

Transforming our Assets and their Management

DRAFT



Strategic Asset Management Plan

2015 – 2018

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Foreword - DRAFT

I am very pleased to be introducing Hampshire County Council's second Strategic Asset Management Plan. This Plan will build on the success of the previous Plan and will continue to guide the County Council's strategic property decisions and their interaction with corporate and individual service strategies.

The County Council is continuing to provide high quality cost-effective services, despite the on-going reductions in public expenditure. Savings in excess of £140 million have already been achieved, with more to come, following the progress of our Transformation to 2015 workstreams and now our Strategic Plan for 2013 – 2017 – Shaping Hampshire: modern, public services for the future. These are being underpinned by the County Council's four key themes being health and wellbeing, economy, communities and efficiency.

This has involved taking a proactive approach in reshaping services and the way they use and occupy the County Council's assets, which is an ongoing process reflecting the demands being placed upon the County Council. By way of reviewing our property portfolio in conjunction with the strategic approaches being taken by our services, further benefits can be secured. This could involve a spectrum of opportunities from acquiring new facilities to releasing other assets that are relatively expensive to run and possibly no longer fit for purpose.

The Plan highlights the importance of the County Council's property assets and their ability to generate efficiencies and savings, as well as capital receipts for reinvestment. The continued development of a single property database and digital technology will further enhance the positive and professional approach taken in managing the portfolio.

The Plan also highlights how the County Council is and will be working with an increasing range of other public bodies, and those within the voluntary sector, to share and integrate more public services across Hampshire. This has already been demonstrated by the development of facilities such as the Havant Plaza where customers have access to a variety of public services in easily accessible shared locations.

The Strategic Asset Management Plan is an important document which I hope will be read widely by Members, Officers of the County Council, and our public and voluntary sector partners.



Cllr Roy Perry
Leader of
Hampshire County Council

Introduction - DRAFT

Hampshire County Council is one of the largest shire counties in the country and has a correspondingly significant property portfolio. This Plan will build on the outcomes already achieved from the previous 2011 – 2014 Plan and will be fundamental to the County Council in continuing to develop and implement its on-going asset management strategies.

In a period of great change, with severe financial cutbacks, which Local Authorities are currently facing, it is vital that all resources are utilised to their optimum capability. This is especially so with property assets, which are often very high value and can be highly significant to a service or locality. Conversely, a significant asset which is poorly located can have a negative effect on a service, which is why asset strategies are key to transforming and supporting our services.

This new Plan seeks to draw together all the relevant strategies relating to property assets and aims to raise awareness throughout the County Council, so that important decisions are not taken in isolation, but are part of a joined up process which optimises the County's asset portfolio and genuinely assists in the delivery of first class services

The Plan is in four parts, designed to take the reader through the context of the County Council's estate, key drivers for change and self assessment in part one; to objectives and policies in part two and then onto the major asset strategies to deliver those objectives in part three.

The final part of the Plan summarises on-going and new actions, which will generate significant workstreams over the next three years. These highlight what we need to do to best manage and transform our assets and keep pace with the change programmes being undertaken throughout the County Council. Property reviews will be essential, providing the information and analysis required for co-ordinated decisions and actions.

The Plan will contribute to the County Council's resilience going forward, its working relationships with other public, private and voluntary bodies, and the effective and efficient use of its property assets. Actions required will be reviewed over the lifespan of the Plan in order to keep the Plan relevant and meaningful.

The Plan will be made available in both hard copy and "live" formats, with the latter being on the Hampshire County Council website.



Karen Murray
Director of Culture, Communities
and Business Services
Hampshire County Council

Part One: Context and Review



1.0 Context for the Plan



The new Strategic Asset Management Plan (SAMP) for the period 2015/18 builds on the success of the previous Plan (see above), updating some existing strategies and embracing new initiatives which have emerged recently. The whole ethos of the Plan is that all decisions and actions relating to the County's assets should not be taken in isolation, but that they fit into a bigger picture. This aims to ensure that all assets are used to their optimum capacity, either by the County alone or with strategic partners and other users to generate wider benefits.

The format of the new Plan is in four parts:

The first part is context, self assessment and review of actions from the previous Plan.

The second part concentrates on policy and corporate objectives, which drives all the activities in managing and developing this substantial and important asset base.

The third part of the Plan sets out all the main strategies for delivering the County's objectives.

The fourth part is a summary of all the main actions emanating from the first three parts of the Plan.

The various parts have been colour-coded to assist with cross referencing of the various parts, so references to drivers in part three are the same colour as the tabs in part two, which is the source of those drivers. Similarly, actions are identified in red throughout the Plan, which relates to the colour coding of the Action Plan.

The Plan also contains a number of links to source documents, which are live links in the electronic version, so the document has a number of 'signposts' giving the reader access to more detailed documents.

1.1 The Estate

Hampshire County Council owns a substantial property estate, held primarily for the delivery of frontline public services, but also more generally to support the Council's corporate priorities. The portfolio is diverse, and includes schools, day centres, children's centres, libraries and museums, residential and nursing care homes, waste recycling facilities, country parks and farms. The Council also owns and occupies offices, workshops, depots and storage accommodation, and leases other commercial property to businesses and rural holdings to farmers.

The following statistics offer an indication of the scale of the County Council's property portfolio:

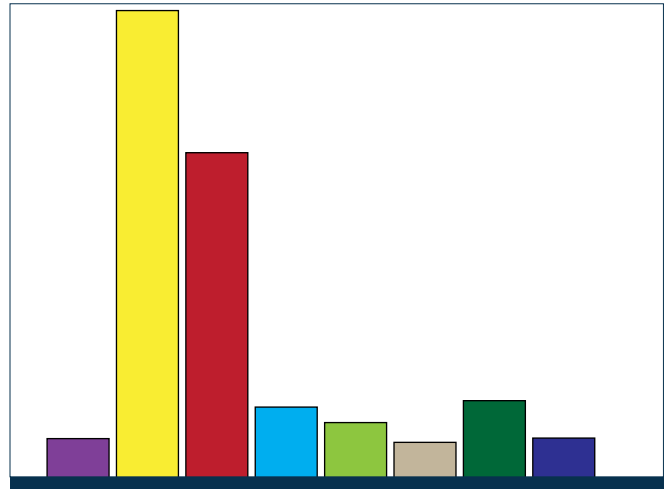
- A total of 1,724 properties.
- A total of 9,674 building units (being buildings or extensions to buildings).
- Land interests totalling 8,760 hectares.
- Buildings with a total floor area of ca. 2,025,000 sqm
- A total current asset value in excess of £2.78 billion.
- Total annual rental outgoings of £3.12 million.
- Total annual rental income of £3.49 million.
- Current capital and revenue budgets in excess of £50 million to repair and maintain the estate.

This is represented in the following diagram, though data is changing constantly as properties are disposed of (or acquired) to meet changing priorities and service strategies:

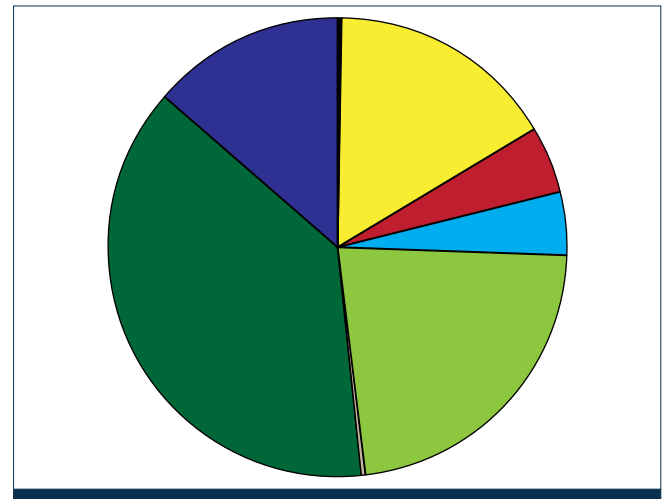
Service Department	No of Land Parcels	Total Area (ha)
Adult Services	83	39
Children's Services	884	1400
ETE - Transportation	578	247
ETE - Waste Management	40	183
Corporate Assets (exc. Farms & Offices) Note (1)	142	384
County Farms Estate	113	1971
CCBS - Arts, Museums and Archives	22	23
CCBS - Libraries	54	7
CCBS - Countryside	154	3319
CCBS - Sports, Community and Outdoors	6	57
CCBS - General	79	1130

1) Corporate assets are those which are not part of the operational asset base of the service departments. They include surplus assets, investment assets, assets held for coastal conservation and other corporate purposes. Whilst these assets form part of the Corporate Estate, the term 'Corporate Estate' refers to all HCC assets which are not part of the Education Estate.

Number of Land Parcels



Total Area in Hectares



Property assets are a valuable operational resource but they are also an on-going liability, requiring active management. They require regular revenue and capital funding to maintain and thus they should always be used as efficiently as possible. When no alternative operational use can be identified, assets will normally be sold or leased to generate capital or revenue receipts for reinvestment in existing or new operational public service assets and also to help reduce running costs. Targeted investment will be used to ensure we have good quality assets to create the right physical environment for delivering better services, but equally if assets are unsuited to their current use or are of poor quality, they can detract from the Council's services to its customers.



1.2 Hampshire's Strategic Approach

The County Council takes a strong strategic approach to the management of its property estate. Property assets are a corporate resource and the following operating principles apply to the estate:

- All assets (except schools) are recognised as County Council corporate assets rather than a mixture of departmental and corporate.
- All main office workspace is managed corporately rather than departmentally.
- Recharging mechanisms for property facilities and IT services are expected to be simple to understand and administer with minimal transaction costs in order to incentivise further efficiencies.

This approach enables corporate asset management to deliver ever greater efficiencies for the organisation. It also means that capital receipts from disposals can be directly applied to the County Council's highest priorities, whether that lies in savings or reinvestment in public services. The adoption of this updated Plan reinforces this corporate approach. All the County Council's property assets fall within the Plan's remit with the exception of highway infrastructure. The Plan enables various existing threads of asset policy to be brought together, and developed collectively. The Plan will also inform all future decisions about the property estate, and ensure that the County Council's highest priorities are achieved.

1.3 Public Finances

The current unprecedented reductions in public expenditure are likely to impact on local government services for many years to come. The council has been hugely successful in reducing costs so far, leaving it in a strong position for the future, but there is more to be done. In alignment with the Shaping Hampshire Plan, the ***Transforming the Council*** programme will focus on reducing external spend, reducing housekeeping costs, managing demand for adults' and children's social care, making strategic transformations to improve services, and some other key efficiency improvements including asset backed opportunities.

Assets can be expensive to run and maintain and efficiencies can be achieved if they can be used more intensively, or their costs in use can be reduced or shared. The current drive for efficiencies in the UK public sector has brought this into sharper focus as a means of protecting funding for front-line services. The challenge for councils and their asset managers is to find ways of working assets harder, whilst maintaining or creating an environment in which better services can be delivered. The County Council has a strong record of regular asset scrutiny through a series of property and service reviews since the late 1970s.

Substantial efficiencies have already been made, but the key to making property assets work still harder is:

- To provide greater challenge to their use based on new ways of working and new ways of delivering services, especially on the back of technological changes that have allowed improved communication and which require less face-to-face delivery; and
- To explore the relationship between the County Council's assets and those of other public or different sector organisations within the same geographical area, and to find more opportunities for sharing assets and creating efficiencies - not just in offices, but also in front-line services.

This challenge seeks to maximise efficiencies through a collaborative approach to the use and management of assets across the public sector.

<http://intranet.hants.gov.uk/transformationupdates>

1.4 Key Drivers for Change

The reasons for adopting a strong strategic approach to asset management are many, including statutory requirements, service transformations and the

unprecedented reduction in local government funding which is likely to last beyond 2018.

Transforming the Council and Achieving Efficiencies

There is increasing pressure to create efficiencies from utilisation of existing assets, or from delivering the same services from more cost effective assets. Either way, there is potential to reduce running costs and to generate receipts for investment, or to use assets to generate revenue income savings. Usually any asset rationalisation incurs some short-term capital and revenue costs. In order to generate longer term savings and efficiencies, however, and in the present financial climate, these need to be largely self-generated, and any borrowing to finance improvements needs to be underpinned by clear and measurable revenue savings or longer term income generation. [Actions 1.1 to 1.5 and 12.1 to 12.5](#)

Service Transformations, Property Rationalisations and Investment

A key driver for any strategic approach to asset management must be service improvement. This is at the heart of everything the County Council does. It is particularly important in the current financial climate that key services are able to continue and prosper. To this end, asset management has a key role to play. Buildings must be in the right location, fit for purpose, well used and adequately maintained.

Current Repair Liabilities

The quality of many public sector buildings constructed during the 1960s and 1970s now result in those buildings requiring significant attention. During that period, low cost system-built accommodation became common as it allowed a rapid expansion of services to keep pace with population growth, but it has not stood the test of time and the legacy is that much of it is now expensive and difficult to maintain. Following a recent re-evaluation of emerging condition priorities associated with the schools and the wider estate, the County Council's total estimated backlog repair liability is now estimated at £440 million of this total liability, the backlog associated with the Corporate Estate is estimated at £90million. At any point in time, the Council does not have sufficient resources to instantly bring this backlog down to a level that can be sustained through the budgets available. If the liability is to be reduced substantially then the estate would have to shrink in size, which would compromise operational service delivery. Section 6.2

Climate Change Adaptation

It is now clear that climate change can present an enormous challenge, calling for on-going risk assessment, action and investment. The effects on the County Council's land and buildings are potentially very considerable indeed. Climate Change Adaptation means adjusting our approach to managing the property portfolio to increase resilience to future climatic changes, and build upon what has already been done, which includes the adoption, in 2010, of a Carbon Management Plan. The climate change agenda now needs to be taken further, with plans put in place to protect, as financially practical, the County Council's retained, core assets and hence the services provided from those assets. This undoubtedly provides a set of fresh, and significant, challenges to the County Council and its partners. Section 6.12

2.0 The Asset Management Framework

2.1 Executive Member and Members Panel

County Council property assets are viewed as a corporate resource, and decisions about those assets are the responsibility of the Executive Member for Policy and Resources who, in turn, delegates certain decisions to officers involved in asset management.

The Buildings Land and Procurement Panel (BLaPP) has the role of advising the Executive Member in relation to buildings maintenance programmes, building and land management policies, and strategies for development including major acquisitions and disposals.

2.2 Property Services - Role and Structure

Responsibility for the management of the County Council's property assets falls to the Director of Culture, Communities and Business Services. The Director is supported by the Assistant Director Property Services and three Strategic Managers, who take primary responsibility for all property matters and discharge the duties delegated by the Executive Member for Policy and Resources. Property Services is formed of three teams: Assets and Development, Design and Implementation, and Programmes and Performance. The Strategic Manager (Assets and Development) takes the lead on asset management issues.

2.3 Property Services - Meetings and Approvals

The principal forum within the Department of Culture, Communities and Business Services is the Property Services Projects and Operations Panel at which strategic and operational asset management issues are discussed and decisions taken. This meets monthly and is chaired by the Assistant Director and attended by the Strategic Managers and other senior officers.

It is supported by the Property Services Finance and

Resources Panel which has responsibility for various financial issues related to the property estate.

Within the Department, there is a scheme of delegation which ensures that decision making on individual property matters is handled at the appropriate level.

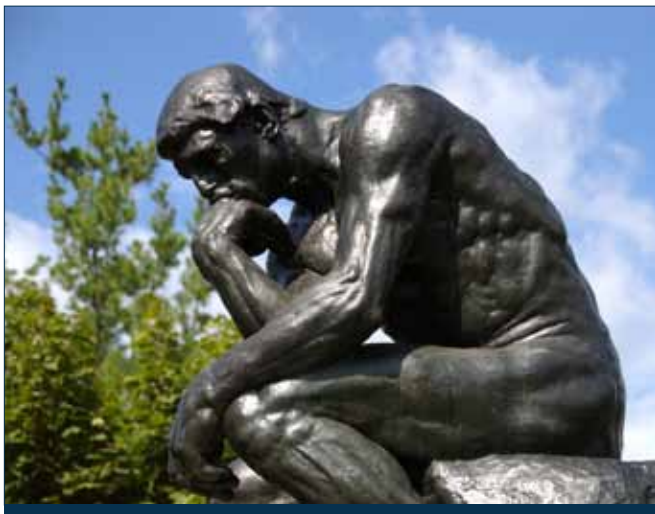
2.4 Holistic Asset Management Plan Approach

The previous Plan promoted methods for a more strategic approach to asset management. This is necessary for many reasons: in particular, the climate of reduced public spending, the drive for efficiencies and the continuing need to improve services. Processes are now in place to consider the property estate holistically, to achieve required efficiency savings and ensure that the limited funds available, including those from the sale of surplus assets, are applied to the County Council's highest priorities. These mechanisms are under constant review, to ensure the estate is managed to its optimum efficiency.

2.5 Strategic Asset Management Plan

The Strategic Asset Management Plan seeks to identify and link all strategies relevant to assets, their drivers and actions relevant to those strategies. The Plan requires a cohesive, driving force to ensure that all actions and decisions are taken within a wider context and ideas and initiatives are formed, also within the wider asset context. A group will be formed, comprising senior officers from each service department and members of Property Services to act as a form of 'Asset Forum' and will share asset strategies, ideas and initiatives. The group will also consider reports from the Asset Strategies and Property Review sub-group in Property Services (Assets and Development) [Action 4.1](#)

3.0 Self Assessment



3.1 The Approach

In preparing this second version of the Plan for 2015 to 2018, it is important to have a view on our current position and where we are in relation to the objectives of the previous 2011 to 2014 Plan. This section is an open self assessment of this and in particular, it identifies perceived strengths and, crucially, things that could be improved.

3.2 Current Position

The County Council has continued to build upon its good understanding of the importance and potential that property can contribute, to both itself as a local authority and also the people of Hampshire. In the past few years it has recognised, increasingly, that as a major holder of public assets, the County Council is often in a key position to influence and stimulate change and improvement, especially in partnerships with other bodies.

