

Report
Corporate Property Strategy

Nottinghamshire County Council

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Corporate Property Strategy

Contents

0	Foreword	1
1	Executive Summary	2
2	Introduction	4
2.1	Purpose	4
2.2	Context	4
2.3	Who is this document for?	5
3	Headline facts & figures	6
4	Nottinghamshire County Council Plan	7
4.1	Overarching Council Plan	7
4.2	Place Departmental Strategy	7
4.3	Property Asset Management Plan	8
4.4	Service Asset Management Plan	8
5	Corporate Property Strategy	10
5.1	Our Corporate Property Vision	11
5.2	Property Strategy Priorities	11
6	How we will deliver this strategy	24
7	Managing Risks	25
8	Property Governance	26
8.1	Corporate Landlord	26
8.2	Gateway Review Process	26
8.3	Property Management Cycle	28
9	Our People	28
10	Measuring our success and performance	30

0 Foreword

Property assets are an important contributing factor to the quality of public services. Well designed, well maintained and well used buildings help support services, promote confidence, and act as a stimulus for the wider growth and prosperity of the County. Importantly the location of service provision and the environment in which services are provided are an essential link between citizens and the Council. Together they provide a sense of identity, community, function and image.

As the nature of public services change and new ways of working and new technologies are adopted in response to the constrained public expenditure and expectations of service quality increase, the Council's portfolio of land and property assets must also change.

This Corporate Property Strategy provides a broad vision for our future and sets the framework for action that, over time, will see the Council's portfolio of land and property assets adapt to this new environment and play a greater role in regeneration and economic development across Nottinghamshire.

In this context, the Corporate Property Strategy is intended to promote a common understanding of emerging issues and priority actions. It is not a static document but part of a process designed to engage Members, Officers, Partners and Customers in a debate about the nature of and future management direction for the Council's land and property resource.

To support delivery of our Corporate Property Strategy, a Property Transformation Programme is underway delivering eight workstreams of improvement themes to establish a high performing Property Function for Nottinghamshire that sits at the heart of the Council's growth and prosperity agenda.

The Programme also helps us build on our Place values and behavioural framework of being open and accountable; embracing diversity, being courageous and ambitious and working collaboratively.

I would encourage you to embrace this Strategy and work in collaboration with the Property Function to deliver its outcomes.

Cllr Kay Cutts, Leader of the Council, October 2018

1 Executive Summary

Our portfolio is significant – the Council occupies over 1,100 sites including schools, libraries, social care buildings, county offices including County Hall, youth clubs, and small holdings.

The total annual running cost is in excess of £30m per annum and the total value of the corporate estate, encompassing land and buildings is in excess of £700m. This value includes all locally managed schools but excludes academies.

In common with other public sector organisation the Council portfolio has outstanding backlog maintenance which is currently in the order of £94m.

Group Manager Property Asset Management, who leads the Property Function has the responsibility to plan and manage our land and property as a corporate resource and has overall responsibility for the Corporate Property Strategy, the Property Asset Management Plan and the Service Asset Management Plans.

This Corporate Property Strategy (2018-2023) provides a framework to support the development and management of the Council's land and property assets to achieve our ambition of delivering collaborative property solutions which achieves corporate objectives.

Our Corporate Property Vision as agreed by the Council's policy Committee in June 2018 is to:

“Our vision is to create an efficient, safe and sustainable land and property portfolio that supports delivery of more integrated customer focused services, delivers value for money and supports regeneration and economic growth”.

We will achieve this through the delivery of our 5 corporate property asset priorities:

- **Priority 1** – Property being managed corporately to support the Council's Corporate Objectives and Priorities
- **Priority 2** – Supporting and empowering people
- **Priority 3** – Providing Value for Money
- **Priority 4** – Supporting regeneration and economic growth
- **Priority 5** - Working effectively with partners to maximise shared opportunities.

The strategy follows guidance set out in the RICS Public Sector Asset Management Guidelines which break down the property asset management process into three core elements:

- **The Property Strategy** – “articulates our vision and *what we want to achieve*”

- **The Property Asset Management Plan** - “articulates ***how*** we will deliver our vision”
- **The Property Asset Management Action Plan** - “***prioritised*** activity to delivery our vision”.

The Corporate Property Strategy should be read in conjunction with the Property Asset Management Plan and should be seen as a joined up set of documents setting out our vision, how we will achieve it and monitor its progress.

2 Introduction

2.1 Purpose

Welcome to the Nottinghamshire County Council's Corporate Property Strategy covering the period 2018 to 2023.

The purpose of the Corporate Property Strategy and the associated Property Asset Management Plan is to provide a framework to support the development and management of the Council's land and property assets to achieve our ambition of delivering **collaborative property solutions which achieves corporate objectives**.

