



**Scrutiny Board briefing**  
**A60 Strategic Review of Property &**  
**Kickstart**  
**Monday 7<sup>th</sup> October 2013**

*Project Lead - Nigel Clews*

# Strategic Review of Property – purpose of today

---



- To provide Members with background of the review and some baseline information regarding the property portfolio, including number of properties, budgets, property uses etc
- To think about these issues across the entirety of our services and assets, not just within portfolio responsibilities
- Broad overview of policy options for savings delivery
- Member input and steer into further detail of review
- Where can scrutiny add value

# Strategic Review of Property

## Context of the Review



- Council needs to find £136m of savings over the next three years (£28m in 2013/14 and rising in years beyond)
- CSR adds further pressure to MTFS
- ABC Programme aims to deliver £84m of savings over the next three years (£12m in 2013/14)
- Strategic Review of Property – Savings target is **£3m** pa by 2015/16
- Existing property budgetary pressure of **£0.5m**, now makes the target **£3.5m**

# A Few Examples of Our Operational Property

**Stoke Library**



**Moat House Leisure Centre**



**Fullwood Close**



**The Grange**



# A Few Examples of Our Operational Property



**Jubilee Crescent Community Centre and Library**



**Dol y Moch**



**Gilbert Richard Centre**



**Post and Fastprint**

# Scope of the Review

---

- **Service Delivery**
  - Assets that the Council runs services from
- **Income Producing**
  - City Centre – Shopping centre, retail and offices
  - Employment – Industrial estates and business parks
  - Suburban commercial – Land and buildings, farmland and retail parades
- **Exclusions**
  - Excludes Council office accommodation included in Project Kick-Start
  - Excludes schools, CHAT/Sports Trust/Transport Museum, Arena, Parks (some of these may provide solutions in the future)

# Where are we up to?

---

- Baseline work completed
- A number of changes identified to deliver savings
- Long lead recognised for property changes
- Working with Members, services and existing abc projects
- Corporate Strategic Property Board implemented
- Project Kick-Start – strategy for office accommodation
- We need a similar strategy for the rest of the estate

# Achievability of Savings

- (A) Disposals programme commercial property and land
- (B) Kick-Start (Friargate)

Both of the above require lead in time and (A) formal endorsement of a disposal programme

This leaves **remainder** to find from:

