customer access points – for examples in the smaller towns of Faringdon, Wantage, Wallingford, Chipping Norton, Thame, Kidlington and Henley where there is potential to repurpose existing libraries to provide additional local services.
- Additional mobile services could support rural / emerging communities.



Future space requirements

An overview of space requirements, workplace design principles and the agile working framework



Space requirements – our approach

A high level appraisal of future space requirements is being undertaken driven by an early assessment of the Council's workforce and assumptions on children & families and adult service facilities that could potentially be co-located within Community Hubs.

An overview of the approach is set out below. Prior to detailed specification and requirements for the Community Hubs this should be viewed as an initial assessment from which to move forward, with more detailed appraisal needed.



Key Assumptions

- Role types defined as set out the agile working framework
- In-scope workforce excludes:
- a) Employees based at premises that are not part of the OCC estate; b) Who are in buildings with a discrete/specialised function; c) Operational property with no usable non-operational spare capacity e.g. children's homes, most fire stations; d) Roles where there is minimal, if any, workspace requirement e.g. cleaners, caterers, passenger attendants.

Key Assumptions

- Considered the component of the in-scope workforce that is currently based in corporate offices only
- Total number of workpoints required based on the mid-point of the indicative time spent in the office for each Role Type
- Space required calculated by multiplying no. workpoints by an assumed space per workpoint of 9m² based on comparable organisations and to allow for sufficient collaborative and customer space

Key Assumptions

- Existing space across children & families and adult community sites (excluding main offices) used as starting assumption
- Applied -20% space reduction for assumed efficiency through co-location (removing duplication of core/common/support areas)

Key Assumptions

- Indicative total space requirement based on sum of office requirement and indicative community space requirement, rounded accordingly to give high-level assumptions on which to base options and financial appraisal



Workplace design principles

Two principles have been defined to guide the future of the Council's approach to the corporate office portfolio property reflecting the need for OCC property to meet the needs of customers, the community, and the workforce, whether through new build, re-development or refresh.

The key principles are set out below, further developed into the themes of function, feeling and form:

1

We will provide **inspirational, diverse community spaces in the right places**

2

We will create **spaces where we want to come together and connect**

Co-production of design principles

the function of workspaces



the feeling of workspaces



the form of workspaces



Example of co-produced design principles – generated in a service workshop.



Design principle – function

The following Design Principles have been developed to guide the future purpose and function of our workplaces:

FUNCTION	Purpose	<p>The core purpose of our workplaces will be to come together and connect - with our customers, our partners and each other</p>
		<p>We will provide workplaces in locations that bring us closer to our communities and the residents of Oxfordshire, for those who choose or need physical access to our services</p>
	Activities	<p>We will need to collaborate effectively to deliver our services to customers and carry out our corporate and democratic responsibilities, recognising that sharing ideas, solving problems and developing our services and people is often best done face-to-face</p>
		<p>The design of our workplaces will maximise the value of incidental interactions for sharing knowledge, learning, building relationships and instilling a sense of belonging in support of our culture and values</p>
	Destination	<p>Our workplaces will be welcoming, inspiring and easy to access so they become a real destination for our customers and people</p>
		<p>We will put a greater focus on people’s well-being through provision of appropriate facilities that encourage daily exercise, social interaction and a positive work-life balance</p>



Design principle – feeling

The following Design Principles have been developed to guide how we want our people and customers to feel in our workplaces:

FEELING	People & Customers	Our workplaces will help us to feel a sense of belonging to the county of Oxfordshire and its residents, with our core purpose reflected throughout our buildings
		Our buildings will make our people feel valued and instill a sense of pride in the Council so they are a great and inspiring place to come and access our services and to work
		The way we use space will encourage us to feel part of one organisation and break down silos so knowledge and ideas can be shared more dynamically to enhance our productivity and services
		In a practical sense our workplaces will ensure the safety, easy access and inclusivity of our people and customers through careful and deliberate design
	Image	We will use our buildings to convey a professional and progressive image of the Council , as well as reassurance that we are working in the best interests of our residents , balancing efficiency with excellent service
		Our workplaces will support Corporate Social Responsibility and Net Zero through sustainable building principles, an effective recycling regime and a paperless office, with the use of local suppliers



