

**BOROUGH OF POOLE - CORPORATE PROPERTY AND ASSET MANAGEMENT STRATEGY –
Action Plan 2017 – 2020**

MARCH 2017

Projects Aligned to the Poole 2020 Corporate Strategy and Corporate Change Board Initiatives


*** RAG STATUS**

BLUE: Project complete

GREEN: The project is progressing according to plan = we are delivering on time/scope/budget.


AMBER: There are issues and/or risks that will impact the project if not fixed = we are at risk of not delivering on time/scope/budget.


RED: There are issues and/or risks that are impacting the project right now = we are not delivering on time/scope/budget.


THEME GROUP/ Summary of Corporate Strategy PLACE	Specific Asset Management Activity	Known Milestones  prior to 2014 2014/15 2015/16 2016/17 2017/18 2018/19 2019/20	Comments	Link to Capital /Monitoring Report/ MTFP/ Corporate Change Board	RAG* Status
<p>PLACE –PROMOTING POOLE’S ECONOMIC GROWTH AND REGENERATION BY ATTRACTING INVESTMENT IN BUSINESS, HOUSING AND JOBS FOR ALL</p> <p>Create a revitalised town centre and quay side that delivers housing and wider economic benefits for residents now and in the future – Dolphin Centre Lease Restructure</p>	<p>The skills and expertise of the property professionals engaged by the Council will support the initiatives brought forward to explore and develop an improved town centre retail option for the future. Close working with the owner of key property interests in the Central Area (Legal and General) to deliver and procure retail and leisure lead regeneration. Multi disciplinary project group to be established 09/2013</p>	<p>Programme – Governance Revitalising the Town Centre “RTC” Board and Strategy Group to be convened. Terms of reference to be agreed and confirmed. 02/09/2013 (complete).</p> <p>Negotiation of restructure of head leases at Dolphin Centre and Towngate Square 2014/15.</p> <p>Co-ordinating Legal & General activity with wider planning for the whole North Town Centre area.</p>	<p>In negotiation with Legal & General – ongoing.</p> <p>Progressing Lease restructure with Legal and General including improvements to the Public Realm. This is also linked to Phase 1 of the Dolphin Multi Storey Car park works (Shoppers 1 and 2 car park works are complete).</p>	<p>MTFP – resource allocation to be set out in a report to Cabinet and Council in Nov 16.</p>	<p align="center">GREEN</p>


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<u>Lead</u> Place Theme Directorate – Cross Theme		Relevant Service Unit Heads fully involved – ongoing. Progressing lease restructure with Legal and General - Public realm 2017. Presentation by Legal and General to Business Improvement Overview and Scrutiny Committee on 7 th July 2016. Presentation by Deloitte to Business Improvement Overview and Scrutiny Committee on the 25 th October 16 and Cabinet on the 15 th November 2016. Council on 24 th November 2016			
PLACE –CREATE A REVITALISED TOWN CENTRE AND QUAYSIDE THAT DELIVERS HOUSING AND WIDER ECONOMIC BENEFITS Asset led commercialisation and regeneration PROCUREMENT OF MASTERPLANNING AND JOINT VENTURE DEVELOPMENT PARTNER <u>Lead</u> Place Theme Directorate - Cross Theme	Develop a Viability Assessment. Masterplan, Market Testing and Delivery Model for town centre owned and non – owned assets. Propose the deliver key identified objectives including re - provision of Dolphin Poole and Bus Station in the town centre utilising key district sites within the town to support viability	Cabinet – secure funding for programme of work - complete Working Party to receive initial options- complete Cabinet to secure additional funds to widen scope - complete Working Party to receive additional options – complete Selection of potential masterplanners agreed and issued on 27/2 Selection of Masterplanner on 17 th March 2017 Traffic Modelling initial advice note received in w/c 27 Feb 2017	Working Party established Project moving to master planning stage (stage 3 of 5)	Change Board Monitoring Report – Strategic Priority	