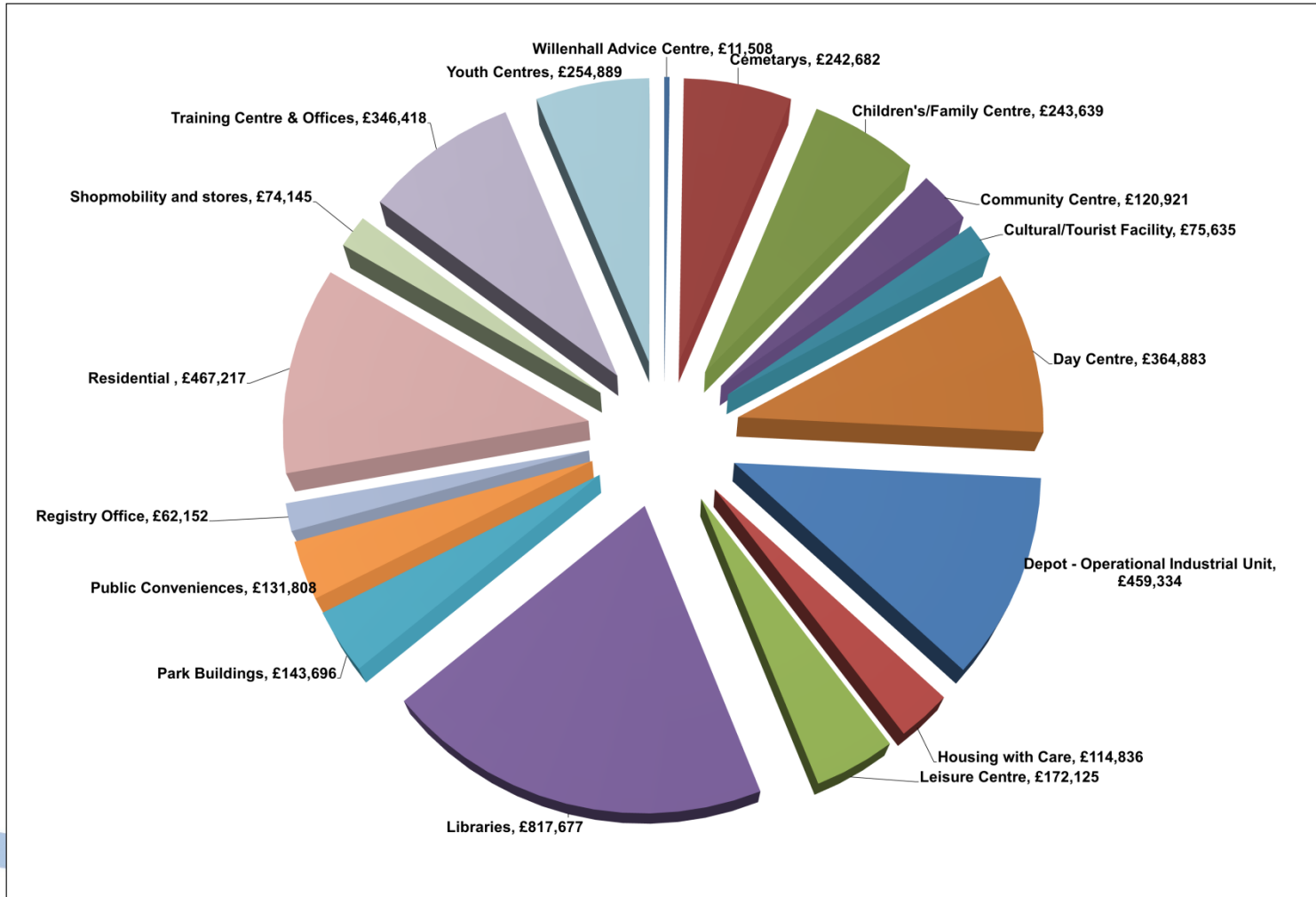
- Rationalisation of operational property (some of which relies on service change)
- Investment in income producing assets
- Medium term planning policy and housing growth