Design principle – form

The following Design Principles have been developed to guide the types of work-settings and infrastructure we will need to support our agile approach:

FORM	Spaces & Settings	We will provide multi-use spaces that bring together compatible services and functions for the benefit of our customers wherever possible
		Our workplaces will provide a balance between collaborative and focused work settings , optimised for local requirements, to provide choice depending on any given day’s priorities and activities
		Our work settings will be responsive to our requirements , being able to flex to accommodate different group sizes and activities, but also over time by reviewing the use of space and optimising it
		A consistent look and feel is really important and will help to make our spaces inviting and comfortable to be in - natural light, colour, plants and the use of wall space to connect us to Oxfordshire and celebrate our successes
	Infrastructure	We will give particular consideration to the acoustic design of our buildings so that our noisier collaborative and operational spaces do not intrude on other group sessions and more focused work
		Enhanced well-being facilities will be incorporated in the design , in particular to support the social side of work through inviting communal spaces, decompressing after difficult conversations and day to day exercise
		Our work-settings will be MS Teams enabled and equipped with the right data, audio, visual and power infrastructure to support our agile way of working and ensure parity between those choosing to attend meetings face-to-face and those joining virtually

Agile working framework

Our framework for Agile working

What you need to know
We're on a journey to develop an agile workforce and service delivery model, which provides flexibility and convenience for our staff and customers and supports our commitment to net zero.

Our guiding principle: Flexibility
Our framework is not a list of rules. We're a community of more than 5,000 individuals in varied roles, with our own unique preferences and personal circumstances. Your working arrangements will be discussed, agreed and regularly reviewed with your manager.

Our commitments to you

We'll provide:

- access to buildings with different types of spaces to connect, collaborate and interact with colleagues, customers and partners – including individual workstations, areas for team discussions and one to one conversations;
- the technology you need for your individual role to work and communicate effectively whenever and wherever you're working;
- a supportive working environment for you to develop, grow and have the freedom and trust to make good decisions.

Our people

Our four role types broadly represent the different posts across our organisation. They're different posts across our organisation. They're not intended to be prescriptive – they're there to support conversations between individuals and managers to agree specific working arrangements and help our future planning.

