

London Borough of Hammersmith and Fulham

Property Asset Management Plan 2013-16

August 2013

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Foreword

by the Leader of the Council

- i. This is the latest version of Hammersmith & Fulham's Property Asset Management Plan, superseding the previous version, approved by the Council in 2008. The plan covers all the Council's land and property with the exception of the Council's housing stock which has its own strategy, plans and action programmes.
- ii. Property change takes time, because of the long lead-in times involved, but we are pleased that we have made significant progress since 2008, for example, in office rationalisation and other property rationalisation, improved property utilisation, regeneration, property disposals and raising capital receipts, property improvement and new build. This progress is explained in more detail in the text of the plan.
- iii. Nonetheless there is still much to do if we are to continue to realise our ambitions of reducing debt, being totally efficient and providing good quality public services. In addition our collaboration with Westminster City Council and the Royal Borough of Kensington and Chelsea Council will lead to more effective and efficient ways of delivering services in the three boroughs and this will also lead to further property change in Hammersmith and Fulham.
- iv. This plan supports our property intentions by reaffirming our revised property objectives, updating our property asset management strategy, setting out our overall property performance measures and mapping out the property action that we will take over the next 2/3 years.
- v. For those who need to be aware of the strategy and the action that we propose, the Executive Summary provides an overview. The Full Document provides more detail for those who are involved in the implementation of the plan. It sets out a challenging but realistic programme and I commend it to you.

*Councillor Nicholas Botterill
Leader of Hammersmith and Fulham Council*

1. Property Asset Management Plan 2013-2016 – Executive Summary

Context

- 1.1. This is the latest version of the Council's property asset management plan, superseding the previous version approved in 2008. It covers the period 2013-2016. We are pleased with our progress since 2008 but we have much we still wish to achieve.
- 1.2. The plan covers all the council's land and buildings with the exception of Housing Revenue Account dwellings which have a separate plan. The Council has over 250 buildings (excluding HRA dwellings) with an asset value of £541m. It had a capital programme of £57.4m in 2012/2013 and £130m in 2013/14, and a maintenance backlog of some £14m-£18m. In 2011/2012 capital receipts from property disposals were £48m and in 2012/13 £58m.
- 1.3. The Council's key service priorities are delivering high quality, value for money public services, tackling crime, making the borough "greener", top quality education, home ownership, urban regeneration and supporting improved health. Similar to all UK local authorities, we are subject to very tight financial constraints which are part of the Government's economic austerity measures.
- 1.4. We have a tri-Borough collaboration initiative with the Royal Borough of Kensington and Chelsea and Westminster City Council and whilst most work to date has focused on other services, a Tri-Borough Asset Strategy and other asset initiatives are now emerging.
- 1.5. The impact of this, on property, means that there is a need for:
 - Reduction in the size of our property portfolio and its running costs, through rationalisation and joint use, which will allow us to release capital;
 - Improvement in the quality of retained property;
 - Environmental and other statutory compliance for property;
 - Using property holdings to support regeneration and to increase the supply of housing;
 - Supporting service and corporate transformation projects with an appropriate property response;
 - Better return on retained assets.

Property Objectives

- 1.6. Our property objectives are therefore:
 1. To have a "**Lean**" **property portfolio** that meets our service and business needs efficiently;
 2. To have a property portfolio that is **financially and environmentally sustainable**;
 3. To have a **safe, secure and productive** property portfolio;
 4. To look ahead and **plan our property portfolio effectively**.

Our Performance to Date

- 1.7. Since our last Property Asset Management Plan in 2008 we have made significant progress in:
 - a. **SmartWorking and office accommodation rationalisation** – our SmartWorking policy is being phased into our offices, with a reduction of some 37% in our occupied office floor space and a £2m reduction in annual running costs.
 - b. **Corporate Property Asset Management** – we have centralised all property and facilities related management for all non-HRA property and introduced corporate decision making for property.
 - c. **Capital receipts** – £18m, £15m, £27m, £45m and £65m in capital receipts from property over the last five years respectively.
 - d. **Property Review** – we have categorised all our property into those which we will hold long term, those which might change and, those which are ready for disposal now or in the near future.
 - e. **Regeneration** – we have made major physical and economic changes in two large areas of the Borough and have made significant progress with the planning and preparation for change in a number of other areas.
 - f. **Libraries** - We strategically manage our libraries on a Tri Borough basis.
 - g. **Parks** - We are mid way through a major parks improvement programme.
 - h. **Schools** – we have accommodated an increase in demand for school places and we are rationalising our school keepers' houses. We are also extending the use of schools with "out of hours" uses.
 - i. **Advertisement Hoardings** – we have significantly increased our income at Hammersmith (A4), at Shepherds Bush and on the A40.
 - j. **Facilities Management** – a contract for Tri-Borough Facilities Management has been let to Amey.
 - k. **Property Data** – we have acquired a new system and this is now giving us a much better understanding of our property portfolio and the use of the system is being developed further.

- I. **Community and Voluntary services** – we are rationalising 3rd Sector office accommodation and promoting shared community hubs across the Borough.

Our Property Strategy

1.8. Our Strategy comprise two parts – Property Themes and Property Categories

1.9. Our main Property Themes for the next three years are:

- i. All of our property assets are **corporate assets**;
- ii. We need to keep our **property services capacity** under review to ensure we have sufficient capacity to implement our plans;
- iii. We will develop **strategic performance measures** to assess how well we are achieving our property asset management objectives;
- iv. We will continue to **release significant capital** from our property portfolio over the next few years;
- v. **Regeneration** plans in seven key locations and increasing the supply of housing in the borough will be a priority for property work;
- vi. We will continue to facilitate the property aspect of the **3rd Sector hubs**;
- vii. We will develop **property initiatives with our Tri-Borough partners** where they can add greater value, than if we acted alone. Initially this will be in FM, Office Accommodation, and developing a Tri-Borough Asset Strategy;
- viii. We will continue to roll out **SmartWorking** to all our offices and further reduce our office occupancy. We will also work with our Tri-Borough partners to share offices in the most efficient way possible.
- ix. We will continue to develop access to our **corporate property data system** (CAMSYS).

1.10. The most significant of our intentions for our property categories over the next three years are:

- i. Our programme of disposal of **School Keepers' Houses** will continue;
- ii. **School** improvement works will continue to accommodate increasing school rolls and extended school use. We will also support the **West London Free School** by selling or leasing them suitable properties for their activities;
- iii. **Children's Centres** will continue to be improved;
- iv. **Extended schools use** will free-up properties which will be disposed (e.g. former library, youth and childcare properties);
- v. **Investment in libraries** will continue with major improvement works to Hammersmith Library in 2013/2014;
- vi. The **Parks and Open Spaces improvement programme** will continue;
- vii. **Sheltered Housing** provision is continuing to be reviewed and it is likely that this will result in additional 'extra care' housing being provided.
- viii. Small and medium sized sites will continue to be identified for **housing development**;
- ix. **Office accommodation** will continue to be reduced significantly and in some cases shared with our Tri-Borough partners.
- x. There will be some disposal of **commercially let property** with the management of the remainder to be outsourced.