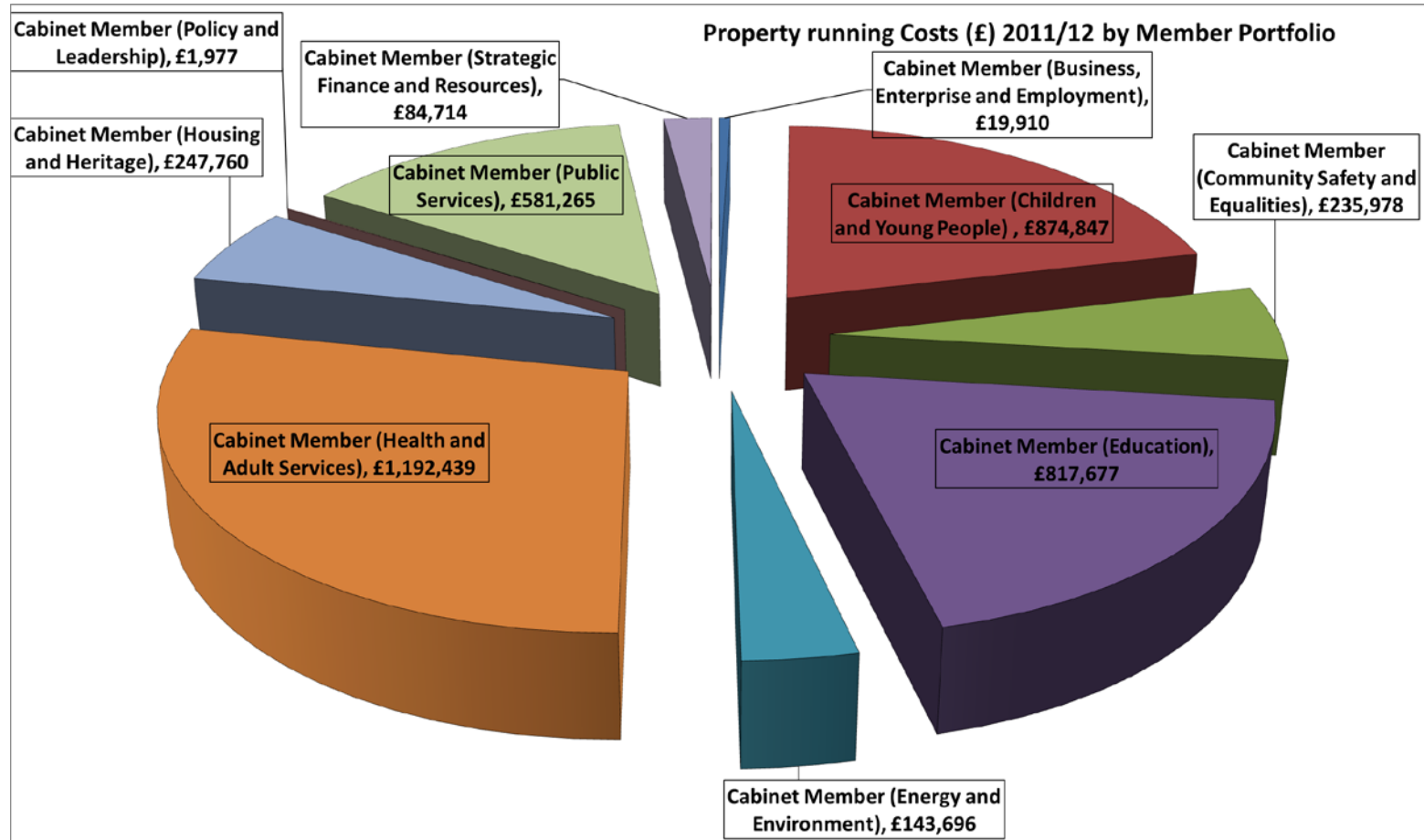


# Service Delivery - Property Running Costs