The Strategy is also a tool to communicate the Council's approach to strategically managing property to both internal and external stakeholders.

2.2 Context

Property asset management is a key part of business planning which connects, at a strategic level, decisions about an organisation's business needs, the deployment of its land and property assets and its future investment needs.

We need to ensure that our land and property assets:

- Provide value for money
- Meet the needs of customers and services
- Supports regeneration and economic growth across the county
- Are efficient and effective.

Our land and property assets are an important part of supporting and enabling us to achieve our corporate objectives and it is therefore essential that we have an innovative and forward thinking strategy in place.

"Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives" RICS Public Sector Asset Management Guidelines 2nd Edition

As outlined in the RICS Public Sector Asset Management Guidelines, there are three core elements to the Property Asset Management planning process. These are:

- The Property Strategy – "articulates our vision and **what** we want to achieve"
- The Property Asset Management Plan - "articulates **how** we will deliver our vision"
- The Property Asset Management Action Plan - "**prioritised** activity to delivery our vision"

The strategy and policy will remain in place until 2023, while the Property Asset Management Plan and Action Plan will be updated annually and form part of the Place Business Plan for each year.

2.3 Who is this document for?

This Corporate Property Strategy provides the framework for a single approach to land and property asset management and decision making across the Council and will:

- Assist all **Officers** who are involved in property related issues to understand the corporate vision and their role in achieving this
- Provide insight and support for **Service Directors** and **Elected Members** involved in decision making and influencing property related projects
- Assist our **Public Sector Partners** as we move forwards with our ambition to work more collaboratively
- Form the basis for interaction with other key **stakeholder groups** including our property service provider, other service provider partners, outsourced service providers and community organisations.

3 Headline facts & figures



4 Nottinghamshire County Council Plan

4.1 Overarching Council Plan

There is a 'golden thread' that connects our Corporate Property Strategy to the wider council, through the Council Plan, the wider departmental plans and the Place Departmental Strategy supporting the delivery of the Council's overarching vision "***Your Nottinghamshire, Your Future***".

This thread from the overarching vision to the five Corporate Property priorities is shown in the diagram below.



Section 5 of this Strategy outlines in more detail the five priorities that the Corporate Property Strategy is built on and which in turn underpin both the Place Departmental Strategy and the Council's overarching Plan and informs the Property Asset Management Plan and Service Asset Management Plan.

4.2 Place Departmental Strategy

Effective and efficient management of the Council's land and property assets will help to underpin delivery of the Place Departmental Strategy in a number of ways and supports the four Place Commissioning Programmes, which are:

- Investing in place and community
- Investing in opportunity areas
- Investing in economic and social regeneration

- Investing in skills and aspiration.

Property will also contribute to the following success measures outlined in the Place Departmental Strategy:

- More families will live in good quality housing
- Children and young people are provided with sufficient early years provision and school places in their local communities
- People live in communities supported by good housing and infrastructure
- High quality business accommodation is available for business to start and grow.

4.3 Property Asset Management Plan (*note in development*)

The Property Asset Management Plan (PAMP) is aligned to the Corporate Property Strategy that sets out 'how' we will deliver each of the priorities including the governance arrangements, resources, tools, policies and systems and will underpin strategic decision making at Corporate Landlord level across the Council.

The PAMP covers the Council's interests in land and property assets and its main purpose is to:

- Set out the Council's objectives, priorities, programme and performance in relation to land and property assets
- Provide a clear statement of direction for other land and property stakeholders and customers.

The PAMP is a 5 year plan and is updated on a yearly basis following engagement with services.

4.4 Service Asset Management Plan (*note in development*)

Service Asset Management Plans (SAMPs) are used to clearly articulate a services land and property needs. They are updated on a yearly basis and reviewed by Senior Officers and Members. They will inform bids for capital investment and will enable the Council to develop a strategic approach to addressing the services asset requirements within the overall Property Asset Management Plan. Each SAMP contains:

- Anticipated changes to the service
- A property asset demand profile
- A property asset supply profile
- A supply and demand comparison

- Prioritised solutions and an outline business plan.

The development of each capital bid will follow the Gateway Review Process as articulated in Section 8.1.

5 Corporate Property Strategy

The Corporate Property Strategy is owned and driven forward by Group Manager Property Asset Management through the Corporate Landlord function.

It is intended that the Corporate Property Strategy is dynamic and under constant review to capture and reflect changes in policy, circumstances or priorities and be formally reviewed every year in line with the Capital Investment Strategy.