The County Council has a long history of viewing its property assets as key to helping it facilitate and support its operational service delivery, and also as a useful catalyst for change when required. More often than not, service rationalisations often include related asset changes that are key elements of the new strategy; for example, in schools rationalisations when new Primary facilities are developed out of infant and junior schools, or the current Extra Care programme.

With the key drive for efficiency and financial savings over recent years this issue has come to the fore and Property Services finds itself and the use of assets more involved and embedded in the County Council's Service Transformations. As such, the retention, acquisition and ultimate use of the County's property assets have never before been under such high levels of examination and scrutiny.

More than ever, in recent years and within the above context, the County Council has recognised that it must look at how it can engage more fully and openly with other public asset holders and stakeholders. In this, it must also take a key lead and exemplary role, both in Hampshire and on a regional and national stage. To become an exemplar, its own asset management approach needs to become more joined up and more corporate. This will not only help in achieving its own objectives, but will more readily enable it to contribute with partners to wider aims such as the Havant Plaza.

3.3 Strengths

The County Council is very good at identifying and linking up property asset implications from different service requirements across the Authority. Historically, this was usually focussed on one or two service areas at any given time due to complexity and the pace of service review and change. However, in the past few years this pace of change has accelerated and the County Council has developed this ability much further and is realising benefits across wider groups of reviews and assets.

The productive use of its surplus assets, creating disposal opportunities and then generating capital receipts and directing these into priority service areas is a real strength of the Authority. Over £190m of receipts have been delivered over the past decade. This has enabled substantive reinvestment into new public service facilities. In addition, other initiatives such as facilitating the provision of affordable housing are also achieved using the disposals and capital receipt programme. In addition, the quality of asset design and maintenance remains a high priority for the County Council.

Whether in the architectural quality of its schools or the master planning of its Strategic Land sites, the County Council achieves improved place shaping and recognised enhancement of the built environment.

Whole Building Lifecycle asset management is well understood and continues to be implemented across the County Council's assets. It is recognised that effective asset management is not just about delivering projects, however well that is accomplished. In Hampshire, the future life cycle of the asset is planned for as the project is developed, so that when the asset is put back into full operation we are confident that its future relevance, its repair, maintenance, running costs and liabilities in use are being fully considered.

With regards to statutory asset related functions such as rating assessments and asset valuations, the Authority is very pro-active in achieving regular, annual rating savings, and maintaining the rolling five year programme of asset valuations, which are required as part of the County Council's annual financial report.

The County Council has a good record of developing Asset Planning Programmes such as Extra Care, Strategic Land and Workstyle (Sections 5.2, 6.3 and 6.6), and taking them through to completion, thus realising the benefits from savings or efficiencies.

The County Council takes a strongly pragmatic and 'can do' approach and has a deserved reputation for high quality property related projects and outcomes.

A longer term approach is taken to the County's assets and there is an understanding that best value is not just about higher financial return but also that assets have a 'well-being' role to play in helping facilitate social and community improvement. This is evident, for example, in its sales to Registered Social Landlords and Community Groups, and the County Council also remains well placed to consider the aspirations of the Community Right to Buy initiative. (Section 4.7)

In addition, the County Council is considering how investment in and acquisition of assets might generate additional revenue income to support service delivery.



3.4 Areas for Improvement

Although the "Corporate Landlord" concept is much better understood across the County Council, some assets can still be viewed as being held and "owned" departmentally by service providers. Where this emerges it can create a degree of silo and 'trading' mentality rather than the more flexible joined-up corporate approach that is now required.

Despite on-going planned investment and a reduction over the past decade, a significant property maintenance backlog remains. This is currently managed on a risk approach basis, being particularly evident in the Corporate Estate. **Action 3.1**

Although improved in recent years, there remains evidence that the Authority can be unduly risk averse when it comes to its property assets. There is a need to look more critically at appropriate asset reduction and release opportunities. Linked to this, despite the willingness to entertain cross partnership working in relation to its own and other public sector assets, this is sometimes restricted by financial and legal regulations. For the scale of its property estate, the level of revenue income that it generates could be improved. This "Revenue from Assets" opportunity will need to be pursued and developed over the coming years.

In relation to this, whilst there is a strong surplus asset and disposals strategy there is a need to develop a stronger acquisitions and investment strategy to support both service delivery, and increased revenue income and investment opportunities by considering the purchase of appropriate assets more strategically. (Section 6.7)

3.5 Systems and Processes

Most of the County Council's asset systems and processes are well developed both logically and pragmatically. However, it is acknowledged that they are not as joined up as they should be due to having been developed organically. This has been addressed by the joint procurement (with Surrey County Council) of a new Property Asset Management System (PAMS). (Section 6.13)

Political approvals in relation to the County Council's assets are well focussed through the Authority's officers onto the advisory Buildings Land and Procurement Panel and subsequently to the Executive Member for Policy and Resources for decision. This process is well established and flexible enough to respond as required, but will be strengthened by the formation of the Asset Forum (AF) which can consider a variety of reports, some produced by the new PAMS. The AF could alleviate pressure on BLaPP by taking certain decisions within a clearly defined remit.

In addition, delegated approval has recently been given by the Executive Member Policy and Resources for officers to approve minor land and property transactions. This has assisted the speed and efficiency of asset decision making.

3.6 Level of Understanding

Both Members and Officers have a good appreciation of the importance and role of the County Council's property assets. There is an excellent range and high level of professional property skill and experience with a great breadth and depth of professional and technical expertise, commitment and approach.

However, the Authority's approach sometimes means that certain opportunities may be missed both internally and with partners and a stronger and wider awareness of potential linkages between assets and service requirements would be helpful. The Asset Forum and task-specific sub groups will aim to identify these opportunities.

3.7 Engagement with Partners

The County Council has always recognised that it needs to engage with partners and has had a good relationship with the Police and Fire Services for a number of years in relation to management of both its own and their assets. Over recent years, the relationship with other Hampshire local authorities has realised more opportunities. This has led to a number of joint initiatives and programmes such as the Havant Plaza, and new feasibility work being undertaken into joint public service provision from shared assets. Also, in the delivery of affordable housing the Authority is an active member of the Hampshire Alliance for Rural Affordable Housing and has brought forward its own land to support this initiative.

The Authority has good relationships with the private sector both in terms of its main private sector partners, MACE Limited and Aecom Professional Services Limited, and also in its framework relationship with property consultants who assist in the maintenance and improvement of its assets.

In addition, in regeneration projects such as at Rowner in Gosport, it has active partnerships with development partners both public and private.

There are also well established property relationships with the voluntary and community sector, and this is expected to develop further.



3.8 Strategic Asset Management Plan 2011 - 2014

The first plan sets out a series of Actions for the 2011-2014 period. An assessment of the progress of these is set out in the following table, with the Reference paragraph number relating to Part Three of the Strategic Asset Management Plan 2011 – 2014:

Ref.	Aspiration	Current Actions	Progress
Developing a Vision			
1.1	Being in the vanguard of changing public sector asset management.	Undertake a facilitating role in exploring the development of a local cluster of public asset holders.	West Sussex County Council has now become the fourth member of the local Cluster, joining the County Council, Surrey County Council and Reading Borough Council. The Cluster is now firmly established, with significant joint working taking place on asset management strategies and in Education capital delivery.
Establishing Improved Linkages			
2.1	Client departments exploring greater opportunities for linkages	Preparation of best practice guidance	Evidence of best practice is being collected from current service reviews for collation as 'best practice'.
Developing Client Asset Strategies			
3.1	All strategic property decisions to reflect the policies of the Plan.	Raise awareness through, for example, targeted distribution and presentations	Plan widely published. Fully available on Hantsnet and Hantsweb. Personal copies sent to all Members, leading officers and key property contacts. Presentation made to SMGs and other appropriate forums. Discussion at Service-Property liaison meetings.
		Establish monitoring regime	Assets and Property Review working group established comprising representatives of Assets and Development Team who have responsibility for client liaison role. This acts as a conduit to the clients, providing a consistent approach and interaction with each department's service needs and developments. Action 4.1 of the new plan.
3.2	All client asset strategies to reflect the policies of the Plan	Raise awareness through, for example, targeted distribution and presentations	Plan widely published. Fully available on Hantsnet and Hantsweb. Personal copies sent to all Members, leading officers and key property contacts. Presentation made to SMGs and other appropriate forums. Discussion at Service-Property liaison meetings. Action 4.2 of the new plan.
		Establish monitoring regime	Working Group established comprising representatives of Assets and Development Team who have responsibility for client liaison role. This acts as a conduit to the clients, providing a consistent approach and full interaction with each department's service needs and developments. The Service Strategies set out in Part 3 are a product of the work of this group. Actions 4.3 and 4.4 of the new plan.

Ref.	Aspiration	Current Actions	Progress
Developing the Strategic Framework			
4.1	<p>One Public Sector Estate (formerly Capital and Assets Pathfinder)</p> <p>A fully developed collaborative approach to the use and management of public sector assets across Hampshire</p>	Continue discussions with local public sector partners on collaborative opportunities	<p>Area Opportunity Workshops have taken place covering the districts of Winchester, Basingstoke, Hart, Rushmoor, East Hampshire, Havant and Test Valley.</p> <p>County-wide workshops have also taken place with a number of key partners. Many potential projects have been identified and scoping and initial feasibility work has been undertaken on several. The focus now is on taking these projects forward, to outline business case.</p>
4.2	<p>Hampshire Workstyle</p> <p>Hampshire Workstyle rolled out fully across County</p>	Implementation of agreed projects	<p>New workstyle hubs delivered at Havant, Eastleigh, Farnborough, Basingstoke, Totton and Winchester.</p> <p>Circa 30 % of the council's office floor area will have been removed from the estate; disposals in the order of £13m have largely funded the new investment strategy; £2m (20%) of the running cost budget for the office estate will have been saved per annum from 2015/16, and there have been large reductions in the carbon footprint of the office estate (-35%), the quantum of IT workstations in use (- 25%) and the amount of document storage retained on the floor plates of offices (-50%).</p>
4.3	<p>Efficiency Savings</p> <p>Delivery of agreed efficiencies through asset rationalisation</p>	Development of a robust asset rationalisation work stream within the Corporate Efficiency Programme	Asset rationalisation workstream approved by the Corporate Management Team in August 2011 and significant savings achieved. A new programme of work, Transforming the Council, is being developed to address further planned reductions in Government financial support.
4.4	<p>New Financial Model</p> <p>Adoption of a Financial Model which reflects the corporate approach to property ownership</p>	Preparation of a new Financial Model	It is recognised that financial strategies need to evolve to reflect the Corporate property ownership model and allow greater flexibility on the use and reinvestment of capital receipts. This approach is already being followed in relation to approved change programmes, such as Adult Services transformations and Workstyle.
4.5	<p>Capital Receipts</p> <p>Delivery of agreed capital receipts forecasts</p>	Robust monitoring arrangements	Regular reporting in place through Capital Receipts Panel, which follows a programme and risk management approach with RAG status and confidence weighting being used. High forecasted capital receipts total for 2012/13 achieved. (Section 6.8).

Ref.	Aspiration	Current Actions	Progress
4.6	Maintenance Backlog Sustainable levels of backlog maintenance in both the Education and Corporate Estates.	Preparation and delivery of an annual programme to address the maintenance backlog in the Education Estate, including the re-cladding of SCOLA 2 and 3 buildings.	Annual capital programmes prepared jointly with Children's Services and approved by the Executive Member for Policy and Resources. This includes a number of SCOLA re-cladding schemes. Delivery is progressing well.
4.7		Establish a fundable cyclical core maintenance regime for properties which are to remain in the Corporate Estate.	One-off addition to the capital programme, phased over 2 years, made available to enhance the landlord capital programme. As a result, a number of key priorities are being addressed.
4.8	Schools Service Level Agreement and Academies Contracts New Service Level Agreement for 2012/2017 in place	Implementation of a new Service Level Agreement (SLA).	A new SLA offer was developed and issued to LA schools and has resulted in a further very high level of buy back for the period 2012/17. With the current contractual arrangements with Academies, 97% of schools across Hampshire purchase services from Property Services. Over half of secondary aged pupils in Hampshire are now taught in Academies, and a new Joint Working Agreement with Academies is being developed.
4.9	Climate Change Adaptation An understanding of climate related threats and opportunities for each significant asset	Development of an approach and timetable for the assessment programme	Work has been undertaken by Coastal Adaptation Steering Group to identify climate change risks and threats to coastal property. There are difficulties in obtaining good quality information on predicted climate change threats and applying this to individual assets. Work in this area is expected to become a higher priority in terms of property reviews.
4.10	Localism Agenda Greater community engagement in property matters	Response to the Localism Agenda (see Section 4.7 of this new Plan)	The Localism Act became law on 15 November 2011. The County Council is committed to achieving greater involvement of local people in the design of services and how their local area develops, and Engagement Schedules in relation to all areas of service are now published on Hantsweb. It also contains important information about the Community Right to Challenge, and the Community Right to Bid. A report covering Assets of Community Value was considered by BLaPP in December 2012. (Section 4.7).
4.11	Localism Agenda Maximising asset-derived benefits from the proposed General Power of Competence	Preparation of a strategy for ensuring maximum benefit is derived	The Localism Act 2011 includes the General Power of Competence. It is confirmed that this widens significantly the Authority's ability to acquire and hold land, and a revised Acquisitions strategy was considered by BLaPP in December 2012. The new strategy is evolving and is detailed in Section 6.7 of the new plan.

Ref.	Aspiration	Current Actions	Progress
Reviewing our Assets			
5.1	Implementation of a strategic property review programme based around	Development of a set of common performance criteria for all assets	Consideration of common performance criteria for all assets only succeeded in producing vague over-arching principles which are of little value, often aspirational and not really achievable, so main effort directed to 5.2.
5.2	analysis of building performance and suitability	Development of common performance criteria for different asset types	Service-led principles for the performance of assets is better suited to a portfolio as diverse as the County Council's, so work continues with service departments to develop criteria.
5.3		Development of a standardised methodology for presenting asset data	Standard reports will be produced in the new Asset Management System when available. These will be RAG rated where possible.
5.4		Establish a programme for phased property reviews	Programme of reviews established based on anticipated timetable for Area Opportunity Workshops under the OPSE initiative. The programme has slowed recently because projects generated from the initial workshops were growing faster than available resources to service those projects. Collection of data will ultimately need to align with the availability of a new Property Asset Management System. Section 6.13 of the new plan.
Equalities Impact Assessment			
6.1	Robust Impact Assessments prepared for all new asset strategies and policies.	Preparation of a set of Equalities Principles.	Equalities Objectives prepared and set out to meet the requirements of the Public Sector Equality Duty in accordance with the Equality Act 2010. Link via: http://www3.hants.gov.uk/equality-objectives-plan.pdf Equality Impact Assessment form devised to ensure strategies/policies/ plans/projects comply. Link via: http://intranet.hants.gov.uk/equality/equality-assessments.htm
Governance and Monitoring			
7.1	Governance arrangements in place to allow effective corporate asset management.	Bring management under the remit of the Asset Management and Workstyle Panel.	Asset Management and Workstyle Panel was approved and operated successfully in the Workstyle context but new arrangements are necessary going forward, to achieve "Transforming the Council" objectives.
7.2	The Plan is reviewed and updated regularly to maintain relevance.	Undertaking of Plan reviews in accordance with agreed programme.	Six-monthly reports taken to BLaPP throughout the duration of the Plan. Full Plan review undertaken in preparation for publishing a new plan from 2015.

Part Two: Policies and Objectives



4.0 Government Policy and Corporate Plans



4.1 Government legislation

All activities of Local Government are empowered, directed or guided by government legislation, significant examples of which are:

Local Government Acts;

The Education Acts;

The Children Act 1989;

The Academies Act 2010;

National Health Service and Community Care Act 1990;

Carers and Disabled Children Act 2000;

Energy Act 2011.

4.2 Corporate Objectives

This Strategic Asset Management Plan supports delivery of the County Council's overarching corporate objectives, which outline the long-term ambition for Hampshire.

Property Services have implemented a number of asset based projects, both for the corporate centre and with service departments which support these objectives, such as:

Learning Disability Transformation (Section 5.2)

Residential Extra Care Housing (Section 5.2)

Corporate Objectives

Hampshire safer and more secure for all

This objective is about developing and supporting stronger, safer communities by protecting vulnerable people, maximising safety, helping young people to live positive lives and diverse communities to feel secure.

Maximising wellbeing

This objective is about maintaining and improving residents' health and quality of life; and ensuring everyone has the opportunity to support themselves, be active in their community and have access to the services they need.

Enhancing our quality of place

This objective is about making the county a good place to be by protecting local distinctiveness and diversity, ensuring excellent facilities, respecting Hampshire's heritage and planning proactively

4.3 Corporate Policies

The County Council's strategic plan for 2013-17, Shaping Hampshire: modern, public services for the future, sets out how the organisation will reshape services and become more efficient. It supports delivery of the overarching corporate strategy in the medium-term and reflects a proactive response to the challenges of providing high quality services with less funding in the future.

The Shaping Hampshire Plan brings together key aims from across the organisation, as defined within the Transforming the Council work streams; Joint Health and Wellbeing Strategy; Children and Young People's Plan; Workforce Development Strategy; and departmental work plans.

The Plan is organised by four key themes, which cover the broad range of the County Council's work:

Improving health and well-being for all

The priorities are:

- Ensure children and young people in Hampshire thrive and achieve their full potential.
- Promote and support healthy choices for all, reducing the difference between those with the best and worst health.
- Help people to manage their health conditions, giving them choice and maintaining their independence.

Promoting economic prosperity and protecting the environment

The priorities are:

- Develop the infrastructure and services required for economic, transport and housing growth; and promote a globally competitive environment for investment in the county.
- Provide opportunities for all to develop the skills needed to play a full part in Hampshire's economic success.
- Conserve and use natural resources more efficiently, protecting Hampshire's environment and quality of life.