Action Plan

1.11. A detailed action plan has been prepared to put the proposals of our property asset management plan in place. This is set out at the end of the document in section 7.

2. Corporate Asset Management and an Introduction to the Council's Property Portfolio

- 2.1. This plan covers the Council's non-HRA (Housing Revenue Account) property (i.e. land and buildings). However, where appropriate, reference is made to HRA property.
- 2.2. Asset Management is one of the Council's key priority areas and the Council manages its property (excluding Council dwellings) as a corporate resource, with strategic responsibility for property decisions resting with the Corporate Asset Delivery Team (CADT), the Leaders Asset Management Panel (LAMP) and the Council's Cabinet. In addition there are specific programme / project boards / panels for some of the Council's major programmes and projects.
- 2.3. The Building & Property Management Division (BPMD), (Transport & Technical Services Department) is responsible for the day to day management of Council non-HRA property and also for providing corporate asset management support to CADT, LAMP and the Cabinet. All non-HRA property matters must be referred to BPMD in the first instance, who will then decide how they should be dealt with. The BPMD's responsibilities cover asset strategy, building control, facilities management, property portfolio management and works contracts.
- 2.4. The Council's property asset portfolio for 2012/13 is valued at £1.43bn (including Council dwellings) and approx. £541m (excluding dwellings). It has over 250 non-residential buildings and a broad breakdown of the Council's non-HRA property is given in the table below:

Property Type	No.	Property Type	No.
Advertising Sites	6	Offices, Administrative Buildings	14
Allotments	2	Open Spaces	52
Cemetery/Crematorium	4	Residential Homes	2
Children's Centres	16	Resource Centres	5
Commercial – Business Space, retail and industrial	22	School – Nursery	4
Adult Education Centre	1	School – Primary	23
Community Buildings – Community Centres	6	School – Secondary	5
Day Centres	5	School – Special/Independent	11
Day Nurseries	4	School Keepers' Houses	27
Depots	2	Sport & Leisure – Leisure Facilities	7
Property Held for Alternative Use or Disposal	15	Sport & Leisure – Youth Facilities	2
Heritage Buildings	3	Tied Cottages	6
Hostels	5		
Industrial Estates	4		
Theatres	3		
Libraries	6		
Mooring Site/Slipways	4		
Mortuary	1		
Off Street Parking Sites	5		

- 2.5. The Council's Capital Programme in 2013/14 is planned to be £130m although it seems likely that this annual figure will significantly reduce in future years. In recent years capital receipts from property sales have realised significant amounts and in 2012/13 the receipts were £58 million (this figure includes receipts from "right-to-buy" sales of Council dwellings).
- 2.6. The backlog of repairs and maintenance (excluding Council dwellings) in 2013/14 is estimated to be between £14m and £18m.

3. The Council's Core Objectives and Business Drivers and their Impact on Property

Overall Corporate and Service Objectives

3.1. The Council's current Corporate Plan 2012/2015 sets out its key priorities:

- Delivering high quality, value for money public services
- Tackling crime and anti-social behaviour;
- Ensuring a cleaner, greener borough;
- Providing a top quality education for all;
- Promoting home ownership;
- Regenerating the most deprived parts of the borough;
- Setting the framework for a healthy borough.

It also states that the Council will focus on:

- Keeping Council tax bills amongst the lowest in the country;
- Protecting frontline services;
- Continuing to reduce Council debt;
- Providing quality services to our residents;

Tri Borough Working

3.2. The Tri-Borough Initiative is now gaining momentum and a series of tri-borough and bi-borough collaborative working arrangements are now in place or in development with the City of Westminster and Royal Borough of Kensington and Chelsea. At the time of writing there are tri-borough arrangements for Children's Services, Adult Social Care, Libraries and part of Finance & Corporate Services. There are bi-borough arrangements for Transport & Technical Services and for Environment Leisure and Residents Services. Finance & Corporate Services also has some bi-borough working. The main focus, so far, has been on collaboration in the management of services in the short term and it is more likely that major property implications will emerge from the tri-borough collaboration in the medium and longer term. However, short term benefits are expected from work that is underway on letting a Tri-Borough FM contract and work that has recently commenced on a tri-borough office accommodation project. A Tri-Borough Asset Strategy is under development, which includes possible property shared services and other premises sharing. It is anticipated that other property efficiencies may result in the medium and long term, as the joint delivery of services gains momentum.

Finance

3.3. In common with all other local authorities in the UK the Council has made significant savings over recent years. Local authority funding is expected to reduce by 30% from 2010/11 to 2017/18. Savings of more than £50m are required in the next three years. The Council's Medium Term Financial Strategy was approved by Budget Council in February 2013. It notes the tight financial circumstances for the Council and, amongst many other financial matters, it states:

- There is a focus on key local priorities, protecting front-line services and value for money (a council tax reduction of 3% was agreed for 2013/14). A number of new crosscutting transformational projects are to be taken forward both within the Council and as partners with our collaborative tri and bi borough partners, the Royal Borough of Kensington and Chelsea and City of Westminster.
- The scale of the financial challenge facing the Council is that savings of £21m (10% of the Base Budget) are required to balance the budget in 2013/14. A similar level of savings will be required in the following two years.

In bringing forward proposals to meet this challenge the Council has:

- Looked to protect front-line services;
- Continued to focus on asset rationalisation to reduce accommodation costs and deliver debt reduction savings;
- Built on previous practice of seeking to deliver the best possible service at the lowest possible cost;
- Considered thoroughly what benefits can be obtained from commercialisation and competition;
- Established a number of council wide transformation programmes to deliver cross-cutting savings;
- Taken forward working collaboratively with others;
- Made best use of the NHS funding for social care.

Impact on Property

3.4. The impact of these core objectives and business drivers, on property, means that there is a need for:

- Reductions in running costs of property;

- Capital receipts from property sales;
- Property rationalisation;
- Environmental and other statutory compliance for property;
- Reduction in portfolio size;
- Improvement in the quality of retained property;
- Joint use of property;
- Use of property holdings to support regeneration;
- Supporting service and corporate transformation projects with an appropriate property response;
- Increasing the supply of housing by using property to support housing development.

4. Property Objectives and Future Performance Measures

Hammersmith and Fulham Council’s Property Objectives

4.1. Our property objectives, derived from our core objectives and business drivers covered in the previous section, are set out below. Each one has its component parts described, and these will form the basis for measuring our performance in the future.

Objective 1: To have a “Lean” property portfolio that meets our service and business needs efficiently

- 4.1.1. To provide cost-effective and up to date property and accommodation, over time, to support the delivery of the Council’s objectives and its services, including service, regeneration and financial objectives.
- 4.1.2. To own the minimum of property (freehold or leasehold) that is necessary to meet our needs.
- 4.1.3. To release capital from our property portfolio to support our future investment programme and to reduce debt.
- 4.1.4. To work with our partners to improve our property utilisation and our customer offer.
- 4.1.5. To ensure that all of our property is functional, fit for purpose, and appropriately located.
- 4.1.6. To ensure that our portfolio reinforces our brand as a joined up, efficient and effective public service provider.
- 4.1.7. To recognise that property ownership may not be essential to service delivery.