The key principles of this Corporate Property Strategy are to:

- Embed the **Corporate Landlord** approach to property management with its centralised, streamlined operating model adopted as the corporate approach to property management to ensure property has strategic control of the portfolio and is able to challenge departmental demand and occupation.
- Provide a clearly defined **framework** for the Council to manage its land and property assets to enable the delivery of the Corporate Property Strategy priorities.
- Ensure that all decisions are made (or recommended to Members) on an **auditable and evidence** based basis, balancing service needs with corporate objectives.
- Ensure efficient and sustainable utilisation of our land and property assets to provide **value for money** for the Council.
- Support and enable **regeneration and economic growth** across the County.

However, the Strategy is about more than just bricks and mortar; it is about working with Services as a critical friend to challenge current perceptions of property need, provide examples of best practice from across the Country and propose innovative solutions that help to deliver our property vision.

It is also about collaborating with partner organisations across the public, private and voluntary sector to explore possibilities for shared use of property and joint working initiatives.

5.1 Our Corporate Property Vision

Our Corporate Property Vision as agreed by the Council's Policy Committee in June 2018 is set out below.

“Our vision is to create an efficient, safe and sustainable land and property portfolio that supports delivery of more integrated customer focused services, delivers value for money and supports regeneration and economic growth”.

5.2 Property Strategy Priorities

The focus of the Corporate Property Strategy is to ensure that the Council's effort is on activities that deliver real value and help us to achieve our vision. They are:

- **Priority 1** – Property being managed corporately to support the Council's Corporate Objectives and Priorities
- **Priority 2** – Supporting and empowering people
- **Priority 3** – Providing Value for Money
- **Priority 4** – Supporting regeneration and economic growth
- **Priority 5** - Working effectively with partners to maximise shared opportunities.

The priorities are described in detail overleaf:

Priority 1	Property being managed corporately to support the Councils Corporate Objectives and Priorities
Rationale	<p>Managing our property and land holdings corporately means a strategic, joined up approach to maximising their contribution to Council objectives and identifying opportunities for economic regeneration and development.</p> <p>The property portfolio can be managed effectively and the right money spent on the right buildings at the right time by a forward facing Property Function with a clear understanding on what it needs to deliver.</p>
We will achieve this by	<ul style="list-style-type: none"> • Re-introducing a Corporate Landlord model to proactively manage property and land at a corporate level and as a corporate resource taking into account our vision for the portfolio • Preparing a Property Asset Management Plan (PAMP) which is a technical plan to deliver the Corporate Property Strategy • Having a clear corporate decision making framework • Having a comprehensive property policy framework including but not exhaustive to compliance, ways of working, office accommodation standards and land and property transactions to provide officers with clear and accurate instructions. • Managing all land and property investment through a Gateway Review process to provide control, assurance and value for money • Having a clear property maintenance regime that reflects both policy and legislation and is planned to reduce the likelihood of reactive expenditure. • Challenging the portfolio and its use by departments through locality planning and strategic property forums such as the Corporate Asset Management Group and continually challenging future ways of working by Services • Engaging with all Council departments to understand their property needs and working with them to prepare Service Asset Management Plans (SAMPs) in line with our vision for the portfolio • Ensuring all land and property data and information is up to date and accurate on our Property Information System 'P2'

	<ul style="list-style-type: none"> • Ensuring land and property assets comply with all Statutory regulations • Incentivising the efficient use of our buildings to promote improved energy efficiency, space utilisation and sharing of common facilities • Managing and safeguarding our surplus land and property assets through considering invest to save initiatives and pro-actively managing Health & Safety, maintenance and security issues that arise through vacating properties.
How will we know we've been successful?	<ul style="list-style-type: none"> • Corporate Landlord model is embedded across the whole Council and all Departments use Property as the “go to service” in all matters relating to land and property assets • Property successfully challenges departments use, occupation and management of the portfolio • The Corporate Property Strategy and Property Asset Management Plan are socialised across the Council, are available to all Council employees and stakeholders and are recognised as the definitive documents to explain what Property does and why • Decision making on use, occupation and investments in property and land are corporately made based on clear evidence/data and are supported by a Business Case that clearly supports the investment decision – a clear process for challenging the need for a project is in place and used Council wide • Locality reviews are carried out on a regular basis and pro-actively inform the management of our land and property assets • Our Property Information System P2 is a trusted tool for helping to make decisions on property – its information is up to date, accurate and informative • We share space and work collaborate with our Public Sector Partners and the Voluntary Sector • We have an accurate baseline of the current performance of our land and property assets that includes revenue, capital, occupation, utilisation, compliance and functional suitability metrics. • Gross property costs per m2 GIA of the operational estate are below CIPFA average for similar County Councils