Working with communities to enhance local services

The priorities are:

- Ensure that customer and community feedback, together with information about levels of need are used to plan and deliver services.
- Work with communities to find the local solutions that work best, giving more control over local services to communities where appropriate.
- Improve access to all County Council services.
- Continue to provide high quality open spaces, libraries, museums and arts services.
- Help residents to feel safe and be safe by working with partners to reduce crime and anti-social behaviour.

<http://www3.hants.gov.uk/localareaagreement/hampshirescs.htm>

Delivering high quality, cost-effective public services

The priorities are:

- Redesign and implement new models of service delivery, ensuring that resources are targeted to where they are most needed. **Action 5.1**
- Generate more income from selling and sharing services with other public sector organisations, becoming more business-like in the process.
- Equip the Council's staff with the right skills to manage change and deliver priorities. This is being delivered through the County Council policy, Transforming the Council through you, a new workforce development strategy (see link below).

<http://intranet.hants.gov.uk/organisationaldevelopment>

The way in which the County Council manages its assets will impact on several of these priorities and vice versa, particularly delivering high quality, cost-effective public services.

The first diagram after Section 4.10 shows the interaction between policy, objectives, strategies and delivery. The Shaping Hampshire Plan is now strengthened by a new document "Future-Proofing Services", which sets out the Council's key areas of focus.

4.4 Cabinet and Executive Member Decisions

A number of policies and strategies relating directly to the County Council's assets have been formed by decisions taken by Full Council, at Cabinet and by the Executive member for Policy and Resources, often following recommendations from the Buildings, Land and Procurement Panel. References to these decisions may be found as 'Drivers' at the beginning of the strategy documents in section three.

The decisions are too many to list in this document, but some key decisions, having a significant impact on the County Council's asset base are:

Strategic Land;
County Farms Review;
Transforming Hampshire's Country Parks;
Capital Strategy;
Learning Disability Transformation;

The second diagram after Section 4.10 shows the County Council's decision making machinery and how this might interact with the Asset Forum.

4.5 Financial Policy

The County Council's financial management policies may be viewed in full on the website by using the following link:

<http://intranet.hants.gov.uk/corporatefinance/financialmanagementpolicy.htm>

The elements which are particularly relevant to asset management are set out below:

Capital strategy

The capital programme is reviewed and agreed annually. This sets out the levels of capital expenditure for each service and the main expectations of where the money will be spent. A large part of the programme is in relation to schools expenditure and identifies the major projects. In terms of creating capital receipts, as part of capital programming, there are two main policies which relate, directly, to the County Council's assets:

Policy 1:

- Seek to maintain the level of the locally-resourced capital programme by continued recycling of surplus assets to generate capital receipts.

Policy 2:

- Allow services to retain at least 25% of the value of their capital receipts and where necessary to finance investment in replacement assets, up to 100%.

Whilst it is recognised that all of the County's assets are corporate and disposal proceeds may be directed to any of the Authority's main priorities, the retention by service departments, of up to 100% of sale proceeds has worked well, particularly for internally funded projects such as the Adult Services Learning Disability Transformation Programme (Section 5.2)

The strategy for the management of the disposals programme (Section 6.8) sets out in detail how this policy is delivered and the Strategic Land Programme (Section 6.6) is particularly relevant to the long term delivery of capital receipts for the County Council.

Revenue strategy

The primary thrust of financial policy is to reduce revenue expenditure and increase revenue income. This is being addressed by the Transforming the Council workstreams, largely, but all areas of on-going asset management are being reviewed to ensure that actions taken are in keeping with the policies and strategies set out in this Plan. [Action 1.4](#)

One area of revenue accounting which causes an element of confusion and which is currently difficult to achieve accurate reports relates to the payment of service charges on property leased by the County Council. This is also an area of work within the Transforming the Council programme. [Action 6.1](#)

4.6 Working in Partnership and Joint Working

The County Council has strong existing links with partner organisations and as part of the Transforming the Council agenda, there will be a concerted effort to further drive forward initiatives that make the most of opportunities to work with public sector partners and deliver efficiencies through joint working, collaboration and co-location.

The following are the main areas of focus:

One Public Estate

This approach builds on work undertaken as part of the Government's Capital and Assets Pathfinder (CAP) programme, sponsored by the Department for Communities and Local Government (DCLG). The CAP Programme tested a customer-centric and place-based approach to asset management and capital investment, seeking to achieve substantial savings and efficiencies. Following initial business cases that demonstrated significant potential savings, the County Council's One Public Sector Estate (OPSE) programme was launched based around a series of Area Opportunity Workshops. Scoping and initial feasibility work has been undertaken for a cluster of potential projects including combined cultural/leisure/community hubs and partner office co-locations. The County Council's OPSE programme has established a wide network of contacts across public sector partners and an increased understanding of the OPSE approach amongst Members, within other Departments and across Property Services generally. Converting potential opportunities into live projects with partners remains a significant challenge. This is often due to short-term budgetary priorities, a perceived lack of capital funding with which to 'spend to save' and often a conflict between the longer-term OPSE approach and the immediate priorities and programmes of the partner organisations. The Heseltine 'No Stone Unturned' review identified additional opportunities for central government asset holders to work collaboratively with local authorities. In response, the Government Property Unit (GPU) in the Cabinet Office (CO) approached the LGA to run a joint programme "One Public Estate" (OPE), to aid local

and central government asset holders in 'unblocking' any barriers that may be preventing a more integrated approach. Hampshire County Council has been participating in the OPE Programme, focussing on realising potential projects and working with the most willing partners. This still requires a significant capital funding commitment if the projects are to succeed.

The OPE programme's aims include:

- Reduced overall asset liabilities through rationalisation of both freehold and leasehold properties
- Capital receipts from disposals
- Release of and use of public land for development, regeneration and growth
- Catalyst for private sector investment in the area
- Higher customer uptake of an increased offer of cultural, community, leisure and health services through co-location and improved facilities, with improved public health and wellbeing outcomes.
- Reduced staffing costs from co-location of services
- Reduced running costs per m2 through refurbishment.

Action 7.1

Joint Working

There is increased integration with a number of public sector partners, including joint working across professional services between the County Council, Hampshire Constabulary (who now have staff co-located within the County Council's HQ buildings) and Hampshire Fire and Rescue Services. The new joint working arrangement, known as H3, is a significant milestone for each organisation and the unique and innovative approach jointly taken will ensure that the three organisations are delivering their key business and support services in the most modern, efficient and effective way. Property Services and Procurement were the first services to begin integration, effective from April 2013, while other support services associated with the Integrated Business Centre (IBC) are expected to follow in Autumn 2014.

New partnership arrangements with the Isle of Wight Council are also now emerging.

Public Services Transformation Network

In July 2013 the Rt Hon Eric Pickles MP announced that Hampshire would be one of the first nine areas to be championed by the Public Services Transformation Network. Hampshire submitted a joint bid with Test Valley and Havant Borough Councils and will receive dedicated support to focus on the issues of local communities and deliver better services for less at a local level. The Network will spread the opportunities created by Community Budgets around the country, leading to more joint working and shared services.



South East 7 Property Asset Management Group

The group provides a collaborative focus for asset management related work across seven authorities, including Brighton and Hove City Council, East Sussex County Council, Hampshire County Council, Kent County Council, Medway Council, Surrey County Council and West Sussex County Council. The workstream is able to use its collective strength to both shape markets and drive benefit regionally. Hampshire County Council has taken a lead role in this workstream and is currently shaping strategic objectives for the South East through this group. Key areas of work include the collation of Capital Programmes across the region and interaction at a high level with central government departments, notably the Education Funding Agency (EFA). The group is also developing a combined Asset Investment Strategy for the region and contribution to the creation of a new framework for major construction projects – the Southern Construction Framework.

The Reading Hampshire Property Partnership

Reading Borough Council (RBC) and Hampshire County Council (HCC) have had a Shared Service Agreement for the delivery of professional property services since 2006. This is done under Section 113 of the Local Government Act. Progress has already been made in delivering RBC's £60 million Primary School programme and this has resulted in an evolution of the arrangement. Since May 2014, the two authorities have moved forward with a partnership called the 'Reading Hampshire Property Partnership' ("RHPP").

This new Partnership is a robust legal model based on a public-public arrangement between the authorities, which takes the best aspects of the successful Shared Services Arrangement, and adds a new dimension that allows increased flexibility and capacity in delivery, notably through the use of the County Council's private sector Strategic Partner. It is wholly owned by the public sector, retaining this ethos, and it is a collaborative arrangement built on the established relationship between the two authorities.

The new Partnership will maintain the collaborative ethos and culture of the work to date with the added ability to deal with both an increase in work and a change in the demand profile. The new Partnership will significantly improve control over private sector consultants while being flexible, where scope and quantum of the service can be tailored to suite RBC's needs.

4.7 Localism Approach

The Localism Act 2011 has introduced elements of statutory backing to long-standing discretionary powers already used by the County Council in relation to the transfer of property assets to the voluntary and community sectors. Given the Council's existing approach to involving the Third Sector in delivering services, it is not expected that there will be any long term adverse implications.

HCC already has an enviable reputation for supporting and interacting with community groups in exercising discretionary powers of Community Asset Transfer. Initiatives continue to be supported by elected Members such as the Rowner Regeneration project in Gosport

where property transfers as well as funding commitments have been approved to support the community elements of this significant Partnership scheme.

The Localism Act has reinforced the concepts of Power of Competence and what has become known as the Community Right to Bid. HCC is more involved in the former as opportunities for strategic acquisitions are pursued in support of Corporate and service-led Transformation Agendas. The recent purchase of Brooklands Farm near Fordingbridge is an example of support given to Strategic Land and County Farms policies. It is acknowledged that the provisions relating to Assets of Community Value will impact on the County Council, given the principles to be applied under the legislation and noting that the vast majority of properties owned by the County Council are community assets by definition. To date, no County Council-owned property has been registered by administering Borough or District Councils. As enacted, the provisions will require the County Council to manage the disposal of any Registered and surplus properties in accordance with the Act. These requirements are factored into all pre-planning and marketing programmes and are not expected to have a significant impact on the County Council's disposal and rationalisation objectives.

4.8 Public Health

From April 2013 upper tier and unitary local authorities have had a duty to take measures to improve and protect the health of their citizens while addressing health inequalities.

These duties will be discharged in a variety of ways including:

- taking a strategic and professional lead for the public's health across their local authority area;
- commissioning specific services to improve and protect the public's health;
- working with Clinical Commissioning Groups and NHS England to deliver a population healthcare service and to integrate services;
- working through the planning system, housing, environmental health and leisure policies, as well as adults, children and young people's services to promote improvement in health.

The County Council's approach will take account of these new local government public health responsibilities to seek to protect and improve health wherever possible. This will include considering factors such as the location, design and accessibility in relation to its property assets.

4.9 Energy Policies

As well as the Authority's own aspirations to address climate change issues Government policies such as the Climate Change Act 2008, the Energy Act 2011 and the Energy Bill 2012 drive Local Government aims and objectives in dealing with the three main risks associated with the rapidly changing energy landscape:

- **Security of supply**
- **Affordability**
- **Carbon emissions**

The County Council's response is set out in the Hampshire Energy Strategy and Section 6.12 of this Plan sets out the various initiatives, strategies and emerging actions which are being used on County Council property assets.

4.10 Equality Impact Assessment

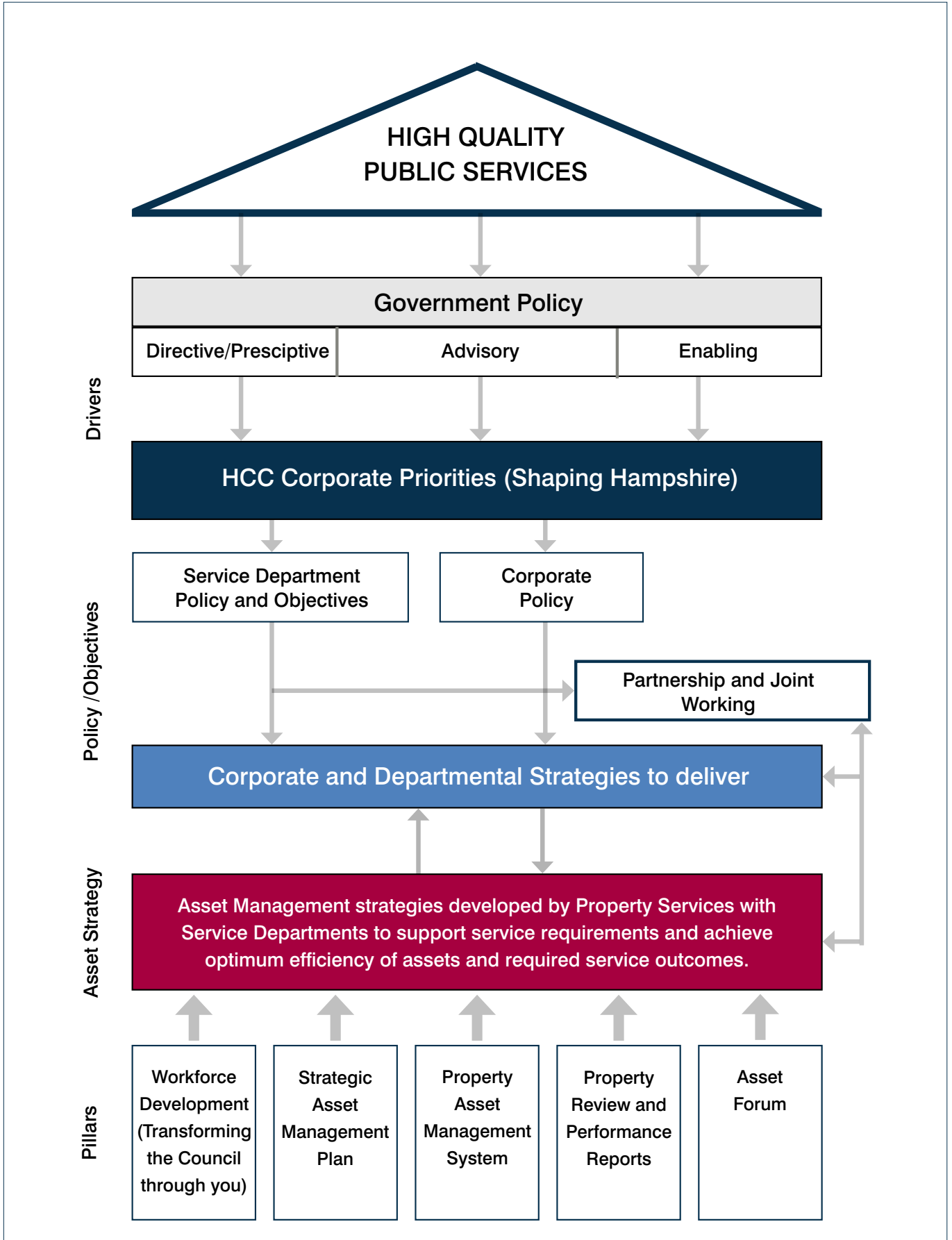
When considering its activities and actions, the County Council will have due regard to the requirements of the Equality Act 2010, including the Public Sector Equality Duty and the Council's own equality objectives.

All policies and strategies are subject to an Equality Impact Assessment.

The Equality Impact Assessment form provides clear guidance on what should be considered in following a standard process to assess equality impact, being focussed on people and services and how decisions potentially impact on them. Further information is available via:

Equality assessment:

<http://intranet.hants.gov.uk/equality/equality-assessments.htm>



Part Three:

Asset Strategies for Service Delivery in the Operational and Corporate Estates



5.0 Services Strategies

5.1 Children Services



Service Objectives

To ensure sufficient provision of high quality education in Hampshire, including Special Educational Need places.

Strategy for Delivery

School places are currently delivered through 3 Nursery, 426 Primary, 70 Secondary and 26 Special Schools. This is a total of 525 schools throughout Hampshire. The current plan is the “School Places: framework and analysis 2012 – 2016” and this strategy is reviewed and updated annually. It informs decisions related to the opening, closing, federating, expanding or contracting of schools. Predicting future school place demand is a complex task which is subject to variable factors. In order to meet that demand, numerous extensions are being built and it has been predicted that 19-21 new primary schools and 3 secondary schools will be needed

over the years to 2025. This is to serve demand being generated by new housing development and increases in the school age population.

New schools will be in various parts of the County from Aldershot and Whitehill/ Bordon in the north, Fareham and Waterlooville areas in the south east and Basingstoke, Hedge End and Winchester in central Hampshire.

New schools, extensions and significant capital improvements are largely part of the capital programme and delivered through CCBS - Property Services (Design and Implementation Team)(Section 6.1), though some schemes are funded through other means, such as Section 106 requirements under the Town and Country Planning Act 1990. [Action 8.1](#)

Services for Young Children

Key Drivers: Education Acts; Children Act 1989

Service Objectives

To ensure that Hampshire's young children have access to everything they need for the best start in life by, among other methods:

- Securing sufficient childcare provision through market management and Early Years Education (EYE) funding.
- Providing support to enhance the attainment of young children who may be at risk of poor outcomes.
- Ensuring the gap between poorest outcome and the mean/medium is reduced.

Strategy for Delivery

Early years providers currently utilise HCC property by various means including:

- Leases/licences of surplus space within school buildings or Children Centres on an exclusive or shared basis (with other organisations such as an after school/holiday club).
- Leases/licences of a stand alone building on a school site on an exclusive or shared basis.
- Ground lease of land within a school site where the building is owned by the Early Years Provider.

Children's Homes

Key Drivers: Education Acts

Service Objectives

To provide homes offering a suitable environment in appropriate locations across the County, for children for whom foster care or other provision is not suitable.

Strategy for Delivery

On-going rationalisation of existing homes with re-investment of any disposal proceeds and some acquisitions to provide accommodation to meet the current needs of the small group of children requiring this facility.

Children's Centres

Key Drivers: Children Act 1989

Service Objectives

To provide facilities for parents and carers with children under the age of 5, including information and advice on family support, early education and child and family health services, in order to improve the outcomes for young children and their families. Particular focus on the most disadvantaged, so children are equipped for life and ready for school, no matter what their background or family circumstances.

