



Agenda Item 11

Strategic Property Review – Update & Draft Property Strategy

FALKIRK COUNCIL

Title: Strategic Property Review – Update & Draft Property Strategy
Meeting: Executive
Date: 29 October 2019
Submitted By: Director of Development Services

1. Purpose of Report

- 1.1 This report provides an update on the Strategic Property Review (SPR) and the preparation of a draft Property Strategy and Implementation Plan. The draft strategy has been informed by the findings of the Strategic Property Review (SPR) and the report includes an update on the ongoing SPR work streams, consultation and projects previously approved. The report advises on the process to finalise the strategy and implementation plan as a means to help rationalise the Council's property estate.

2. Recommendation(s)

It is recommended that Executive:

- i. **agrees the draft Property Strategy and Implementation Plan**
- ii. **agrees that a workshop for elected members is arranged to review the implementation plan, potential asset rationalisation programme and outcome of public consultation currently ongoing**
- iii. **agrees that the finalised strategy is presented to a future meeting of the Executive for approval**

3. Background

- 3.1 The Council's approach to asset management is to ensure assets are managed effectively and efficiently to support service delivery and that they are fit for purpose, suitable and financially sustainable. The Council's assets comprise a total of 6 asset classes - property, housing, roads and infrastructure, fleet, open space and ICT. Each of these has individual strategies, plans and governance arrangements. The Corporate Asset Management Group takes an overview of progress across each class of asset.
- 3.2 To inform the Council's future approach to managing its property assets a strategic review has been undertaken.
- 3.3 The Strategic Property Review (SPR) is a priority project for Falkirk Council in line with its ambition to transform the way it delivers services through its Council of the Future Programme. The initial findings of the review were previously approved by the Council in December 2016.

- 3.4 The SPR has identified that the Council's portfolio is too large; is deteriorating; and that, over time, it may be subject to property and/or service failures. Given on going budget constraints, the Council cannot sustain the number of buildings it has and the inefficiencies they present. It is imperative that it invests in a smaller number of buildings, which are utilised to a much greater extent. A programme to migrate towards the assets it needs for service delivery is required. This approach will provide greater efficiencies in cost and building use and can increase customer satisfaction.
- 3.5 The SPR recommends adopting a corporate approach to rationalise and modernise the Council's property estate. The draft Property Strategy includes the key SPR principles which were agreed by the Council to be applied in confirming future property requirements and in the management of Council properties as corporate assets.
- 3.6 It also suggests that the ambitions of the review will be achieved by:
- providing services on a more integrated basis, sharing spaces and resource.
 - non-specialist facilities will be shared wherever possible
 - staff working flexibly from a range of locations
 - localising front-facing service delivery via locality and community hubs
 - increasing in shared use of space within the school estate including use of sports facilities by the community
 - retaining properties that are subject to recent investment, those in best condition and which offer greatest flexibility of use
 - meeting cost of adaptations and investment, where possible, from property savings/disposals
- 3.7 The initial findings of the review and outcomes for buildings and services based on the applications of the SPR principles are included in the strategy at Appendix 1. These will be used to assist future discussions as part of the implementation plan and through the work now underway on locality planning. Further reports to Executive will consider specific outcomes of locality planning and business cases will be required prior to implementation of any rationalisation or investment proposals.

4.0 **Considerations**

- 4.1 The draft Property Strategy (see Appendix 1) details the outcomes of the SPR and identifies that its overall vision is to achieve:
- i. A corporate portfolio that is fit for service delivery, sustainable, meets the needs & aspirations of citizens and services alike, and is affordable to the Council.*
 - ii. Shared and effective utilisation of properties to underpin service delivery needs, now and in the future.*

- 4.2 A set of 5 key objectives have been established and together with applying the SPR principles provides direction to inform future decisions on delivery of services in communities and associated property solutions. These objectives are:

Objective 1:

Property being managed corporately to support the Council's corporate objectives and priorities.

This ensures a strategic, joined up approach to maximising the contribution of property to meeting Council objectives and identifying opportunities for economic regeneration and development. The actions aimed at achieving this, include:

- corporate landlord model being embedded across the whole Council
- continual challenge of service use, occupation and management of buildings
- corporate decision making on use, occupation and investments in property and land based on clear evidence/data and supported by a business case
- Service and locality reviews are carried out on a regular basis and inform the management of land and property assets
- a robust maintenance regime is in place focused on planned maintenance and the reduction in reactive maintenance.

Objective 2: Property meets the needs of our customers and services

This aims to establish a range of properties to deliver the Council's service outcomes - the right property, fit for purpose and in the right location to meet current services, to plan for the future and to be affordable. The Council understands service and customer needs and ensures that the design, location and management of a property asset enables services to operate to their maximum potential. The outcomes anticipated are that:

- the Council has an up to date and accurate framework to manage property that reflects legislation and wider council policy
- there will be stronger working relationships among services
- communications are clear and stakeholders understand what customers require and how property enables delivery of services.

Objective 3: Property is providing value for money and is affordable

The Council's land and property assets should deliver the best returns for communities. Money from savings and property sales will be re-invested in the portfolio.

Value for money and affordability is a core principle for the Council and property has a significant role to play in making sure that services are delivered in the most cost efficient and effective way.

Objective 4: Council property supports sustainable and inclusive economic growth

This reflects that the Council's land and property assets can be a major contributor and facilitator in unlocking development opportunities; delivering solutions and stimulating regeneration, sustainability and inclusive economic growth. It can also assist in attracting inward investment which can grow business and create jobs. There is a strong link between property asset management policies and the Council's measures promoting economic growth. The quality and design of our buildings can also improve the public realm and be a stimulus to increasing usage and attracting visitors to the area.

Delivery of a modern, sustainable property estate can also assist in meeting climate change objectives set by the Council and the increasing pressure to reduce carbon emissions.

Objective 5: Working effectively with partners to maximise shared opportunities

Working with community planning partners, businesses and the voluntary sector is key to delivering the Property Strategy and will maximise shared land and property opportunities, leading to reduced property costs, more collaborative working to deliver services. Sharing property can realise efficiency savings and unlock surplus property for other income generation uses. The strategy aims to:

- Increase the number of shared sites and buildings between the Council, public sector partners and the voluntary sector
- Improve partnership working and relationships with partners including the NHS, leading to more collaborative projects being delivered on time and to cost.

4.3 Implementation plan

Implementation of the Property Strategy will be progressed through 3 work streams (Appendix 2 of the Property Strategy). These reflect the SPR principles and its initial outputs and recommendations. A separate workstream on maintenance planning will also be taken forward to enable programmes of pre-planned maintenance to be introduced:

Work stream 1: Learning estate and community based services

Aim: To provide asset support through locality planning and settlement reviews to maximise use of schools for community and educational purposes.

Property types: learning estate – nursery, primary, secondary schools, CLD facilities & community centres; community halls; libraries; local sports centres.

This involves making better, more intensive use of the learning estate including nursery, primary, SEN and secondary schools. Assets within the school estate are often the most modern, in best condition and are at the heart of the communities in which they are based. Opportunities identified within the school estate are as follows:

- that the school estate is used for delivery of Council services: Schools are adapted/reconfigured to allow co-location of education, non educational staff and other partners, to create office space or touch down. This may include improved access for the community to general purpose or community areas (i.e. non teaching space).
- use of the school estate by the community and Falkirk Community Trust (FCT) to maximise the use of sports facilities (both internal & external), school halls, dance studios, GP classrooms for leisure purposes mostly outwith the school day.
- Educational use: development/enhancement of the school estate, potential for 2-18 combined campuses & rezoning catchment areas to improve occupancy rates including options to save home to school transport costs.
- Scottish Government £1bn 'Investment in Learning Estate' fund – target external funds to address the current usage of the school estate and to highlight the best options/projects for the Council to develop and attract this funding.

Update:

- community use is being linked to locality planning, FCT business planning & increased use of schools
- a public consultation exercise on Council property assets is being progressed in line with the decision made at the 25 September 2019 meeting of the Council
- increased use of learning estate for educational/community purposes to be explored and aligned to Scottish Government funding. An initial submission has been made by Children's Services
- PFI schools end of contract – a corporate project team is undertaking initial work with Scottish Futures Trust to inform options and future recommendations which will align to improved use of schools and community use options
- pilot being prepared for adaptations to high schools for increased community use at Braes High. A project team is undertaking an options appraisal and feasibility exercise.

Work stream 2: Specialist assets, services & corporate landlord

Aim: To identify service provision out with the availability in schools, and implementation of corporate landlord.

Property Types: crematorium; regional & national sports/leisure centres; depots; bothys; toilets; residential/intermediate care homes; adult services centres.

The key areas of work will include:

- development of the corporate landlord model - this will establish corporate management of Council property, proposing models for shared use of premises, evolving operational and financial frameworks and strategic prioritisation models for the Council's entire operational portfolio
- supporting locality planning work – managing the interface between ongoing locality based service reviews, property needs assessment and local consultation
- developing business cases and implementation of major investment programmes for key facilities.
- support the service change and property implications from the Integrated Joint Board (IJB)

Update:

- Chartered Institute of Public Finance and Accounting (Cipfa) has undertaken a review and will provide recommendations shortly on implementation of corporate landlord methodology. Key personnel and staff were involved in interviews and workshops.
- Arts Centre – work on going in conjunction with HQ proposals for replacement of Falkirk town hall
- Investment projects - work ongoing with FCT on sports complex proposals, Mariner adaptations, Stenhousemuir Gym (lease terms agreed with landlord)
- Community Asset Transfer (CAT) - a number of expressions of interest have been received and discussions are progressing, adopting the Council's procedures
- IJB alternative service delivery models – discussions ongoing re intermediate care & other specialist requirements including new delivery models for adult day services and joint operating model between Health and Social Work Practitioners

Work Stream 3: Offices and HQ

Aim: To review office and related functions, reduce front facing offices and increase colocation of services

Property Types: HQ, front facing offices; back offices; advice hubs.