	<ul style="list-style-type: none"> • We are managing the delivery and monitoring the success of the Corporate Property Strategy via a set of meaningful KPIs • There is 100% Statutory Compliance across the estate • A robust maintenance regime is in place focused on planned maintenance and the reduction in reactive maintenance.
Case study	<p>Smarter Working Programme</p> <p>The project was to model the impact of the Smarter Working Programme on the future requirements for office space in Nottinghamshire.</p> <p>The challenge was to identify and bring together a number of data sets into a single coherent model to inform decision making and the business case for funding.</p> <p>Property contributed to the development of the model in several ways:</p> <ul style="list-style-type: none"> • They provided a number of relevant data sets and advised on how they could be utilised within the model • They acted as a critical friend to the development of the model and the assumptions behind it. • They supported the development of the options, providing accurate valuations cost for future maintenance, refurbishment and development. <p>Officers from Property brought years of highly relevant experience and operational knowledge to the project. This allowed a quality model to be delivered at pace and this was subsequently well received by Councillors at the Member Reference Group.</p> <p><i>"It was very reassuring to be able to tap into the experience and knowledge of the officers from Property Services"</i> Iain Macmillan, Programme Manager</p>

Priority 2	Supporting and empowering people
Rationale	<p>We require the use of a range of properties facilities in order to deliver our service outcomes - the right property, fit for purpose and in the right location to meet current services and to plan for the future.</p> <p>It is vital that the Property Function understands service needs as the design, location and management of a property asset can impact on a services ability to operate to their maximum potential. It is therefore essential that we operate effectively with clear policies and processes, ways of working, sufficiently qualified and experienced staff who can communicate effectively to our customers.</p> <p>Supporting and empowering our staff to be more confident in influencing property solutions and improving our decision making to make our Property Function more pro-active and bold in its approach to delivering Property Services.</p> <p>It will help to maximise the use and value of our land and property assets to provide the right assets, fit for purpose, in the right place to meet Service needs.</p>
We will achieve this by	<ul style="list-style-type: none"> • Having the right people, with the right tools and technology and the right capability for Property in the right roles • Staff are clear on their roles and responsibilities within the Property Function • Having a comprehensive property policy framework including but not exhaustive to compliance, quality briefs for capital investment and maintenance works, ways of working, office accommodation standards and land and property transactions to provide officers with clear and accurate instructions with clear direction and leadership • Ensuring property support the delivery of more integrated customer focused services • Ensuring property is secure, safe to use and fulfilling statutory requirements • Ensuring property is suitable and sufficient to meet service needs • Maximising the benefits of agile working to empower staff to work with the maximum of flexibility and minimum constraints to optimise performance • Ensuring property is flexible, can adapt to changing Service needs and supports the Wellbeing of staff

	<ul style="list-style-type: none"> • Working with Services to understand their long term requirements to plan for the future • Maximising the opportunities for agile working to empower staff to work with the maximum flexibility across our estate • Promoting innovation in property asset management through the use of technology, tools and real time data capture • Better communicating both within the Property Function and with our external stakeholders and customers.
How will we know we've been successful?	<ul style="list-style-type: none"> • Services will have the right accommodation, in the right place, at the right time for their Service delivery • We have an up to date and accurate property policy framework that is managed, accessible, reflects both legislation and wider council policy and our staff are empowered to use it to inform decision making • We will have an empowered Property Function that make bold decisions and are pro-active in the way they delivery Property Services • There will be stronger more trusted working relationships with Services • Communications are clearer and both our Property Team and their stakeholders understand what their roles are and how they deliver their services.

Priority 3	Providing Value for Money
Rationale	<p>To ensure the Council's land and property assets deliver the best returns for the people of Nottinghamshire.</p> <p>Money from rents, leases and property sales will be re-invested in the County and surplus property sold at market value is more likely to be purchased by viable businesses that can provide the best employment opportunities and growth and add the most value to our economy.</p> <p>Value for money is a core principle for the Council and Property has a significant role to play in making sure the people of Nottinghamshire benefit from a Property Function that offers both value for money and a cost efficient and effective portfolio that maximises capital receipts from the disposal of surplus property assets.</p>
We will achieve our aim by	<ul style="list-style-type: none"> • Having an accurate baseline of the performance of the land and property portfolio that includes revenue spend per land and property asset • Ensuring property is suitably managed and maintained within budget constraints • We will identify and plan our portfolio needs to ensure optimum utilisation and cost efficiency. • We will gather service requirements through the SAMP process • Having clear corporate decision making processes and • We will continually review our buildings and land holdings through the PAMP process to ensure they meet business needs • Rigorously challenging the portfolio and its use through strategic property groups such as the Corporate Asset Management Group to ensure we make the right investment decisions • Actively seeking the best uses for our surplus sites and releasing properties for sale in a timely and co-ordinated way • Selling surplus property at market value, unless it is better suited to ongoing public use or other use in the public interest • Actively managing and maximising our commercial properties and seeking businesses that generate the greatest return for Nottinghamshire • Understanding the full running costs of our land and property assets from not just a capital but a revenue perspective • Using Council property effectively to reduce private sector rental charges where appropriate based on an approved business case