Strategy for Delivery

Service was outsourced to external providers with effect from 1 April 2012 initially for 3 years but extendable to 5 years (2017) though the same 81 properties continued to be used, and Children's Services are responsible for the funding. The strategy will be reviewed in 2015.

Youth Service

Key Drivers: Education Acts

Service Objectives

To support young people between the ages of 13 and 19.

Strategy for Delivery

Area based teams support Young People with all areas of education and growing up through school life to adolescent / school leavers and college years. Specialism advice and support cover education, finance, qualifications, drugs/sex and alcohol guidance, friendship, housing and health.



Schools by Category

<p>Community Schools</p> <p>Community schools are run by the Local Authority which employs school staff (though staff are funded by the school), owns the land and buildings, and sets the admissions criteria that decide which children are eligible for a place. The school is responsible for recurrent repairs and maintenance and statutory inspections. The Local Authority is responsible for all capital maintenance work.</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 3 • Infant (Reception – Year 2) 100 • Junior schools (Years 3-6) 89 • Primary schools (Reception - Year 6) 95 • Secondary school (11-18) 32 • Special school (students with special educational needs due to severe learning difficulties) 25 	344
<p>Foundation Schools</p> <p>Foundation Schools are run by a governing body, which employs the staff and sets the admissions criteria. Land and buildings are owned by either the governing body or a charitable foundation. The governing body is responsible for all capital or maintenance works.</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 0 • Infant (Reception – Year 2) 1 • Junior schools (Years 3-6) 3 • Primary schools (Reception – Year 6) 2 • Secondary schools (11-18) 8 	14
<p>Church of England - Voluntary Controlled Schools</p> <p>Voluntary Controlled Schools are generally religious or faith schools. They operate and are treated in the same way as community schools.</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 0 • Infant (Reception – Year 2) 11 • Junior schools (Years 3-6) 8 • Primary schools (Reception – Year 6) 54 • Secondary schools (11-18) 0 	73
<p>Roman Catholic Aided Schools</p> <p>Roman Catholic Aided Schools have a similar operating and responsibility structure to Voluntary Aided Schools (as below).</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 0 • Infant (Reception – Year 2) 0 • Junior schools (Years 3-6) 0 • Primary schools (Reception – Year 6) 12 • Secondary schools (11-18) 1 	13
<p>Church of England - Voluntary Aided Schools</p> <p>The majority of voluntary-aided schools are religious or faith schools. The governing body employs the staff and sets the admissions criteria. Buildings are owned by the Diocese/governing body but not always the land.</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 0 • Infant (Reception – Year 2) 3 • Junior schools (Years 3-6) 4 • Primary schools (Reception – Year 6) 33 • Secondary schools (11-18) 0 	40
<p>Academies</p> <p>Academies are publicly funded, independently managed schools, which operate outside of Local Authority control. They have more freedom than other state schools over their finances, the curriculum, and teachers' pay and conditions. Land and buildings are transferred on a 125-year lease from the Local Authority, which is not responsible for any capital or maintenance works, but some Academies have bought into the Schools SLA and Property Services provide their maintenance services (Section 6.2). However, if an Academy needs to expand because the Local Authority has asked it to take more pupils, capital works may be funded by the Local Authority.</p>	<p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> • Nursery school (under 5s) 0 • Infant (Reception – Year 2) 0 • Junior schools (Years 3-6) 1 • Primary schools (Reception – Year 6) 10 • Secondary schools (11-16) 29 • Special 1 	41

5.2 Adult Services



Key Drivers: Legislation reflected in Hampshire Adult Social Care 2012-2015 document

Service Objectives

Provision of care and support to adults who have eligible social care needs arising from illness and disability in old age, mental or physical disability, sensory impairment, learning disabilities, a caring role or problems arising from drug and alcohol misuse.

Strategy for Delivery

Older Persons

A continuous change of emphasis away from traditional residential care homes to a smaller estate of more specialist nursing homes and refurbished care homes, particularly for people with dementia. This refocused provision is complemented by Project Extra Care, the main transformation of Older Persons provision, which will see the development of at least 500 affordable extracare 1 and 2 bedroom flats enabled through and by a bespoke Partner Framework.

Physical Disability

Within this small group of properties, plans for Audleys Resource Centre in Basingstoke have been implemented and are also underway for the Hexagon Centre in Eastleigh.

Learning Disability

LD Transformation results in a significant disposal programme, spread over circa 4 years commencing with the vacation of day services sites at Eastleigh and Basingstoke. There is a requirement for the acquisition of new facilities.

The new day service will be based on clients purchasing training, services and other activities from a wide range of suppliers. This will be supported by new community link facilities which will need to be provided close to existing community facilities. In some locations small activity based workshop facilities are required. Specialist high needs day facilities are being retained in Locks Heath and Havant and a new facility is being sought in Totton.

Residential provision

This is continuing to evolve towards supported living with a range of housing providers.

New small respite care homes are to be provided (on existing County Council sites where possible). Also key to developing and delivering services is work with partners in the NHS, the voluntary sector, the independent sector, Hampshire Constabulary, Hampshire Fire and Rescue, district and borough councils and local unitary authorities. Adult Services are working with Health partners to implement the changes which will be brought in as part of the Health and Social Care Bill, including developing a Joint Health and Wellbeing Strategy, engaging with Clinical Commissioning Groups, and engaging with the transfer of public health responsibilities to the county council.

Meeting this agenda and responding to resourcing constraints has resulted in a radical and on-going review of services and support provided, moving from more traditional delivery of services to those more personalised, reflecting individual's needs and choice and being sufficiently resilient for the future. In turn, this results in a need to review property requirements to ensure the securing of premises best suited to deliver these modernised services, either through direct investment in facilities owned by the County Council or by working with partners and key stakeholders. There is a general expectation that any capital receipts from the sale of unsuitable surplus premises will be reinvested in new facilities.

Examples of on-going reviews and re-provision include:

- Further improvement of the physical environment in residential and nursing care homes for older people.
- Reconsideration of the suitability and condition of the stock of residential and nursing care homes for older people.
- The promotion through Project Extra Care and Assisted Living of opportunities throughout the county for new assisted living housing schemes for older people.
- Learning Disability Transformation project seeking to modernise services in a re-alignment from traditional large day centres to more personalised client focused facilities in the centre of the community. This programme also seeks to re-provide supported housing, respite and crisis care facilities into smaller scale settings.
- Extra Care for Younger Adults which will see the creation of an appropriate framework to deliver around 120 units.

The effectiveness of these realigned and modernised services will be assessed through experience and may result in an evolution of requirements.

5.3 Library Service



**Key Drivers: Shaping Hampshire Plan;
Executive Member Decisions 2013**

Service Objectives

- To increase use of library services by those who live, work, study or visit.
- To increase use of library services by priority groups and in priority areas.
- To broaden the appeal by providing physical and virtual services that respond to the needs of the local community through new customer led and personalised serviced offers.
- To increase access to books, information and learning for local people and communities to develop their skills, knowledge and confidence. There is a commitment to encourage more people to read for pleasure.
- To strive to be the best, at the forefront of innovation and providing leadership to the rest of the public library sector.
- To strengthen and develop effective partnership

working within Hampshire County Council and with strategic external partners in order to develop new services, share resources and increase the opportunities for participation.

- To involve local people in shaping and delivering library services to meet or exceed their expectations.
- To ensure long-term financial sustainability through the most efficient and effective use of human and financial resources.
- To market space in Hampshire's public libraries to community and commercial organisations in order to generate income, achieve cost savings, and enhance operational benefits and synergies.

Strategy for Delivery

The Library Service has started work on developing a transformation programme which will result in a new five year strategy from 2015. It faces the major challenge of continuing to provide a modern, relevant service at a time of financial cutbacks. The asset strategy will be shaped by the service requirements following review but each library has been assessed for cost and usage and the following strategy is currently adopted:

Core Libraries/Discovery Centres

It is expected that these will be retained, but running costs will be minimised by taking opportunities to share with other County services and partners thereby generating additional income and achieving cost savings.

Smaller Libraries

Running costs will be minimised using the the same mechanisms as for core libraries, but in addition, the following options will be considered:

- Service re-provision (mobile libraries etc).
- Re-location to share with others.
- Closure, subject to the necessary consultation.
- Transfer to another organisation.

In the case of community-run libraries, the implications for HCC's freehold property interests needs to be considered in more detail and this is an on-going action.

Action 9.1 and 9.2

5.4 Countryside Service



Key Drivers: Shaping Hampshire Plan; Transforming Hampshire's Country Parks

Service Objectives

- Promote and encourage access to the Countryside for the enjoyment and better health of everyone.
- Protect and conserve the heritage of landscape, wildlife and historic places.
- Improve and develop facilities and services in order to offer a better customer experience.

Strategy for Delivery

Investment in key sites will take place in order to maintain the current, high levels of customer satisfaction and to generate future revenue streams. Plans are being developed to provide the necessary maintenance and improvement of a number of key buildings.

A new major investment strategy "*Transforming Hampshire's Country Parks*" aims to secure improvement and the long-term financial viability of the Parks.

The strategy is partly dependent upon external and partnership funding and the capital receipts of targeted property disposal.

The Basingstoke Canal requires considerable, on-going investment and a thorough evaluation of title, assets and funding is currently underway to inform proposals for its long-term future. In terms of non-strategic sites, existing lease arrangements are being reviewed when due for renewal, or earlier where opportunities exist to terminate rental commitments.

In addition the transfer of management (and potentially ownership) to a suitable local group is pursued where possible eg Catherington Down, Horndean and West Down, Chilbolton. (Section 4.7)

5.5 Registration Service



**Key Drivers: Shaping Hampshire Plan;
Service Reviews 2009- 2012**

Service Objectives

Provision of facilities for birth and death registration, nationality checking and a range of ceremonies including marriage, civil partnership and citizenship. The service is also responsible for the licensing of ceremony venues across the registration district of Hampshire County Council. The service is split into two distinct strands that include statutory services offered free at the point of delivery, and 'choose to use' services that generate income.

Strategy for Delivery

Following a review in 2009 and a further review in 2012, the strategy over the last four years has been to review asset requirements, integrate with other public services, make savings by e-enabling services and develop new income generating services. Hampshire Registration Service has been pro-active during the last few years and has implemented significant changes across the portfolio. The service now operates from 15 offices across the County, some within libraries, other shared buildings and stand alone accommodation. Six of the offices currently have dedicated ceremony rooms, and a further three have facilities for the provision of ceremonies. Further significant changes planned for the service over the life of the Plan include the relocation of the Winchester Register Office and ceremony room to Castle Hill and beyond that the relocation of Aldershot Registration Office.

5.6 Arts & Museum Service



Key Drivers: Shaping Hampshire Plan

Service Objectives

- Management of 15 museums and historic sites together with 3 arts centres, some in partnership with district councils.
- Provision of services to another four venues, as well as supporting and advising many independent museums.
- Specialist staff and facilities provide care and storage for a wide range of collections representing Hampshire's archaeology, history, transport and technology, natural sciences and the arts.

Strategy for Delivery

Following a comprehensive service review in 2011 a Trust proposal and Business Plan were developed. The proposal and Plan led to the County Council jointly establishing a Charitable Trust Limited by Guarantee, with Winchester City Council, to run the Arts and Museum offer. The Trust should be able to develop funding not otherwise available and the terms of leases, collection and funding agreements are being established at the time of publication. The establishment of the Trust is supported by a Management Funding Agreement, which is subject to review over a period of years. This is essential to enable to Trust to become established, ensuring continuation of the Arts and Museum offer. The target date for the implementation of the Trust, with Winchester City Council, is October 2014.

5.7 Economy, Transport and Environment



Waste Recycling

**Key Drivers: Environmental Protection Act 1990;
Waste Prevention Plan for England 2013**

Service Objective

Overall, to reduce the volume of waste arising in Hampshire, maximise the value of waste and resources, and reduce the cost of waste services in Hampshire. For Household Waste Recycling Centres, to provide convenient, accessible and high value for money reuse, recycling and composting, recovery and waste disposal services throughout the County.

Current Strategy

An integrated approach to waste management has been developed with a service contract in place with Veolia Environmental Services and high quality infrastructure being provided including:

- 3 Energy Recovery Facilities
- 2 Material Recovery Facilities
- 2 Composting Facilities
- 10 Transfer Stations

This approach will continue through a waste prevention strategy designed to modernise services, maximise materials management and optimise value. The current provision of 24 Household Waste Recycling Centres (HWRCs) complement the Waste Collection Authorities kerbside collections. The HWRCs are managed and operated by a contractor, and it is anticipated that this

structure and “operator under contract” approach will continue. Demand for this service is increasing and all existing properties are seen as being retained unless suitable replacement sites can be provided. These opportunities tend to be identified by specific geographic site searches and as part of large scale developments, for example at Waterlooville, on a rolling basis.

Chippings Depots

Key Drivers: Highways Acts

Service Objective

Storage of road materials to enable the highway network summer maintenance programme to be implemented.

Current Strategy

There has been a move towards fewer, larger sites on main road networks to accommodate larger Heavy Goods Vehicles, which would probably result in certain smaller sites becoming surplus. An emerging initiative, however, to re-use road materials has resulted in the need to review all sites for their suitability, measured against the existing and emerging criteria. [Action 10.1](#).

Highways Depots

Key Drivers: Highways Acts

Service Objective

Secure storage of equipment, plant and materials for the maintenance of the County Council’s highway network. Several sites also provide office accommodation for co-located Economy, Transport and Environment and contractors staff.

Current Strategy

Highway maintenance is provided through a contract with Amey LG Ltd. Highways depots are strategically located to support this function and form part of the contract with the provider. On-going use of the depot network is unlikely to change until the expiry of the current maintenance contract in 2015. The expectation is that the contract will be re-newed for 2-3 years.

6.0 Corporate Strategies

6.1 Shaping and Delivering the Capital Programme – Design and Implementation



**Key Drivers: Capital Finance Strategy;
Shaping Hampshire Plan**

Introduction and Objectives

Hampshire County Council has a long history of providing high quality capital projects through the capital programme, supported by the ongoing capital receipts and reinvestment strategies. The architectural teams in Property Service have won numerous awards for high quality innovative design providing new schools, a records office, museums and many school extensions which has established Hampshire as a leading authority for its education estate. Capital projects are delivered through a procurement process (Section 6.9), and has been used throughout the South-East Southern Group.

The objective is to continue to provide new buildings which add to Hampshire County Council's freehold estate, providing good quality spaces which provide the quality of environment for children to learn and grow, staff to work in and which meet the requirements of the County Council's operational services.

Strategy for Delivery

Prior to any new schemes reaching the design stage a considerable amount of feasibility work is undertaken and in conjunction with the service department partners, the Capital Programme for a three-year period is shaped and taken to the Executive Member for Policy and Resources for approval.

Schemes from the Capital Programme in any given year undergo a full strategic assessment to ensure that the best use is being made of existing assets and sites. Once the correct solution has been identified and formulated the full design process takes place and incorporates architectural services, engineering, cost management and other specialist services and when schemes are fully designed and planning permission obtained the procurement process takes the scheme through to completion.

Maintaining a large team of skilled professionals able to provide a full design and procurement service is fundamental to the continuing delivery of high quality, cost effective capital projects and Hampshire's team is maintained by selling services to partner organisations such as the Surrey cluster, Reading and the Isle of Wight. In this way fees generated through Hampshire's projects and external clients fund the service outside of the County Council's cash limited budget.

6.2 Maintaining the Operational Estate



Key Drivers: Capital Strategy; Shaping Hampshire Plan

Introduction and Objectives

Government spending priorities continue to have a significant positive effect on school facilities and the maintenance of the Education Estate.

The national economic situation and legislative requirements continue to offer significant challenges in maintaining the County Council's assets, including those in the Corporate Estate. More than half of the Secondary aged pupils in public education in Hampshire are now educated at an Academy. The Council has reduced responsibilities for these former Local Authority schools but is adopting the position that it wishes to remain engaged and supportive of public Education across all sectors in Hampshire, including Academies. Property Services contracts to deliver service level agreements which remain in place with most of the Academies and work is progressing to finalise a Joint Working Agreement alternative which will help to ensure these assets are maintained going forward.

Overall, the objective remains to maintain the County Council's operational estate in a safe and useable condition, complying with all statutory requirements and seeking to achieve the best possible standards of maintenance and repair within available budgetary restraints.

Strategy for Delivery

Key across the Education and Corporate Estate is to maximise the impact of reactive and planned budget expenditure on repairs and maintenance. Targeting a best practice 30/70 proportional split of spend on reactive/ planned expenditure assists in maximising the impact of available budgets. This broad split of expenditure is currently achievable within the Education portfolio but is increasingly more challenging in the Corporate Estate. Expenditure against all available budgets is prioritised using the mature but continuously reviewed risk management strategies used across the estate and defined in the Corporate Risk Assessment (CRA). Statutory Compliance has to be the first call, but all budgets are split across CRA headings against known priorities.

Aligned with the CRA approach we adopt themes of investment to target key priorities.

These currently include:

- Timber Framed buildings
- SCOLA recladding
- Mechanical Services
- Electrical Services
- Replacing roof finishes
- Cyclical preventative maintenance programmes such as external repair and decorations.

All planned investment in the estate is tested against departmental strategies to ensure resources are targeted at buildings which are known to be core assets going forward. To drive overall efficiencies any opportunities are explored to aggregate investments aimed at increased or enhancing service requirements with repair and maintenance activities.

Property Services continue to advocate the case for repair and maintenance of the built estate at every opportunity to influence central government and other stakeholders directly, or in progressive bidding rounds for programmes such as the Priority Schools Building Programme 2 (PSBP2), Academy Capital Maintenance Grants (ACMG) and DfE studies on system buildings.

Property Services retain an extensive knowledge of the County Council's built estate via surveys and inspection programmes and close liaison and working arrangements with service departments, which informs all decision making and keeps condition and survey data current.