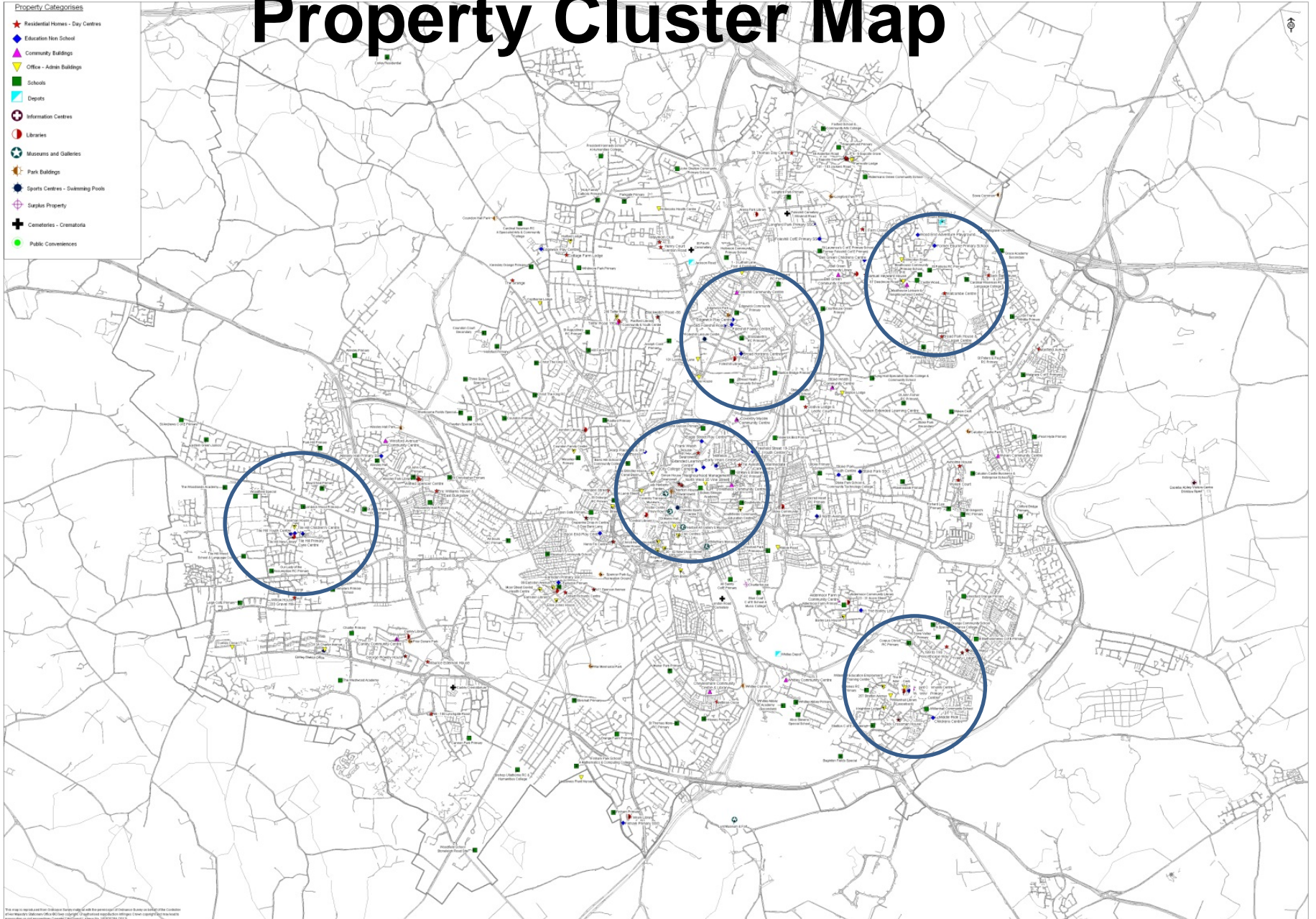
Annual property running cost is £4,103,565 for the operational estate