Objective 2: To have a property portfolio that is financially and environmentally sustainable

- 4.2.1. To ensure that our property asset portfolio is financially sustainable in the future by reducing our total property revenue costs to affordable levels.
- 4.2.2. To achieve value for money in every aspect of property running costs and procurement of property (including construction) and property services.
- 4.2.3. To construct and use our property in an environmentally sustainable and environmentally friendly manner.
- 4.2.4. To limit our exposure to financial, environmental, or technological risk, through efficient and effective risk profiling and management.

Objective 3: To have a safe, secure and productive property portfolio

- 4.3.1. To ensure that our property is of appropriate quality, in good condition, and compliant with all relevant statutory requirements and safety standards.
- 4.3.2. To ensure that we provide a good environment for our staff which supports SmartWorking, good staff performance, recruitment, retention, motivation and productivity.

Objective 4: To look ahead and plan our property portfolio effectively

- 4.4.1. To anticipate future property needs of the Council by effective forward and corporate planning of property and accommodation.
- 4.4.2. To ensure that all of our core asset resources (property, ICT, human resources, and finance) work in harmony to support the Council's objectives.
- 4.4.3. To recognise the opportunities of strategic partnering with other public and private sector partners.
- 4.4.4. To monitor the performance of our portfolio by measuring our progress against our property objectives.
- 4.4.5. To sustain a corporate organisational structure and capacity to develop and implement good property planning.

Measuring Our Success

- 4.2. Our property objectives (see above) allow us to define our future performance measures. Whilst at the moment we may not hold data on possible proposed measures, they will be developed over time and will be based on the following:
 - 4.2.1. User satisfaction and service managers satisfaction;
 - 4.2.2. Capital receipts generated per annum;
 - 4.2.3. Reduction in total floor space owned by the Council;
 - 4.2.4. Project Progress compared to agreed timetable;
 - 4.2.5. Property utilisation per square metre;
 - 4.2.6. Reduction in total property revenue costs;
 - 4.2.7. Compliance with statutory or Council environmental standards;
 - 4.2.8. Value for money and risk management as judged by robust business case analysis;
 - 4.2.9. Improvement in our maintenance backlog;
 - 4.2.10. Timeliness and effectiveness of forward planning.

5. Past & Current Performance

5.1. We are satisfied that we have made significant progress in managing and using our property assets more effectively over the last few years, although we also realise that there is still more to do. Since the last property asset strategy in 2008, we have moved significantly forward in a number of property areas, for example:

- a. **SmartWorking and office accommodation rationalisation** – Reduction in our office floor space requirement has been achieved by our Smartworking Policy, which is being rolled out, and by some reduction in staff numbers. Between 2006 and 2011 we have reduced our offices from 32 buildings to 13 buildings with a consequent reduction of floorspace of some 10,700 sq m (a 37% reduction since 2006). This has brought with it a £2m pa reduction in office running costs. We plan to further reduce our office floorspace by a further 5 buildings and 2515 sq m by 2014 (a 45% reduction since 2006). Some of our office accommodation is currently occupied by our tri-borough partners and this trend may continue and lead to a further reduction in LBHF occupied office accommodation. The Council is working on an alternative office accommodation proposal in King Street which would allow it to vacate the Hammersmith Town Hall Extension, although this is yet to be approved and finally agreed.

<i>All office floorspace is expressed in NIA Sq m</i>	2006 OFFICE BUILDINGS occupied	2012 OFFICE BUILDINGS occupied	2014 FUTURE OFFICE BUILDINGS planned to be occupied
TOTAL OFFICE FLOOR AREA*	29,243	18,547	16,032
NUMBER OF OFFICE PROPERTIES	32	13	8
PERCENTAGE OF 2006 OFFICE SPACE	100%	63%	55%

- b. **Organisation and capacity for Property Asset Management** – We have significantly changed the way in which we manage our property by centralising all property and facilities related management of non-HRA property. We now have a single Division (the Building and Property Management Division [B&PMD]) that is responsible for all day to day and strategic property, construction and related services, including facilities management. In addition, we have a corporate officer group responsible for, and a member decision making processes for, strategic property asset management. We have increased the capacity of B&PMD to deal with the many challenges and priorities we have set ourselves, although we will now need to be careful in prioritising our work to match the capacity that we have.
- c. **Generation of capital receipts** - In the 2008 Asset Management Strategy it was noted that capital receipts were targeted at £17m pa for the subsequent 3 years. In fact the achieved figures were 2008/09 - £17.75 million, 2009/10 - £15.25 million, 2010/11 - £27.00 million, 2011/12 - £45 million and over £65 million in 2012/13.
- d. **Property review** – We have now reviewed all of our properties (excluding non-HRA dwellings which are the subject of a separate review) and we have categorised each of those properties as follows:
- A - Core property, which is definitely required by a Business Unit for delivery of Services;
 - B - Properties where alternative options for the future are being, or could be, considered;
 - C - Properties already agreed for disposal;
 - D - Properties which are not part of that Business Unit operation and should be with another service or managed corporately.

This has enabled us, and continues to enable us, to reduce our property portfolio size, reducing our running costs, generating capital receipts and improving the utilisation and quality of our remaining property.

- e. **Regeneration** – we have made significant progress in a number of areas, notably South Fulham Riverside and Shepherd's Bush (Westfield) and proposals have been developed, and are due to be implemented, in a number of other areas, over the next few years (see the *Strategy* section of this plan – section 6).
- f. **Libraries** – In line with our plans to focus our library offer on fewer but stronger libraries we now have a new up-to-date library at Shepherd's Bush, we are about to expend in excess of £1 million on improvements to Hammersmith Library and we have improved Askew Road Library in partnership with the Post Office. We have closed Wormholt Library (which is now occupied by the Arc Conway Free School) and the responsibility for Barons Court Library Service has been transferred to one of our partners, the Citizens Advice Bureau. Sands End library has been moved to Hurlingham and Chelsea School.
- g. **Parks and Open Spaces** – In 2011 the Parks Department carried out a review of all of its buildings assets in partnership with the Council's Property team to determine what buildings needed to be retained, what could be leased out, what could be sold and what could be demolished. A disposal programme of surplus park lodges has been agreed and 2 lodges are now vacant, and available for disposal. Tennis courts in Bishops Park have been leased out to allow improved letting and facility improvement. In recent years full park refurbishments have been completed at Normand Park, Frank Banfield Park and Bishops Park. Other improvements have also been carried out in a number of parks, in particular play facilities, where new playgrounds at South Park, Hurlingham Park, Marcus Garvey Park, William Parnell Park, Ravenscourt Park, Wormwood Scrubs, Brook Green, Eel Brook Common and Wendell Park.