As part of the SPR a review was undertaken to confirm the Council's office requirements, principally HQ, back office functions and those that require a locality presence e.g. associated with the advice hubs model. The existing office estate is fragmented, cellular and inefficient, with much in poor condition and unsuitable for modern ways of working. Those office buildings retained by the Council will need investment to be sustainable for the future and to enable adoption of modern ways of working.

The key projects already approved and underway include:

- Front Facing Offices, reduction from 11 to 5 offices

- Locality Hubs – West, East and Central
- HQ and Arts Centre feasibility/marketing

Update:

- Carronbank House - Phase 2 complete and services moved in (120 staff now operating in new mobile and flexible office environment)
 - potential car park improvements being assessed
 - Phase 3 for lower ground, a brief is being prepared with services for further relocations.
- East Locality
 - Grangemouth Social Work Office, feasibility plan being prepared for implementation of mobile and flexible working, Kinglass Social Work Office to be converted to nursery
- Central Locality
 - options being explored for interim Hub solution pending HQ decision.
 - design work on adaptations to Brockville to commence
- Outreach solutions
 - ongoing, outreach in place at Bo'ness; Dawson Housing offices closed at end July and outreach at Abbotsford commenced August 2019.
- HQ, Back Office
 - work on going to confirm the specification and size, budget/costs and implication for remainder of office buildings and replace the Municipal Buildings
- Training Review
 - Service need being finalised to confirm whether this can be accommodated at Grangemouth Municipal Chambers/Stadium & impacts for HQ proposals
- Storage Review
 - initial discussions with Records Management & NHSFV to ascertain if there is a joint storage option which could be considered
- Community Halls
 - One hall has been sold, one hall is 'under offer' for sale and Education Executive has agreed to grant leases to five other halls. Children's Services officers are liaising and supporting other halls in progressing potential CAT.

4.4 The table at Appendix 1 of the Property Strategy presents a proposed asset rationalisation programme arising from the SPR. It summarises the performance of each asset and presents the findings of the review as a suggested way forward for each of the Councils assets. It is proposed that this work be brought together with the outcomes of the consultation exercise that has been taking place to engage with communities on the review's findings and that a workshop for elected members takes place as a means, on a locality basis:

- to consider the practical application of the strategic property review principles for each locality
- to review the property assets owned and used by the Council (and its partners) to meet future service needs.
- to give thought, for each locality, to future use, investment and disposal of assets
- consider the way forward to enable the property strategy and its implementation programme to be finalised.

While this would bring to a conclusion the work on the SPR, progress of the 3 workstreams will continue to be monitored via the Council of the Future Board.

5 Consultation

- 5.1 At its meeting in June 2019, the Council agreed that a consultation should take place to test the principles that the Council and Falkirk Community Trust have been working towards with regards to changing services and reviewing assets in line with the SPR. The outputs of previous budget consultations noted that the Council should consider rationalising property if that helps sustain services. This consultation is underway and is engaging with communities in what that means in practice, while not at this point being specific about the impact this will have on individual communities or buildings. The outcome of this will assist with the development of specific options for the Council's assets and it is proposed that this, together with the outcome of the workshop described at para 4.4, will inform the finalised Property Strategy and specific property proposals.

6. Implications

Financial

- 6.1 The SPR and Property Strategy reinforce the need to rationalise the property estate, investing in retained assets using savings and receipts from surplus assets. This work is already underway and reflects the intentions of the Council's medium term financial strategy and the Council of the Future business plans. An initial package of four surplus assets, identified as a result of the SPR, has been sold generating £647K in capital receipts. Two further buildings are under offer and three sites will be transferred for Council house building. It is anticipated that additional savings will be possible once the next stage of work is completed on the review particularly from operational efficiencies while savings from property costs and disposals will contribute towards the investment required.

There is a requirement for continued financial support to be made available for the commissioning of works for the relocation of services, property upgrades and, where needed, for the demolition and disposal of properties. An allocation of funds (£1.85m) is available for the SPR from the capital programme for projects, revenue reserve to pay dilapidation costs and increased one off revenue costs as buildings are adapted.

All property solutions and investments will require to be underpinned by the preparation of business cases as a fundamental component of options appraisal and effective project management. On completion of the finalised programme, this will be costed and aligned with the Council's Capital Strategy.

Resources

- 6.2 A team is being put in place within Development Services to support delivery of the SPR and Property Strategy. This is supported by a Council of the Future Change Fund allocation for two temporary staff.

Legal

- 6.3 Any disposals arising from the outcome of the review, including any community asset transfers, will be subject to conclusion of all necessary legal agreements.

Risk

- 6.4 The SPR has reinforced that the Council cannot sustain the number of buildings it has and the inefficiencies they present to its service delivery and financial planning. It is imperative that it invests in a smaller number of buildings, which are utilised to a much greater extent. The draft Property Strategy sets out the key risks for property and, in particular, the implications for business transformation if affordable and workable solutions are not implemented in line with the objective identified.

Equalities

- 6.5 The implementation of the review will include measures to ensure that the scope for the Council to meet the needs of protected groups is addressed fully in the rationalisation and modernisation of the properties used by the Council for service delivery.

Sustainability/Environmental Impact

- 6.6 A key outcome of the review will be to achieve a rationalisation of the Council's property assets to provide a more sustainable base for service delivery with consequent reduction in energy costs and carbon emissions. This is a key ambition of the review and the delivery of a modern, sustainable property estate will assist significantly in meeting climate change objectives set by the Council and the need to move towards 'zero carbon'.

Council of the Future

- 6.7 The SPR and Property Strategy are key elements of the Council of the Future initiative and the medium term financial strategy. This work is a key enabler for several of the related workstreams being implemented as part of the Council's business plan. It is important that the pace of change conveyed in the business plan is reflected in the implementation plan taken forward as an outcome of the SPR. Regular update and monitoring reports are presented to the Council of the Future Board

7 Conclusions

- 7.1 The Strategic Property Review has presented its key findings and suggested a way forward for the Council's property estate. It demonstrates that the Council's current asset portfolio cannot be sustained in its present form given changing service demands, citizen expectations, the current climate challenge, the extensive backlog repair requirement of the portfolio; and the financial pressures facing the Council.
- 7.2 The review suggests that the corporate approach proposed should drive significant benefits from colocation and shared use of assets and can accommodate the changes in public service that are demanded by communities.

It can also enable the Council to help deliver on its climate change objectives and reduce its carbon emissions. A set of key principles have been agreed to inform future decisions and these have been aligned to the key property objectives contained in the Property Strategy and ongoing implementation. It is important that this work now moves forward with pace.

- 7.3 The Implementation Plan sets out the next stages including the need to engage with elected members, communities and partners, linking the SPR principles to practical solutions and service remodelling. This will enable the finalised Property Strategy and implementation programme to be agreed as a key enabler of the Council of the Future.

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Director of Development Services

Authors – Douglas Duff, Head of Economic Development & Environmental Services – 01324 504952. douglas.duff@falkirk.gov.uk

Craig Isdale, Asset Manager - 01324 504811. craig.isdale@falkirk.gov.uk

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APPENDICES

Appendix 1 – Draft Property Strategy and Implementation Plan

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:



Falkirk Council

Property Strategy

2019 to 2024

Contents

- 1. Foreward**
- 2. Introduction**
- 3. Strategic Context**
- 4. Asset Overview**
- 5. Strategic Property Review**
- 6. Property Strategy**
- 7. Key Objectives**
- 8. Implementation Plan**
- 9. Managing Risk**
- 10. Governance**
- 11. Measuring Success**
- 12. Conclusion**

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1. Foreword

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

The nature of public services is changing and new ways of working and new technologies are being adopted in response to the constrained public expenditure and expectations of service quality increase as a result. The Council's portfolio of land and property assets must change to reflect this.

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

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

To inform development and plan future delivery of our Property Strategy, a strategic review of our portfolio has been completed. This is as a key component of the Council's business transformation project, Council of the Future, which seeks to transform the way we do business and build on our Place values and behavioural framework of being open and accountable; embracing diversity, being courageous and ambitious and working collaboratively.

2. Introduction

Purpose

The purpose of the Property Strategy is to provide a framework to support the development and management of the Council's land and property assets to deliver property solutions which underpin corporate, service and community objectives.

Context

The landscape for public service delivery is changing fast. The Council needs to adapt to this and, with our partners and communities, we need to build and sustain new critical skills for running modern public services. The "Council of the Future" programme will deliver change over the next five years and a range of projects covering all aspects of the Council's work is being developed to support this. Council of the Future is Falkirk Council's response to the challenges facing local government. It is a radical programme of change which will transform the organisation over the next five years. The Council needs to modernise, change the way we work and change the way we work with communities. We aspire to be innovative, responsive, trusted and ambitious. We will achieve this by engaging with our communities and employees, listening to what they say and acting on their feedback, using data to understand our customers and using technology to modernise our services.