	<ul style="list-style-type: none"> • Using the One Public Estate programme or local devolution to transfer property to others who can get more value from it or use it more efficiently • Seeking efficiencies in occupancy and utilisation of our properties • Challenging the cost of property activities to drive improvement in running and operational costs of the estate by minimising energy and water consumption, CO2 emissions and waste and maximising renewable energy solutions • Maximising emerging new technologies to deliver Property services more efficiently and effectively • The performance of the Council's land and property assets is measured and monitored through an effective sets of KPIs that are owned by the Property Function.
How will we know we've been successful?	<ul style="list-style-type: none"> • The portfolio is managed and maintained within the annual agreed Property budget • We have accurate baseline of revenue spend per property. • Market rates are consistently achieved for selling surplus properties and land • Capital and revenue investment in the Council's land and property assets is continually monitored and challenged to ensure the right money is spent, on the right buildings, at the right time through the Gateway Process.

Priority 4	Supporting regeneration and economic growth
Rationale	<p>Our land and property assets can be a major contributor and facilitator to unlocking development opportunities, delivering solutions and stimulating regeneration, economic growth and inward investment which can grow regional businesses and create jobs.</p> <p>We recognise a strong link between our property asset management policies and regeneration as well as the quality and design of our buildings which can also improve the public realm and be a stimulus to attracting people and businesses to the County.</p>
We will achieve this by	<ul style="list-style-type: none"> • Proactively working with our colleagues in the Economic Regeneration team to identify where property and land can maximise the value of regeneration projects, stimulate income generation and create local employment and training opportunities • Working with colleagues in Highways and Planning to ensure we have a more strategic approach to developments and information is shared between the services • Using properties and land to proactively stimulate, support and create regeneration and inward investment opportunities • Pro-actively buying sites with long term growth potential and identifying a future supply of land suitable for housing and regeneration opportunities • Working with the wider council to identify where property and land can stimulate income generation and create local employment and training opportunities • Working with the HS2 team to identify growth opportunities for the County as well as supporting disposals and acquisition of land and property as part of relevant partnerships/Government initiatives for HS2 • Maximising funding opportunities - Economic Regeneration can attract money through funding applications and we will link this with Property funding such as Homes England, One Public Estate and Sustainable Transformation Plans to maximise Regeneration opportunities • Contributing to the Visitor Economy Strategy which aims to attract and retain visitors to Nottinghamshire through heritage and culture.

<p>How will we know we've been successful?</p>	<ul style="list-style-type: none"> • There will be an increased number of regeneration and economic growth projects delivered per annum where Property have been part of the delivery team • More joined up working with the Economic Regeneration Team to secure additional funding and inward investment from external bodies for projects • We will generate additional income from the Council's land and property assets • We will have secured additional land suitable for housing and employment needs • There will be greater returns and better use of our Green Space land and properties.
<p>Case study</p>	<p>Mansfield regeneration – Lindhurst scheme.</p> <p>Council partnership with Private Sector and Homes England</p> <p>The Council owns various sites around the County which have been promoted for development with the local authorities.</p> <p>One such is Lindhurst, and this project will help to provide new jobs and homes and improve the prospects for the whole area. It will deliver 1 million square feet of employment and over 1,700 homes, and provide a community park, shops and bus links. It will also include green routes, a new school, sports and other community facilities. The development accommodates growth and embraces sustainability that will play a vital role in future well-being of Mansfield as well as surrounding areas.</p> <p>Lindhurst is a major undertaking through a complex partnership arrangement. The objectives are to obtain planning, maximise the value of the net developable land, procure the infrastructure to enable individual plots to be sold and share costs and income.</p> <p>Property Services actively engages as the Council's formal representative in the partnership by providing expertise and knowledge. The Service has brought forward the Council's own land ownership interest to form the partnership which has enabled a more holistic and comprehensive approach to the scheme's delivery.</p> <p>The scheme is now well under way to delivering the growth opportunities and homes to this region and the council property has made a significant contribution to achieving this.</p>