# Property Costs Against Cabinet Member Portfolio



# Property Cluster Map



This map is for information only and does not constitute a guarantee of accuracy. Coventry City Council is not responsible for any errors or omissions. © Coventry City Council 2015

# Community Facing Services

## Community Facing Activities

- Advice Centres (1)
- Children/Family Centres (11)
- Community Centres (10)
- Day Centres/Adult Education (9)
- Leisure Centres (2)
- Libraries (17)
- Park Buildings (10)
- Public Conveniences (9)
- Youth Centres (9)

### Total Property Costs

**£2,261,147**

### Total Staff Costs

**£8,314,454**

78 properties across 18 wards

Equates to 59% of the operational estate

55% of total property running costs

35% of total staff costs across the operational estate

# Recommendations so far from Property Review

---

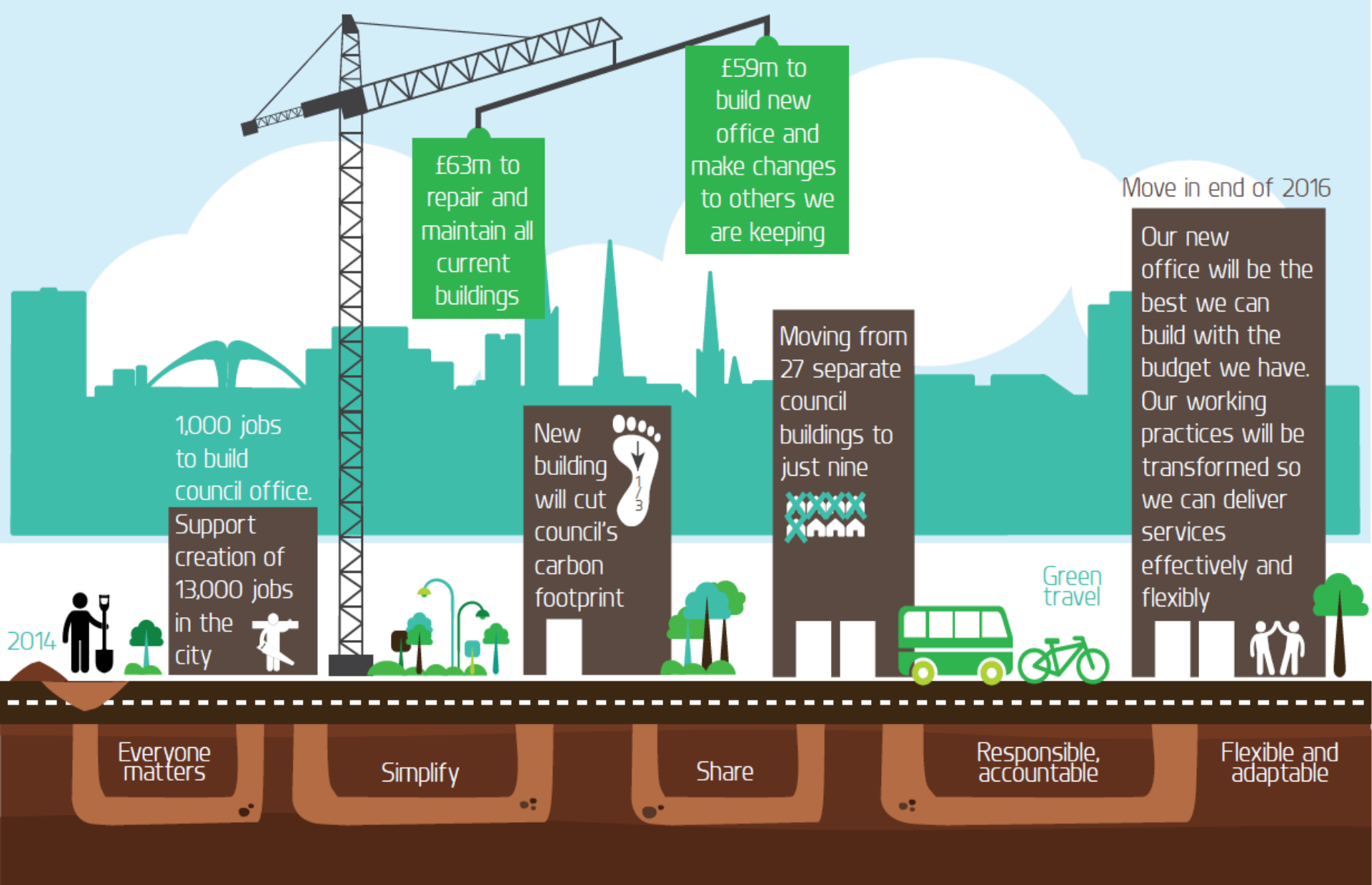


- Reduction in operational property (cluster review)
- Disposals of poor performing property
- Invest to save
- land

# Next Steps and Questions

# KICKSTART

Regenerating the City,  
Transforming the Council,  
Making Savings....



# KICKSTART

Everything we do through Project Kickstart is for Coventry, and at the heart of every decision we make about Kickstart will be local people and what's best for them.