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

We need to ensure that our land and property assets:

Falkirk Council

Property Strategy

- Provide value for money
- Meet the needs of customers and services
- Supports sustainable and inclusive growth across the Falkirk Council area
- Are efficient and effective.

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

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”

RICS Public Sector Asset Management Guidelines 2nd Edition

The Council’s updated **Corporate Asset Management Strategy** sets out the Council’s approach and it’s framework for the management of its assets, the **Property Strategy** articulates our vision for property, what we want to achieve and how we will achieve it. An implementation plan, has been developed to progress and monitor key work streams, and projects against strategic objectives.

The strategy and will remain in place until 2024, in line with the Council’s Medium Term Financial and Business Plans.

3. Strategic Context

Falkirk Council's Corporate Plan sets out what the Council and our services will seek to achieve for our area and communities over the coming five years. This highlights core priorities and outcomes and the significant change and transformation the Council expects to achieve in that timescale. It sets out the joined up way we will deliver on these and the way we will manage the delivery of services so as to meet the needs and expectations of our communities within the shrinking resources we have at our disposal and also reflects needs, resources and aspirations. The Corporate Plan balances the things the Council must address and deliver e.g. legislatively and organisationally, with the aspirations and commitments for our citizens and communities.

The Council's priorities set out in the plan are:

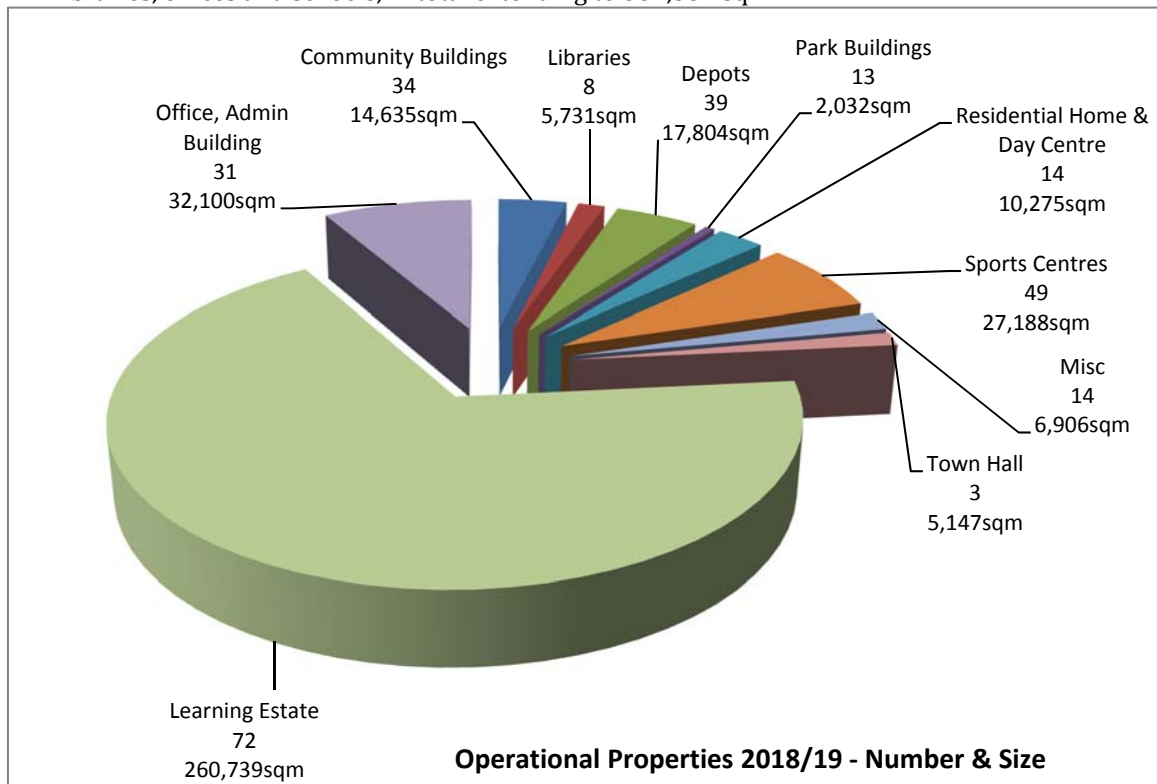
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|-------------|--|
| People | <ul style="list-style-type: none">• Raising aspiration and ambition• Reducing the impact of poverty on children and their families |
| Place | <ul style="list-style-type: none">• Growing our economy• Improving the neighbourhoods we live in• Promoting vibrant town centres |
| Partnership | <ul style="list-style-type: none">• Working with communities to deliver better services• Empowering and enabling people to be self reliant• Promoting stronger, more self-reliant communities. |

The Council continues to face significant budgetary challenges and has approved a Medium Term Financial Plan for planning and managing its resources over the five financial years 2018/19 to 2022/23. In supporting the delivery of the Corporate Plan the budget pressures represent only one part of the medium term financial strategy. We also consider how these gaps between projected expenditure and resources will be bridged. The revenue budget will be guided by a number of options including reducing, redesigning and removing some services.

There are significant implications for the Council's property to enable change through the Council of the Future Programme, to underpin alternative service delivery modern to generate savings and efficiencies, to ensure services are provided from buildings which are fit for purpose and to contribute to meeting the Council's climate change targets set out in its Carbon Management Plan.

4. Asset Overview

The Council currently has 277 operational properties (including those operated by Falkirk Community Trust) used to deliver a wide range of services. These include libraries, offices and schools, in total extending to 382,557 sq m.



The Learning Estate includes high schools, primary schools, nurseries and special needs schools.

5. Strategic Property Review

The Council has undertaken a corporate strategic review of its property to inform development of this strategy and the priorities for implementation. The Strategic Property Review (SPR) involved an initial high level data capture of service needs and an analysis of asset performance.

The review examined:

- asset performance
- patterns of service provision including front facing and back-office functions
- anticipated service needs (taking into account demographic and land-use planning and deprivation related service pressures)
- high level issues and challenges for the Council's portfolio.
- requirements on a locality basis (in the East/Central/West areas, identified by the Council for a parallel exercise in locality planning)

It has identified that the Council's portfolio is too large; is deteriorating; and that over time it may be subject to property and/or service failures. Given on going budget constraints, the Council cannot sustain the number of buildings it has and the inefficiencies they present. It is imperative that it invests in a smaller number of buildings, which are utilised to a much greater extent. A programme to migrate towards the assets it needs for future service delivery is required. This approach will provide greater efficiencies in cost and building use and can increase customer satisfaction.

Initial findings identified:

- the Council has 296 operational properties, extending to over 378,000 sq m.
- of the Council's total property assets, c80% are occupied by less than 10 full time equivalent staff (FTEs).
- in 2015/16 the Council spent on its operational portfolio:
- £21.89m on revenue running costs (rents, rates, insurance, utility costs, cleaning, grounds maintenance, not including unitary charges for PPP/NPDO schools)
- £1.036m, in leased in properties from the private sector (included in above and includes Abbotsford House)
- £7.04m in 2015/16 on capital works to reinvest in its properties
- The estate accommodates 1936 non-school FTEs who require access to a desk for part of their working week and 1357 FTEs who are fully mobile. A further 252 FTE staff are accommodated in Falkirk Community Trust (FCT) properties
- the operational portfolio has a backlog of maintenance requirements in excess of £36m notwithstanding the expenditure described above.
- With only £2.74m being spent annually on maintenance, the portfolio is deteriorating
- Upgrading the estate to being fully compliant and suitable for modern day operational purposes basis needs investment by a factor of between 3-5 times estimates of the backlog maintenance requirements. This suggests an investment requirement of up to £180m.

Key Principles for Property Asset Management

The review recommends adopting a corporate approach to rationalise and modernise the Council's property estate.

The key principles are set out in section 6 and will be applied in confirming future property requirements and in the management of Council properties as corporate assets. Where appropriate, the Council's operational properties have been aligned to the three areas for locality planning purposes, giving an initial framework to assess the property needs in each area.

Decisions on future use of and investment in property will require to be supported by the development of appropriate business cases.

Rationalising the Council's Property Portfolio

Taking account of this approach the SPR considered various asset categories in terms of future service demands, customer or Council needs and progress, for example, in use and availability of digital technology. The following outcomes have been approved and are being implemented through the Implementation Plan, together with ongoing and continual review of Service areas where further work is being undertaken to establish future service requirements and to reflect outcomes of Locality Planning:

a) Office Review

A review of the office estate has been made with a view to rationalising this accommodation while assisting in the implementation of modern ways of working. The Council's office estate:

- includes 28 offices in 10 geographic locations
- extends to c31,000 sq m Gross Internal Area (GIA)
- accommodates 1500 FTE staff
- costs £3.3m (a cost per FTE of £2050 annually) including rates, energy, rent (where applicable), maintenance, cleaning and insurance costs etc.

The existing office estate is fragmented, cellular, with much in poor condition and unsuitable for modern ways of working. Those office buildings retained by the Council will need investment to be sustainable for the future and to enable adoption of modern ways of working.

The review recommends a modernised, corporate approach to future office provision with a space standard of **0.6 desk/FTE** (or better) and adoption of a corporate landlord model to coordinate the rationalisation programme.

The review examined the office portfolio in two main elements:

- A. Front facing requirements – for public access to services and advice with Hubs for ‘front facing’ staff, who require to work at locality level. This model will enable service users to access services locally with the support of multi skilled advisors, meeting their requirements more holistically.