Education Estate

A significant feature of the Education Estate in Hampshire is the prevalence of system buildings (SCOLA). 40% of the floor area occupied by schools in Hampshire is in SCOLA construction of one form or another. The SCOLA buildings were constructed in a short period between 1962 and 1975 reflecting the rapid growth in population in Hampshire at the time. An Audit Commission Review in 1988 concluded that as a result of the rapid growth in the 1960s and 70s there would be a national "maintenance time bomb", predicted to peak in 2010. This prediction was well founded and the impact on places such as Hampshire is particularly acute.

In June 2000 when school condition data was first required by central government the assessed liability in Hampshire schools stood at £318m (adjusted for inflation to June 2014). At that time the re-cladding of SCOLA Mark II and Mark III buildings was not included in the assessments. These buildings are now forty to fifty years old and current estimates of their re-cladding liability increase the total liability assessed in June 2000 to £518m (adjusted for inflation to June 2014). In comparison the current school backlog condition liabilities for 2014/2019 are estimated

to be £350m, which represents a £168m improvement in the background liability position over that reported in June 2000. Key achievements over that period include the re-cladding of 86 SCOLA Mark 1/1a buildings and over 17 SCOLA Mark II blocks.

The estimated capital liability of £200m for the on-going SCOLA re-cladding programme is not going to be met adequately by the current capital maintenance grants from central government. Re-cladding not only addresses the maintenance issues in a cost effective manner but dramatically improves the thermal environment and overall performance of the buildings. Added to these advantages are much lower cyclical maintenance requirements which have already paid dividends from previous re-cladding programmes in SCOLA Mark 1.

The County Council continues to advocate the case for more capital investment nationally to address the backlog liabilities in system built buildings. [Action 3.2](#)

On-going cyclical maintenance regimes such as external decoration and repairs, well structured term maintenance arrangements which ensure statutory compliance and significant themed programmes of elemental replacement (for example flat roof coverings, boilers, fire alarm systems) are some of the now well established practices which have seen a significant improvement in the built environment in Hampshire Schools. These approaches are all part of a risk management strategy which ensures safety in the built estate; while allowing a focus on replacement of the highest risk life expired building elements and removal of key backlog liabilities. The composition of this backlog is represented in the diagram on page 41.



Timber Framed Buildings

There are 23 timber framed buildings in the Education Estate which are of a lightweight structural timber construction dating from 1955 to 1966. Previous reports have established there are no immediate structural concerns with these buildings; however, it is important that the elevations are maintained to an appropriate standard thereby ensuring the structural frame remains sound. A pilot study has been completed at Winnall Primary School and this approach is now being reviewed in order to establish a strategy for the on-going maintenance of these structures. **Action 3.3**

Temporary Buildings

In April 2014, there were 115 County Council owned temporary buildings and 18 hired units on school sites, the lowest level on record in the County. A growth in pupil numbers, which is currently evident at primary school age has resulted in additional requirements for temporary buildings. Whilst removal or replacement of temporary buildings on school sites has been a theme for many years and will remain so, it is anticipated there will now be a growth in numbers in the short to medium term. The overall long-term strategy is to reduce temporary buildings by replacement with good quality permanent accommodation where required and funding will allow.



Schools Service Level Agreement and Academies

The collective purchasing of property maintenance services enabled by the Property Services SLA has paid dividends to the schools community in Hampshire over many years. The current five year agreement is currently purchased by 97% of schools across all sectors in the County. Through the vehicle of the SLA the majority of

Academies have continued to pool their funding with schools in the Local Authority and Aided sectors which maximises the purchasing strength within the education sector in Hampshire.

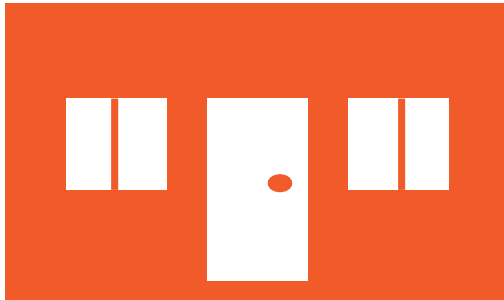
Corporate Estate (Non-Education Properties)

The operational buildings in the Corporate Estate are a more varied and eclectic mix. Major changes in strategy from Departments and initiatives such as Workstyle have reduced building condition liabilities, but an on-going liability of around £90 m still exists. Historic limited capital investment in the Corporate Estate has been further affected by the current downward pressure on revenue funding. Consequently a greater reliance on risk management strategies is becoming more prevalent. Whilst the County Council has temporarily enhanced the traditional Corporate Estate capital investment programmes over the last couple of years, substantial backlog liabilities remain. A structured programme of condition and other surveys has been completed across the Estate together with an on-going structural inspections programme. The information gathered will better inform current corporate initiatives and the development of regular cyclical maintenance such as external decorations and repairs and replacement roof finishes.

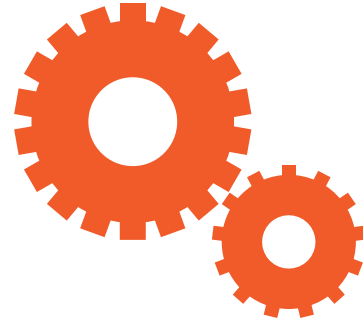
Joint working initiatives with the Police and Hampshire Fire & Rescue and the development of the Integrated Business Centre (IBC) also mean that demands upon this service are moving and changing rapidly. Whilst the objective is to remain proactive, many of the demands upon this service can only be met reactively, heightened by the need to enhance the funding and programming in this area. This is an increasingly significant and substantial challenge.

The on-going development of a more corporate approach to asset management will help to address the question of a more structured capital investment approach for the Corporate Estate. This has already taken place to some extent with Workstyle and Departmental strategy reviews but it is anticipated that further work and funding will be required to continue to make a positive impact going forward.

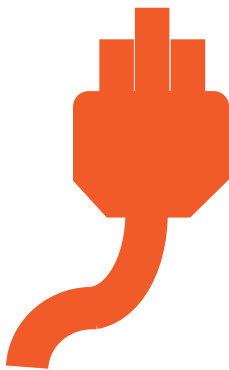
Hampshire Schools Backlog Maintenance



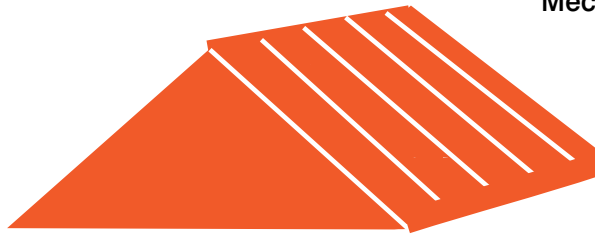
External Walls, Windows and Doors - 42%



Mechanical Services - 12%



Electrical Services - 7%



Roofs - 11%



Sanitary Services - 6%



Fixed Furniture and Fittings - 5%



External Areas - 6%



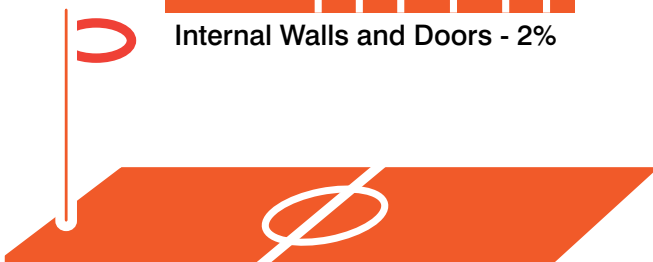
Redecorations - 5%



Internal Walls and Doors - 2%



Floors and Stairs - 2%



Playing Fields - 1%



Ceilings - 1%

6.3 Strategy for Corporate Offices



**Key Drivers: Capital Strategy;
Transforming the Council;
Workstyle Programme**

Introduction and Objectives

The County Council's Workstyle programme has transformed the way office space is used in the County's corporate office estate and consequently this has had a major impact on the assets. The last main parts of the County to undergo the Workstyle approach are Fareham and Gosport boroughs. The programme has not been rolled out in these areas previously, because a number of large, key leases end in 2015-16 and these are fundamental to the strategic approach in the forthcoming Workstyle programme there. The Workstyle approach is now being considered for certain operational service areas, other than offices, to see where there may be synergies and opportunities to link certain service uses. For example, Family Centres have been incorporated into conventional office accommodation at Basingstoke, Havant, Eastleigh, Totton and Aldershot. The objective is to make the office estate as efficient as possible whilst providing good quality office accommodation and FM services for the County's workforce.

Strategy for Delivery

The basic strategy for delivering the objective revolves around a number of key themes:

- Terminating costly leasehold interests at the earliest opportunities. [Action 1.4](#)
- Creating better workspace ratios, aiming for a 3:2 person to workstation ratio in the area hubs and 4:3 in Winchester.
- The creation of centralised hubs, such as the Vertex building, Basingstoke and other satellite accommodation being kept to a minimum for operational need, thus freeing up disparate, existing assets and achieving savings.
- Taking all opportunities to dispose of surplus assets to create capital receipts. These are then re-invested to acquire suitable new assets or improve existing ones.
- Identifying where other users, either within HCC or partner organisations, can share accommodation, thus reducing running costs for existing users. This may be a simple co-existence or more profitably by a more joined-up service provision.

Following the work which is happening in Fareham/ Gosport, it is not expected that there will be a significant change in size of the operational office estate, but on-going work to identify synergies and more efficient co-location models will continue. [Actions 1.4 and 11.1](#)

6.4 Strategy for the County Farms Estate



Key Drivers: Shaping Hampshire; County Farms Policies [Review 2009]

Introduction and Objectives

Hampshire County Council is one of 30 English counties that maintain a farms estate and has the fourteenth largest in terms of area. The estate comprises 1,971 hectares (4,870 acres) across 28 separate locations through the county, producing an income of £575,000 per annum. The estate is predominantly dairy/livestock, together with a mixture of arable and large-scale horticultural units. There are 65 separate holdings, of which 39 are fully equipped, that is to say, with a house and/or farm buildings together with land; the remainder comprise bare land lettings. The estate includes some 352 buildings and other structures.

This strategy covers the County Council's Farms Estate, providing details of its composition, the County Farms Policy, and how the Estate fits with other policies, most particularly the Strategic Land Strategy.

During 2009, a wide ranging review of the County Farms Estate resulted in the Executive Member for Policy and Resources agreeing a new policy, in the form of a set of principles and actions for the estate (April 2010).

The key principles in the policy relevant to the period of this Plan are to:

- Provide a tenancy approach that focuses on young farmers and provides development and progression opportunities.
- Take the opportunity to acquire additional land in order to sustain the existing Estate and/or enable other recommendations to be implemented.
- Explore development opportunities where town planning policies make this possible, but land lost to development will be replaced and sale proceeds will be used to support this policy.
- Not generally support piecemeal sales of small areas of land because of the cumulative impact on the Estate.

- Consider releasing land in appropriate locations for community use (such as allotments or rural affordable housing) where such use will promote local sustainability and community cohesion, and where the land can be released without detriment to the holding.
- Generally support County Farm Tenants in diversification projects aligned to rural businesses.

The policy forms a guide for the management of the estate over a period of fifteen years, with five-yearly mini reviews, the first of which is scheduled for 2015.

Strategy for Delivery

Operation of the above policy has highlighted areas to be re-focussed to deliver the policy aims and aspirations, together with areas that are progressing effectively.

Key features are:

- The phased establishment of starter and progression units to assist the introduction and development of new farmers continues. Those tenancies currently in their later stages are, however, having to adapt to market pressures that affect their ability to source new farms, which would enable them to transition from the Estate, whilst sustaining their businesses. This requires an adaptive approach to the management of this policy.
- A continuation of the exploration and development of social farming opportunities, particularly in association with Adult Services, providing access for their clients on farms.
- In support of the Strategic Land Strategy, parts of the existing County Farms Estate represent an opportunity to generate capital receipts or infrastructure benefits, either in response to valuable development allocations, or in support of local community led initiatives (eg allotments, rural housing). However, to avoid an erosion of the integrity

of the estate, a re-balancing through reinvestment from capital receipts, to acquire replacement farmland and equipped units, has been agreed. As a consequence Brooklands Farm near Fordingbridge has been acquired as a replacement for a farm unit in Basingstoke, which is being brought forward for housing through the Strategic Land Strategy. Further acquisitions will be associated with replacements for Botley and Hedge End, and as such the County Farms Estate supports policy delivery whilst maintaining the integrity and benefits of its own service and policy.

- Opportunities associated with sustainable local food production and promotion of local products, has procurement implications, and adaptation of the approach is being examined.
- Better collaboration, particularly with Countryside Service and the Corporate Estate, has developed strongly and been reflected in the provision of mitigation land, such as at Manor Farm, which has beneficial drivers for funding as well as policy and service delivery, as well as creating opportunities for mitigation resulting from coastal squeeze.
- Green policy, including carbon reduction and sustainability, is an area where the County Farms estate continues to support the delivery of corporate policy; particularly around suitable PV provision on farm buildings. Additionally compliance with Nitrate Vulnerable Zone criteria remains a significant programme.



6.5 Strategy for Housing Enablement and Management



Key Drivers: Capital Strategy; Shaping Hampshire Plan; EM P&R Decisions

The County Council currently owns 106 residential properties (May 2014). Overall policies relating to the housing portfolio are aimed at steadily reducing total numbers of dwellings over a period of time through conversion for functional use, demolition and redevelopment, or disposal either on the open market or to the secure tenant. This approach continues to be successful, with the number of dwellings having fallen from 139 in April 2011.

The County Council also owns four permanent Gypsy sites, providing a total of 78 pitches.

The residential portfolio remaining in County Council ownership or control can be regarded as falling into six categories, depending upon the purpose for which the asset is now held.

Introduction and Objectives

This strategy:

- Sets out the background to the County Council's housing portfolio and current policy objectives.
- Identifies proposals for future management and disposal in relation to each category of dwelling.
- Sets out the objectives and recent achievements of The Affordable Housing Partnership (formerly Project 500), an initiative to provide more affordable houses in the County.

Strategy for Delivery

The numbers of dwellings quoted below were correct at May 2014.

Category 1 - Surplus dwellings occupied by secure tenants (20 dwellings)

Although surplus to requirements, they cannot be sold except to the existing tenant, or to a Registered Social Landlord (RSL) who would be able to maintain the tenant's existing rights to occupy and purchase. RSLs generally derive no benefit from pursuing such a purchase. The dwellings provide the County Council with a steady stream of windfall receipts, with ten having been sold since April 2011. It is intended to continue to hold these properties until sold under the Right to Buy process or on the open market if the property becomes vacant.

Category 2 - Dwellings let as part of a County Farm (39 dwellings)

These dwellings were generally acquired as part of the original farm purchase, with a number having since been specifically built by the County Council in order to provide accommodation for the farming tenant and his family. The dwellings are let as part of the farm business tenancy or similar agreement in relation to the wider unit and none are currently vacant. The future of these dwellings will be considered as part of the wider agricultural unit, and this has been identified within the County Farms Review.

Category 3 - Dwellings held for occupation by service tenants (33 dwellings)

These dwellings are located within existing functional establishments and each occupier is a member of staff who is required to reside in the property for the better performance of his or her duties at the 'host' establishment. The continuing need for the accommodation is being reviewed, which may result in a number either being declared surplus and sold, or put to other operational use. The corresponding figure for properties in this category in April 2011 was 52.

Category 4 - Dwellings held for future projects (10 dwellings)

Of these, four are held in connection with the bus rapid transit project in Gosport/Fareham and one for a highway scheme at Whiteley. Two further properties are held for School projects and a further three for Culture and Recreation projects, two of which are flats within operational establishments. These properties all need to be retained until issues related to each capital scheme are resolved and, in the meantime, every effort is to be made to keep the premises let.

Category 5 - Dwellings held pending disposal (4 dwellings)

These dwellings are surplus to requirements and are earmarked for disposal. Two have been marketed; the remaining two are located to the front of a potential development site and the development opportunity needs to be fully examined before the dwellings are sold.

Category 6 - Permanent Gypsy Sites (4 sites)

The sites have a total of 78 pitches with supporting infrastructure. A review of the Service concluded that the sites were required but that, in accordance with the Housing Act 2004, they should be transferred to a more appropriate holding and management body. Following a marketing exercise, a preferred operator has been selected and completion of the transfers is expected in late 2014.

The Hampshire Affordable Housing Partnership (formerly Project 500)

The Hampshire Affordable Housing Partnership [HAHP] (formerly Project 500) is an initiative of the Hampshire Partnership (former Senate) which seeks to provide additional affordable units on County Council owned land that would not otherwise provide affordable housing as part of their development.

Following an extensive sieve exercise of Council owned sites, a number of opportunities were identified as having some development potential – however most of these were in a rural location and could only come forward as a Rural Exception site.

Whilst the County Council has worked closely with the Hampshire Alliance for Rural Affordable Housing (HARAH), many of the identified sites have not been selected as a preferred site by the local community resulting in a low “conversion rate”.

With an average 5 year timescale for rural exception sites to be delivered, progress has therefore been relatively modest with around 65 units delivered to date and potential for a further 30-40 units over the next 3-5 years.