## Kick-Start Programme Governance

Strategic Levels

**Cabinet Advisory Panel**  
 Chair - Cllr A Lucas  
 Cllr L Kelly  
 Cllr T Skipper  
 Cllr D Gannon  
 Cllr J Blundell

**Strategic Management Board (SMB)**

**Programme Sponsor**  
 Martin Yardley

**Programme Board**

---

Sponsor (Chair) – **Martin Yardley**

Programme Manager – **Martin Vickery**

Place Directorate – **Nigel Clews**

People Directorate – **Pete Fahy**

Resources Directorate – **Lisa Commane**

New Ways of Working & HR – **Kevin Malone**

Customer Journey – **Shokat Lal**

Communications – **Fran Collingham**

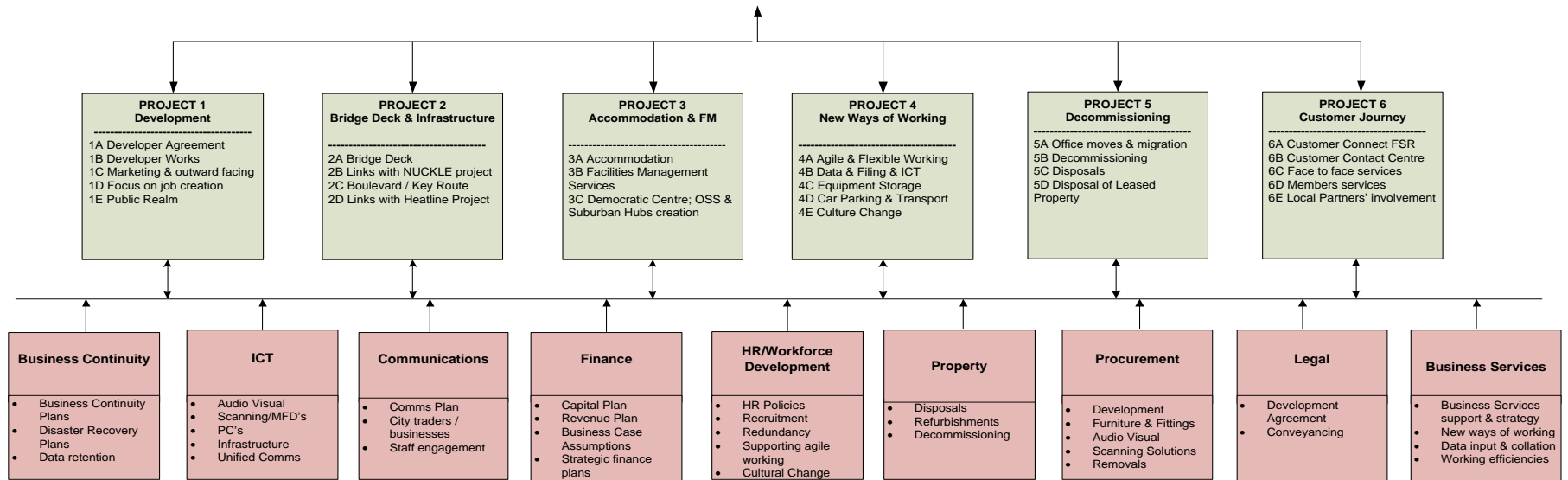
Operational Finance Support – **Jane Murphy**

**Programme Office**

**Programme Manager**

# Kick-Start Programme Governance

Operational Levels



# Building design

- Flagship building
- A square building – on a square plot
- Open & welcoming throughout
- Efficient floor space
- Active ground floor, i.e. café, sandwich bars etc.
- Standardised office layouts – no one is special!
- No cellular offices or person specific rooms – for anyone
- BREEAM Excellent....low impact building
- Deep plan building, i.e. not narrow & long
- Technology and flexibility at heart of design

# Risks & Mitigation

- Contract with Friargate LLP
- Letters of support & financial comfort
- Risk profile | allocation | financial commitment
- Structured internal governance & decision-making process
- Construction works underpinned with industry standard contracts
- Developer-led scheme to CCC specification & expectations
- Time / Cost / Quality risk handed to Developer
- Abortive costs if CCC pull out
- Payment of works in arrears – for works actually and properly completed on site
- Risk register | change control | collaborative working

# Programme / Next Steps

## Office Building

- Reserved Matters application (planning) – October 2013
- Appoint contractor – 2Q 2014
- Start on site – 3Q 2014
- Completion & staff migration – late 2016

## Bridge Deck

- Already appointed design & construction teams
- Start on site – February 1Q 2014
- Completion – June 2015

**Very  
intense &  
fast-paced!**

# New Ways of Working & Culture Change

## General concepts....

- Need to profile workforce for future working practices
- Flexible and output focussed
- New technology to enable us to work differently – and from various locations
- Much reduced reliance on paper
- Legal conformity for document retention & disposal, not “that’s what we’ve always done”
- Fundamentally address the Customer and service provision

# Where you can help

- Strategic support
- Support to Cabinet Members on agreed areas of policy development, through task and finish groups where appropriate
- Challenge on performance against policy priorities and targets
- Critical friend re. outputs and Kickstart principles
- Kickstart champions
- Promotion of full engagement – by officers & Elected Members

# Any questions