- h. **Fulham Palace** – This is now run and managed by the Fulham Palace Trust, which is seeking to maximise the use and the quality of the facility.
- i. **Schools** – In line with increasing child population and a trend for parents to send a greater proportion of children to maintained schools rather than the independent sector, the demand for places in Borough schools has increased in recent years and this trend is likely to continue into the future. The Council has succeeded in accommodating increased numbers of children in its schools (e.g. the Cambridge School relocation to Bryony Centre, Old Oak Expansion to 2 form entry and Dalling Road School refurbishment) although now there is no further capacity in maintained schools in certain areas of the Borough, and further proposals to, again, increase places are being brought forward.
- j. **School Keeper’s houses** – We have made alternative arrangements for a number of school keepers and are currently disposing of school keeper’s houses at Fulham Primary and Kenmont Primary, as part of an ongoing programme.
- k. **Schools buildings utilisation** – We are well advanced in the process of improving the utilisation of school buildings by extending after school activities and moving as many of our non-school based children’s services into schools. This includes out of school hours childcare services, children’s centres and youth provision. We have also transferred many of the activities from the Sands End Centre to Hurlingham and Chelsea School.
- l. **Advertising hoardings** – We have been very successful in generating in excess of £1.5 million p.a. in additional revenue income from new advertisement hoardings on the A4, A40, adjacent to the Irish Centre, adjacent to the L’Oreal (former Bechtel) building and at Shepherds Bush.
- m. **Facilities management outsourcing** – We have agreed and developed a Tri-Borough outsourcing contract which has been let to Amey. This will lead to much greater efficiency and effectiveness in facilities management across the three boroughs.
- n. **Building improvement and new build** – The Council has constructed a number of new Service properties since 2008 including the new Shepherd’s Bush Library next to the new Westfield Shopping Centre, a new Community hub in the Edward Woods Housing Estate, a new Community Centre known as the Tudor Rose on the Fulham Housing Estate, new buildings at certain schools such as Flora Gardens Primary School and Fulham Cross Secondary School. We have also seen the construction of a new Academy in Cathnor Park and the opening of two Free Schools in refurbished Council premises.

A scheme is currently in progress to extend the size of the existing Lyric Theatre at a cost of around £16.5 million. The funding is from a range of bodies including the Council, Arts Council, Department of Education, and fund raising by the Lyric. The scheme aims to double the size of the existing Theatre facilities in order to transform the Lyric Theatre into a new type of cultural and educational building.
- o. **Maintenance backlog** - The backlog of repairs and maintenance (excluding Council dwellings) in 2013/14 is estimated to be between £14m and £18m. This excludes backlog maintenance on buildings which are scheduled for disposal (e.g. Fulham Town Hall) and those which the Council hopes to sell or demolished in the foreseeable future (e.g. Hammersmith Town Hall Extension). Whilst the backlog maintenance on individual buildings has not reduced, the overall maintenance backlog figure has done so, as the Council gradually reduces the overall size of its office accommodation and ownership.
- p. **Property data and computer systems for property** – To make the most of our property and to make sure we only use what we really need, requires good property data. In 2008 we acquired a new property data system (CAMSYS). We have transferred existing data from other systems onto CAMSYS and we are well on the way to validating all this data, although some “cleansing” is still needed. The system is being linked to the Council’s asset register and valuation information. Links to the Council’s GIS systems are currently being established and a two way interface with financial systems is also being developed. Our property categorisation (see above) has been added, as has hazards information (e.g. presence of asbestos). Although we have more development of the system to do, particularly in user access, we are now using CAMSYS for the management and planning of our property.
- q. **Community and voluntary services property** – We are well advanced in rationalising 3rd sector accommodation in the borough focusing on developing shared buildings and community hubs spread across the borough. This has enabled us to free up property (for example, Palingswick House which is to be sold to West London Free School, The Information Centre at Hammersmith Broadway, disposal of the Irish Community Centre to Irish Cultural Centre Ltd., and Bulwer Street sold to a charity which has offered new leases to all the existing tenants). Modern, energy efficient Community hubs that have been created in the borough include Palingswick Community, Charity & Enterprise Network (CCEN) on the Edward Woods Estate in the north of the borough. Dawes Road Community Hub in Fulham –in the South of the borough and a Central hub is currently being created as part of the Lyric Theatre redevelopment. Council-owned buildings which offer shared use and continue to be supported include the Masbro Centre, Grove Neighbourhood Centre, Edward Woods Community Centre and The Ellerslie Centre.

6. The Strategy – how we will deal with our property in the future

6.1. Our property asset strategy is divided into 2 parts:

- a. Property asset themes that we intend to address over the next 3 years;
- b. Our specific intentions for particular categories of property assets over the next 3 years.

Property Asset Themes

1. Property Assets are Corporate Assets

All property assets are corporate property assets and therefore all property issues will first be referred to the Director of Building and Property Management. The Director will then decide if it is a day to day property matter or a strategic property matter. In the case of a day to day property matter, it will be dealt with by the Head of Asset Strategy and Portfolio Management in consultation with the relevant service(s) manager(s) and other managers. In the case of a strategic property matter it will be referred by the Director of Building and Property Management to the Executive Director of Transport & Technical Services, the Corporate Asset Delivery Team, the Leader's Asset Management Panel and the Cabinet, as appropriate, involving other Council officers and key Council Members as necessary and specifically consulting with relevant service(s) manager(s).

2. Property Asset Management Capacity

We have noted that the more emphasis we put on the role of asset management in contributing to the success of the Council, the more projects and workload that this generates for property services and for legal and planning services. There has also been additional work in delivering the property elements of transformation proposals for front line Services. In property services, we have improved our capacity to deal with this in recent years by the creation of the Building and Property Management Division. We will be careful in the forthcoming months and years to programme our work, so that it matches the resources we have to deal with it.

3. Strategic Property Performance Management

Hitherto we have measured our property performance in terms of capital and revenue income and expenditure monitoring. However in the future we will develop our performance management systems for property to enable us to measure the corporate contribution that property is making to our key priorities and objectives. As indicated in Section 4 these may cover:

- a. User satisfaction;
- b. Capital receipts;
- c. Property reduction;
- d. Project progress;
- e. Property utilization;
- f. Property revenue costs;
- g. Environmental compliance;
- h. Value for money;
- i. Maintenance backlog;
- j. Forward planning.

4. Capital Release and Major property disposals

At the beginning of 2011 the Council agreed a programme of major disposals including the following properties:

- a. **Cambridge House** (lease expires in 2014) and **Guardian House** (lease expires in 2015).
- b. **Fulham Town Hall** (it has been marketed and a potential purchaser has been identified and contracts exchanged);
- c. **Distillery Lane Centre** (completed March 2012)
- d. **Askham Centre** (likely to be put to permanent alternative use);
- e. **Palingswick House** (vacant and to be disposed to West London Free School);
- f. **58 Bulwer Street** (disposed to a charity in March 2012)
- g. **The Greswell Centre** (awaiting Hammersmith and Fulham Action on Disability [HAFAD] relocation.
- h. **20 Hammersmith Broadway** (lease surrendered)

- i. **Irish Community Centre** (sale completed in March 2013 to the Irish Cultural Centre Ltd.)
- j. **50 Commonwealth Avenue** (vacant possession due shortly and then it is likely to be sold to Pocket Living)
- k. **Sands End Community Centre** (Sale completed March 2013)

Capital receipts from General Fund property sales anticipated in 2013/14 are £15.5m. Receipts anticipated from HRA property sales are £45m in 2013/14.