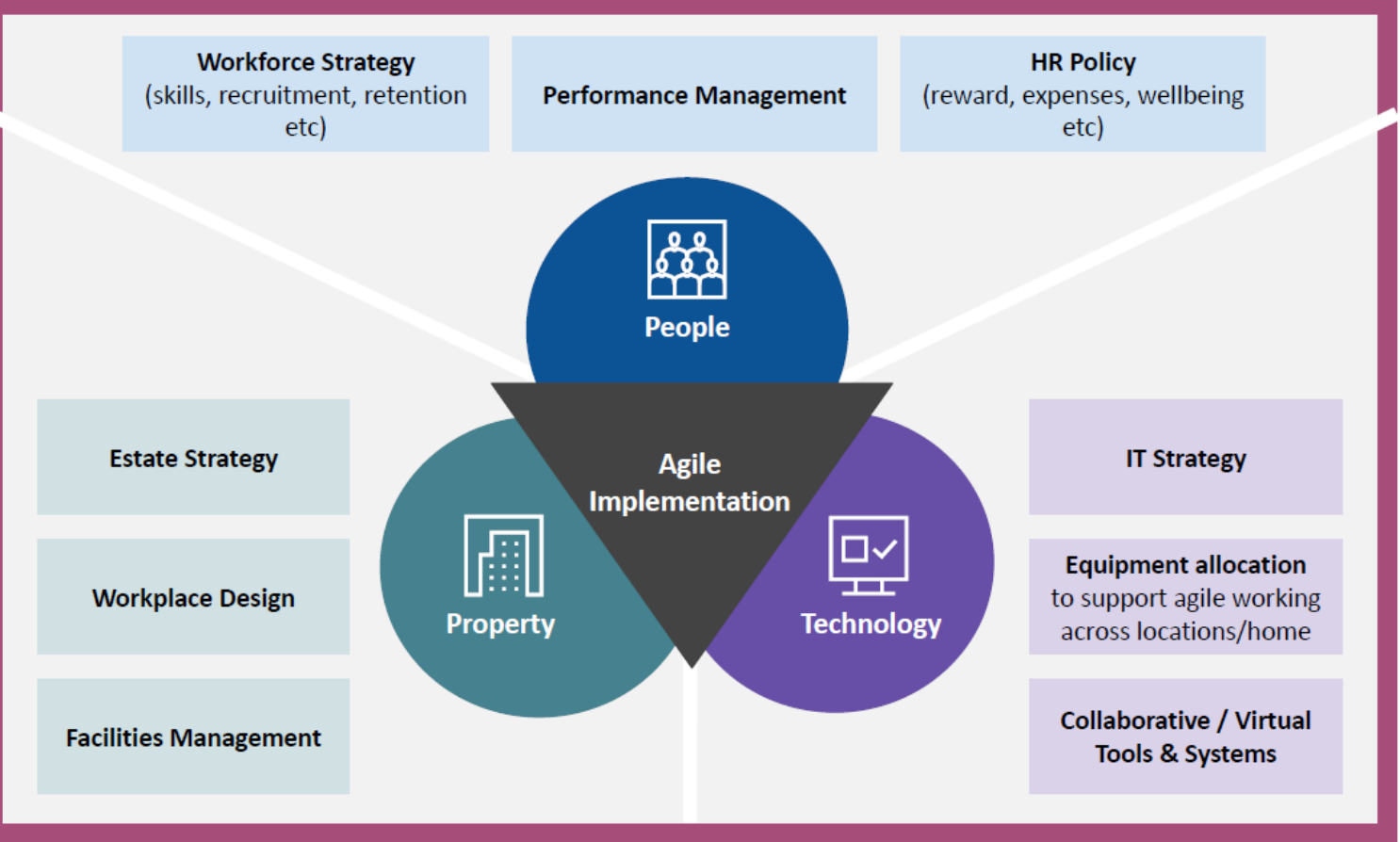
- Fixed:** I need to work at a specific location for the majority or all my working time.
- In the field:** or off-site: my role takes me out and about to different locations but I also sometimes need access to workspaces.
- Community:** most of the time I work in community settings although I still need occasional access to workspaces.
- Anywhere:** I can work effectively from most locations and agree with my manager how much of my time to spend in the office and at home.

What next?

- You'll agree your individual working arrangements with your line manager, shaped around the needs of your role and your personal circumstances.
- You'll continue to be closely supported – with regular one to ones and team meetings in line with our 12-3-2 framework, as well as opportunities for learning and development, access to health and wellbeing support and specific training.

Delivering OXFORDSHIRE COUNTY COUNCIL

Culture & Comms



The underpinning principle of agile working is flexibility.



Options for change

The corporate office portfolio – a worked example



Options appraisal – corporate office portfolio

- This section sets out a high level strategic options appraisal for the corporate office portfolio
- The intention here is to present the approach and type of analysis that is required for each of the various property and asset portfolios as a worked example.
- Options analysis has commenced on the first portfolio (corporate offices & operational service delivery sites).



In-scope portfolio for options appraisal

The first phase of work and framework to be developed as part of the Property and Asset Strategy has predominantly focused on the corporate office portfolio (including Rewley Road Fire Station), with some wider consideration of children & families centres and adult community support service sites driven by the Council’s workplace vision and aspirations for the future geographical footprint across the county.

It should be noted that separate strategic work is progressing in relation to other parts of the operational portfolio (e.g. fire stations).