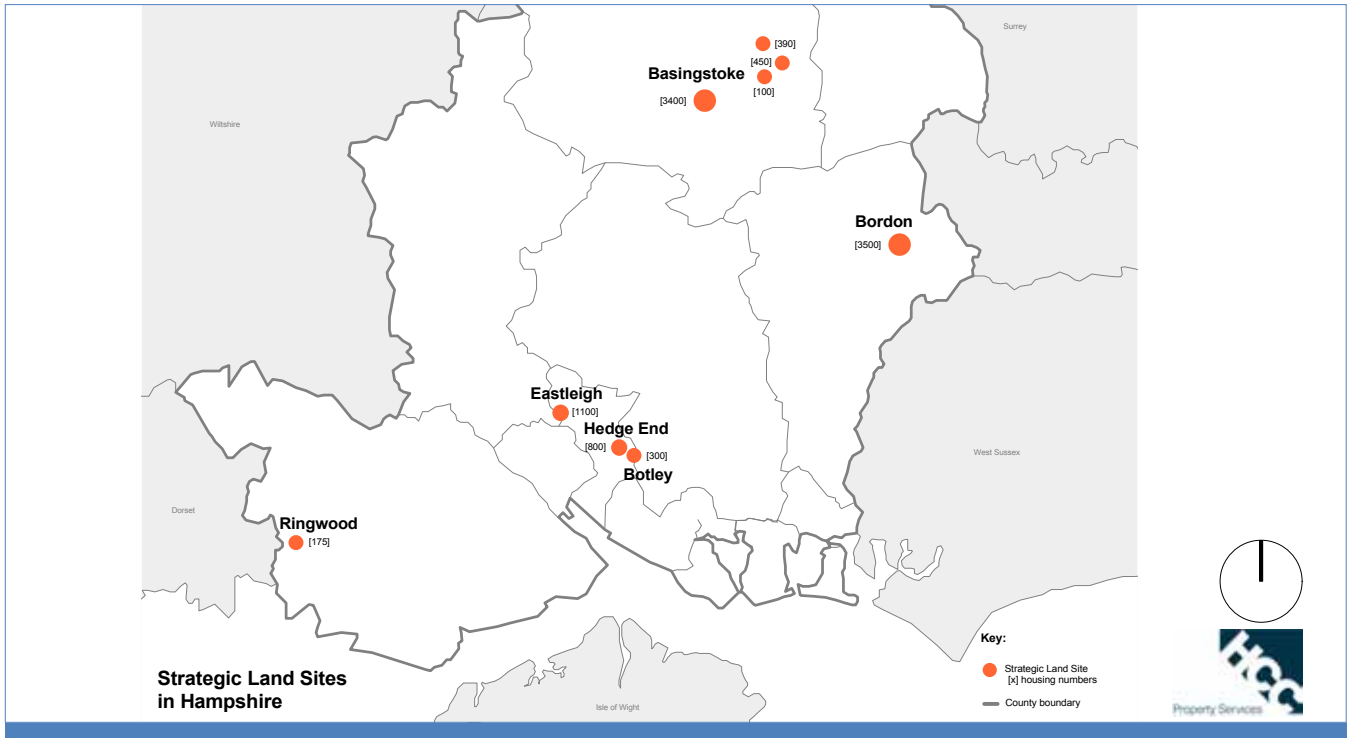
A recent decision has been taken to assess whether more significant delivery might be achieved by considering the County Council's landownerships in conjunction with that of other Public Sector partners, for example District Councils and the Police Authority.

The context of HAHP has therefore been widened to include potential development sites from other partners and to work more closely with the Strategic Housing Officers Group (SHOG) where the County Council, all District Councils, the Homes and Communities Agency (HCA) and other public sector partners are represented.

It is hoped that larger, possibly urban sites might be identified through this process to increase the numbers of units delivered under the programme.



6.6 Strategic Land Assets



Key Drivers: Capital Finance Policy; Strategic Land Programme

A strategic land asset is a non-operational asset which has characteristics of considerable scale, value, impact and/or complexity.

Given the above characteristics, strategic land assets may typically come from part of the County Farms Estate, or when a major service asset is released; for example, part or whole of a secondary school site.

It is also possible to view a programme of linked disposals arising out of a comprehensive Service Review as strategic where cumulatively the value of the combined programme, development outcomes and/or a range of impacts on several communities is evident. An example of this might include the Hampshire Workstyle programme or other Client Department transformations.

An asset may be viewed as strategic because of its:

Size:

Sites that could be sold for building over 100 dwellings, involve an element of mixed use and/or are likely to be sold in more than one phase.

Value:

Sites which may have potential to generate capital receipts with a value in excess of £3-5million.

Impact:

Where the development of a given asset is likely to result in a step change for a local community in terms of level of development and associated community facilities.

Introduction and Objectives

The strategy describes the nature of the County Council's strategic landholdings and sets out policies which guide their future promotion for development and where appropriate, eventual disposal to generate receipts to support the Authority's receipt programme. The strategy also recognises that there may be merit in developing a stronger policy of land acquisition if the County Council is to continue to benefit from a healthy level of capital receipts in the long term.

Strategy for Delivery

Given the character of strategic land assets, decisions to declare them surplus to requirements and to progress a disposal generally need to be handled carefully in a planned and co-ordinated manner. Often such sites can arise out of sensitive changes to service delivery (for example a school closure) or related to the proposed development of farmland at the edge of an existing settlement.

In the absence of windfall development opportunities due to changes in the planning system, land with development potential is likely to need to be identified through emerging Local Plan documents. Where a site arises from a service rationalisation, the County Council needs to be clear about how its release enables the re-provision and enhancement of services, or perhaps the wider benefits associated with the provision of new community infrastructure facilities.

Reflecting the need to demonstrate a "Duty to Co-operate" (under S.33A of the Planning and Compulsory Purchase Act 2004) on "strategic matters", the County Council approved a Strategic Land Strategy in October 2012 which sought to confirm the availability of a number of its strategic landholdings as part of emerging Local Plan consultations in and around Basingstoke, Eastleigh and Whitehill/Borden.

An updated decision on the strategic land programme was taken in September 2013 and this reaffirmed the Council's position on all sites except one in Hedge End which is now to be made available for development.

The Authority will continue to make to make robust but responsive representations (by taking a lead from the relevant Planning Authority rather than a more active approach) in relation to the emerging Local Plan documents and/or attend the relevant Examination in Public (EiP) as necessary.

The Local Plan process is progressing over the 2013-2015 period, with major allocations being confirmed following Examination in Public (EiP).

Sites that are supported are likely to contribute to the Capital Receipts programme from 2016 at the earliest, although different sites will be identified for delivery over a 15 year period up to 2030 reflecting their respective contribution in the delivery of housing locally and in particular their scale which in turn impacts on their phasing and build out rates.

The County Council is also keen to ensure that it controls and manages the release of its major sites to support a managed flow of receipts over a 10-15 year period. As part of this, the implementation options for the various Strategic Land sites are being explored. This could involve partnerships with other parties and bodies.

The Role of the Public Developer

The County Council may take the role of public developer on some of its strategic land assets on its own account or perhaps as part of Joint Venture arrangement. This can involve securing capital funding to implement a programme of primary infrastructure in advance of the development of the site by the private sector. Such infrastructure might include highways, utilities or other key services, or even advance community facilities such as a school or structural planting or strategic areas of open space. Such an approach allows a more co-ordinated and managed delivery of the site by presenting serviced development parcels to the market which are more attractive than those where strategic servicing needs to be undertaken. This supports a disposal strategy where a phased co-ordinated development and associated programme of receipts can be achieved.

6.7 Acquisitions, Income & Investment Strategy



Key Drivers: Capital and Revenue Finance Policy; Transformation to 2015 Programme

Introduction and Objectives

Land and property acquisitions in recent years have tended to fall into one of two categories: a purchase for a specific operational purpose or an 'advantageous purchase' to meet one of the objectives set out in the current Acquisition Strategy, such as enhancing an existing asset or protecting a property from inappropriate use. In part, this reflects the previously limited legal powers which existed in relation to the purpose for an acquisition, and which had to be for a specific functional purpose or for the economic, social or environmental wellbeing of the area (Local Government Act 2000).

Examples of recent acquisitions include:

- Vertex offices delivering a rationalisation of occupation in north Hampshire enabling the disposal of revenue hungry assets and delivering ongoing revenue cost reductions.
- Priors Farm in support of the County Farms and Strategic land policies.
- Rockford Farm ensuring protection of sensitive rural land and property in a partnership to support

Common land and rights.

- Totton Hub, the acquisition of a leasehold property on beneficial terms to facilitate the rationalisation of premises delivering revenue savings.
- Brooklands Farm to replace Cufaude Farm, which forms part of the strategic land programme in Basingstoke.

Notwithstanding the current approach, it is recognised that the County Council has derived considerable financial benefit from major purchases which date back a number of decades, largely through substantial capital receipts.

With the introduction of wider powers to acquire and hold property through the General Power of Competence under the Localism Act 2011 it is now opportune to consider whether or not it may be appropriate for the Authority to introduce a programme of strategic purchases. A revised Acquisitions strategy was considered by the Buildings Land and Procurement Panel in December 2012 and the new strategy is being refined as part of the Transforming the Council Workstreams.

Whilst the General Power of Competence allows the Council to "do anything an individual may do", a clear set

of objectives needs to be in place potentially covering:

- strategic purchases aimed at providing major capital receipts through development well into the future;
- economic development, regeneration opportunities and mitigation land;
- the provision of new County Council facilities, for existing services but also for potential future initiatives, which could produce an income stream, initially.

Funding of any proposals is likely to provide a challenge, but associated workstreams continue to ensure efficient generation of both revenue income and capital, through effective management of the existing estate to ensure best use and the release of surplus or costly assets.

These workstreams associate with the Strategic Land policy, Transformation to 2015, and iterative service focussed reviews of both operational and corporate portfolios. Through investment aimed at improving the quality and performance of the portfolio, the objective of this strategy is to enhance service delivery, support corporate objectives, reduce revenue costs and maximise income whilst continuing to develop the portfolio to be fit to deliver these policies as they continue to evolve over the short, medium and longer terms.

Strategy for Delivery

This is still an evolving strategy, but it is relevant to consider the factors that are important in formulating and finalising the strategy.

Market Conditions

Whilst some sectors of the market are still experiencing difficulties, others like the residential and industrial sectors are much more buoyant as the nation moves out of recession. As the market improves it becomes increasingly difficult to acquire certain types of asset, particularly where they are in relatively scarce supply. This clearly has an impact on price and the ability to act quickly when suitable assets are available becomes increasingly important.

Investment Properties

Investment opportunities can be categorised as:

1. Direct investment in commercial property, already

fully let and income producing.

2. Direct investment in vacant or part vacant property that has potential to produce a good return on investment but requires active management and development.
3. Development of land, either already owned or purchased then, through planning and development/ construction of a commercial asset which will then be let on the open market and retained.
4. Indirect investment in the property market through a managed fund.

Many good quality investments do not get to the general market as agents specialising in this field already know where to 'place' those investments, because known purchasers are always in the market for those properties and will pay 'market' prices for them, whilst not needing to compete with the market generally. It is necessary to develop agency arrangements with commercial agents in order to get opportunities for purchase and equally important to be able to react quickly when suitable opportunities arise.

Approvals Process

The purchase of any substantial property asset requires the approval of the Executive Member for Policy and Resources with larger purchases over £1m needing to be considered by the Buildings, Land and Procurement Panel first. The run-in times for reports is considerable and could mean that certain opportunities might be lost as vendors may not be prepared to wait, particularly in a competitive market. The strategy will need to consider how certain types of property may be purchased using a greater level of delegated authority, provided such property met agreed performance criteria. This is of particular importance with property purchased at auction, where a binding agreement is created at the fall of the hammer.

Performance criteria

The acquisition of assets for operational or investment purposes will need to meet certain performance criteria, which will need to be formalised as part of this strategy. The work to formulate/finalise these strategies is on-going, but see also [Actions 1.4 and 1.5](#).

6.8 Asset Disposals Strategy



**Key Drivers: Capital finance policy;
Strategic Land Programme**

Introduction and Objectives

The disposal of surplus property assets provides the County Council with a significant source of income to support capital and reinvestment programmes. Surplus operational assets can range from individual dwelling houses to much larger and more valuable properties such as schools. The County Council also has an active Strategic Land Programme (Section 6.6) which will contribute further capital receipt income.

The County Council's Disposals Strategy is delivered through a rolling 3-4 year capital receipts programme, within the context of a longer term assessment of potential asset disposals.

The Property Services in-house team ensures a consistent, legally compliant approach to all disposals with the aim of maximising the value of surplus land and building assets. Additional capacity and capability can also be procured to support peaks in activity or where specialist advice is needed.

To achieve this aim, activities typically comprise:

- Support of service asset rationalisation strategy and/or service reviews;
- Identification of surplus properties;
- Formulation of disposal strategies;
- Advice on EU Procurement Regulations;
- Valuation advice;
- Dilapidation advice;
- Development of marketing strategies and marketing material;
- Marketing of properties;
- Assessment of marketing outcome and provision of advice and recommendations;
- Negotiation of favourable terms and contracts;
- Liaison with solicitors and lawyers.

Strategy for Delivery

The Legislative Framework - The Power to Dispose

The County Council's main powers to dispose of land or property are contained within Section 123 Local Government Act 1972 and Section 233 Town & Country Planning Act 1990 (the latter is used for land held for 'planning purposes'). The term 'disposal' refers to both freehold and leasehold sales, and except in respect of short tenancies, all disposals must be for the best consideration that can reasonably be obtained.

General Disposal Consent 2003

If the Council wishes to sell at less than best consideration, it must first obtain the consent of the Secretary of State, however the General Disposal Consent 2003 allows disposals at less than best consideration in specified circumstances. These are:

- The Council considers that the purpose for which the disposal is being made is likely to contribute to the promotion or improvement of either economic, social or environmental wellbeing;
- The difference between the unrestricted value of the property and the consideration being achieved does not exceed £2million.

Maximising value

Maximising sale receipts and minimising costs is generally a key part of the disposal methodology. If properties become surplus, are under-used, or are particularly expensive to maintain, then the possibility of disposing of them is considered, even where there is still a need to provide services. It may be possible to deliver these from alternative premises that are more suitable, less expensive and perhaps shared to reduce future running costs. Prior to any disposal the County Council will usually take steps to improve the value of its surplus property, most notably by investigating the planning potential, and sometimes by securing a planning consent. However, obtaining a planning consent involves significant time and cost, especially if specialist consultancy advice is needed in areas such as archaeology, ecology, acoustics, ground conditions etc.

Whilst achieving town planning certainty prior to marketing usually improves the value of the property and provides a degree of certainty in delivery, this needs to be weighed against the costs and resources incurred in achieving planning consent, and the potential costs of holding and maintaining the property in the meantime. It is important to maintain flexibility in terms of selecting the most appropriate disposal option to suit the circumstances of each case.

Capital Receipt Programme to 2018

Property services will continue to support service departments and corporate initiatives through service transformations and property rationalisations. The current properties in the capital receipts programme to the end of this Strategic Asset Management Plan period indicate a lower level of programmable receipts than in previous years. However, it is likely that further, currently unidentified disposal opportunities will arise from a more pro-active approach as a result of programmes such as the Transforming the Council programme and other initiatives. Beyond the Plan period, the County Council's Strategic land programme (Section 6.6) will provide a focus for major capital receipt delivery. A significant part of the disposals programme has been the re-investment of Capital Receipts to deliver specific projects. Most notable among these are a number of projects to provide an all through primary School from existing infant and junior schools, such as Barncroft Primary School. Similarly, the re-investment of 100% of the capital receipts from surplus accommodation has funded a major programme for Adult Services in upgrading and improving the assets which help support clients with learning disabilities.



6.9 Procurement Strategy



Introduction and Objectives

This procurement strategy provides an overview of the County Council's approach to procurement in property and construction, and sets out the overall aims.

The main objective is to ensure a consistent approach to procurement which meets the County Council's approved rules and procedures.

Strategy for Delivery

The County Council has adopted a corporate procurement strategy, which was published in January 2010. This strategy sets the framework in which the County Council works to ensure that procurement delivers value for money across all services and directly contributes to the achievement of the Corporate Priorities and the aims of the Hampshire Sustainable Community Strategy.

The County Council's ambition for procurement is to be recognised as a leading exponent of innovative, sustainable and modern procurement practice, whilst striving for continuous improvement in its performance.

The strategy will be reviewed in 2014, the most recent version can be viewed via the following link:

<http://www3.hants.gov.uk/procurement/cpcs-strategy.htm>

Procurement Model for Construction

The corporate ambition has been translated into a model which sets out a strategic approach to the procurement of all property related construction work. The flexible model is based on a split of 70% best value procurement and 30% lowest price competitive tendering, which allows for streamlined processes.

The procurement routes fall into three broad categories:

- Competitive tender
- Framework agreements
- Term contract arrangements

A best practice guide has been developed to ensure the consistent application of the approved approach throughout the whole procurement process.