The Council has agreed to proceed with the creation of Locality Hubs on a three locality model:

- East Locality Hub – Grangemouth Advice Hub & Office.
- West Locality Hub – Carronbank House
- Central Locality Hub – Location to be finalised, options are being considered.

To supplement this, a series of outreach locations (small ‘touchdown’ spaces, with a pod of desks and suitable meeting space) are needed to meet settlement requirements. These will be within other Council operational premises or in partner agencies premises.

The review proposes that the Council reduce from **11 front facing office premises to 5**.

Remodelling works for the creation of advice hubs and associated front offices are anticipated to cost in the region of £1.8m. This work is underway.

- B. Back office/civic HQ requirements – The Council utilises 14 buildings with 21,500m² of space for its back office and civic headquarters requirements. The Municipal Buildings is at the end of its useful life and refurbishment of this building would cost in excess of a new build replacement. Falkirk Town Hall shares building services and is also reaching the end of its useful life.

Discussions have progressed to consider a multi-partner co-location project as part of a town centre regeneration project, recognising the project’s economic benefits. This has resulted in agreement to progress proposals for delivery of the replacement HQ/Arts Centre through:-

- participation in the Falkirk Town Centre Working Group
- preparing a business case for the HQ/Arts Centre having regard to the Council’s financial position
- production of an initial specification for 300+ workstations and associated arts and civic facilities
- progression of a procurement exercise to seek a preferred site and means of delivering project

A procurement exercise will seek delivery of the project through identifying a development partner and an appropriate site in the town centre. The business case for the HQ/Municipal Buildings replacement on the existing Council HQ site is to be updated recognising that the Council requires a facility for over 300 workstations. This will be used as a basis for procurement in the market. Recognising the Council’s need for additional back office accommodation, it is proposed that variant options for 500 and 700 workstation facilities are also included.

This will enable the Council to assess these options, their implications for its other back offices and determine the savings and other benefits that can be achieved arising from consolidation. Surplus property as a result of this exercise will be sold to assist with project costs.

A separate business case for the arts centre replacement is being finalised with Falkirk Community Trust (FCT) and this will be aligned as appropriate with the HQ requirements, recognising it may form part of the HQ development or sit separately from it. It is proposed that prospective developers be asked to supply details for an outline requirement offering a site or building to

Falkirk Council

Property Strategy

accommodate an arts centre with ancillary accommodation that could be provided as part of their project.

The Council of the Future Board is the project board in line with the Council's transformation agenda.

b) Community & School Facilities

Assets within the school estate are often our newest, in best condition and are at the heart of the communities in which they are based. The review suggests that future service delivery and asset provision in some communities must rely on use of school facilities. In several communities the local school is the principal community asset and the scope for greater intensity of use may be possible. Progressing this point could help reduce the financial and space pressures on the non-school estate.

Making better use of the Learning Estate including nursery, primary, secondary and special schools is a priority for the implementation of the SPR and its implications for other community facilities and services including local sports centres, libraries and community centres. Opportunities identified within the school estate which form part of the Implementation Plan are as follows:

- Wider Educational Curricular Use – Development, enhancement and optimisation of the school estate, potential for 2-18 combined/co-located campuses, potential to rezone catchment areas to improve occupancy rates including options to reduce home to school transport costs.
- Scottish Government's New Investment in Learning Estate – To consider the current use of the school estate and to highlight the best options/projects for the Council to consider, develop and progress to make best use of Falkirk's share of this funding.
- Wider Council Use - Assess the potential and suitability of the School estate to be more widely used for delivery of other Council Services. Can schools be adapted/reconfigured to easily allow co-location of other Council services and partners to utilise office space or touch down areas to support the delivery of their services. In undertaking this area of work, careful consideration must be given to ensuring that any child protection issues are addressed.

Wider Community Use - Assess the suitability of the School Estate to be used for community use and by the Falkirk Community Trust by maximising the use of sports facilities (both internal & external), school halls, dance studios, GP classrooms etc. for community and leisure purposes mostly out with the school day. Further work will assess the implications of such measures, addressing matters of security, curricular demands, caretaking cover and facility management. The implications of changes arising from the introduction of the Scottish Government's targets for the provision of early years expansion and consequent demands for accommodation will also need to be finalised.

Completion of this work will allow these assets to be considered in the context of locality provisioning.

c) Specialist

A review of the specialist facilities which the Council requires for service provision will be undertaken. This includes regional sport and leisure facilities and the provision of services across the area to support social care and integration. This builds on the findings of recent work and includes programmes to:

- rationalise the use of depots
- implement the FCT Business Plan, including, where agreed, proposals to rationalise assets
- review asset needs for social care and day care
- review Council requirements for training accommodation
- review Council storage requirements in the light of mobile and flexible working and the digital strategy

In relation to FCT, a breakdown has been identified for its assets in terms of:

- assets offering capacity for income generation
- Community infrastructure - making a significant contribution to meeting local needs with

Falkirk Council

Property Strategy

- scope to review service demands and connections with other services
- Community Engagement properties – offering potential for community based management (FCT propose a dedicated model for use of these facilities including development of volunteering capacity to sustain operations)

Development of the FCT Business Plan will consider application of the SPR principles to assist budget pressures. A public consultation is being undertaken to inform the next stages of implementation. The Council and FCT have recognised that we need to do things differently. We have invested in some services such as Advice Hubs, Mariner Leisure Centre and Stenhousemuir Gym – giving a better service to our customers, in a better environment and in a more joined up way. We are now consulting on continuing that work in the following ways:

- Agreeing a significant programme for investment in key buildings across the Council area to improve the quality of facilities and services
- Creating community campuses at secondary schools in the area – while seeking not to duplicate services and facilities provided through specialist buildings
- Closing and disposing of facilities and buildings that are not fit for purpose i.e. where they are of poor quality, underutilised, duplicate other facilities in the area or are too expensive to invest in.
- Supporting local organisations to more be more directly engaged in the management and operation of community facing assets where it makes sense for them to do so

We are consulting the people who live and or work within Falkirk and who access the public sector buildings, to understand community needs and deliver services in a smaller number of better maintained buildings. Co-location of services will be fundamental to this to enable investment in the property portfolio and as it is in line with the direction of travel set out by Scottish Government. We want to understand how we can make this work in each community.

Locality Reviews

A locality model is suggested in principle as a means of confirming future asset needs. Locality level reviews are underway to assess service delivery and asset needs in each of the East, Central and West localities. Work will consider the scope for rationalisation; intensifying the use of assets to be retained and identifying disposal programmes for other properties. It recognises that the Council has not yet confirmed a preferred locality framework and that this must be aligned with bodies such as the Integrated Joint Board, FCT and other community planning partners. However, the recommendations identified in Appendix 1 reflects decisions taken by Members thus far in relation to the emerging community planning agenda and is suggested as an 'in principle' means of examining future asset provision.

Further work will take place to examine the following:-

- Location of office provision at central and locality level
- Provision of locality level advice hubs
- Review of day centre model of care and the potential for day centre provision on an outreach basis (programmes within other facilities)
- Community facility provision within the school estate; sports and leisure facilities or other community assets
- Properties to be retained that must achieve increased efficiency, cost reduction or income generation to aid sustainability
- Settlement reviews to understand service delivery requirements at community level
- Co-location opportunities with community planning partners
- Community asset transfer options for community halls or facilities.

This work will be revisited and refined once future decisions are made by the Council and partners and the specifics around localities crystallise.

Community Asset Transfer

Part 5 of the Community Empowerment (Scotland) Act 2015 was brought into force in January

Falkirk Council

Property Strategy

2017 and, where properties are suitable, it is possible that the Council will receive requests for community asset transfer. A corporate approach has been developed to meet both the statutory requirements of the Act and for disposal of property at less than market value. This will assist ascertain the community appetite for transfer of these facilities and ensure that groups are properly constituted, that they have a sustainable business case and have the capacity to take on the responsibilities to successfully operate facilities.

Asset Rationalisation Programme

A rationalisation programme is already underway to sell surplus property identified by the Review. Given the relatively low level of spend on property running costs and the need for reinvestment in assets required for future service delivery, the SPR concludes that existing budgets / receipts need ring fenced towards meeting the costs of relocation for services, upgrade of facilities to be retained and disposal of properties no longer deemed fit for use. Additional provision for this will require to be sought from the capital programme and will be based on further bids as a result of implementation of the action plan and development of business cases. In some instances, demolition will be required as this will assist in reducing any future empty rates liability. Dilapidations costs for leased properties will also need to be met. Options for re-use of assets will be considered and the Council's development planning team are being consulted in relation to future use of the properties/sites.

Conclusions – Taking Forward the SPR

The SPR demonstrates that the Council's current asset portfolio cannot be sustained in its present form given changing service demands, citizen expectations, the extensive backlog repair requirement of the portfolio; and the financial pressures facing the Council.

The review suggests that the corporate approach proposed should drive significant benefits from co-location and shared use of assets and can accommodate the changes in public service that are demanded by citizens and Services alike.

Key principles for assessment of property and requirement for adoption of business cases to inform decisions have been developed and need to be applied.

Similarly the space standards and extent of office requirements have been identified and need progressed.

The options available to the Council for its headquarter office and re-provision of the Falkirk Town Hall is also progressing and will make a significant contribution to realising the benefits of the SPR.

On going Service and property reviews will be taken forward in line with the SPR outcomes and Asset management principles.

