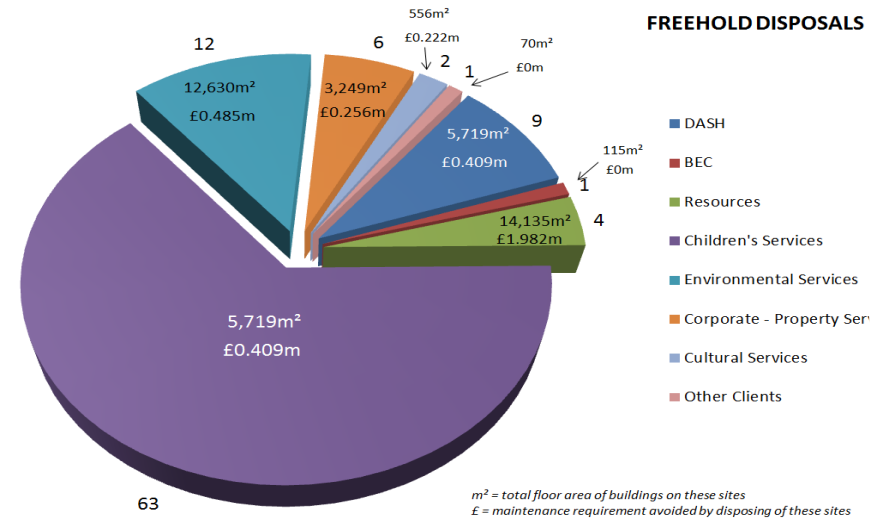
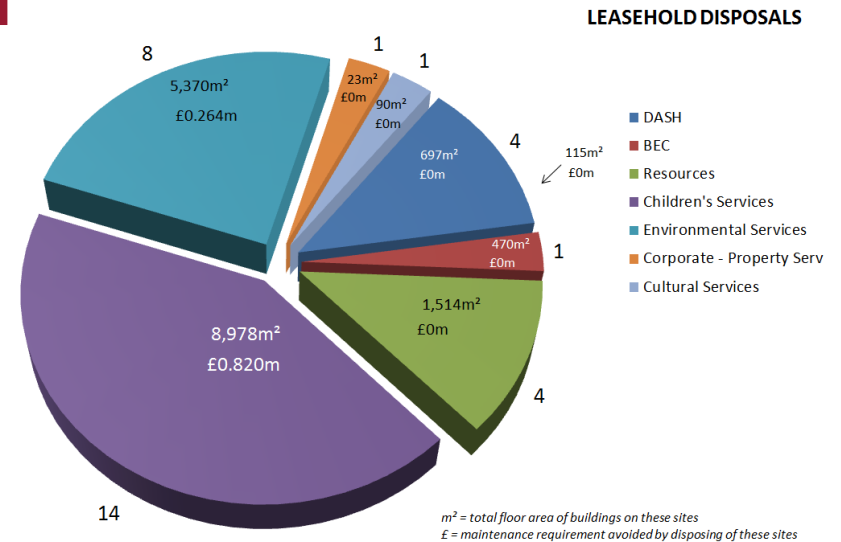