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<p>PLACE –CREATE A REVITALISED TOWN CENTRE AND QUAYSIDE THAT DELIVERS HOUSING AND WIDER ECONOMIC BENEFITS</p> <p>Asset led commercialisation and regeneration</p> <p>DEVELOPMENT OF CAR PARK ASSETS LINKED TO TOWN CENTRE REGENERATION PROJECTS</p> <p><u>Lead:</u> Growth and Infrastructure</p>		<p>The wider review recommendation included developing asset based options for the parking asset itself to overcome the maintenance backlog identified.</p> <p>Shoppers 1 and 2 carparks refurbishment – complete.</p> <p>Dolphin Multi-Storey Car Park repair works completed on time and in budget (Phase 1) and re-opened for the build up to Christmas 2016. Phase 2 will commence in 2017 (dependant upon the improvements proposed for internal malls within the Dolphin Centre going ahead).</p>	<p>Beach Road carpark disposal is being progressed. Beach Road investigation continues with initial surveys undertaken to provide input into developing appraisal options. Development brief being commissioned with estimated delivery November 2016.</p> <p>Phase 1 of Dolphin Multi Storey carpark is being built with Phase 2 currently unfunded.</p> <p>Deloitte are assessing all available sites as part of their feasibility study.</p>	Corporate Change Board Strategic Project Monitoring through Regeneration Working Party	
<p>PLACE – PROTECTING AND ENHANCING POOLE’S BEAUTIFUL ENVIRONMENT IN A SUSTAINABLE WAY SO THAT IT IS A GREAT PLACE TO LIVE, WORK AND PLAY.</p> <p>Improve the quality and sustainability of parks, beaches and open spaces and their facilities for people and wildlife Beach Hut Development</p>	<p>Report of consultants and consultancy review concludes August 2012 – implementation plan to be established.</p> <p>Future support and project work streams to be identified.</p> <p>Joint Service Delivery Board</p>	<p>Report to Overview and Scrutiny Committee on 18th October 2012.</p> <p>In November 2016 further funding of £1.786m was approved by Cabinet to take the total Beach Hut Project Budget to £5.406m.Planning permission being sought</p> <p>September 2017 is commencement of construction phase</p> <p>Phase 2 proposals being drafted – ready for Summer 2017</p>	<p>SPD approved in December 2015.</p> <p>The Beach Hut proposals are progressing.</p>	Strategic Priority	

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<u>Lead</u> Cultural and Community and Learning					
<p>PLACE – PROTECTING AND ENHANCING POOLE’S BEAUTIFUL ENVIRONMENT IN A SUSTAINABLE WAY SO THAT IT IS A GREAT PLACE TO LIVE, WORK AND PLAY.</p> <p>Improve the quality and sustainability of parks, beaches and open spaces and their facilities for people and wildlife Upton Country Park</p> <p><u>Lead</u> Culture and Community Learning</p>	<p>Increased income with recent lettings – strategy to identify other opportunities to deliver improved income streams to support the maintenance strategy.</p>	<p>In January 2014 Council approved the new three year Forward Plan (complete).</p> <p>The Upton Team restructure is complete and vacant posts have been filled. This will enable the delivery of the Forward Plan with an increased commercial approach being the focus (complete).</p> <p>The Upton Team have been working with a Destination Adviser to develop the Vision for the facilities and services (complete).</p> <p>Developing Heritage Lottery Fund bid and other external funding opportunities.</p> <p>Works to the car park are scheduled for January 2017. The budget for these works was approved by Cabinet in November 2016.</p>	<p>Approved by Committee in 2016 to develop Upton Country park offer. Implementation will be from 2016 onwards.</p>	<p>Not Currently monitored by Corporate Change Board</p>	
<p>PLACE – PROTECTING AND ENHANCING POOLE’S BEAUTIFUL ENVIRONMENT IN A SUSTAINABLE WAY SO</p>	<p>Delivery strategy for possession of Upton Park Farm to deliver:-</p> <ul style="list-style-type: none"> • Possession of the first phase of the Site of Suitable Alternative 	<p>Core Strategy Development – DPD Site Specific Allocation.</p> <p>Council Decision February 2013.</p>	<p>Surrender and re-grant of farm tenancy completed in 2014.</p> <p>On site delivering Phase 1,</p>	<p>Strategic Priority</p>	