6. Moving Forward – The Role of the Property Strategy

The Property Strategy has also been developed in line with the Council's Corporate Asset Management Strategy, which is the framework and policy adopted by the Council for management of its 6 key groups of assets; property, infrastructure, fleet, housing, open space and information and communication technology.

It is intended that implementation of the Property Strategy is through an Implementation Plan which is intended to be dynamic and under regular review. This will capture and reflect changes in policy, circumstances or priorities and be aligned with the Capital Investment Programme.

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

Vision

Falkirk Council

Property Strategy

What are we trying to achieve?

- **A corporate portfolio that is fit for service delivery, sustainable, meets the needs & aspirations of citizens and services alike, and is affordable to the Council.**
- **Shared and effective utilisation of properties to underpin service delivery needs, now and in the future.**

Principles

The following key principles were established in the course of the SPR and will underpin all on going assessment of property assets and service delivery.

- a) Services will be provided on a more integrated basis, sharing spaces and resources*
- b) Staff should be able to work flexibly from a range of locations*
- c) Increased use of online services (aligned to the Council's digital services model)*
- d) Less ad hoc customer access to services*
- e) Centralising back-office and HQ related functions*
- f) Localising front-facing service delivery via locality and community hubs*
- g) Non-specialist facilities should be shared wherever possible*
- h) Increase in shared use of space in schools*
- i) Invest in Council owned assets, minimising the use of leased in properties*
- j) Retain properties that are subject to recent investment, those in best condition and which offer greatest flexibility of use*
- k) Adaptations need to be funded from property savings/disposals*
- l) Early disposal of properties that do not meet the above considerations*
- m) Consideration of community asset transfer, aligned with the community empowerment model n development*
- n) Reinforcement of a corporate approach to asset management to achieve these changes.*

What will success look like?

- A smaller number of improved buildings Integrated services, sharing space and resources
- Front facing offices based on the locality model - East/West/Central
- Staff working flexibly from a range of locations - "Anytime, Anywhere"
- Consolidated back-office with civic HQ & Arts Centre linked to a revitalised town centre
- Shared use of spaces e.g. schools - leisure, community, business
- Minimised use of leased in properties
- Community Empowerment - Asset Transfer

7. Key Objectives

Falkirk Council

Property Strategy

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

Objective 1	Property being managed corporately to support the Councils Corporate Objectives and Priorities
Rationale	Managing our property and land holdings corporately means a strategic, joined up approach to maximising their contribution to Council objectives and identifying opportunities for economic regeneration and development.

We will achieve this by:

- Introducing a Corporate Landlord model to proactively manage property and land at a corporate level and as a corporate resource taking into account our vision for the portfolio
- Preparing a Implementation Plan which is a technical and action plan to deliver the Property Strategy, monitor progress and change.
- Having a property policy framework in line with Council of the future objectives including but not exhaustive to compliance, ways of working, office accommodation standards and land and property transactions to provide officers with clear and accurate instructions.
- Managing all land and property investment through a capital strategy and bid process to provide control, assurance and value for money.
- Having a clear property maintenance regime that reflects both policy and legislation and is planned to reduce the likelihood of reactive expenditure.
- Challenging the portfolio and the efficiency of its use by departments through locality planning and strategic property forums such as the Corporate Asset Management Group and continually challenging future ways of working by Services
- Encouraging the efficient use of our buildings to promote improved energy efficiency, space utilisation and sharing of common facilities

How will we know we've been successful?

- Corporate Landlord model is embedded across the whole Council
- Continual review of use, occupation and management of the portfolio
- Decision making on use, occupation and investments in property and land are corporately made based on clear evidence/data and are supported by a Business Case that clearly supports the investment decision – a clear process for challenging the need for a project is in place
- Accurate and up to date performance information of our land and property assets that includes condition, suitability, cost, utilisation, compliance and functional suitability metrics.
- A robust maintenance regime is in place focused on planned maintenance and the reduction in reactive maintenance.

Objective 2	Meets the needs of our customers and services
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Falkirk Council

Property Strategy

Rationale	<p>We require the use of a range of properties facilities in order to deliver our service outcomes - the right property, fit for purpose and in the right location to meet current services, to plan for the future and to be affordable.</p> <p>It is vital that the Council understands service and customer needs as the design, location and management of a property asset can impact on a services ability to operate to their maximum potential.</p> <p>Supporting and empowering our staff to be more confident in influencing property solutions and improving our decision making.</p>
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We will achieve this by:

- Having staff who are clear on their roles and responsibilities with the right tools and technology
- Ensuring property
 - supports the delivery of more integrated customer focused services
 - is secure, safe to use and fulfilling statutory requirements
 - is suitable and sufficient to meet service needs
 - is flexible, can adapt to changing Service needs and supports the wellbeing of staff
- Maximising the benefits of agile working to empower staff to work with the maximum of flexibility and minimum constraints to optimise performance
-

How will we know we've been successful?

- Services will have the right accommodation, in the right place, at the right time and condition for their Service delivery
- The property policy framework is managed, accessible, reflects both legislation and wider council policy and our staff are empowered to use it to inform decision making
- There will be stronger more trusted working relationships between Services and the corporate property function.
- Communications are clear and stakeholders understand what their roles are and how they deliver their services.

Objective 3	Providing value for money and is affordable
Rationale	<p>To ensure the Council's land and property assets deliver the best returns for the people of the area.</p> <p>Money from savings and property sales will be re-invested in the portfolio and surplus property sold at market value is more likely to be purchased by viable businesses that can provide the best employment opportunities and growth and add the most value to our economy.</p> <p>Value for money and affordability is a core principle for the Council and property has a significant role to play in making sure that services are delivered in the most cost efficient and effective way.</p>

We will achieve our aim by:

- Having an accurate baseline of the performance of the land and property portfolio that includes revenue spend on land and property assets

Falkirk Council

Property Strategy

- Ensuring property is suitably managed and maintained within budget constraints
- We will identify and plan our portfolio needs to ensure optimum utilisation and cost efficiency.
- We will continually review our buildings and land holdings to ensure they meet business needs
- Monitoring the portfolio and its use through strategic property groups such as the Corporate Asset Management Group and Capital Planning and Review Group to ensure we make the right investment decisions
- Selling surplus property at market value, unless there is a demonstrable case for on going public use or other use in the public interest e.g through community asset transfer
- Actively managing and maximising our commercial properties to generate the maximum return while delivering the key objective of creating the infrastructure for job creation to support economic development
- Using Council property effectively to reduce private sector rental charges Seeking efficiencies in occupancy and utilisation of our properties
- Monitoring and reviewing the cost of property to reduce running costs by minimising energy and water consumption, CO2 emissions and waste and maximising renewable energy solutions.

How will we know we've been successful?

- The portfolio is managed and maintained within the annual agreed Property budget
- We have accurate baseline of revenue spend.
- Market rates are consistently achieved for selling surplus properties and land
- Capital and revenue investment in the Council's land and property assets is continually monitored and challenged to ensure the right money is spent, on the right buildings, at the right time.
- Utilising effective procurement to obtain best price provision of utilities and services used

Objective 4	Supporting sustainable and inclusive growth
Rationale	<p>Our land and property assets can be a major contributor and facilitator to unlocking development opportunities, delivering solutions and stimulating sustainable and inclusive growth, regeneration and inward investment which can grow regional businesses and create jobs.</p> <p>We recognise a strong link between our property asset management policies and regeneration as well as the quality and design of our buildings which can also improve the public realm and be a stimulus to attracting people.</p> <p>To support delivery of economic development opportunities provided as a result of implementation of the Investment Zone.</p>

We will achieve this by:

- Proactively working to identify where property and land can maximise the value of regeneration projects particularly in our town centres.
- Working collectively with colleagues to ensure we have a more strategic approach to infrastructure and development projects including ensuring information is shared between the services
- Align property investment with wider Investment Zone actions.
- Using properties and land to proactively stimulate, support and create regeneration and inward investment opportunities
- Working with the wider council to identify where property and land can stimulate income generation and create local employment and training opportunities

Falkirk Council

Property Strategy

- Maximising funding opportunities - Economic regeneration can attract money through funding applications.

How will we know we've been successful?

- There will be an increased number of sustainable and inclusive growth projects delivered where property provides the solution.
- More joined up corporate working to secure additional funding and inward investment from external bodies for projects
- We will generate additional income from the Council's land and property assets
- We will have secured additional land suitable for roads, housing and employment needs where required
- There will be greater returns and better use of our green space land in line with our Open Space Strategy.