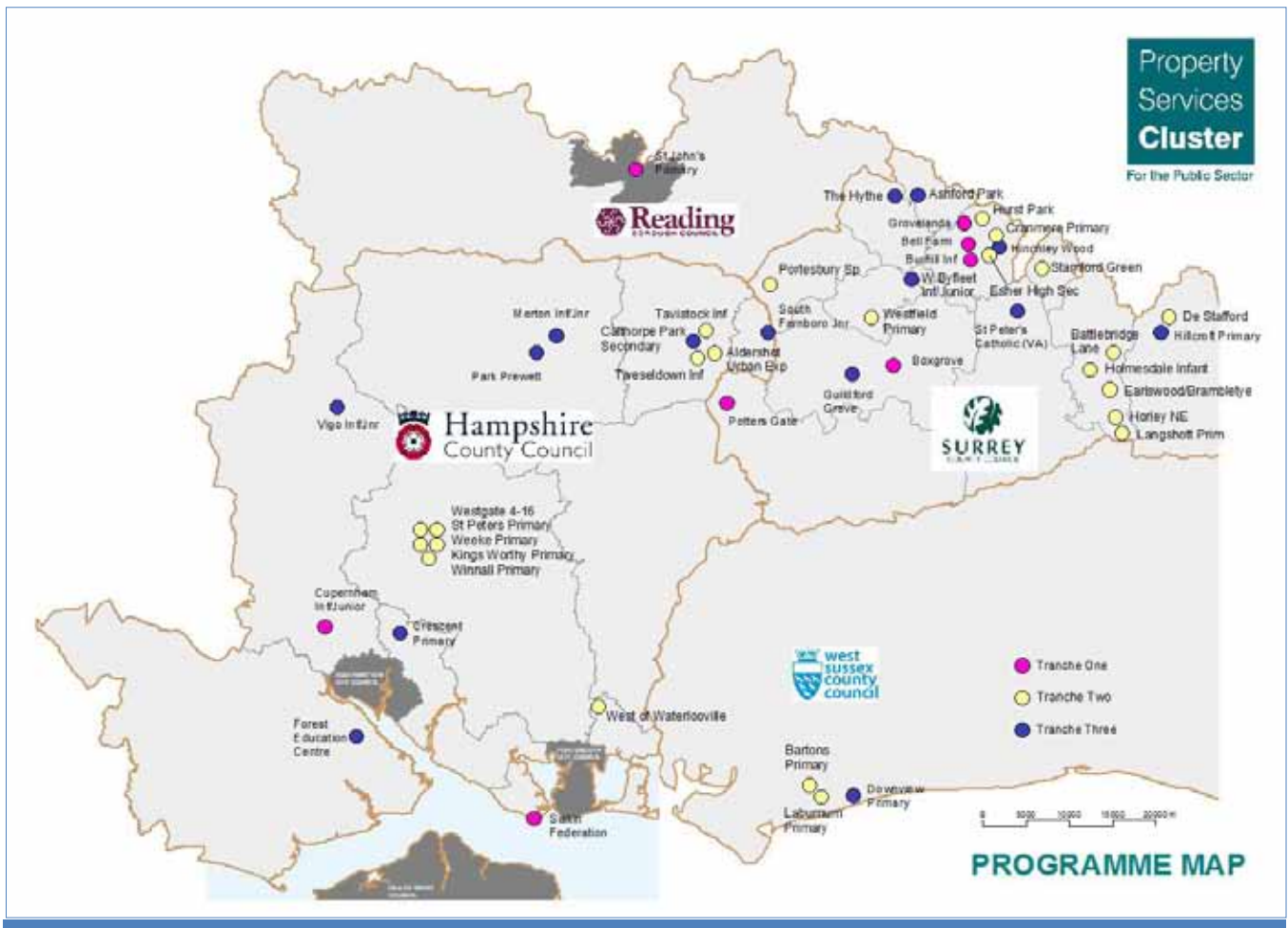
All activities must also comply with the County Council's contract standing orders and be in accordance with the financial delegations approved by Cabinet.

For all projects, it is acceptable to use only companies who have undergone a series of stringent prequalification checks to assess their suitability for use. Assessment focusses on a variety of measures including financial, health & safety and quality. Furthermore a number of checks are continually undertaken to ensure there is stability in the companies we work with and to understand movements in the market. The County Council's estate is maintained through three term contracts, whilst a range of specialised framework agreements is used for delivery of capital projects. Typically HCC capital projects are being bundled into programmes of projects which has generated significant savings by exploiting economies of scale and gaining volume discounts both with the main contractor and

also through the supply chain. By taking a programme approach, savings can also be realised through standardisation of design and also materials and components.

Joint Working

The County Council has a national reputation for procuring and managing a regional construction framework for the South East and London, which has been replicated nationally. Additionally, there has been a strong drive to collaborate at a local, regional and national level. The Property Services Cluster combines the requirements for Education Basic Need Projects across Hampshire, Surrey, West Sussex and Reading. Further more joint working arrangements Hampshire Constabulary and Hampshire Fire and Rescue will deliver savings across the respective estates.



6.10 Facilities Management Strategy



Introduction and Objectives

In 2009, in recognition that the new ways of working being championed by Workstyle needed a cohesive and joined up support strategy, FM was formed within the CCBS department. The aim was and remains to deliver a set of services to Corporate office buildings focused on needs of both the client base and the building infrastructure. In 2010 this extended to include Corporate Hubs and other key sites, with further plans to extend the service to cover Joint Working arrangements and Shared Services.

Strategy for Delivery

FM currently aligns itself into four distinct areas which can be delivered individually or combined to ensure the correct support for any individual site:

- Events and Venues
- Office Services
- Site Services
- Security and Reception Services

Core Services

Events and Venues

This service supports the aspiration for assets to be used outside of core working hours to ensure best value. Services include management of events within key corporate buildings ensuring that the integrity of the County Council is upheld at all times. It allows our buildings to be opened outside of traditional Hampshire work patterns and makes them available in a controlled manner to other organisations both public sector, partner and charitable. The service owns cross cutting infrastructure deliverables such as Facilities Management room booking and the Venue and Conference booking policy, both ensuring that the organisation gets the best out of its existing meeting room locations.

Office Services

This service includes but is not exclusive to; post and fulfilment activity, FM Helpdesk, management of PrintSmart as a service and scanning development for the organisation and beyond. It is site specific which enables

flexibility and will continue to develop with the changes to working practice and IT investment over the coming 12 – 18 months. Strategy is being developed for a clear 5 year plan to strengthen the link between flexible working and delivery of this service.

Site Services

This service acts as the eye and ears of the building ensuring that the integrity of the infrastructure is protected during the day to day activities of the role. It includes but is not exclusive to; mangement of site Health and Safety including contractor and supplier controls, fire and evacuation support, First Aid and incident management ensuring that staff and building safety is at the heart of everything we do.

Security and Reception Services

This service provides both a frontline access to the rest of Hampshire (Reception and Concierge) and protection to staff within our buildings through access control procedures and observation.

Future Development

The diversity and flexibility of FM means we are well placed to support the changing requirements of the organisation over the coming years including supporting new ventures such as the H3 partnership. FM will continue to explore and develop opportunities for Joint Working and Shared Services with Hampshire Police and Fire & Rescue Partners.

6.11 Energy Strategy and Carbon Reduction Commitment



**Key Drivers: Energy Act 2011;
Hampshire Energy Strategy (2012)**

Introduction and Objectives

The energy landscape is changing rapidly. At a national level, Government is implementing a range of policies designed to transition the UK to a low carbon economy. With fossil fuel reserves declining, the UK is increasingly looking to renewable and low carbon sources of energy to meet an ever-growing demand for electricity.

As a result of this, energy costs and environmental taxes are increasing and security of supply is becoming increasingly vulnerable. In 2011 the County Council spent in the region of £15.7m on energy in its buildings (£11.5m of this was within the school estate). Within this figure, 178 County Council owned properties had an energy bill in excess of £20,000 p.a. The County Council's pattern of energy consumption based on 2011 figures is unsustainable. Based on Government price data and combined with estimates of future carbon taxes, County Council expenditure on non-schools' energy could rise from the 2011 figure of £4.2m to nearly £8m by 2020 and £16m by 2030.

This cost increase alone represents a real threat to the

ability of the County Council to continue to deliver high quality services.

There are three principle risks associated with energy supply and usage, as outlined in Part Two (Section 4):

- Security of Supply
- Affordability
- Carbon Emissions

The Hampshire Energy Strategy (2012) seeks to address all of these risk elements, but the focus of this section relates to initiatives associated with the County's assets. The aim of the strategy is to maximise energy savings and achieve the County Council's carbon reduction commitment targets.

Strategy for Delivery

The County Council in partnership with 11 District and Borough Councils ran a successful insulation scheme called Insulate Hampshire, which offered low, or no cost loft and cavity wall insulation to householders. Insulate Hampshire was the largest two-tier Local Authority area-based insulation scheme in the country and saved over 9,500 tonnes of CO₂ across the county with energy bill savings of over £2.3million for residents saved over 12 months after installation.^[1]

In July 2010 the County Council adopted a Carbon Strategy which set down the short, medium and long term targets for carbon reduction over the next five, fifteen and forty years, with a 20% and 40% reduction in the short and medium terms and a goal of achieving carbon neutrality for the County Council by 2050.

The targets were set against a backdrop of the Government's Carbon Reduction Commitment Energy Efficiency Scheme (CRC), the Aalborg Commitment 3.3, and the Government's carbon reduction targets aimed at cutting national carbon emissions by 80% by 2050. CRC was introduced as a mechanism to drive down the CO₂ emissions of around 5,000 large organisations in the public and private sectors. By introducing a 'carbon tax' on CO₂ emissions the Government hopes to reduce the emissions of these organisations by at least 8% by 2020. Phase 2 of the CRC commenced in April 2014. Changes for Phase 2 have seen schools drop out of the scheme and street lighting emissions included for the first time. The cost of emissions will also increase from £12 per tonne carbon in phase 1 to £16 per tonne in phase 2 and as a result the carbon 'tax' paid by the County Council will be around £700,000 per annum for 2014/15 and thereafter.

Programmes of work and energy reduction projects to achieve the short term target of 20% (from 2008 levels) by 2015 are already in place and, as part of this programme, a number of alternative and renewable energy technologies have been considered including biomass boilers, ground source heat pumps, solar thermal installations and Solar PV installations. Initiatives such as the Hampshire Workstyle programme will also contribute to carbon reduction and energy saving by greater and more effective utilisation of our assets.

Measures delivered in the first three years of the programme has reduced the carbon emissions from 131,800 tonnes to 122,158 tonnes. Whilst traditional programmes will continue to deliver carbon reductions and energy saving, projects aimed specifically at improving the County Council's carbon footprint are also being delivered. Advanced boiler controls have now been installed to all suitable boilers in the schools estate and similar in the Corporate Estate, which will

result in a reduction in emissions of around 3,200 tonnes per annum. The street lighting PFI contract will also contribute around a 5,200 tonne reduction through the installation of high efficiency lights and control measures such as the appropriate use of dimming in some areas. Renewable technologies will also have a part to play in reaching the carbon reduction targets.

A number of small scale PV arrays have been installed on certain County Council buildings to develop first hand knowledge of the installation process and to provide a test bed for the technology - a proof of concept. Careful monitoring of the systems is providing a detailed understanding of the installation requirements, performance, the maintenance required and electricity generation potential.

Work is currently under way to review the large scale solar PV programme for the corporate estate which was stopped in the Autumn of 2011 as a result of reduction in the Governments Feed in Tariff (FiT) incentive. In the intervening period, the cost of installation has dropped in excess of 50% making the review timely.

Initial indications are that if the most favourable sized arrays were installed in around 50 buildings then the business case could be financially viable (pay back of around 10 years). However, buildings must have a minimum level of Energy Performance Certificate ('D' rating or better) to qualify for the new FiT. A number of the potential buildings have been assessed to ascertain whether they would comply. A positive outcome now means that there be confidence about recommending that the County Council proceed with a programme. If The Solar PV Programme advances, it is expected to deliver around 300 tonnes of carbon reduction per year post 2015. However, with feed in tariff (FiT) degressing quarterly, the opportunity must be regularly reviewed for viability.

Approval has been given to proceed with an Energy Performance Programme for 25 of the County Council's highest energy using buildings. The works will comprise a number of measures such as re-lighting, improved lighting controls, insulation of roof spaces and improved heating controls. When complete the measures will reduce carbon emissions by over 800 tonnes per

annum. Approval has also been given to proceed with feasibility works to determine the viability of a Winchester Decentralised Energy (DE) scheme that would include the County Council's HQ buildings along with the University of Winchester, Royal Hampshire Hospital and HM Prison Winchester. Funding from DECC's Heat Network Delivery Unit has been secured for this work. Initial modelling undertaken internally has shown that there is potential for the County Council to save around £4 million on energy costs over the 25 year timeframe modelled for the project, and around 600 tonnes of CO₂ per annum.



6.12 Climate Change Adaptation Strategy



Key Drivers: Strategic Asset Management Plan 2011-2014; Shaping Hampshire Plan

Introduction and Objectives

This strategy sets out the approach that will be taken in terms of County Council asset management to reduce the risks, increase the resilience of and take advantage of the opportunities that are presented by a changing climate in Hampshire.

The County Council has a great deal of experience in managing existing weather-related risks and impacts, such as floods and storm events. However, evidence suggests that extreme events will occur more often, more intensely and in different places. This may be accompanied by more extreme temperature changes. These effects can be seen already.

Changes in climate are likely to affect substantial parts of the Council's asset portfolio and the services provided from them. Forward planning and risk management needs to take proper account of projected long-term changes in climate in order to adapt the property and land estate effectively and ensure business continuity and long-term resilience.

Hampshire County Council has been building expertise, working in partnership and leading projects on adapting and building resilience to climate change for many years. In 2011 the Corporate Adaptation Action Plan, which included around 25 strategic actions, was formally adopted by the Corporate Sustainability Board. To ensure that climate change adaptation was considered in key areas across the Council, work was undertaken in 2012 to embed the actions within the plan into existing policies

and processes. This included key documents such as the Strategic Asset Management Plan and Corporate and Departmental Risk Registers. The prime objective is to protect, as far as practically possible, the County Council's significant assets within budgetary constraints. Furthermore, there is an increasing need to explore solutions to the loss of habitats through rising water levels and other effects of climate change.

Strategy for Delivery

The first part of the strategy is to ensure that all significant assets have undergone a risk assessment as part of a full property review, identifying where there is a significant risk of damage from climate related threats and where adaptation works at reasonable cost may protect the asset from major damage by flood or other climate related threat. This is an on-going action, emanating from the previous Plan, but which requires the new Property Asset Management System to be in place, to hold and report appropriate data. It will be necessary to prioritise any adaptation works as resources are scarce and works must be proportionate to the risk and potential cost of repair or replacement following a major climate related incident. **Actions 13.1 and 13.2**

The programme of property reviews (Section 6.13) has recently been focussing on the Gosport/Fareham area since this area is now under scrutiny as part of the savings required from asset backed opportunities within the Transforming the Council workstream. This particular area was selected first as opportunities still existed from the Workstyle programme, mainly due to the timing of lease end dates, which now present opportunities for revenue savings and consolidation. Since these districts are coastal,

it is necessary to evaluate the risks associated with climate change for those properties which are identified as key to service delivery and which are intended to be retained in the medium to long term.

The strategy is to undertake full property reviews of all assets in the coastal districts, as resources permit and where there is not a greater urgency to undertake reviews to inform the Transforming the Council programme. Once the property review process has taken place and assets have been identified as key to on-going service delivery and not excessively expensive to run and/or maintain, then detailed flood risk assessments will be necessary from specialist consultants, on those significant assets to establish whether retention is appropriate and if so, whether proportionate adaptation works are required.

This process will later extend to the assets at risk from river flooding and other climate related threats and the risks and opportunities identified for each asset should then be prioritised and used as a basis for forward planning and risk management. Climate change risk management must be incorporated into all existing asset management approaches, rather than considered in isolation to other risks and relevant factors. The review process will also identify buildings which are less resilient to climate change and these will also be assessed to identify whether suitable adaptations at an acceptable cost, are appropriate.

Action 13.2

The whole process of risk assessment needs to be kept under review as increasingly improved information and climate change data needs to be accounted for, to improve the decision-making process.

Taking appropriate action

The subsequent step involves identifying a range of potential responses to each of the priority threats and opportunities identified through the risk based assessment, for each asset. This process will result in a number of options for future individual asset management, and decisions will be needed on which are most suitable, and at what point. A cost benefit analysis can support this. Options for action include:

- **Adapting buildings and land**

Buildings and land can be adapted through changes to management and maintenance of existing assets, retrofitting and refurbishing existing assets, and the specification, design and construction of new buildings or facilities. [Action 14.1](#)

- **Living with the risks**

The proactive adaptation of buildings and land may not be appropriate. It may be that for some assets, it is worth living with the risks. Preparedness can be increased, and contingency plans put in place to deal with issues as and when they arise.

- **Accepting change**

The acceptance of change (or bearing of loss) could also be considered. This could mean accepting changes to the character of landholdings such as country parks. It could also mean accepting that some sites or properties may no longer be viable, or worth retaining in the long-term. A decision to 'do nothing' may be the most appropriate course of action at a given time. However, evidence suggests that timely and proportionate action to prepare for the impacts of climate change will help avoid substantial financial costs in the long-term. Although there are generally costs associated with preparing for climate change, the benefits of early action often outweigh such costs. The costs of adaptation can also be minimised through careful forward planning, and the maximisation of opportunities to act. Analysis of the options and required responses will enable an appropriate programme of action to be developed for each significant asset, which looks to the long-term but also identifies actions for the shorter-term.

- **Developing strategies for the provision of mitigation land to offset the effects of habitats lost by climate change**

The Property Review will identify certain sites which may be suitable for use as mitigation land, either in its existing state or by some investment. Other sites for the same purpose might be identified from the County Farms Estate or the Countryside Estate. Funding may be assisted through developer's contributions as part of the planning consent process for major developments which have an impact on flora, fauna and habitats.

[Actions 13.3, 13.4 and 14.2](#)

6.13 Property Review Strategy and Property Asset Management System

**Key Drivers: Strategic Asset Management Plan;
Transforming the Council Programme;
Capital and Revenue Financial Policies**

Introduction and Objectives

This strategy sets out the approach that will be taken to conclude and maintain a full review of the County Council's property assets.

The previous Plan identified the need to implement a phased programme of property reviews. The main reason for not implementing such a process earlier was the lack of a suitable system to hold and bring together the large amount of data required to produce meaningful, analytical reports on which to base important asset decisions.

The introduction of the new Property Asset Management System (PAMS) will provide the IT infrastructure for this task, although the full system capability is not expected to be ready until 2015. In the interim, a temporary database has been created to hold the relevant data, which can then be transferred to the main system at an appropriate time.

The Property Review seeks to gather data in a more holistic way than previous reviews which will provide the relevant information to enable reasoned decisions to be taken on single properties, or a range of properties as part of the strategic management of the County's property assets.

Strategy for Delivery

The new PAMS will hold the basic data already held in SAP RE, the previous system, and this will be augmented by new data gathered from site inspection and other existing sources.