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<p>THAT IT IS A GREAT PLACE TO LIVE, WORK AND PLAY.</p> <p>Improve the quality and sustainability of parks, beaches and open spaces and their facilities for people and wildlife</p> <p>Upton Park Farm SANG <u>Lead</u> Growth and Infrastructure</p>	<p>Natural Greenspace (SANG).</p> <ul style="list-style-type: none"> Nutrient management of Poole Harbour. 	<p>Economy Overview & Scrutiny Committee on 12th September 2013.</p> <p>First phase of part possession of Upton Park Farm – June 2014 (complete).</p> <p>Agreement with farm tenant on nutrient management phased approach by 2015.</p> <p>Phase 2 negotiation is complete. The works to provide public access will begin in early 2017.</p>	<p>approx. 12 hectares. Aim to have opening March 2015.</p> <p>Phase 2, negotiation of release of next area of land to commence April 2015.</p> <p>Opening the new SANG in Spring of 2015.</p> <p>Further phases to be delivered at pace with planning need aligned to residential development in Poole.</p>		
<p>PLACE – PROTECTING AND ENHANCING POOLE’S BEAUTIFUL ENVIRONMENT IN A SUSTAINABLE WAY SO THAT IT IS A GREAT PLACE TO LIVE, WORK AND PLAY</p> <p>Provide a sustainable, efficient and effective waste service that enables Poole residents and businesses to reduce their waste</p> <p>Hatch Pond Depot Development <u>Lead:</u> Environmental and Consumer Protection Services</p>		<p>New resilience (salt) barn to be constructed and will be ready for use in Winter 2016/17.</p> <p>Ongoing remodelling and major repairs work as part of 5-year programme.</p>	<p>Cabot Lane ‘New to You’ Commercialisation project now in situ in Cabot Lane on a basis to be reviewed.</p> <p>Lessons Learned stage to be completed March 2017</p>	Strategic Priority	

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<p>PLACE – PROTECTING AND ENHANCING POOLE’S BEAUTIFUL ENVIRONMENT IN A SUSTAINABLE WAY SO THAT IT IS A GREAT PLACE TO LIVE, WORK AND PLAY</p> <p>Community Toilet Scheme</p> <p>Lead: Environmental and Consumer Protection Services</p>	<p>Options are considered on a case by case basis by the project Board.</p> <p>Stand alone project. Governance through Capital Monitoring.</p>	<p>McCauley Road and Pilot toilets closed and Community Toilet Scheme introduced.</p> <p>Jubilee Road and Blandford Road toilets closed and Community Toilet Scheme introduced.</p> <p>Cabinet on 10 Jan 2017 approve the closure of a further eight public toilets, to be closed as soon as practical arrangements can be made. Cabinet approve the continued support of the Community Toilet Scheme (CTS).</p>	<p>Public Conveniences to be reused/ disposed;</p> <ul style="list-style-type: none"> • Blandford Road, Hamworthy • Jubilee Road, Upper Parkstone • McCauley Road, Broadstone • Pilot, Canford Heath <p>Currently received a community asset list application for Jubilee Road and Blandford Road Public Conveniences.</p> <p>The MTFP assumes ongoing savings from the introduction of a community use toilet scheme and associated rationalisation of assets.</p>	Strategic Priority	
<p>PLACE- Develop a strategic commercialisation programme for Council assets and develop commercial ways of working across the organisation.</p> <p>DEVELOPMENT OF OAKDALE</p>	<p>The Oakdale Skills and Learning Building requires an options appraisal to assess viability and delivery of redevelopment.</p>	<p>Next Steps –</p> <ol style="list-style-type: none"> 1. development brief 2. Costings and plans for development 3. Revision of plan for essential maintenance 		<p>Not a Corporate Change Board Strategic Project/</p> <p>Monitored by Management Team of the Council</p>	


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SKILLS AND LEARNING ACCOMMODATION <u>Lead:</u> Culture and Learning					
PLACE – PROMOTING POOLE’S ECONOMIC GROWTH AND REGENERATION BY ATTRACTING INVESTMENT IN BUSINESS, HOUSING AND JOBS FOR ALL Encourage and enable the development of new market and affordable housing development that meets local need. Turlin Moor North <u>Lead</u> Growth and Infrastructure	Options appraisal of land at Turlin Moor for future housing development			Not a Corporate Change Board Strategic Project/ Monitored by Management Team of the Council	