Objective 5	Working effectively with partners to maximise shared opportunities
Rationale	<p>Working with our Community Planning Partners, businesses and the voluntary sector is key to delivering our Property Strategy and will maximise shared land and property opportunities, leading to reduced property costs, meeting climate change objectives and more collaborative working to deliver services.</p> <p>Working more effectively with our partners will and stakeholders will bring forward and complete more projects on time, on budget and that meet the end users requirements. Sharing property can realise efficiency savings and unlock surplus property for other income generation uses.</p>

We will achieve this by:

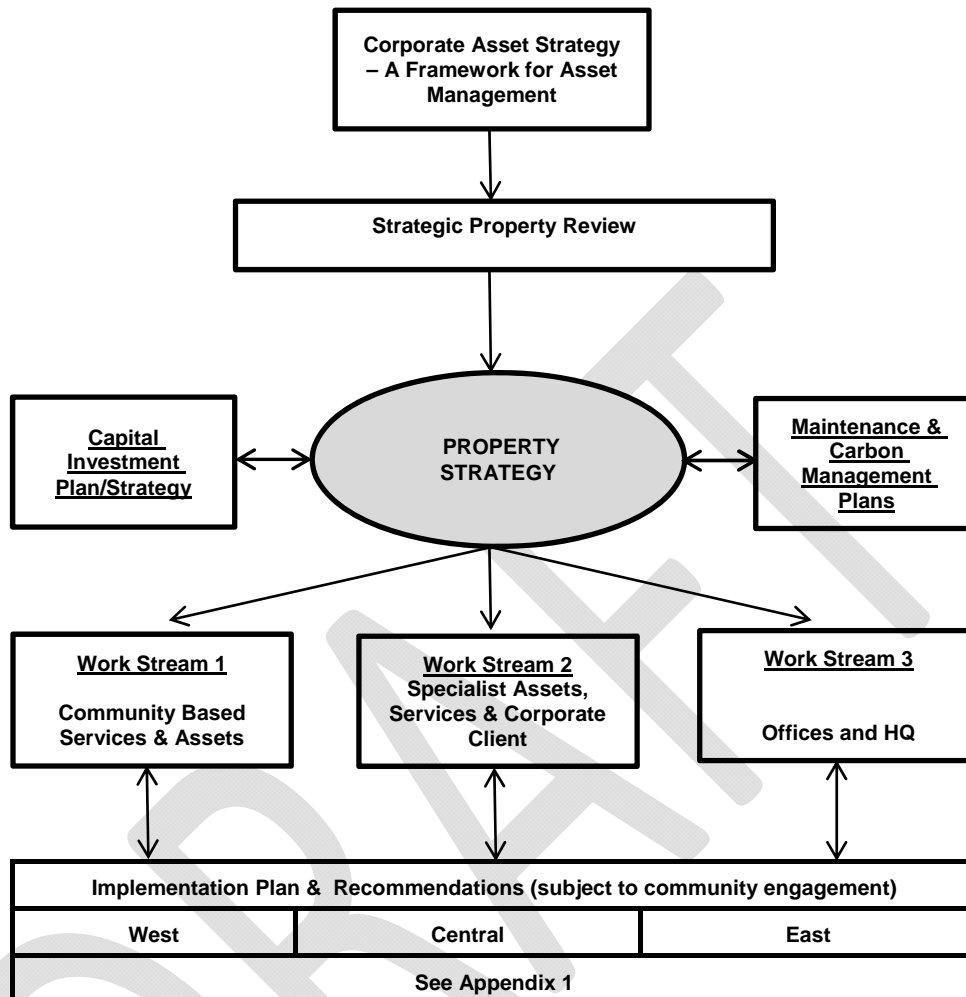
- Developing a more inclusive approach to the use and development of public sector assets with partners in line with the principles of "One Public Estate"
- Proactively explore shared property solutions with partners and stakeholders
- Identifying council properties and land that could be used to facilitate co-location and joint service delivery
- Where appropriate sharing space with other Public Sector Partners and the Voluntary Sector
- Design and invest to ensure property contributes the Council's long terms goal of a net carbon zero footprint
- Maximising external funding and investment opportunities
- Build our relationships and trust with our other existing partners such as including NHS

How will we know we've been successful?

- Increased number of shared sites and buildings between the Council and Public Sector Partners and Voluntary Sector
- Improved partnership working and relationships with partners including the NHS leading to more collaborative projects being delivered on time and to cost.

8. Implementation Plan

Implementation of this Strategy will be progressed through the Capital Investment Plan, a Maintenance Plan, Carbon Management Plans and 3 Work streams in line with SPR principles and initial outputs and recommendations:



An action plan aligning the objectives and work streams is attached – Appendix 2

All Property solutions, investments will require to be underpinned by the preparation of business cases as a fundamental component of options appraisal. This is embedded in the Council's capital investment programme bid process. Falkirk Council's Capital Programmes have now been extended from three years to five years to align with the Council's Medium Term Financial Plan

9. Managing Risks

The risk for property is related to the effective use, condition, suitability, availability, and reliability of property assets. The Council's assets ensure sufficient capacity and continuity to support effective and affordable delivery of service and value for money. Improving the quality of the Council's assets and infrastructure can lead to growth in the local economy. This risk includes the successful delivery of the SPR. Although asset risks for the Council are overall medium the need to progress the replacement of the Council HQ replacement is a significant risk to service delivery.

The Council takes a pragmatic, risk based approach to its investment in and management of assets, taking account of risk and available resources. Project and Asset Management Plans set out the assumptions and risks which may affect delivery of those plans. Risk Assessments / Registers are in place (or are prepared as necessary) for all asset plans and those projects rated

Falkirk Council

Property Strategy

as High or Medium risks. This includes key projects such as the SPR and HQ replacement project).

Failures in asset management can contribute towards:

- disruption to service delivery for communities, economy, traffic, etc.
- failure to deliver core services (leading to statutory breaches);
- harm (death / injury) to vulnerable people;
- failure to deliver successful transformation projects (not meeting agreed time / budget / outcomes);
- fundamental breakdown in partnership relationships (so unable to deliver strategic plans / projects);
- failure of the asset including closure or removal from service
- prosecution or other legal remedy e.g. judicial reviews, prohibitions, and civil claims for injury / damage;
- increased costs e.g. energy, repair, and capital expenditure;
- failure to demonstrate best value;
- significant damage to reputation; and
- failure to maximise economic development in the area.

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

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

Key strategic risks and impacts can be summarised as:

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

These risks and others that will arise during the period of this Strategy, will managed through the Council's corporate risk register.

10. Property Governance

The decision making structure and leadership at a senior level are essential for the successful implementation of this Property Strategy. This will be reviewed once recommendations on implementation of Corporate Landlord are received from Cipfa and approved.

The current governance structure set out in the Corporate Asset Management Strategy involving the Corporate Asset Management Group, Corporate Management Team,

Falkirk Council

Property Strategy

Council of the Future Board and the Council's Executive will be unchanged but in moving towards a Corporate Landlord approach this will require:

- Improved co-ordination between services and asset management and the wider Council/Departmental business planning, including financial, workforce and IT planning
- Reinforce the role of the Corporate Landlord to provide clarity of leadership, decision making and assurance for Council officers. This may involve financial and service restructuring.
- Set up clear separation and segregation of responsibilities between Service and the Corporate Landlord
- Put in place corporate governance arrangements that facilitate the sharing of space and management of resources across the organisation, leading to more efficient and effective use of resources and the delivery of value for money.

11. Corporate Landlord

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

Also impact on service and financial structures

The **Corporate Asset Management Group (CAMG)** is the key group that will support the Corporate Landlord in land and property asset decision making.

CAMG is a Senior Officer Group with a clear remit and function to be the single officer point of contact in all asset matters across the organisation with clear remit and accountability.

The terms of reference for the Groups will be updated to reflect Cipfa outcomes and SPR consultation:

- The Corporate Property Strategy
- The Property Asset Management Plan
- Corporate Landlord

12. Measuring our success and performance

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

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

The Council of the Future Programme is also tracking and measuring the benefits and outcomes expected from its improvement work streams.

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

A summary of these measures are provided below:

Falkirk Council

Property Strategy

Asset Management:	<ul style="list-style-type: none"> • Statutory performance indicators for suitability and condition. • Expenditure • Building occupancy and utilisation. • Estate energy efficiency and sustainability. • Others - update
Property Compliance:	<ul style="list-style-type: none"> • Estate statutory compliance. • Inspections and Health & Safety performance. • Cost of required maintenance.
Service:	<ul style="list-style-type: none"> • Delivery performance. • Response times. • End User satisfaction. • Customer feedback

13. Conclusion

This draft Property Strategy has been developed as a basis for moving forward the Council's approach to its property portfolio. Some of this is already underway but approval for its full adoption will be required by the Executive once, for example, consultation of the SPR principles is complete and recommendations received from Cipfa

Delivering the following initiatives facilitate the delivery of the Property Strategy.

They are to:

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

DRAFT

Appendix 1

Appendix 2

Executive		
Council of the Future Board		
Corporate Asset Management Group		
Strategic Property Review		
Property Strategy and Asset Management Principles		
Workstream 1	Workstream 2	Workstream 3
Learning Estate, Community Services & Assets	Specialist Assets, Services & Corporate Landlord	Office and Back Office
Aim: To provide asset support through locality planning and settlement reviews to maximise use of schools for community and educational purposes.	Aim: To provide asset support to identify service provision outwith the availability in schools, and implementation of Corporate Landlord.	Aim: To review office and related functions, reduce front facing offices and increase colocation of services
Output: <ol style="list-style-type: none"> 1. Identify service delivery models through engagement with Services and FCT. 2. Recommendations to assist delivery of FCT Business Plan 3. Support engagement with Communities to identify service requirements 4. Assist development of Locality/Settlement Asset Plan linked to Rationalisation or Investment Plans 5. Support preparation of Business Cases and project delivery. 	Output: <ol style="list-style-type: none"> 1. Identify service delivery models through engagement with Services and FCT. 2. Contribute to development of specialist property asset plans and options appraisal 3. Corporate Landlord 4. Financial model that supports Property Strategy 5. Disposals / Community Asset Transfer 6. Support preparation of Business Cases and project delivery. 	Output: <ol style="list-style-type: none"> 1. Hub & Outreach delivery 2. Review of back office functions (link to HQ) 3. Increased co-location 4. Training Review 5. Storage Review