WCC Property Asset Strategy Executive Summary

What we have achieved

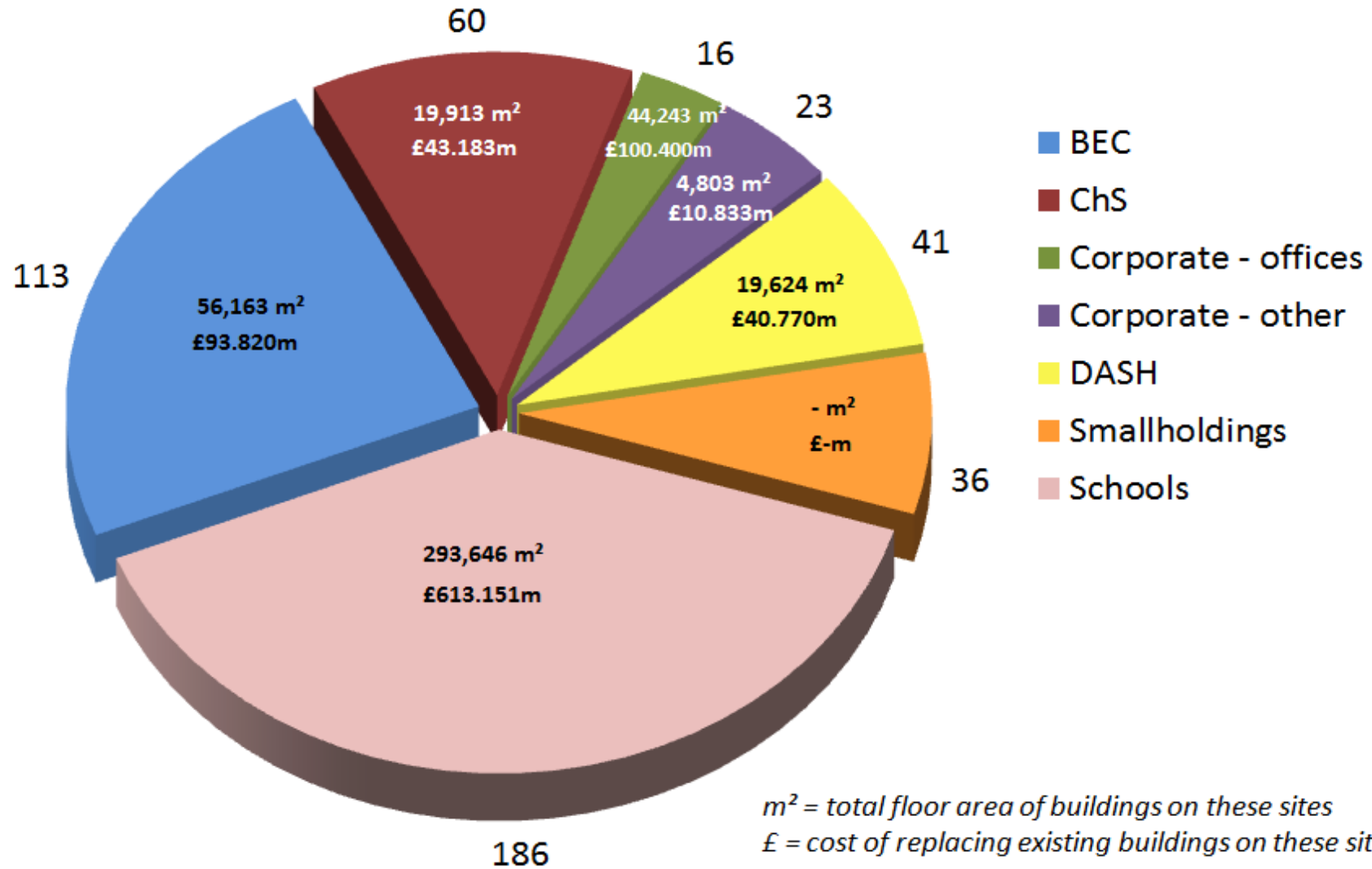
- Capital receipts approaching (£33M)
- Revenue savings >£2.5M
- Sold 99 freehold properties
- Disposed of 33 leases
- Avoided maintenance expenditure of nearly £5 million
- Reduced office buildings down from 17 to 4.
- Released 60,000 m2 of accommodation for sale or alternative use
- Reduced energy consumption/m2 by 22% and a reduction in carbon emissions of 24%.
- ***Our existing approach: by focusing primarily on rationalizing, consolidating and disposing of surplus assets***



Example Case Studies

- Parkside Bromsgrove
- Stourport Civic
- DEFRA/ HMRC into County Hall
- Job Centre Plus
- Kidderminster Library
- Community led library service
- Hartlebury Castle

Where does this leave us?



What next – Drivers for change

- Service transformation
 - Customer demand (and how we influence that)
 - Further service re-design e.g. mobile working
 - Commissioning e.g. Adult/CHS Provider Services
 - Co-location and Integration
- Economic factors
 - Continued base cost reductions
 - Locality based economic regeneration
- Property factors
 - Condition vs Suitability
 - Efficiency & Effectiveness
 - Balance opportunity costs and future liabilities
 - Carbon Emissions