The temporary system and the new PAMS hold data on the following areas of property performance:

- Suitability
- Costs in use (rents, rates, service charge and utilities)
- Urgent repairing liabilities for the next five years

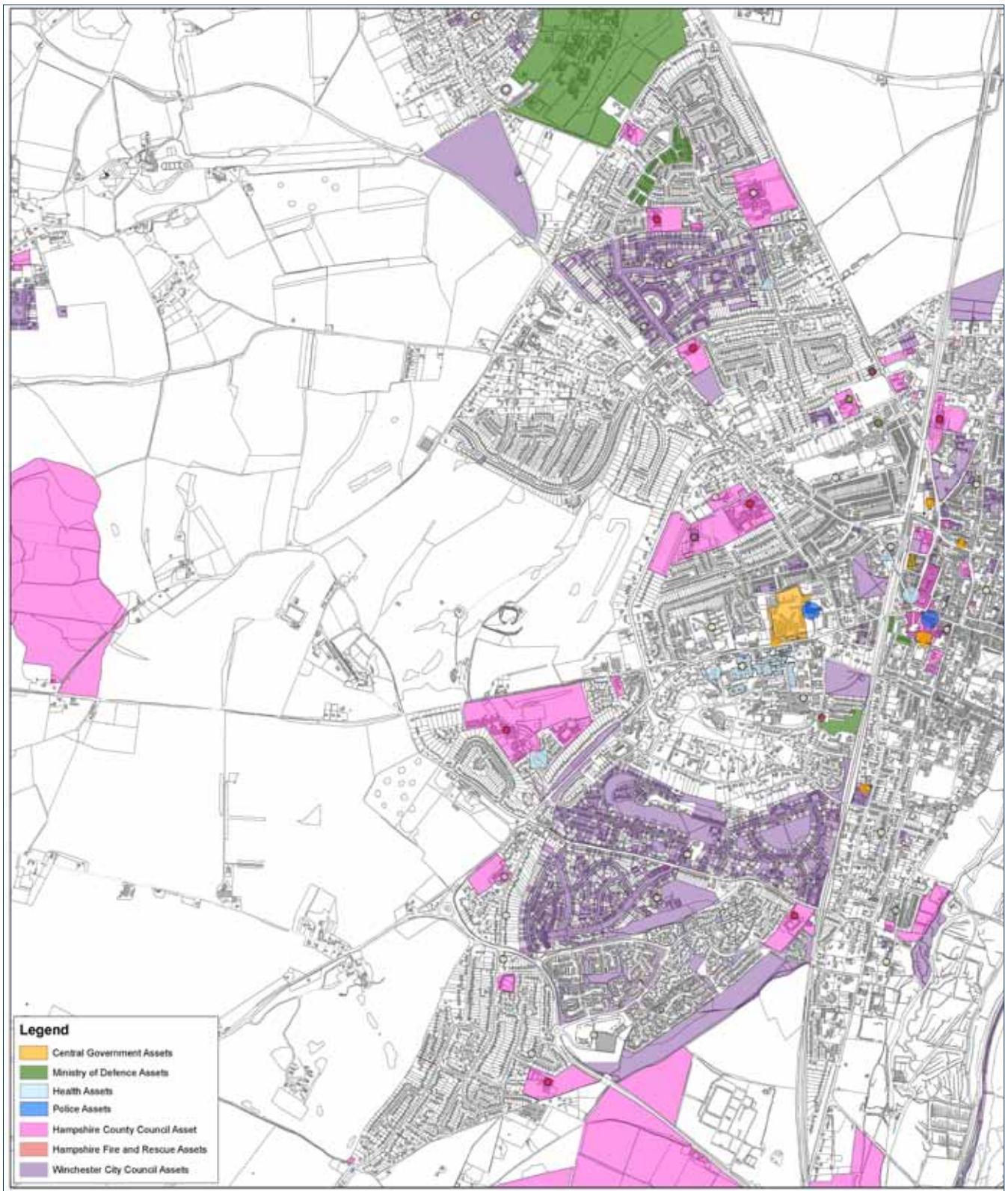
This data can be analysed to produce a RAG status for each area of performance, thus allowing the opportunity to rank assets and also to interrogate each performance area in more detail. Such analysis will identify where assets are performing poorly, thus indicating where remedial action is required, or where assets should be considered for disposal and the service re-provided elsewhere. Regular reports will be taken to the Asset Forum. [Action 14.2](#)

PAMS is a web-based system and access to its data can be made accessible at various levels, to a wide range of users, including the general public.

The drivers for the programme of property reviews have changed. Initially it was decided that the property review should take place for assets in areas which were to be the next target for the 'One Public Sector Estate' programme. That programme produced a number of opportunities in Hart, Rushmoor and Test Valley which are currently being pursued.

The introduction of the Transforming the Council workstream has required a re-focus of the Property Review work and as referred within (Section 6.12), the primary focus of the Property Review will now be to inform the programme of efficiency savings from asset-backed opportunities within Transforming the Council, but work to conclude the reviews of coastal properties will be programmed where resource opportunities permit.

Mapping representation of Public Sector ownerships in the Winchester area:



6.14 Risk Assessment Strategy



**Key Drivers: Corporate Objectives;
2011-2014 Plan**

Introduction and Objectives

Risk Management is a modern management discipline the aim of which is to secure the right balance between innovation and change on the one hand and the avoidance of shocks and crises on the other.

The Council is clear that it wants its risk management framework to deliver the ability across the organisation to be more confident with risk so that we can use it to deliver the outcomes we want, even if this means taking more managed risk.

Corporate Risk Management Strategy and the Built Estate

The County Council's Corporate Strategy for Managing Risk and Safety has been endorsed by the Risk Management Board and Cabinet. The aims of the strategy are to deliver capacity for the Council to be

more confident with risk and use it to deliver the outcomes the County Council wants. Risk Management is the framework by which the County Council can view, manage and respond to risk, both threats and opportunities, in a robust, systematic and documented way.

The current risk management strategy for 2011-2015 builds on the achievements of the previous strategy and responds to concerns of risk aversion by encouraging risk taking whilst adopting a proportional response to risk. Above all, it recognises that risk management is as much about exploiting opportunities as it is about managing threats, and that a certain amount of risk taking is both inevitable and essential if we are to achieve our corporate objectives.

The strategy sets the framework where all strategic risks are systematically and consistently managed. Property Services operates a risk register for the landlord risks to the built estate which is reviewed annually.

Property Services approach is to manage risk, not eliminate it and as such the majority of funding is

directed towards the highest priorities relating principally to fire, condition of building fabric, asbestos, structural collapse and electrical safety. Liabilities exceed available budgets so resources are allocated to ensure they are directed at the highest and most significant risks with assurance that there is flexibility for a reactive service to ensure that buildings remain safe to occupy.

Business Continuity and Emergency Response

The Civil Contingencies Act 2004 requires Hampshire County Council to ensure that it has prepared, so far as is reasonably practicable, to continue to provide critical activities and an emergency response during any emergency or disruptive event. Hampshire County Councils Business Continuity Plans aims to prioritise people's safety, maintain essential services and protect buildings and their contents. Response structures are in place and Property Services have developed Business Continuity plans to cover events such as swine flu, adverse weather, flooding and pollution incidents. These plans assist managers to maintain services during difficult times and plans have been tested as required by legislation and are on a two year cycle for exercising the plan with associated review.

Insurance

The arrangements for property insurance are reviewed annually and approved by the Risk Management Board. The County Council has opted currently to arrange buildings insurance to cover only the risks of fire, lightning and explosion. Consequently the majority of property risks are covered by the County Council under a self insurance scheme, rather than through commercial cover. The cover for school buildings (except Aided schools) has been extended to cover major storm and flood where it is not covered by the monies delegated as part of the repair and maintenance budget.

If damage is caused to a building by a third party such as a contractor, the County Council will endeavour to recover the cost of repairing the damage from that third party if they are known.

Systems are in place for recording full details of relevant incidents.

Related insurances are also reviewed annually by the Risk Management Board. To protect the County Council, all contractors and suppliers are currently required to hold minimum levels of insurance, being £10,000,000 cover for Public Liability, Employers Liability, and Products Liability (only required for supply of products/goods) and £5,000,000 Professional Indemnity (only required for design liability).

Property Services has arrangements to appoint certain low risk trades with reduced insurance subject to risk assessment and these exceptions are documented for annual review by the Risk Management Board.

Further information is available via:

Risk management strategy:

<http://www3.hants.gov.uk/propertyservices/management/risk-management.htm>

Business continuity:

<http://www3.hants.gov.uk/propertyservices/management/disaster-recovery.htm>

Part Four: Action Plan



Transforming the Council

Section 1.4: Transforming the Council is Hampshire's current, prime initiative, part of which requires a series of actions in relation to assets, which reduce running costs, create additional space, generate revenue income and make savings. A number of workstreams have been initiated to deliver this programme, some of which have an associated risk, but also the potential to deliver significant commercial returns.

In 2013/14, net rental savings to HCC on lease relinquishments totalled around £51k, but there is still considerable work to be done within the leasehold estate.

Action 1.1

- a) Identify and implement targeted revenue savings with costs benchmarked, by a review, with a particular focus on the corporate leasehold estate.
- b) Minimise expenditure by re-negotiation of terms, disposal, surrender, operation of breaks, freehold purchase, sub-letting, or sharing accommodation.

Hampshire County Council's large asset portfolio may contain further opportunities with existing assets to improve income generation.

Action 1.2

Identify assets which may be suitable to generate income from advertising.

Action 1.3

Identify opportunities to develop existing HCC land and buildings to add to the portfolio of income generating commercial property assets and / or add to economic prosperity.

Maximising the potential of the existing estate may be augmented by a coordinated acquisition and investment programme (Section 6.7), with the following objectives:

- Build an income stream to contribute to service costs;
- Provide major capital receipts through development;
- Promote economic development, regeneration opportunities and mitigation land;
- Provide new County Council facilities for existing services and future initiatives;
- Seek the conversion of leasehold interests to freehold assets;
- Work with partners and other public bodies.

Action 1.4

Introduce a programme of strategic freehold purchases governed by a clear set of criteria and objectives.

Continuing the theme in Action 1.3, the County Council could act as developer for residential investment and development.

The scope of this work would need to be defined with opportunities covering HCC purchasing existing residential properties; building residential dwellings for private (or affordable) rental on HCC land; procuring development partners to build on land and share rental; potentially setting up a company to manage and develop a residential portfolio; and looking at a Joint Venture with a private company.

Kent and Surrey CCs amongst others are advanced in development of some of these areas and discussions are ongoing with them.

Action 1.5

Explore the rational and opportunities for acquiring, developing and managing residential properties including costs/benefits analysis and options for delivery.

Areas for Improvement - HCC as a Corporate Landlord

Section 3.4: The County Council operates a Corporate Landlord model. All assets are held centrally as part of the Corporate Estate (which excludes the Education Estate), but this model is not fully understood across the County, resulting in certain unilateral decisions on assets.

Action 2.1

Create a programme of communication to ensure that the Corporate Landlord model is well understood, along with the practical implications of operating a fully joined up estates model.

Limited funding for the maintenance of the physical estate means that the majority of the maintenance actions are driven by a risk assessment approach. This means that a large part of the required maintenance of the estate is not achieved until more urgently required as part of the risk management process. This may result in a more expensive repair or even replacement of elements, which could have had a longer life with earlier maintenance.

Action 3.1

Develop a programme and funding strategy for maintenance programmes to identify where additional early maintenance can achieve greater long term savings and release pressure on the risk managed maintenance programme.

Action 3.2

Formulate a plan exploring all opportunities to address maintenance backlog on SCOLA 2&3 buildings.

Action 3.3

Establish a strategy for the on-going maintenance of timber-framed buildings in the Education Estate.

Strategic Asset Management

Section 3.8: All strategic decisions must reflect the policies and strategies set out in the SAMP.

A new strategic asset management group is also required to generate greater understanding of each service ambition, consider reports generated by the new PAMS system and where strategic, corporate decisions can be taken to ensure consistency and to achieve optimum efficiency from the County's assets.

A sub-group of officers with specific responsibilities for service department liaison (already established) will meet more regularly to consider similar strategic matters, create best practice and feed information and issues to the Asset Forum. All service department asset strategies must reflect the policies in the SAMP.

Action 4.1

Create a strategic asset management forum (Asset Forum), representing each Service Department and Property Services, with terms of reference and an on-going programme of meetings.

Action 4.2

Raise awareness of the on-going Plan and consistently re-visit this theme by establishing a monitoring regime.

Action 4.3

Create a mechanism to ensure that all reports to Executive Members and Cabinet have been assessed for compliance with the SAMP.

Action 4.4

Asset strategies to be reviewed regularly.

Corporate Policies: Reshaping public services

Section 4.3: Re-design and implement new models of service delivery, ensuring that resources are targeted where they are most needed.

Action 5.1

All service departments will review their services to ensure best practice is achieved and that assets fit with the service delivery models. Senior managers with appropriate skills and experience will act as a 'critical friend' to service departments to help them in this process.

Financial Policy

Section 4.5: The primary thrust of financial policy is to reduce revenue expenditure and increase revenue income. This is being addressed by the Transforming the Council workstreams, largely, but all areas of on-going asset management are being reviewed to ensure that actions taken are in keeping with the policies and strategies set out in this Plan. One area of revenue accounting which causes an element of confusion and where it is currently difficult to achieve accurate reports, relates to the payment of service charges on property leased to the County Council. This will help facilitate Action 1.1 above.

Action 6.1

Develop an improved approach for paying and recording service charge information so that collation and analysis is simplified and ensuring a more robust set of data is available through PAMS, for decision making.

Partnership and Joint Working

Section 4.6: The County Council is taking part in the GPU One Public Estate programme, focussing on realising potential projects and working with the most willing partners. This still requires a significant capital funding commitment if the projects are to succeed.

Action 7.1

Support central government and the LGA in furthering the One Public Estate approach nationally and continue to develop relationships with the Cabinet Office.

Children's Services

Section 5.1: The need for school places is continually monitored, taking account of changing demands and particularly those resulting from new housing developments and changes in school age population. New schools are regularly provided through contributions from major property developments, with the progress of those developments driving the physical school provision.

Action 8.1

To provide new schools and building extensions to meet the need for sufficient school places to be provided in Hampshire.

Library Services

Section 5.3: Libraries are relatively expensive to operate, so a programme is required to reduce the running costs, including exploring options for colocation with other parties, making buildings more efficient, relinquishing expensive leases, service re-provision and transfer to other organisations.

Action 9.1

Implement a programme of suitable measures to minimise operating costs of libraries.

Where the Library Service is able to generate additional income, this can be used to offset costs. Therefore the Library Service will be exploring opportunities to let surplus space in libraries to community and commercial organisations where there are opportunities to do so. This strategy is supported by the Executive Member (Culture, Recreation & Communities) and approved by the Executive Member (Policy & Resources) (November 2013).

Action 9.2

Identify and implement opportunities to generate additional income from surplus space within libraries.

Economy, Transport and Environment (ETE)

Section 5.7: A review of the depot sites is planned by ETE.

Action 10.1

ETE to initiate a full review of the depot sites for their suitability, measured against emerging criteria. Property Services to provide a simultaneous asset review of those sites

Corporate Offices

Section 6.3: The Workstyle programme in relation to the County's office portfolio is virtually complete, but that portfolio continues to re-shape, depending on service needs.

Action 11.1

Building on the Workstyle approach, conclude the asset rationalisation work in the Fareham/Gosport area and continue to identify synergies and more efficient co-location models throughout the portfolio.

Energy and Carbon Reduction

Section 6.11: Actions in relation to Energy performance are part of the 'Transforming the County' programme. Procurement for the installation of measures under the Energy Performance Programme is due to take place in 2014/15.

Action 12.1

Establish the number of buildings, potential scale of capital required and likely savings, then implement Phase 2 of the programme following approval.

Solar PV- Phase 1- installation of panels on 3 buildings is underway with procurement of surveys currently taking place.

Action 12.2

Establish number of buildings, capital spend and return and implement Phase 2 if approved.

Solar Farms- the criteria for solar farm locations is being considered.

Action 12.3

Identify criteria for Solar Farms and report findings.

District Energy Scheme- A bid to the Department of Energy was successful releasing £144k to support the development of a full business case for a scheme in Winchester.

Procurement of consultants to assist is currently taking place and work will focus on:

- The viability of a scheme serving the County Council office complex (and other surrounding buildings).
- The viability of a scheme focused around the Hospital, University and Prison.
- The viability of joining both schemes together (crossing the railway line/cutting)
- Alternative fuel study for both schemes.

Action 12.4

Prepare and report the full business case for a District Energy scheme in Winchester.

“Do Your Energy Bit” behavioural change initiative

The feasibility has been completed including a review of the 2010 Mottisfont Court pilot programme and a review of corporate buildings. Estimated savings have been calculated and a drive to recruit Champions across the estate is underway, supported by FM and a link to the Building User Group (BUG) panel members.

There will be an energy use league table between the corporate office buildings.

Action 12.5

Recruit champions for ‘Do Your Energy Bit’, create appropriate league tables, monitor and report outcomes.

Climate Change Adaptation

Section 6.12: Adapting properties or defences can be costly, however this must be weighed against the longer term cost of remediation and avoided costs, if flooding or other climate related events occur.

Action 13.1

Prepare a benchmarking analysis, detailing costs of remedial work following floods for different types of property. This will help to inform decisions on possible adaptation works.

Action 13.2

Identify programmes of adaption works for core retained properties at risk of flooding or other climate related threats, with reports to Asset Forum.

Mitigation of the effect of climate change on habitats for flora and fauna.

Action 13.3

Examine the asset base and other asset opportunities which could be used, developed or acquired to provide suitable mitigation land to offset the impact of coastal squeeze and other climate related impacts.

Action 13.4

Identify and implement appropriate methods to maximise income to the County Council and/or its strategic partners for the work in Actions 13.2 and 13.3.

Property Review

Section 6.13: The requirement for a full review of the County Council's assets is a continuing action, but requires substantial resource. The delay in introducing the new PAMS has caused a knock-on delay to the property review process.

Action 14.1

Complete a full review of the County Council's property assets.

Action 14.2

Create a reporting structure for the new Asset Forum, giving accurate and meaningful data from PAMS to inform strategic decisions.

Reports will include:

- Fully detailed property reports
- Suitability Assessments
- Analysis of running costs
- Benchmarking exercises
- Level of usage
- Opportunities for disposal
- Coastal and fluvial mitigation and adaptation works.

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