	<p>Significant challenges have been overcome and sales completion of Phase One have now concluded with all the residential plots sold to house builders with a total plan to deliver 519 residential units.</p> <p>This is a great example of the Council working in partnership with the Private Sector and Homes England in order to delivery significant economic growth in an area of need.</p>
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Priority 5	Working effectively with partners to maximise shared opportunities
Rationale	<p>Working with our Delivery Partners, Public Sector Partners and the Voluntary Sector is key to delivering our Corporate Property Strategy and will maximise shared land and property opportunities, leading to reduced property costs, more collaborative working to deliver services, and ultimately greater benefits for the people of Nottinghamshire.</p> <p>Working more effectively with our Delivery Partners will bring forward and complete more projects on time, on budget and that meet the end users requirements. Sharing property can realise efficiency savings and unlock surplus property for other income generation uses.</p>
We will achieve this by	<ul style="list-style-type: none"> • Developing the joint venture contract with ARC into a mature partnership where the Council is an Intelligent Client who effectively commissions ARC services with clear, concise briefs that avoid ambiguity on what is to be delivered • Developing a more strategic approach to the use and development of public sector assets with partners • Continuing participation in both the One Public Estate Programme (Eastwood being the first project to be delivered) and the North Midland Sustainable Transformation Plan for the NHS • Identifying further One Public Estate projects and investing resources into these to strengthen High Speed 2 (HS2), Defence Infrastructure Organisation/Ministry of Defence relationships that are key to delivering their regeneration priorities • Setting up and chairing Public Sector Partner and Voluntary Sector working groups to explore shared property solutions • Identifying council properties and land that could be used to facilitate co-location and joint service delivery • Where appropriate sharing space with other Public Sector Partners and the Voluntary Sector • Maximising external funding and investment opportunities • Build our relationships and trust with our other existing partners such as VIA, Inspire and ARC as well as the NHS
How will we know we've been successful?	<ul style="list-style-type: none"> • The ARC joint venture contract has developed into a mature, trusting relationship with the Council which benefits both organisations in delivering projects on time and to cost • ARC receive, understand and deliver on clear, concise project briefs

	<ul style="list-style-type: none"> • Increased number of shared sites and buildings between the Council and Public Sector Partners and Voluntary Sector joint working • Delivery of OPE Eastwood project and further joint projects being developed and delivered • Improved partnership working and relationships with Via. Inspire and the NHS leading to more collaborative projects being delivered on time and to cost.
Case study	<p>Sherwood Forest Visitor Centre</p> <p>The original visitor centre was built in the mid-1970s and though innovative for its time was no longer fit for purpose and was expensive to maintain and to service.</p> <p>The site had also been designated as a Special Area of Conservation (SAC) under the European Habitats Directive which meant that buildings and structures within the site were no longer deemed by government to be conducive to 'favourable conservation status' and permission would not be granted to renovate or replace them.</p> <p>A new site was purchased adjacent to the SAC for a new centre and the Council sought an external partner to design, build and manage a new centre and the country park. The RSPB were successful and the limited capital the Council had earmarked for the project (£4.1m) was made available to them with the RSPB finding the remainder.</p> <p>Property has assisted with land acquisition and negotiation of leases, design requirements for the new centre and oversight of the build by the project partner along with input into the competitive dialogue procurement process.</p> <p>A new visitor centre with associated infrastructure opened in summer 2018 just over 40 years since the original centre opened. Sherwood Forest now has an eye-catching modern visitor offering fit for the 21st century</p>

6 How we will deliver this strategy

The Corporate Landlord and wider Property Function is committed to delivering the following initiatives which will underpin and facilitate the delivery of the Corporate Property Strategy. They are to:

- **Adopt a Corporate Landlord model** in regard to the management of the Council's land and property assets and investment decisions
- **Deploy property and land assets for the successful delivery of the priorities of the Council** as identified within the Corporate Strategy
- **Support the work of the Growth and Economic Development Team** in its proposals for regeneration and economic development
- Carry out **regular asset reviews at both an individual building and locality level** (especially where it is possible to explore opportunities for co-location of services)
- **Embrace the ethos of "One Public Estate"** by participation in the North Midlands Partnership, public sector Local Estates Forums and collaboration with other public sector partners
- **Implement an investment strategy** which will support the financial health of the Council and in particular the capital investment strategy and encourage entrepreneurial activity.

The PAMP sets in detail '**how**' we will work to deliver each of the priorities including the governance arrangements, resources, tools, policies and systems and will underpin strategic decision making at Corporate Landlord level across the Council.

7 Managing Risks

Significant changes, improvements and efficiencies have been achieved in the existing estate in recent years as the portfolio has evolved to meet changing service requirements.

Looking ahead it is recognised that a range of risks exist which will need to be addressed if our land and property assets are to continue to provide fit for purpose facilities and serve the needs of the people of Nottinghamshire.

Key strategic risks and impacts can be summarised as:

- Failure to invest sufficiently in maintaining our land and property assets impacts upon service delivery, efficiency and reputation
- Failure to co-ordinate adequately with Public Sector Partners on evolving delivery model impacts on ability to optimise opportunities for shared space and efficiency within the estate
- Lack of capital and revenue funding to take forward priority land and property projects, impacts on service delivery and efficiency
- Failure to improve working relationships with our Partners such as ARC leads to continued sub-optimal delivery of property initiatives
- Failure to implement the Property Transformation Programme impacts on the expected transformation benefits and the ability to build a resilient, dynamic Property Function.