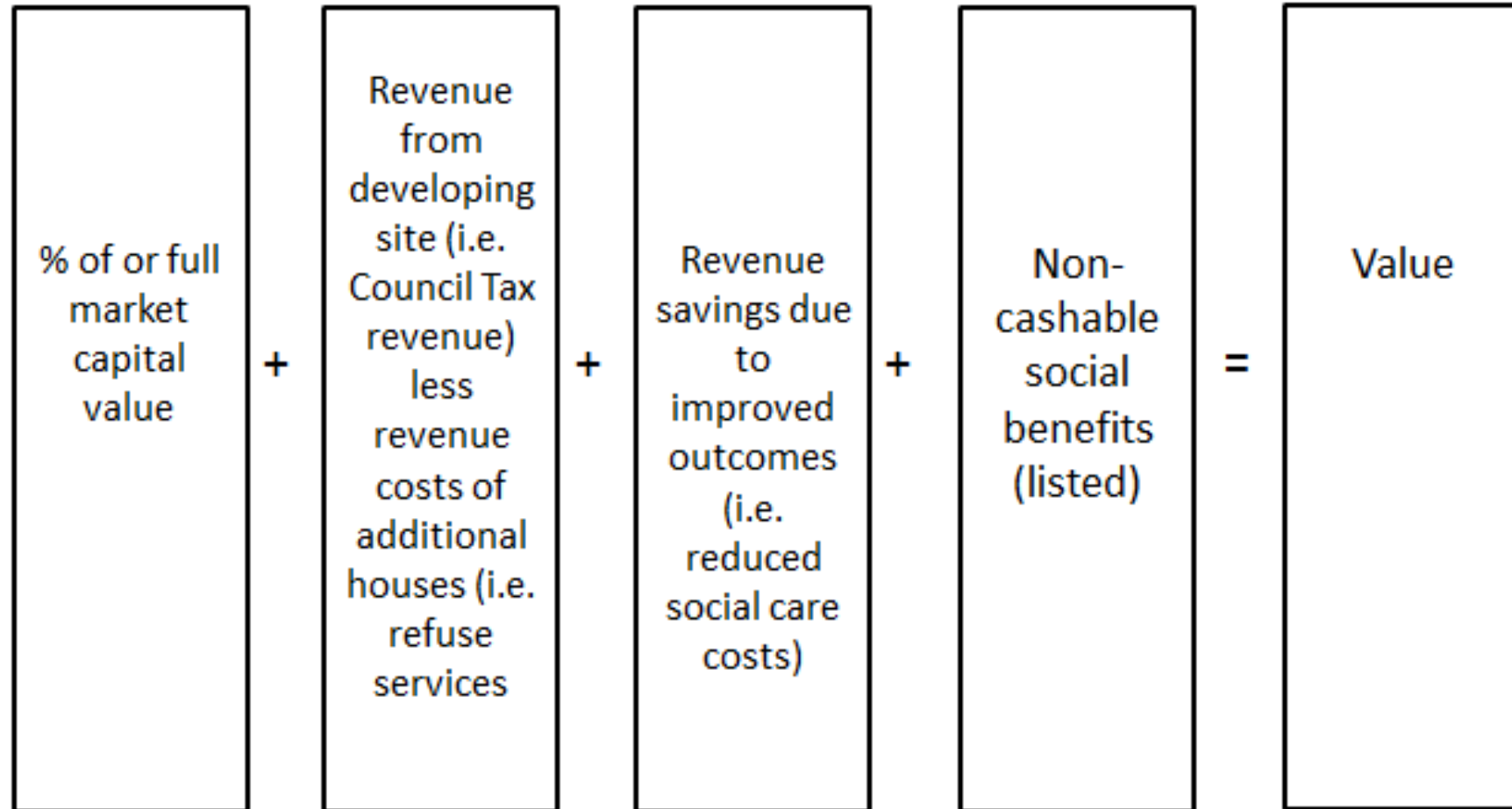
Opportunities

- WCC as Developer
 - Influencing demand and long term service outcomes
- Income Generation
- Place Partnership
- One Public Estate
- Growth funds and working with LEP
- Innovation
- Driving change and ways of working

Opportunities

- Locality Reviews (Redditch, Wyre Forest etc.)
- Kidderminster
- Children's Centres
- Library Re-modelling
- Older People's services
- County Hall Campus

Developing an alternative approach to value



Taking a broader approach to investment and site appraisal could mean WCC invests in various types of Housing provision influencing long term outcomes

What are our options 2016-2020?