5. Regeneration

Regeneration of the Borough is one of our key priorities. We will facilitate this by using property we own and we also will consider using our property related powers as appropriate. The main sites on which we will focus over the next 3 years will be:

- a. **Earl's Court, West Kensington** –This comprehensive mixed use scheme will redevelop two existing Council estates. Planning consent was approved by the Council in September 2012. The developer intends to redevelop 57 acres of land, including Earl's Court Exhibition Centres, Lillie Bridge London Underground Depot as well as the West Kensington and Gibbs Green Housing Estates.
- b. **White City Opportunity Area** –This area of approximately 93 acres of potential development land is anchored by the BBC, Imperial College London and Westfield London. Westfield have received outline planning consent to build up to 1,522 homes and an extension to the Shopping Centre. Imperial College London has secured approval for their development.
- c. **Old Oak** –Old Oak Common has been named as England's big High Speed 2/Crossrail Interchange. The Council in partnership with three neighbouring authorities and the Mayor of London is developing an Opportunity Area Planning Framework for this are and the wider Park Royal area.
- d. **Shepherds Bush Market** – Regeneration of the market and a mixed regeneration use scheme on land in multiple ownership.
- e. **King Street** – regeneration of land on King Street and adjacent to Nigel Playfair Avenue with a mixed use scheme, which includes the Town Hall Extension.
- f. **South Fulham Riverside** – continued regeneration of this part of the Riverside.

Further details can be found in the 2013-16 HRA Asset Management Plan approved by Cabinet in April 2013.

6. 3rd Sector Property and Community Hubs

In September 2009, Cabinet agreed the 3rd Sector Strategy which set out the council's approach to providing premises for the sector, through the development of Community Hubs, which offer cost effective, accessible and sustainable office/meeting space.

Our priority is to seek opportunities for establishing community hubs in the borough's highest areas of deprivation:

- a. **North: W11-W12** – Edward Woods Estate, Complete and operational. Palingswick Community, Charity & Enterprise Network (CCEN)
- b. **Central** – A small central hub will be created as part of the Lyric Theatre development.
- c. **South and North Fulham Hub** - Dawes Road hub is now complete and operational

3rd sector organisations will be encouraged to locate in these hubs and the Council will be unlikely to provide any other accommodation for 3rd sector organisations elsewhere. For organisations that are currently located in other Council buildings, the council will endeavour to ensure they are provided with support to help them find suitable premises when their current leasing arrangements expire. A business case will need to be made for any organsiation to continue its tenancy in a non-shared building and all tenants will be charged a market rent to ensure they do not have an unfair market advantage.

7. Collaboration and Co-Location - Bi and Tri Borough Working

Many projects are being pursued on a tri-borough and bi-borough basis with Kensington and Chelsea and City of Westminster Boroughs and we wish to strengthen our relationships with our tri-borough partners to achieve even more efficient and effective property. The main property projects currently being pursued are:

- a. **Tri-borough Facilities Management Contract** - The three Boroughs are progressing a Tri-Borough Total Facilities Management Contract, which has been awarded to Amey with a provisional go-live date of Oct 2013.
- b. **Accommodation Planning** - In addition to the office rationalisation that we have already achieved we are now investigating tri-borough accommodation planning which is designed to retain location sensitive staff in their boroughs, with the remaining back office staff (irrespective of which borough is the employer) possibly located to the most economical office accommodation within the tri-borough office portfolio. A Tri-Borough and Bi-Borough Office Accommodation Protocol has now been agreed to advance joint office accommodation planning and a joint project group is now working on joint accommodation planning.
- c. **Tri-Borough Property Strategy** – there is a strong commitment to the development of a tri-borough property strategy which will take forward, strengthen and reinforce the themes and proposals of this London Borough of Hammersmith and Fulham Property Asset Management Plan.

The three Councils have now set up a Tri-Borough Asset Management and Property Board and it is anticipated that more tri- and Bi Borough Property projects will emerge in the medium term.

8. SmartWorking and LBHF Office Accommodation Strategy

SmartWorking is the term used to define the council's vision for offering council employees a more flexible and rewarding working environment. The council's aim is to realise benefits in staff motivation and productivity, increase our options in attracting and retaining the right people, enable new service delivery efficiencies, while also minimising demand for, and maximising savings from, civic accommodation. Smart Working plays a crucial part in delivering savings.

As has been noted earlier in this document we have already realised a significant reduction in our office floorspace by the use of SmartWorking. Work is commencing on a Tri Borough initiative called 'Working From Anywhere'.

Our aim is to reach an average ratio of 5.6 sq m (net internal area [nia]) for each FTE of staff comprising an average of 8sq m (nia) for each workstation and 7 workstations for every 10 FTEs. By 2014 we aim to have reduced the office floorspace we occupy by 45% of the amount we occupied in 2006.

9. Property Data

Much has been achieved in the way we manage our property data over the last 5 years with the introduction, development and population of the CAMSYS system. It now can deliver a number of the benefits originally envisaged, although we still have more to do to get the system delivering all the benefits that we originally envisaged. Over the last two years we have completed the development of CAMSYS by undertaking the following tasks:

- Established wider inputting and updating of data, subject to ongoing validation on a regular basis
- Governance
- Integration with Finance systems
- Inclusion of valuation data
- Inclusion of health and safety compliance data
- Granted wider access to the data across the Council

We now need to establish a data platform for Tri Borough property management.

10. Maintenance and Repair

In 2013/14 we plan to spend £1.237 million revenue on unavoidable plant maintenance and statutory compliance responsibilities and £2.5 million capital on the maintenance

requirements.

Whilst this level of funding will be able to deal with essential health and safety works, items to maintain wind and weather tightness and be able to continue to address the backlog of maintenance, there is still a significant backlog outstanding (some £14 - £18m, excluding Hammersmith Town Hall Extension and Fulham Town Hall).

To a significant extent our backlog maintenance has fallen, and will fall, as the Council reduces the amount of property that it uses and/or occupies. However we will not deal with it completely, by this trend. In the longer term, some additional funding will be necessary to do this and as the Council reduces its running costs and releases capital, by reducing its property, it must consider re-allocating some of this money to funding maintenance and repair and developing a full planned maintenance programme, which will be fully consistent with our aim to have less but better property.

11. Community Infrastructure Levy

Whilst it is predominantly a planning matter rather than a property matter, Community Infrastructure Levy (CIL) does have property implications. The Council has a CIL webpage at www.lbhf.gov.uk/cil which sets out the Council's CIL consultation timetable for the publication of its CIL charges. The Council is currently considering whether or not to consult at a later stage in this process on a S106 Supplementary Planning Document (SPD) which will clarify and set out policy on S106 agreements which will be additional to CIL.

