

DRAFT 2020 Corporate Property Strategy

A corporate property strategy has been developed to provide a long-term direction for the Council's estate and to be able to monitor individual service needs against corporate objectives.

The intention is to align the asset base with the organisation's corporate goals and objectives to ensure that land and buildings provide optimal value to the organisation and the community it serves.

2020 Vision for Property

Our property portfolio will support the Council's commitment to provide public services. The future use of commercially let properties will be subject to the current Local Development Framework and other community considerations. Our property portfolio will be:

Cost and space efficient We will use our floor space more efficiently, resulting in a reduction of floor space and buildings occupied. We will seek to increase income from surplus operational property to contribute towards the costs of front line services

Suitable and sufficient We will ensure that our properties are fit for purpose, they are in the right locations (not necessarily in the Borough) and of the right quality to provide for the needs of our customers and staff

Shared Where possible, property will be shared with partner organisations (not necessarily in the Borough)

Sustainable and flexible Our buildings will be as efficient and as flexible as possible to support the continually changing ways in which we work and how we aim to collaborate with our partners and meet the needs of our residents.

Resource efficient Our property will meet our carbon commitments as a responsible organisation and demonstrate leadership where possible on the green agenda

**Councillor Timothy Coleridge
Cabinet Member for Housing and Property
9 December 2010**

DRAFT

Strategic Property Objectives

The Corporate Asset Management Plan will set out how the following property objectives are to be achieved and implemented by 2020

Vision	Objectives
Cost and space efficient (savings in line with Council targets)	<ul style="list-style-type: none">• Operational properties with the greatest alternative use value will be considered for release to produce a commercial income stream• Annual operational property running costs will not increase at a rate above inflation between 2010/11 and 2012/13 when specific running costs reduction targets shall be set*• Overall occupied floor space will be reduced through co-location with different departments and partner organisations and through rationalisation of the estate• The worst performing properties (eg highest running cost, worst condition and poorest location) will be considered for release to produce commercial income, offered to partnership organizations/the 3rd sector or, in (rare) circumstances sold• The number of leased properties will be reduced over time• 90% of the Council's in-borough 'back office' staff will be located within the main Kensington Town Hall building by 2015 (excluding back office staff based in premises which cannot justifiably be released for an alternative use)• Office accommodation in The main Town Hall building will be utilised at a principal rate of 7 desks to 10 staff (or lower) by 2015• The use of option appraisal and whole life costing techniques will be embedded within all service departments' property business cases and all property projects will incorporate formal post-project evaluation.

Vision	Objectives
Suitable and sufficient	<ul style="list-style-type: none"> • Properties will be maintained to an appropriate standard for their use, with a reduction in backlog maintenance • 90% of operational buildings will be in an overall condition category A or B* by 2015 , rising to 95% by 2020* • 80% of operational buildings will have either an 'excellent' or 'good'* suitability grading by 2015, rising to 95% by 2020
Shared	<ul style="list-style-type: none"> • Joined up working practices will be adopted and opportunities for partnership working will be encouraged across all property
Sustainable and flexible	<ul style="list-style-type: none"> • The portfolio will be flexible and support changing working practices. This will provide for long term sustainability of the estate • The property portfolio will be used to further the stated aims of the Council as a community leader, including those set out in the Community Strategy and Core Strategy
Resource efficient	<ul style="list-style-type: none"> • To optimise the energy efficiency of the Council's property assets and their contribution to carbon reduction targets of a 40% reduction in CO2 emissions by 2014 (from 2008 baseline) • Specific target to be negotiated with Climate Change Programme Board December 2010

[Some brief exegesis on why the percentages are as recommended.] – Include Within KDR

All service requirements for property will be tested against these corporate property objectives to meet the long term vision for the property portfolio.

***Notes;-**

Running Costs

It is difficult to set targets around annual running costs until it is understood which sites will be retained and which will be released.

Building Condition - As defined in COPROP guidance (Corporate Property Officers in Local Government)

Definition of condition category A - Good. Performing as intended and operating efficiently
Definition of condition category B - Satisfactory. Performing as intended but exhibiting minor deterioration
Definition of condition category C - Poor. Exhibiting major defects and/or not operating as intended
Definition of condition category D - Bad. Life expired and/or serious risk of imminent failure

Indicator to be reviewed upon completion of updated condition surveys, expected 20??

Building Suitability

Definition of Excellent – The building is suitable and fully supports service delivery without hinderance. It is sited in an appropriate location, fully utilised, in a satisfactory condition appropriate to its use and operates at an acceptable cost to the Council.

Definition of Good - As above. The building is primarily suitable. However, one or more minor issues exist which have no particular impact on service delivery and which can either be 'managed' out or resolved without significant capital expenditure.

Definition of Poor – The building has several issues which affect service provision and which require significant expenditure to resolve.

Definition of Very Poor – The building is not suitable for service delivery and has issues which are incapable of resolution even with capital expenditure or a change in management practice.