<p>THEME GROUP/ Summary of Corporate Strategy</p> <p>PEOPLE</p>	<p>Specific Asset Management Activity</p>	<p>Known Milestones</p> <ul style="list-style-type: none"> prior to 2014 2014/15 2015/16 2016/17 2017/18 2018/19 2019/20 	<p>Comments</p>	<p>Link to Capital /Monitoring Report/ MTFP/ Corporate Change Board</p>	<p>RAG* Status</p>
<p>PEOPLE</p> <p>PROMOTING HEALTH AND WELLBEING OF OUR POPULATION ESPECIALLY THE MOST VULNERABLE</p> <p>Work with partners and providers to drive up the quality of services so that local people receive easily accessible, personalised and value for money care.</p> <p><u>Lead</u> Adult Social Care - Services</p>	<p>Support for the delivery of a cost effective strategy.</p> <p>Strategic management of property assets and potential disposal of assets dedicated to care use in support of extended improved care elsewhere.</p> <p>Renegotiations of lease renewal terms and explore options to deal with care providers on lease renewals and alternatively redevelopment of care homes leased to alternative care providers. Support for the delivery of reduced revenue model.</p> <p>Terminate leases of under utilised services.</p> <p>Assessing options for potential redevelopment with care provider as end user.</p>	<p>Rent reviews - completed 12/2012, Elizabeth House, Heathlands, Dorset House.</p> <p>Anticipated break of one lease as of 03/2013 – Completed (Heathlands)</p> <p>Management Team Report 29th January 2013 to raise awareness, impact and decision making process further.</p> <p>Council September 2013 demolition of Heathlands and the Fourways Day Centre</p> <p>Renegotiation to be completed in 2014/15 for relevant sites.</p> <p>Management Team Update Report 20/04/2013. Raising awareness, implications and risk (complete).</p> <p>Further Management Team update in May 2013 (completed).</p> <p>April 2014 – Agreement to demolish Mitchell Houses (completed). Demolition first quarter 2015 (complete).</p> <p>Dependent on relocation of residents</p>	<p>Heathlands and Fourways surrendered and demolished and redeveloped as the Ocean Academy school.</p> <p>Tricuro - leases to LATC of remaining 'care' assets.</p> <p>Care South – the two remaining leases have been extended - complete</p> <p>Project team established to review options for Mitchell House post relocation of current residents. Garland Road Day Centre forms part of Day Centre review.</p> <p>Garland Road Day Centre closed with services now delivered from Poole Day Centre.</p> <p>Further consideration is given to new additional proposals as they are progressed.</p>	<p>Change Board Monitoring Strategic Project - Priority A.</p>	

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		<p>June 2014 – Mitchell House (completed).</p> <p>Cabinet decision agreed in principle on the 14th October 2014 for agreement of funds to develop the Business Case for a new care home.</p> <p>Mitchell House Business Case approved by Council on the 27/09/16 for development of 80 home with nursing</p>			
<p>PEOPLE – PROMOTING POOLE’S ECONOMIC GROWTH AND REGENERATION BY ATTRACTING INVESTMENT IN BUSINESS, HOUSING AND JOBS FOR ALL</p> <p>Encourage and enable the development of new market and affordable housing development that meets local need – PHASE 1</p> <p>Lead Housing</p>	<p>Portfolio Holder decision on 20/03/2013 for individual refurbishment sites to be transferred as well as suitable sites for development.</p> <p>Initial phase of the site transfer towards the delivery of the aspiration to provide “100 Affordable Homes on council owned land “has been identified and is in first stage of implementation.</p>	<p>Housing and Community Services and Corporate Estates provided a report to Council to demonstrate how the borough could pragmatically take steps to offer this commitment. Based on this report, Council decided on the 24th April 2012 to provide land to meet the aspirational commitment for 100 Affordable Homes (complete).</p> <p>Phase 1 - Portfolio Holder Decision 20th March 2013 for individual refurbishment sites to proceed (complete).</p>	<p>Phase 1</p> <p>a) Delivered or under construction – 40 homes</p> <p>b) In pipeline – 27 homes (excluding those proposed on Housing Revenue Account land).</p>	<p>Change Board Monitoring Strategic Project – Priority A. Progress Review – monthly basis.</p>	
<p>PEOPLE - ENCOURAGE AND ENABLE THE DEVELOPMENT OF NEW MARKET AND AFFORDABLE HOUSING</p>	<p>Phase 2 – search and implementation.</p> <p>Phase 2 - working with Poole</p>	<p>Cabinet decision to proceed with Phase 2 – agreed 10th June 2014.</p> <p>Council decision to proceed on the</p>	<p>Council decision in June 2014 recommendation to defer land at two sites.</p>	<p>Change Board Monitoring Strategic Project – Priority A.</p>	