Property Categories

(ASCD = Adult Social Care Department, ChD = Children's Department, EL&RS = Environment, Leisure & Residents Department, F&CS – Finance and Corporate Services, HRD = Housing and Regeneration Department, T&TD = Transport & Technical Department.)

1. ASCD - Adult Education Buildings

The Adult Learning & Skills Service (ALSS) has been rationalised in recent years with Munster Road, Dawes Road and Bryony centre closures and in 2012 the closure of the Sands End Community Centre.

Services and classes are now provided from one consolidated main site, the Macbeth Centre & Annex, in Hammersmith. However outreach classes in community settings including the former Paragon Centre in partnership with Canberra Primary School, White City Estate, also at Normand Croft Community Centre at Normand Croft Primary School in Fulham and Hurlingham & Chelsea Secondary School in Fulham, are still delivered. Negotiations are on-going to re-accommodate the recently redundant LBHF employee who resides in tied accommodation at the Macbeth Centre. It is not proposed to retain a residential dwelling in the centre and the Council is considering adult learning service expansion options on this site, which generate income streams, particularly IT/Internet café and starter business desk space, in the light of funding pressures (ALSS [part of ASCD] is currently subject to annual Skills Funding Agency funding)

2. ASCD – Adult Day Centre

129 Bloemfontein Road. – Until recently used by the Options Day Service (in house Learning Disability service) but as no longer needed for this purpose has been vacated and returned to Housing.

3. ASCD – Residential Homes

17 Rivercourt Road, Short Breaks Service, Residential Care Home - Some work has been done on potential externalisation via market testing/social enterprise but at the moment no change is proposed

2 Coverdale Road, Coverdale Road Residential Care Home - Need for service currently being reviewed by ASC Commissioning

4. ASCD - Resource Centre and Community

87 Lime Grove, Community Support - Need for service currently being reviewed by ASC Commissioning

Support

- 5. ASCD - White City Collaborative Care Centre (including retail space and flats above)**
- This health and social care centre is set in a development that will also include retail space and mixed tenure housing, including 67 affordable units. The Collaborative Care Centre is a partnership project between the Council, NHS, Building Better Health (BBH) LIFTCo, local voluntary agencies and the local community. The Council's principal long term commitment to the scheme will be to accept the grant of an (under)lease from the NHS for the space the Council will take up in the WCCCC. The associated transfers of all property interests have now been completed.

Construction has commenced with the Centre due to open in 2014. WCCC brings together in one place; four general practices; a dental practice; community health and therapy staff; council social workers; the joint Council and NHS Learning Disability community team; the joint Council and NHS Children with Disabilities Team.

- 6. F&CS - Community Centres**
- The council owns six community centres. Two of these centres are, or have been, coordinated by council staff with the remainder let to local residents organisations;

1. **Sands End Community Centre** – as discussed elsewhere, this has been disposed.
 2. **Edward Woods Community Centre** – Council staffed and run centre. HAFAD, a voluntary sector organisation, have agreed to relocate to the Edward Woods Community Centre, subject to the approval by Cabinet for works to the centre to accommodate HAFAD whilst retaining community usage. The premises currently occupied by Hafad organisation will be offered for alternative purposes or disposal.
 3. **College Park** – The former occupier of the site is the College Park Residents Association (CoPRA) who transferred their services to the Kenmont School's community premises. This property has been marketed and contracts exchanged subject to receiving a planning consent.
 4. **1-7 Bradmore Park Road, Grove Neighbourhood Centre** – on a long Lease to The Grove Neighbourhood Centre Ltd who have full responsibility for running costs, staffing and management of the centre.
 5. **87 Masbro Road, Masbro Centre** – on a long lease to Urban Partnership Group / Blythe Neighbourhood Council who have full responsibility for running costs, staffing and management of the centre.
 6. **White City Drop in Centre** – Purpose built for older people on the White City estate and surrounding area. Hired to older persons social group. Currently being considered by Adult Social Care as a potential Day Centre in long term plans.
-

- 7. F&CS – Adult Day Centre**
- Ellerslie Day Centre, 50 Ellerslie Road, W12** - The building is now occupied by two day services (Ellerslie MH and Nubian Life) freeing up the building at 50 Commonwealth Avenue, W12 for potential sale.

280 Goldhawk Road, The Options Day Service - The Council is currently considering the future of this service and how it will be provided in the future.

89 Askew Road (Shanti Day Centre) – Leased to The Asian Health Agency. No change to this service, and a new short term lease has been recently completed. The Council will consider renewing the lease because the building is unsuitable for sale.

Greswell Centre – leased to Hammersmith & Fulham Action on Disability (HAFAD) on a tenancy at will, under the agreement that HAFAD will vacate once suitable alternatives are available.

105 Greyhound Road – leased to Age UK on a short lease. The Council will consider renewing the lease because the building is unsuitable for sale. The lease includes terms that encourage the tenant to share the building with other organisations.

- 8. F&CS - Hostels** **117 Goldhawk Road** is a residential hostel - no changes are planned for this site.
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- 9. F&CS - Resource** **52c Lakeside Road** is an important resource centre. We have just agreed a new lease for this
-

Centre and Community Support

property. No changes anticipated.

69 Talgarth Road – is an important resource centre. We have just agreed a new lease for this property. No changes anticipated.

62 Blythe Road – Leased to MIND on a short term lease.

10. ChD - Dalling Road

This property is now used by the Haven Centre for respite care for children with disabilities.

11. ChD – School Keeper’s Houses

Several School Keepers Houses remain in the council’s portfolio of premises. Current Plans for school keeper’s houses are as follows:

1. **Fulham Primary School** – retired former school keeper has been rehoused and the premises are now available for disposal once planning consent for residential use has been achieved.
2. **Melcombe Primary School** – to be decided
3. **New Kings Primary School** – a former school keeper’s house located on New Kings Road. Currently retained and is a delivery venue for a Children’s Centre “Spoke”
4. **Miles Coverdale and Lena Gardens Primary Schools** – the current school keepers are in residence but options for achieving vacant position are being investigated in the event of which the properties will be disposed.
5. **Kenmont Primary School** – this site has two properties which are to be disposed of. The vacant site keepers house and directly behind the house the school annex which has housed out of school childcare. The childcare facility has moved into the school itself. Vital improvements to the School are proposed to be funded from the sale proceeds

12. ChD - Schools

In line with the rest of London over the last few years, the Council has seen a significant increase in parents applying for primary school places, with a consequent need to increase capacity. The demand for secondary places has also increased, requiring an increase in capacity of the Borough’s maintained schools.