Corporate Offices

1	New County Hall	Oxford
2	Old County Hall	Oxford
3	<i>Rewley Road Fire Station</i>	<i>Oxford</i>
4	Westgate Offices	Oxford
5	Knights Court	Oxford
6	Nash Court	Oxford
7	Oxford Register Office	Oxford
8	Samuelson House	Banbury
9	Ron Groves House	Kidlington
10	Mount House	Witney
11	Abbey House	Abingdon

Other operational sites

12	Abingdon C&F Centre	Abingdon
13	Abingdon Community Support Service	Abingdon
14	Didcot C&F Centre	Didcot
15	Didcot Community Support Service	Didcot
16	Barton C&F Centre	Oxford
17	Cuddesdon Corner Family Centre	Oxford
18	East Oxford Children’s Centre	Oxford
19	Rosehill C&F Centre	Oxford
20	Oxford Community Support Service	Oxford
21	Banbury C&F Centre	Banbury
22	East Street Centre	Banbury
23	Redlands Centre LDT	Banbury
24	Courtyard Youth Arts Centre (inc. Bicester C&F Centre & Community Support Centre)	Bicester
25	Witney C&F Centre	Witney
26	Witney Community Support Service	Witney



The corporate office portfolio - options

The following options have been developed based on their potential to meet the Council's workplace vision, future requirements and strategic objectives. A **baseline option (option 0)** has been included against which the other options can be compared.

Option	Summary of option
0	Baseline; essential maintenance and Net Zero Carbon investment only <i>(Baseline option against which to assess other options)</i>
1	<ul style="list-style-type: none">• Assumes continued occupation of all existing in-scope assets with on-going running cost and lease obligations• Recognises that there is still a significant capital investment requirement to continue to occupy existing in-scope assets so includes essential maintenance and Net Zero Carbon investment
	<ul style="list-style-type: none">• Do minimum option that takes advantage of lease expiry dates over the next 2-3 years to release Nash Court, Abbey House and Knights Court to reduce footprint and running costs• Consolidation of workforce in retained assets, including County Hall, with investment for long term occupation• Seeks to potentially sub-let surplus office space at Samuelson House as income stream



The corporate office portfolio - options

The following options have been developed based on their potential to meet the Council's workplace vision, future requirements and strategic objectives. A **baseline option (option 0)** has been included against which the other options can be compared.

Option	Summary of option
2 Consolidate in County Hall with Community Hubs	<ul style="list-style-type: none">• County Hall as the main central office for the long-term and consolidates corporate and democratic services within. Releases other offices, including leaseholds.• Incorporates Oxford Register Office into County Hall; releases current building• Establishes Community Hubs in the main towns and Community Hubs in North and South Oxford by remodelling existing assets (to be identified at next stage of strategy development)• Releases existing C&F Centres and Adult Community Support Services which could relocate to new Community Hubs
3 New City Centre Office with Community Hubs	<ul style="list-style-type: none">• Develops a new main central office for corporate services in the city centre, releases other offices• Releases New County Hall for income generation or capital receipt. Retains Old County Hall for democratic functions and incorporation of Oxford Register Office;• Establishes new Community Hubs in the main towns and new Community Hubs in North and South Oxford by remodelling existing assets (to be identified at next stage of strategy development)• Releases existing C&F Centres and Adult Community Support Services which could relocate to new Community Hubs



Corporate office portfolio - options SWOT

SWOT analysis of the options:

Option	Strengths / Opportunities	Weaknesses / Threats
<p>0</p> <p>Baseline; essential maintenance and Net Zero Carbon investment only</p> <p><i>(Baseline option against which to assess other options)</i></p>	<ul style="list-style-type: none"> Addresses baseline requirement to support a carbon neutral estate and essential maintenance, although this baseline investment will not achieve full carbon neutral given the age and condition of existing assets and reliance on significant carbon off-setting is still expected Retains significant surplus capacity for future growth 	<ul style="list-style-type: none"> Does not reduce the overall footprint, release surplus space for alternative uses or address current under-utilisation of the office estate Does not take opportunity to release leasehold sites at lease expiry Does not deliver on the ambition to move to a Community Hub model There is a significant capital requirement just to address Net Zero Carbon and maintain the current estate even under this do nothing option Does not release revenue savings
<p>1</p> <p>Do minimum; surrender leaseholds with investment to optimise retained estate</p>	<ul style="list-style-type: none"> Enables the release of leasehold offices in line with lease expiry dates over next 2-3 years Delivers an overall office space reduction by releasing leaseholds and consolidating in retained sites Invests in the retained estate for the long-term and partly addresses Net Zero Carbon (as significant carbon off-setting will still be required) Relatively easy to deliver compared to Option 2 and Option 3 	<ul style="list-style-type: none"> Does not deliver on the ambition to move to a Community Hub model Relatively modest release of surplus space for alternative uses (e.g. income generation most likely limited to part of Samuelson House) Still a considerable capital requirement to invest in a large number of retained assets Existing Children & Families and Adult Community Support Service accommodation is not addressed in terms of future service suitability Limited opportunity to co-locate with partners