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<p>DEVELOPMENT THAT MEETS LOCAL need – PHASE 2</p> <p><u>Lead</u> Housing</p>	<p>Housing Partnership operating and delivering model for next phase implementation 2.</p>	<p>24th June 2014 (complete).</p> <p>Phase 2 work is ongoing with Ward Member consultation taking place on a Ward by Ward basis to identify suitable sites. This will form part of the Core Strategy and Local Plan refresh. Consultation on possible sites took place in the Summer of 2016 and was completed in August 2016. Expecting to publish the draft Local Plan in April 2017. The Plan will then be submitted for examination in public in Winter 2017 with adoption in Spring 2018.</p>	<p>Work ongoing re further public consultation for one of these sites. The other site in the Sterte area is progressing well.</p> <p><u>New Opportunities</u> Bourne Valley Community Centre on Herbert Avenue – Further consideration is being given to the future use of this Community Centre as the current occupiers wish to surrender their leasehold interest in this asset.</p>	<p>Delivery of 100 Affordable Units.</p> <p>Council allocated £200k to support this process.</p>	
<p>PEOPLE – ENCOURAGE AND ENABLE THE DEVELOPMENT OF NEW MARKET AND AFFORDABLE HOUSING DEVELOPMENT THAT MEETS LOCAL NEED</p> <p>Affordable housing acquisitions</p> <p><u>Lead</u> Housing</p>	<p>Purchase land and buildings suitable for development for affordable housing purposes.</p>	<p>Purchase of police station at Gravel Hill. Council decision October 2013 (complete).</p> <p>Report (on same agenda) re model for use of Gravel Hill Site.</p> <p>Initial report to members on alternative models that could potentially be used on Gravel Hill Site (October 2013).</p>	<p>Completed purchase on the 4th April 2014.</p> <p>Further consideration given to sites as opportunities arise.</p>	<p>Spend reported to Capital Monitoring Group.</p>	

<p>THEME GROUP/ Summary of Corporate Strategy</p> <p>BUSINESS IMPROVEMENT</p>	<p>Specific Asset Management Activity</p>	<p>Known Milestones</p> <p> prior to 2014 2014/15 2015/16 2016/17 2017/18 2018/19 2019/20 </p>	<p>Comments</p>	<p>Link to Capital /Monitoring Report/ MTFP/ Corporate Change Board</p>	<p>RAG* Status</p>
<p>BUSINESS IMPROVEMENT – BECOMING MORE ENTREPRENEURIAL USING BEST BUSINESS PRACTICES</p> <p>Change the council’s approach to capital investment LEAD Financial Services</p>	<p>Acquisition of property investments that meet the criteria of the Corporate Property Investment Strategy CPIS</p>	<p>Council adopted CPIS - completed</p> <p>Council approved acquisition of £10m investment property – completed.</p>	<p>Review of CPIS – extension to include neighbouring areas</p> <p>Continuous programme of investment portfolio analysis</p> <p>New opportunities assessed against criteria</p>	<p>Not currently part of Change Board Monitoring</p>	<p style="background-color: #008000;"></p>
<p>BUSINESS IMPROVEMENT – DEVELOP A STRATEGIC COMMERCIALISATION PROGRAMME FOR COUNCIL ASSETS AND DEVELOP COMMERCIAL WAYS OF WORKING ACROSS THE ORGANISATION.</p> <p>Office Accommodation Programme Lead: ICT Customer Support Services</p>	<p>Office accommodation use is aligned with the Change Board Initiatives.</p>	<p>Relocate ICT Systems and staff from St Johns to Civic Centre – complete.</p> <p>Termination of lease by 09/2013 – complete.</p> <p>Plans to effectively utilise Northmead House - complete</p> <p>Vacant possession of 6th & 7th floors of Crown building by May 2014 - complete.</p> <p>Vacant possession of Enefco on the Quay by October 2015 - complete. Tourism staff moved to Museum.</p> <p>Vacant possession of 3rd & 4th floors of Crown building by January 2016. (Confirmed successful Sept 16 -</p>	<p>St Johns House – exit completed.</p> <p>Teams and units have improved co-location.</p> <p>Staff facilities improved.</p> <p>Dedicated waiting room has been freed up for meeting spaces.</p> <p>Crown offices – 3rd, 4th, 6th & 7th floor exit completed.</p> <p>Central Archive created and disparate overloaded storages spaces vacated. Closure of project is subject to dilapidations agreement with</p>	<p>Corporate Change Board – Strategic Project</p>	<p style="background-color: #4F81BD;"></p>