These risks and others that will arise during the period of this Strategy, will be owned by Group Manager Property Asset Management and minimised using mitigation plans through a Property Risk Register that feeds up to the Place Directorate Risk Register.

8 Property Governance

The decision making structure and leadership at a senior level in Property are essential for the successful implementation of this Corporate Property Strategy.

A new governance structure, for the Property Function will be developed to:

- Improve the degree of co-ordination between Property and the wider Council/Departmental business planning, including financial, workforce and IT planning
- Reinforce the role of the Corporate Landlord to provide clarity of leadership, decision making and assurance for Council officers
- Set up clear leadership and separation between property commissioning and client functions
- Put in place corporate governance arrangements that facilitate the sharing of space and management of resources across the organisation, leading to more efficient and effective use of resources and the delivery of value for money.

8.1 Corporate Landlord

The Corporate Landlord approach provides a clear framework and leadership for the management of land and property assets within council. The approach includes a new strengthened governance structure which will follow the Gateway Review Process for all land and property investment schemes considering the full development and whole life operating costs of schemes, clearer benefits realisation, funding, income and risk management plans.

The **Corporate Asset Management Group (CAMG)** is the key group that will support the Corporate Landlord in land and property asset decision making. CAMG is a Senior Officer Group with a clear remit and function to be the single officer point of contact in all capital and asset matters across the organisation with clear accountability and a sufficiently high level of authority and decision-making power within the limits of delegated responsibility.

The terms of reference for the Groups will need to be updated to reflect:

- The Corporate Property Strategy
- The Property Asset Management Plan
- The Corporate Landlord
- The Gateway Review Process.

8.2 Gateway Review Process

Nottinghamshire County Council

Corporate Property Strategy

A key principle of this Corporate Property Strategy will be to ensure the Council's significant investment are managed effectively through the adoption of a streamlined Gateway Review Process that will ensure that:

- Money is well-invested
- Proposals are thoroughly assessed and align with Corporate and Place objectives
- Change is delivered to a high standard
- Projects and Programmes are delivered on time, to budget and quality
- Benefits are clearly-defined from the outset, and are tracked to assess if all project objectives have been met
- Projects have been through the appropriate approval process
- Capital Spend assessments over the next 5 years are more accurate as are longer term views of spend
- Communications are improved and clearer across projects and programmes.

The process provides a framework for ongoing due-diligence across the project lifecycle as shown in the table below:

Gateway		Stage
Pre Gateway	Setup	Project Initiation – Identify Service need
Gateway 0	Strategic Business Case	Option Appraisal – Agree Client Brief
Gateway 1	Option Appraisal	Feasibility – Outline Proposals
Gateway 2	Commit to invest	Detailed Design
Gateway 3	Detailed Design	Procurement & Costing
Gateway 4	Commit to Construct	Mobilisation & Site Construction
Gateway 5	Practical Completion	Project Close Down – Defects Period & Final Account
Gateway 6	Project Closed	