Corporate office portfolio - options SWOT

SWOT analysis of the options:

Option		Strengths / Opportunities	Weaknesses / Threats
2	Consolidate in County Hall with Community Hubs	<ul style="list-style-type: none">• Optimises and significantly improves County Hall for the long-term and confirms commitment to the current HQ site in a central city location with access to good facilities• Delivers on the Community Hub ambition and releases many sub-standard Children & Families and Adult Community Support Service sites for disposal/alternative uses• Potential to convert existing properties to income streams through refurbishment and sub-letting	<ul style="list-style-type: none">• High capital outlay for major redevelopment and new Community Hubs (especially if new builds are required)• Existing site suitability for new Community Hubs needs full appraisal at the next stage of strategy development in parallel with agreeing a vision/requirements for Community Hubs with services so is a key unknown at this stage• Risk in terms of deliverability and capital investment (although potential to mitigate risk through alternative delivery structures e.g. JVs)
3	New City Centre Office with Community Hubs	<ul style="list-style-type: none">• Delivers a new build, BREEAM 'excellent', central HQ office for the future,• Delivers on the Community Hub ambition and releases many sub-standard Children & Families and Adult Community Support Service sites for disposal/alternative uses• Potential to convert New County Hall to income streams through refurbishment and sub-letting• Retains Old County Hall for democratic functions as well as incorporation of Oxford Register Office	<ul style="list-style-type: none">• High capital outlay for major redevelopment and new Community Hubs (especially if new builds are required)• Existing site suitability for new Community Hubs needs full appraisal at the next stage of strategy development in parallel with agreeing a vision/requirements for Community Hubs with services so is a key unknown at this stage• Risk in terms of deliverability and capital investment (although potential to mitigate risk through alternative delivery structures e.g. JVs)



Example evaluation scorecard

	Do minimum; surrender leaseholds	Consolidate in County Hall with Community Hubs	New City Centre Office with Community Hubs
	Option 1	Option 2	Option 3
Performance against property strategy objectives	<i>Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy</i>	<i>Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy</i>	<i>Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy</i>
Indicative net revenue impact versus baseline (after borrowing and income)	£	£	£
Indicative net capital investment required in addition to baseline capital	£	£	£
Indicative payback period	Years	Years	Years
Indicative payback period excluding finance costs	Years	Years	Years



Research and engagement

How the strategy was developed and future stakeholder engagement



How has the development of the strategy been informed?

The development of the strategy has been informed by:

- analysis of current assets, their condition and location
- review of national workforce trends
- review of national policy trends
- initial stakeholder engagement
- review of the operating model for the property service
- costs and impacts of moving to net zero



Future stakeholder engagement

Whilst the strategy will set out a ten-year vision (thereby aligned to the councils capital planning process) it should be recognised that as markets, trends and demographics change the requirements of the portfolio will also be subject to change.

- Therefore the strategy will be refreshed periodically (not less than once every two years) and stakeholder engagement will be undertaken as part of this.
- Individual property projects will also require specific consultation, with members, service users, commercial partners, public or voluntary sector partners and on occasion may require formal consultation with the workforce and trade unions. Consultation and stakeholder engagement will therefore be assessed on a project by project basis as well as in terms of the wider strategy.
- The various components of the strategy (referred to as frameworks) will be developed over the first 12 months, following the development of the first framework – the corporate office portfolio.



Next steps

Further development, analysis and implementation



Development and implementation of the next suite of frameworks to underpin the long term strategy

- Plans for each of the portfolios: operational (including corporate, educational and non-educational) community and investment.
- Further development of the community hub and HQ model set out in this paper
- Refreshed community asset transfer policy (CAT) and policy for community rents.
- Service development and technology improvement plan
- Maintenance plans and schedules
- Asset disposal register and approach to dealing with vacant properties