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		<p>Complete)</p> <p>September 16 - Reactive work with TCMO following eviction from High Street, looking to co-locate with BID team in town centre by January 2017.</p> <p>Minor moves within Civic Centre and review of Revenues and Benefits customer service and interview spaces by March 2017 will bring this work stream to conclusion.</p>	<p>third parties – completed.</p> <p>Primary focus of current activity, plans agreed and complex set of moves have begun to shuffle and relocate staff to Civic Centre rm1 and Civic Annexe.</p> <p>Waiting for approval for implementation of digital service focus for Civic Centre face to face services. Subject to approval this will be handled as stand along change project. This programme and funding stream are now closed.</p>		
<p>BUSINESS IMPROVEMENT – DEVELOP A STRATEGIC COMMERCIALISATION PROGRAMME FOR COUNCIL ASSETS AND DEVELOP COMMERCIAL WAYS OF WORKING ACROSS THE ORGANISATION.</p> <p>Office Accommodation Programme Lead: ICT Customer Support Services</p>	<p>Office accommodation use is aligned with the Change Board Initiatives.</p>	<p>ICT to enable efficient use of space with new ways of working, remote working/ hot-desking, informal meeting space and staff welfare - complete.</p> <p>Work with Housing Services to address Control Room accommodation needs – complete.</p> <p>Review of integration of public services with particular reference to health services co-location 03/2013 (see links to A Healthy Poole) – complete.</p>	<p>Workshop 9th July 2014 now completed key outcomes achieved;</p> <ul style="list-style-type: none"> • A common understanding of our current Office Accommodation, location, use and status. • Understanding of known activities that are dependant on or influence our Office Accommodation. • Understanding of the timeline and what needs 	<p>Corporate Change Board Strategic Project</p>	

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		<p>Run workshops with Property Steering Group on the 9th July 14 to gain common understanding of current assets, their status, usage and demands – complete.</p> <p>Run workshops with Management Team to challenge and support them agreeing and prioritising short, medium and long term aspirations for our office accommodation- complete.</p> <p>Outline plan of affordable options that support delivery of services for the Council, SVPP, and locality working – complete.</p> <p>September 2016 - Locality working / Co-location with NHS. Waiting on a requirements brief before able to progress. Three local touchpoints now in place. Working to see if space in the Trinidad House build will provide suitable accommodation.</p>	<p>to be addressed with some urgency and what future key dates are.</p> <p><i>Only from that common understanding can we then begin to plan a more strategic use of our assets in line with the service delivery needs of the organisation and partners.</i></p> <p>Next Action:</p> <ul style="list-style-type: none"> • Plan & Run Strategic Workshop with Management Team • Progress actions identified. <p>Strategic workshop with MT held on 9th September. Currently working on affordable options which support delivery of services – complete.</p> <p>Relocation of culture & community staff from Northmead house to Upton House completed.</p> <p>Relocation of training facilities to Civic Centre – complete. Relocation SVPP processing HQ to Northmead House – complete.</p>		

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			<p>Adult Social Care to co-locate 3 teams of Health and Social Care workers in the North, Central and West of the borough. Finding suitable, affordable space for teams of 35 staff is proving challenging. Three local 'touchpoints' have been created in doctors surgeries in the north catchment area but this does not address the need to strategically and geographically locate the main staff group.</p> <p>Not achievable in this format so put on hold.</p> <p>This programme and funding stream is now closed. Any further activity will be subject to business case and separate funding arrangements.</p>		