As part of the Schools Organisation Strategy update in March 2012, the Council approved the following, subject to consultation:

- **Expansion of St Stephens Primary School** – expansion from 1FE to 2FE of a successful school which is popular with parents. The proposals require acquisition by the Diocese of adjoining private land which has been agreed in principle with the owners.
- **Expansion of Pope John Primary School** - expansion from 1FE to 2FE of a successful school which is popular with parents. The proposals require acquisition by the Diocese of adjoining Council owned land adjacent to the White City Area Housing Office.
- **Creation of Primary Provision at the Burlington Danes Academy** – provision of 1FE primary provision future-proofed to enable expansion to 2FE if future demand is demonstrated.
- **Sacred Heart High School Building Expansion (Sixth Form Provision)** – remodeling of former Convent accommodation to provide 11 classrooms in support of additional 1FE and 6th Form
- **Lady Margaret Bulge Class** – a standalone classroom that is part of a wider proposal expansion to expand to 4FE in the future
- **John Betts Primary Bulge Class** – part of a wider proposal to improve accommodation at this successful and popular school. The bulge class will help address demand for places in the centre of the Borough
- **Brackenbury Bulge Class** – will help address demand for places in the centre of the Borough
- **Creation of Studio School at Henry Compton site** (capital funded by DfE additionally) – project proposals are being developed with Pfs to deliver vocational facilities in the City Learning Centre building at Henry Compton by September 2012. As the federated school has moved to trust status, completion of the statutory requirement to transfer the capital asset (land and buildings) from Council to trustees is a requirement of Pfs funding.
- **West London Free Schools Primary Bid** (capital funded by DfE additionally) – subject to a successful bid from WLFS to DfE, a long term lease arrangement of the former Cambridge School site is envisaged to enable WLFS to extend its offer into Primary Provision, when the WLFS secondary provision moves to its permanent location at Palingswick House)

It was also agreed that the transfer of appropriate land / buildings in line with the legal advice for

Free Schools, Academies and Trust Schools should be implemented.

The School Organisation Strategy approved by Cabinet in March 2012 also approved the following projects, which are currently being delivered:

- **Old Oak Expansion to 2FE** – Project recently completed.
- **Holy Cross Expansion and Bi-lingual Project** – Basuto Road development at planning application stage with target completion Sept 2013. Planning application and building works to be submitted during 2013-14 for the development of Clancarty Road site.
- **Queensmill Relocation** – Project to co-locate with Haven Respite Centre currently under design with target delivery date of 2014.

Relocation of the Contact Service at Askham Centre is required to vacate the site for Queensmill construction and this requires the suspension of the disposal for 2 years of former Fulham Cross Youth Centre site and adjustment of capital receipts targets accordingly, as it will be temporarily needed to relocate the Contact Centre.

13. ChD – West London Free School

This West London Free Secondary School is currently housed at the former Cambridge School site and it is anticipated that the free school will buy the now vacant Palingswick House and relocate there as soon as possible. The West London Free Primary School will then be located at the former Cambridge School site.

14. ChD - Youth Facilities

In August 2010 it was agreed that the youth facilities will be delivered through the following provision:

1. School based generic locality provision
2. Community based generic locality provision
3. Positive Activities – holiday programmes; and
4. Youth Involvement projects

School based provision is now available at the following school sites, directly after school and during the holidays: Hurlingham & Chelsea School; Henry Compton School & Fulham Cross School (Fulham College); Phoenix School; Cambridge School.

The two buildings that have been released as a result of this are former Fulham Cross Youth Centre (which is now required for the temporary relocation of the Contact Centre) and former Avonmore Youth Project Premises, the site of which has now been disposed).

15. ChD - Children's Centres

The Council has reconfigured Children's Centre delivery by moving to a hub and spoke (/satellite) model which will complement the Family Support Programme.

The configuration is:

Locality	Name of the centre	Hub or Spoke	Provider
Northern	Old Oak	Hub	3rd Sector: Family Mosaic
	Randolph Beresford	Hub	Community School
	Shepherds Bush Families Project	Spoke	3rd Sector: Shep. Bush Fam.
Central	Masbro Centre	Hub	3rd sector: UPG
	Flora Gardens	Hub	Community School
	Cathnor Park	Spoke	Vanessa Nursery School
	Avonmore	Spoke	3 rd Sector - UPG
	Wendell Park	Spoke	Community School
	Broadway Centre (Masbro Children's Centre)	Spoke	LBH&F the Children's Centre services (2 sessions per week) are provided by UPG
Southern	Melcombe	Hub	Melcombe Children's School
	Fulham Central	Hub	3rd Sector: PSLA
	Bayonne (Spoke	Community School
	Normand Croft	Spoke	3rd Sector - PSLA
	New Kings	Spoke	3 rd Sector PSLA
	Fulham PalacePalace (Delivered from Bishops Park Community Buildings since April 2013)	Spoke	3rd Sector: PSLA
	Fulham South (Ray's	Spoke	Ray's Playhouse Ltd

	Playhouse) (Relocated to William Parnell Park)		
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These Hub and Spoke proposals have recently been reviewed for 2013/14. While proposals to governance arrangements are currently in the process of being implemented the delivery sites remain the same.

16. ChD –Out of School Childcare Sites

Following the transfer of the out of school childcare provision into schools, several former delivery sites remain in the council's portfolio:

1. **Lillie Road** – these premises will form part of the Earls Court redevelopment programme and be disposed of as a result.
2. **Distillery Centre** – this has been sold.
3. **Bradmore Centre** - this site is earmarked for the Friends Meeting House which enables the Council to purchase their current site adjacent to the Town Hall Car Park and which will form part of the development site adjacent to the Hammersmith Town Hall. It has been temporarily used by John Betts Primary School and then by the WLFS.
4. **Coningham Centre** – this site was situated on the grounds of the Stowe Road depot. It has now has been sold with the depot site.
5. **White City Centre** – this site is retained and is let to the Randolph Beresford Early Years Centre for the delivery of out of school childcare.

17. EL&RS - Allotments

There are no property changes planned.

18. EL&RS – Cemeteries and Crematoria

There are no significant future proposals involving property, although some refurbishment of chapels is being considered.

19. EL&RS - Libraries

In 2009 the Library Strategy for Hammersmith & Fulham Libraries was adopted. It proposed a rationalisation of the library service from the provision of six libraries to four enhanced libraries at:

1. **Askew Road Library** (improvements to this library were made in partnership with the Post Office);
2. **Fulham Library**;
3. **Hammersmith Library** (improvements to this library, costing almost £1,000,000, are programmed for commencement in 2013/14);
4. **Shepherds Bush Library** (a new library was built at Westfield Shopping Centre Development, and opened in 2009).

Alternative arrangements have been made for the existing Council run library services at Sand End and at Barons Court:

- At Barons Court Library, an agreement was reached to transfer this library to the 3rd sector; in 2012 the Citizen's Advice Bureau moved into the building, running its own service and a satellite library service from the building, and a third sector organisation; London Irish Care moved into the lower floor. Now named Avonmore Library and Neighbourhood Centre.
- The re-provision of Sands End library has been made at Hurlingham & Chelsea School; it opened in May 2013 with a term time service to the community.

20. EL&RS – Parks and Open Spaces and Park Buildings

Three key objectives have been identified for the provision of parks and open spaces:

- Protecting existing open space
- Securing new open space where possible
- Improving access to existing open space

A Parks refurbishment programme is in progress and the following parks are programmed for full refurbishment over the next three years:

- a. **Brook Green,**
 - b. **Hammersmith Park,**
 - c. **Wormholt Park**
-

21. EL&RS - Sport and Leisure – Leisure Facilities

Bishops Park tennis pavilion and courts were outsourced in September 2011 for a 21 year period to Rocks Lane Tennis. The facility has since been awarded Beacon and Club Mark Status from the LTA.