- Stop; keep as is
- Continue our current disposal strategy
 - All
 - Parts
- WCC as “developer”
 - Housing
- Recommendation: Disposal combined with selective developer option

County Hall Campus

- What are our Options long term (10 years +)?
- Recommendation: Develop for sustainable occupancy with multiple tenants

Innovative Spaces

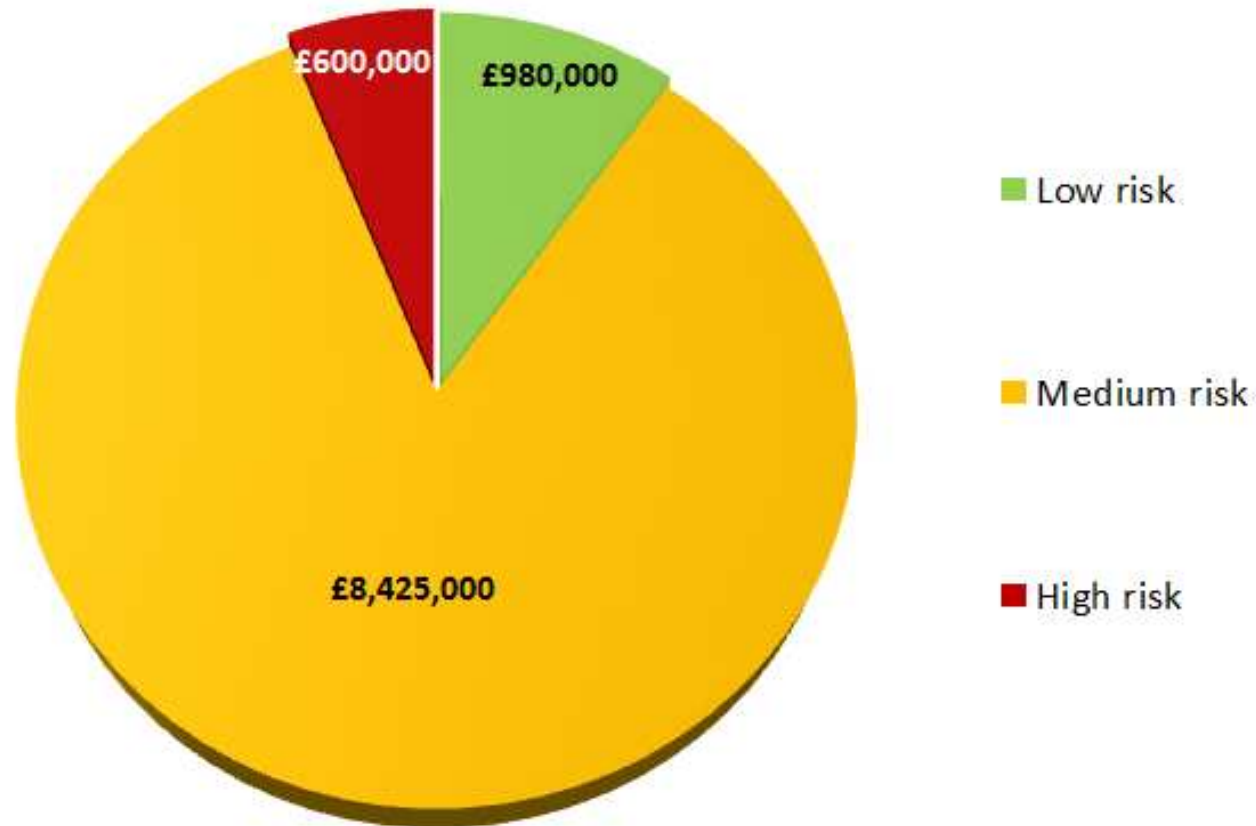


Where do we want to get to? New Strategic Goals for our asset strategy

- To manage the Property Assets to ensure optimal efficiency and effectiveness
- To pursue the maximisation of value by seeking opportunities for residential, commercial or other economic development
- To influence service re-design and integration through effective challenge and design
- To exploit opportunities for income generation

Target Capital Receipts – 2016-20

Better Use of Property - phase 2
Capital Receipts 1st April 2016 - 31st March 2020



How do we get there?

- Place Partnership
- Locality reviews
- Changing our approach:
 - For specific sites take more risk (“Developer”)
 - Develop further County Hall Campus Innovative Spaces
- New Governance and new leadership

Next Steps

- Finalise Draft with CSP
- Develop locality reviews and for appropriate candidate sites (where “developer” option is appropriate) – decision at Cabinet
- Final version to be informed by other partners