Falkirk Council
Property Strategy

Property Types: Learning Estate – Nursery, Primary, Secondary Schools, CLD & Community Centres; Community Halls; Libraries; Local Sports Centres.	Property Types: Crematorium; Regional & National Sports/Leisure Centres; Depots; Bothys; Toilets; Residential/ Intermediate Care Homes; Adult Services Centres.	Property Types: HQ, Front Facing Offices; Back Offices; Hubs.
Lead: SPR Officer 1	Lead: SPR Officer 2	Lead: Lesley Malkin

Implementation Structure

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream				Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Services	Based	Specialist properties	Offices			
West	<u>Airth</u>	Airth Community Hall	✓				B	CAT	Exploring CAT to local group / Management Committee
		Airth Primary	✓				A	R	
West	<u>Banknock</u>	Bankier Primary (incl sports hall & CE unit)	✓				B	R	
West		Banknock Community Hall	✓				C	CAT	Lease to Management Committee approved by Education Executive
West	<u>Bonnybridge</u>	Bonnybridge Library	✓				B	R	Retain subject to Trust Review of Services
West		Bonnybridge CE Centre	✓				B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
West		Bonnybridge Primary	✓				C	R	
West		St Joseph's Primary	✓				B	R	
West		Antonine Primary	✓				B	R	
West		Roughmute Refuse Depot			✓		B	R	
West		Bonnybridge Finance Office				✓			Closed & sold March 2019
West	<u>Denny & Dunipace</u>	Denny Enterprise Centre(adj to Carronbank House)			✓		B	RE	Review as part of locality requirements - link to SW review of Day Services. West team has moved to Carronbank House. Can be re-let.
West		Carronbank House			✓		B	R	Repurposed as Locality Hub and Office for staff serving West Locality, possible use for some back office uses
West		Denny Primary	✓				B	R	
West		Denny Football Centre	✓				B	C	Close subject to reprovision and Trust review of services. Site can be incorporated into neighbouring new Council house development
West		Denny Sports Centre	✓				B	RE	Consider options for reprovision of services at Denny HS /other locations in line and Trust Review of Services
West		Broompark Com Hall	✓				B	CAT	Exploring CAT to local group / Management Committee
West		Dunipace Cemetery Store			✓		C	R	
West		Dunipace Primary	✓				B	R	
West		Denny Library	✓				A	R	
West		Denny Town House			✓		C	RE	Review Back Office Requirement, linked to repurposing of Carronbank & final position of Back Offices, including HQ functions
West		Nethermain Primary	✓				B	R	
West		Denny Nursery	✓				B	R	
West		St Patrick's Primary	✓				B	R	
West		Denny High	✓				A	R	
West		28 Winchester Ave			✓				Closed 16/17
West		Denny PS CE Unit	✓						Merged into primary school
West		Workshop & Store, Winchester			✓				Closed
West	<u>Head of Muir</u>	Head of Muir Primary	✓				B	R	

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream				Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Services	Based	Specialist properties	Offices			
West	Larbert/Stenhousemuir	Larbert Cemetery Store		✓			B	R	
West		Torwoodhall		✓			C	RE	Part of Review of Residential Care Models
West		Tryst CE Centre	✓				B	CAT/RE	Subject to review of CLD, possibility of community interest
West		Larbert Library	✓				B	R	Retain subject to Trust Review of Services
West		Larbert Village Primary	✓				B	R	
West		Ladeside Primary	✓				B	R	
West		Larbert Day Nursery	✓				B	C	Education Committee has agreed to amalgamate on site with Inchlair Day Nursery. Potential future site sale.
West		Larbert High	✓				B	R	
West		Inchlair Nursery	✓				B	R	Larbert day Nursery being amalgamated into this site as part of early years expansion
West		Kinnaird Primary	✓				B	R	
West		Stenhousemuir Primary	✓				B	R	
West		St Bernadette's Primary	✓				A	R	
West		Stenhousemuir Gym	✓				B	R	Terms agreed, in principle, with landlord for extension.
West		Stenhousemuir Sport Centre	✓				B	R/CAT	Now Stenhousemuir Gymnastic Centre, explore opportunity to transfer to operating group.
West		Dobbie Hall	✓					CAT	Exploring CAT to local Management Committee
West		Stenhousemuir SW Office				✓			Closed - Housing assessing feasibility to redevelop for social housing
West		Stenhousemuir OSS				✓			Closed - under offer.
West	Carronshore	Carron Primary	✓				A	R	
West		Carronshore Primary	✓				B	R	
West		Carronshore Community Hall	✓				B	CAT	Exploring CAT to local group / Management Committee
East	Bo'ness	Kinneil Museum		✓			B	R	Trust looking to maximise income generation to ensure asset is sustainable and may look at CAT models
East		Kinniel Primary	✓				B	R	
East		Kinneil Kerse Civic Amenity		✓			B	R	
East		Hippodrome	✓				B	R	Trust looking to maximise income generation to ensure asset is sustainable
East		Bo'ness Cemetery Store		✓			C	R	
East		Bo'ness Library	✓				B	RE	Subject to Trust Review of Services, possible inclusion in campus suggestion linked to High School
East		Kinglass Centre Offices				✓	B	R	Repurpose to provide Nursey
East		Bo'ness Recreation Centre	✓				C	RE	Subject to Trust Review of Services, possible inclusion in campus suggestion linked to High School
East		Bo'ness Town Hall	✓				B	RE	Subject to Trust's Review of Services, potential for community involvement
East		Blackness Primary	✓				B	R	
East		Deanburn Primary	✓				A	R	
East		Grange Primary	✓				B	R	
East		Bo'ness Public School	✓				B	R	
East		Bo'ness Academy	✓				B	R	

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream				Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Services	Based	Specialist properties	Offices			
East		St Mary's Primary	✓				B	R	
East		Cowdenhill Community Hall	✓				C	CAT	Exploring CAT to local group / Management Committee
East		Links Court Yard			✓		B	RE	Review Storage Requirements
East		Kinneil Nursery			✓				Closed 18/19
East		Links Court Store			✓				Closed
East		Bo'nessComm Ed Office				✓			Closed 15/16
East		Bo'ness OSS				✓			Closed 16/17.

East	<u>Grangemouth</u>	Grangemouth Sports Stadium	✓				B	R	Trust looking to maximise income generation to ensure asset is sustainable
East		Grangemouth Sports Complex	✓				B	R	Trust looking to maximise income generation to ensure asset is sustainable
East		Grangemouth CE Unit	✓				B	RE	Subject to review of CLD, possibility of integration with sports complex
East		Rannoch Nursery	✓				B	R	
East		Bowhouse Primary	✓				B	R	
East		Zetland Park Bothy, Kiosk			✓		B	R	
East		Grangemouth OSS				✓	B	R	Converted to East Advice Hub and East Locality Office
East		Kersiebank Community Education Centre	✓				B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
East		Dundas Resource Centre			✓		B	RE	Subject to conclusion of reappraisal of day services
East		Grangemouth SWO				✓	B	R	Part of East Locality Office Requirements approved by Executive
East		Sealock House				✓	C	RE	Review as part of Back office/HQ requirements
East		Oswald Ave Day Centre			✓		C	RE	Review as part of reappraisal of day services
East		Sacred Heart Primary	✓				B	R	
East		Grangemouth High	✓				A	R	
East		New Carrongrange High	✓				A	R	
East		Beancross Primary	✓				B	R	
East		Grangemouth Library	✓				B	RE	Subject to Trust Review of Services / relocation
East		Grangemouth Town Hall	✓				C	RE	Subject to Trust's Review of Services, potential for community involvement
East		Municipal Chambers, Grangemouth				✓	B	RE	Possible reprovision for Training Hub, subject to Training Service Review
East		Cunningham House			✓		B	RE	Part of Review of Residential Care Models
East		Dalgrain Community Hall	✓				C	CAT	Exploring CAT to local group / Management Committee
East		Moray Primary	✓				B	R	
East		Oxgang School	✓				B	R	
East		Newlands Community Hall	✓				B	CAT	Exploring CAT to local group / Management Committee
East		Bowhouse Community Hall	✓				B	CAT	Exploring CAT to local group / Management Committee
East		Grangemouth Museum Store & Workshop			✓		B	R	Review as part of Storage Review
East		Earls Rd Depot			✓		C	R	Review as part of Depot requirements - part closed
East		W15 Newhouse Rd, Grangemouth			✓		C	R	Part of Storage Review