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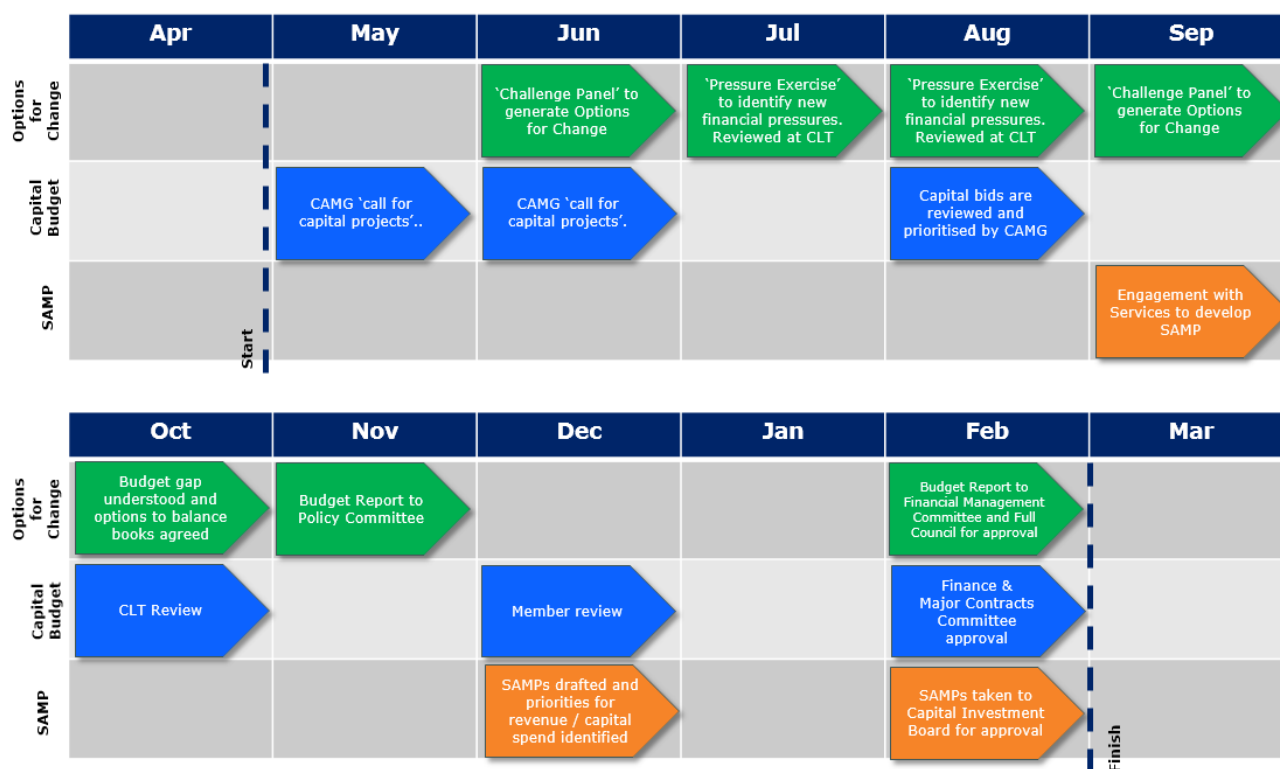
Corporate Property Strategy

The Gateway Review Process is owned by the Corporate Landlord and will be managed by the Corporate Asset Management Group (CAMG) who will use a weighted scoring process against pre-defined criteria, then recommend and provided assurance to the key decision makers including where Member decisions are required that the capital project or programme proceeds.

Each gateway has clear owners with defined roles and responsibilities to progress matters. The gateway decision makers will review progress to date, providing assurance to enable successful progress to the next stage. The principle will be that the minimum of time should be taken, to provide the necessary assurance and where appropriate Gateways are combined.

8.3 Property Management Cycle

Outlined below is the timeline for the property management cycle in line with the wider council's capital budget setting and options for change process that supports and underpins this Corporate Property Strategy:



9 Our People

The officers who will deliver this Corporate Property Strategy are key to its success and intended outcomes.

To achieve success, we will make sure our people have the right skills to deliver an effective Property Function.

Nottinghamshire County Council

Corporate Property Strategy

We will recruit and retain the best professionals we can, who will understand the Place Plan and the wider corporate objectives of the Council.

We want a Property Function to be:

“A place where our people will want to come to work and they should enjoy the work they do”.

With this in mind, the council's Property Function will:

- Be led by a Group Manager Property Asset Management / Corporate Landlord
- Value its employees
- Empower its employees through priorities, clear objectives, ways of working, policy and accountability
- Be a place where our people give of their best
- Support skills and personal development
- Actively put in place succession planning and employ younger people through supporting apprenticeships and training programmes
- Be a resilient team
- Encourage and implement a Wellbeing Programme
- Build and maintain trusted relationships with Services, Stakeholders and Partners.

Our aim will be for our employees to recommend Property as a great place to work, be seen as a ***‘Trusted Partner’*** for the rest of the Council to rely on and be supportive in all land and property matters.

10 Measuring our success and performance

The implementation of this Strategy will be measured through the successful delivery of our five priorities.

We will also be monitoring a number of Key Performance Indicators (KPIs) detailed in the Corporate Business Plan to ensure that we are providing efficient and effective office accommodation for our people.

Our Property Transformation Programme is also tracking and measuring the benefits and outcomes expected from its eight improvement Workstreams.

The following KPIs will enable us to monitor and report against our performance to deliver this strategy.

A summary of these measures are provided below:

Asset Management:	<ul style="list-style-type: none">• Review of strategies and expenditure.• Building occupancy and utilisation.• Estate energy efficiency and sustainability.
Property and Estates:	<ul style="list-style-type: none">• Customer feedback performance.• Compensation performance.
Property Compliance:	<ul style="list-style-type: none">• Estate statutory compliance.• Inspections and Health & Safety performance.• Cost of required maintenance.
Departmental Services:	<ul style="list-style-type: none">• Planned maintenance planning and delivery performance.• Maintenance spend.
Arc:	<ul style="list-style-type: none">• Delivery performance.• Response times.• End User satisfaction.• Project schedule performance.

Appendices

A – Property Asset Management Plan – in development

B – Service Asset Management Plan(s) – in development

C - Property Asset Management Policy Statement – in development