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream			Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Services	Based Specialist properties	Offices			
East		Grangemouth Golf Course, Compound, Clubhouse	✓			C	RE	Subject to Trust's Review of Services, potential for club involvement to operate
East		Dalgrain Depot		✓		B	R	
East		Unit 8 Inchyra Depot		✓		B	R	
East		Unit 10, Inchyra Depot		✓		B	R	
East		Joint Loans Equipment Store		✓		C	RE	Review as part of storage review, linkages to ASD reviews
East		SW File Store, West Mains Ind Estate		✓		C	RE	Review as part of storage review
East		Helix Store		✓		A	R	
East		Willow House, Newhouse Rd, Grangemouth			✓			Closed 16/17
East		W 13, 14 & 16 Newhouse Rd, Grangemouth		✓				Closed and returned to commercial portfolio
East	Skinflats	Bothkennar Prmary	✓					Mothballed
East		Bothkennar Community Hall	✓					Under Offer
East	Avonbridge	Avonbridge Primary	✓			C	R	
East		Avonbridge Community Hall	✓			C	CAT	Exploring CAT to local group / Management Committee
		Drumbowie Primary	✓			B	R	
East	Muiravonside	Outdoor Learning Centre		✓		C	R	
East		Muiravonside Steading Stores, Café, Dovecot, Farm, Visitor Centre		✓		C	R	Trust looking to maximise income generation to ensure asset is sustainable. Possibility of community involvement.
East		Muiravonside Cemetery Store		✓		B	R	
East	Brightons/Maddiston	Brightons Community Hall	✓			B	CAT	Exploring CAT to local group / Management Committee
East		Grange CE Centre	✓			B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
East		Wallacestone Primary	✓			A	R	
East		Braes Residential Unit		✓		A	R	
East		Maddiston Primary	✓			B	R	
East		Maddiston Community Education Centre	✓			B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
East	Shieldhill	Shieldhill Community Hall	✓			C	CAT	Exploring CAT to local group / Management Committee
East		Shieldhill Primary & CE Wing	✓			B	R	
East	California	California Primary	✓			B	R	
East		California Community Hall	✓			B	CAT	Lease to Management Committee approved by Education Executive
East	Slamannan	Slamannan CE Centre	✓			B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
East		Slamannan Library	✓			C	RE	Subject to Service being reprovided in other buildings in Slamannan

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream			Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Services	Based	Specialist properties	Offices		
East		Slamannan Primary	✓				B	R
East		Heathrigg ASN Unit	✓				B	R
East		Tremanna Children's Home			✓		B	R
East	Limerigg	Limerigg Community Hall	✓				B	CAT
East		Limerigg Primary	✓					Mothballed
East	Whitecross	Whitecross Primary	✓				B	R

Central	Bainsford	Bainsford Community Hall	✓				C	CAT	Exploring CAT to local group / Management Committee
Central		Bainsford Primary	✓				B	R	
Central		Dawson Childcare Centre			✓		B	RE	Explore options to relocate to school
Central		Abbotsford House				✓	B	RE	Subject to Back Office/HQ Requirements proposals
Central		Dawson CE Centre	✓				B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee - Housing Office now closed
Central		Grahamston House			✓		B	RE	Part of Review of Residential Care Models
Central		Langlees Primary	✓				B	R	
Central		Burnbank Depot			✓		C	C	On going implementation of Depot Review
Central		Printworks, Castle Place			✓		C	RE	Review subject to clarity of Service direction
Central		Archive Store, Bankside			✓		B	R	
Central		Bainsford Day Centre			✓				Closed & Demolished for development of new Council Housing
Central	Camelon	Mariner Leisure Centre			✓		B	R	
Central		Camelon Education Centre	✓			✓	C	RE / CAT	Review of training requirements for operational elements, linked to review of CLD and potential for exploring CAT with local group / Management Committee
Central		Rossvail, JTB				✓	B	RE	Review Office Requirement as Part of Back/HQ Requirements, Linkage to SW review of Day Services delivery model
Central		Camelon Children's Centre	✓				B	R	
Central		Easter Carmuirs Primary	✓				B	R	
Central		Carmuirs Primary	✓				A	R	
Central		Lodge House	✓				B	RE	Review as part of Child care Services services
Central		Cemetery Office, Camelon				✓	B	RE	Subject to provision of new Hub at Crematorium
Central		Crematorium			✓		A	R	
Central		Camelon One Stop Shop				✓			Closed 17/18
Central	Tamfourhill	Tamfourhill Community Hall	✓				B	CAT	Lease to Management Committee approved by Education Executive
Central		Units 7, 11 & 15 Tamfourhill Avenue			✓		B	RE	Subject to Storage Review

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream			Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Based Services	Specialist properties	Offices			
Central		Summerford House		✓		C	RE	Subject to provision of new intermediate care facility
Central	Falkirk	Thornhill Community Hall	✓			B	CAT	Exploring CAT to local group / Management Committee
Central		Westfield Community Hall	✓			A	CAT	Lease to Management Committee approved by Education Executive
Central		Helix Visitor Centre & Café		✓		A	R	
Central		Falkirk Stadium (Various Suites)			✓	B	RE	Review Office Requirement as Part of Back Office/HQ Requirements
Central		Burnbrae Home		✓		B	RE	Review as part of Review of Residential Care Models
Central		Comely Park Primary	✓			B	R	
Central		Victoria Primary	✓			A	R	
Central		Joint Dementia Unit, Dollar park		✓		C	RE	Review as part of Day SW Services
Central		Park Street CE Centre	✓			B	RE	Assess as part of needs/demand analysis for public facing facilities in Central, back office, training review and HQ
Central		Falkirk Library	✓			B	RE	Review subject to Trust Review of Services and potential inclusion in new Arts Centre/HQ.
Central		Municipal Buildings, Falkirk			✓	C	C	Subject to Back Office/HQ Requirements proposals
Central		Falkirk Town Hall		✓		C	C	Subject to Arts Centre/HQ Requirements proposals
Central		Brockville			✓	B	R	Part of Front Facing Office provision as agreed by Executive
Central		Falkirk Registrars			✓	C	RE	Review as part of Back/front facing office requirements
Central		Callendar Park, House, Kiosk, Golf, Dovecot, Stable Blo		✓		B	R	
Central		The Forum			✓	B	RE	Review Office Requirement as Part of Back Office/HQ Requirements
Central		Graeme High	✓			A	R	
Central		Car Park Attendants Office			✓	C	C	Re-location to Municipal Buildings subject to reprovision in line with HQ Project
Central		Criminal Justice, 84 Grahams Rd			✓	B	C	Close subject to reprovision when lease ends
Central		St Francis Xavier's Primary	✓			B	R	
Central		St Mungo's High	✓			A	R	
Central		St Andrew's Primary	✓			B	R	
Central		Intensive Family Support Team, 85 Grahams Road		✓		B	R	
Central		Leaving Care Team, 1 Etna Road			✓	B	RE	Subject to review when lease ends
Central		Caledonia House		✓		B	RE	Review at lease break in Aug 2021
Central		Bantaskine Primary	✓			B	R	
Central		Windsor Park School	✓			B	R	
Central		Falkirk High	✓			A	R	
Central		Social Work Unit at Hospital			✓	B	RE	Subject to review of H&SCP delivery models
Central		Woodburn Day Nursery	✓			C	R	New build planned for Early Years Expansion
Central		Callendar Square One Stop Shop			✓	B	C	Part of Back Office/Central LocalityHub/HQ proposals.
Central		Victoria Buildings			✓			Site to be sold. Queen St Nursery relocating & Outdoor Ed to be reprovided elsewhere
Central		Dollar Park Nursery		✓				Walled garden now maintained by charity associated with Arnotdale House
Central		The Steeple		✓				Sub let by Trust
Central		Woodlands Games Hall & Office	✓					CAT to local group 2018

Asset Rationalisation Programme

Overall Property Rating				Review Outcome	
Condition, suitability, carbon, utilisation, backlog maintenance & cost -	Good	A	R	Retain & invest	
	Satisfactory	B	CAT	Potential for Community Asset Transfer	
	Needs improved	C	RE	Further review linked to Locality Planning / Consultation	
	Poor	D	C	Recommend for closure	

Locality Area	Settlement	Property Name/Address	SPR Workstream			Property Asset Ratings (A-D)	Review Outcome	Comment
			Learning Estate & Community Based Services	Specialist properties	Offices			
Central		Falkirk Business Hub			✓			Closed 2018
Central	Hallglen	Hallglen Sports Centre	✓			D	C	Very poor condition, close subject to review of Trust Services
Central		Ettrick/Dochart Community Hall	✓			B	CAT	Exploring CAT to local group / Management Committee
Central		Hallglen Primary	✓			B	R	
Central		Garry Place Store		✓		C	C	Close subject to Storage Review
Central	Laurieston	Laurieston SWO (joint with NHSFV)			✓	B	RE	Review Office Requirements as Part of Locality Office Requirements for H&SCP
Central		Laurieston Primary	✓			B	R	
Central		Laurieston Campus (Mariner Support)				C	R	
Central		Laurieston Community Hall	✓			B	CAT	Exploring CAT to local group / Management Committee
Central	Polmont	Greenpark C.E. Centre	✓			B	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee
Central		St Margaret's Primary				B	R	
Central		Meadowbank Library	✓			B	R	Retain subject to Trust Review of Services
Central		Meadowbank SWO (joint with NHSFV)			✓	B	RE	Review Office Requirements as Part of Locality Office Requirements for H&SCP
Central		Polmont Sports Centre	✓			B	RE	Subject to change in operating model for Trust use of High Schools
Central		Polmont Ski Centre	✓			C	RE	Subject to review of Trust Services/new operating model
Central		Grandsable Cemetery Stores (2)		✓		B	R	
Central		Weedingshall		✓				Closed and sold
Central		Polmont Community Hall	✓					Closed and sold
Central		Oakbank Home		✓				Site to be transferred for development of social housing.
Central	Reddingmuirhead	Reddingmuirhead Community Hall	✓			B	CAT	Exploring CAT to local group / Management Committee
Central		Travelling People Site, Reddingmuirhead		✓		B	R	
Central		Braes High	✓			B	R	
Central		Unit 6, Redding Industrial Est		✓				Closed 2016/17
Central	Westquarter	Redding Depot		✓		C	RE	Subject to review of storage
Central		Westquarter Primary	✓			B	R	
Central		Westquarter CE Wing	✓			C	CAT/RE	Linked to review of CLD and potential for exploring CAT to local group / Management Committee

Key

Decisions already taken