Hurlingham Park Pavilion is undergoing regular improvements and caters for those activities taking place from the increasingly busy Hurlingham Park.

The leisure associated building in South Park requires some investment. The South Park Master plan, if supported by the friends of South Park, could see significant improvements to the building infrastructure.

Virgin Active continue to operate Fulham Pools at Lillie Road and it has another 40 years remaining on their agreement, whilst GLL Ltd operate from the other 3 other Leisure sites, located at Hammersmith Broadway (agreement expires January 2019), Phoenix School (agreement expires Dec 2013) and Lillie Road (agreement expires January 2019). An extension to the GLL Phoenix contract of 20 months is being recommended to Cabinet to allow a full procurement exercise in 2013/14, thus enabling a co-terminus contract end dates of Jan 2019.

A project is in the pipeline at Hammersmith Park that will see the development of a football facility with club house, and numerous 5 and 6-side football pitches. The proposed site is currently occupied by the bowls club, tennis courts, basketball area, dis-used changing block & Serco welfare facilities. Planning application is currently pending, outcome due July 2013.

Linford Christie Outdoor Sports Facility remains a challenging venue and opportunities are continually being explored, both in the private sector and community infrastructure levy (CIL), to secure funding in order to undertake a feasibility study to determine options for refurbishment/replacement of the existing building structure. In the meantime £200k has been spent in the last 24 months and a further £350k will shortly to be spent to improve safety, reliability and enhance the visitor experience of centre users. The external facilities remain strong but the changing rooms and associated buildings are in dire need of replacement.

22. HRD - HRA Sheltered Housing and Extra Care Housing

The Council is currently considering the suitability of its sheltered housing accommodation, to provide such care and support into the future. A feasibility study to convert sheltered housing into extra care was completed in July 2012, with the conclusion that none of the Blocks were suitable for conversion. The Council is now considering other sites and will have completed this feasibility study by late September 2013.

23. T&TD - Advertising Hoardings

We have a good track record of increasing our income from new advertisement hoardings and we will take further opportunities to generate further income from this source when they arise.

24. T&TD - Civic Offices

Using SmartWorking (see above) and taking into account changing staff numbers and opportunities for co-location, the Council has reduced its office floorspace between 2006 and 2012 by some 37% and has disposed of, or will dispose of, almost all of the surplus space. A development proposal for

land to the west of Nigel Playfair Avenue includes offices which the Council wish to occupy, which in turn would allow for the proposed refurbishment of Hammersmith Town Hall Extension, a building that is now in poor condition and which would require considerable expenditure to extend its current life expectancy of only a few years. A planning application has recently been submitted for this development.

Office buildings that are currently occupied by the Council which are being considered for vacation over the next two years (and where appropriate disposal) are as follows:

- Glenthorne Road (968sqm)
- Fulham Town Hall (1,604sqm)
- 181/187 Kings Street (433sqm)
- Old Registrars Building (302sqm)
- Cambridge House (1358sqm)
- Cobbs Hall (629sqm)

25. T&TD - Commercial Let Property (Investment Property)

The remaining parts of the Council' commercially let property (after the disposal of some shops and other properties mentioned below will be retained and their management will be outsourced as soon as practical with the aim of letting the contract in 2013/14.

26. T&TD and H&RD - HRA Shops and other commercial let property

Following a study by Consultants, the Council had decided to dispose of a number of its shops (approx. 25% of all those held on the Housing Revenue Account plus other shops and some freehold and ground lease investments. This was programmed for early 2012/13. However, due to the current market conditions the highest bidder withdrew. Sales of a few individual shops have proceeded and we are currently considering whether or not to remarket some or all of the remaining properties.

27. T&TD, ASCD, EL&RD - Depots

Since the sale of Stowe Road depot the main Council depot is now at Bagley's Lane. This is occupied by Services such as Street lighting, Transport, Parking, Coroners Court and Serco. We are currently reviewing depots on a Bi Borough basis with RBK&C to see if a rationalisation across the two boroughs can be achieved.

The Council has a store at 50, Ravenscourt Gardens which is currently in use. Options for the future of this building are to be considered.

7. Property Asset Management Project Action Plan

7.1. The projects and actions set out in the table below are intended to capture all the property action that needs to be taken over the next three years or so. Inevitably, some are generic actions, in that they cover a great number of smaller projects / tasks which will need to be “unpacked” when the time comes.

Project	2013/14	2014/15	2015/16	Responsibility
Adult Social Care Department (ASC)				
Collaborative Care Centre	<ul style="list-style-type: none"> • Manage furniture and IT set up and arrange move-in. 			ASC, supported by the Director of Building and Property Management
Disposals	<ul style="list-style-type: none"> • Palingswick House (ASC) • 282 Goldhawk Road (ASC/ HRA) • Stevenage Road Day Centre (ASC) 		<ul style="list-style-type: none"> • 280 Goldhawk Road (ASC) 	Head of Asset Strategy and Portfolio Management
Children’s Department (ChD)				
Disposals	<ul style="list-style-type: none"> • School Keepers Houses (ChD) • Broom House Lane Day Nursery (ChD) • 12-14 Letchford Gardens (ChD) 	<ul style="list-style-type: none"> • School Keepers Houses (ChD) 	<ul style="list-style-type: none"> • Bradmore Centre (ChD) • School Keepers Houses (ChD) 	Head of Asset Strategy and Portfolio Management

Schools Capacity

Provide property support for the following ChD projects as they arise:

- Expansion of St Stephens Primary School
- Expansion of Pope John Primary
- Creation of Primary Provision at the Burlington Danes Academy
- Sacred Heart High School Building Expansion (Sixth Form Provision)
- Lady Margaret Bulge Class John Betts Primary Bulge Class
- Brackenbury Bulge Class Creation of Studio School at Henry Compton site
- West London Free Schools Primary Bid Put in All the "Red" Children's services projects
- Holy Cross Expansion and Bi-lingual Project
- Queensmill Relocation

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- Queensmill Relocation

Director of Buildings and Property Management

2Environment, Leisure & Residents Services (ELRS)

Disposals

- Tied Cottages (ELRS)
- Hurlingham Yard (ELRS)

- Tied Cottages (ELRS)

Head of Asset Strategy and Portfolio Management

Library

- Implement Hammersmith Library Improvements

Director of Building and Property Management

Improvement

Parks Lodges

- Continue action to vacate and dispose of Tied Cottages

- Continue action to vacate and dispose of Tied Cottages

Director of Safer Neighbourhoods supported by Head of Asset Strategy and Portfolio Management

Rationalisation

Finance and Corporate Services (F&CS)

<p>Community Hubs 3rd Sector</p>	<ul style="list-style-type: none"> • Provide proper support and assistance for the creation of the Central Community Hub 		<p>Head of Third Sector, supported by Director of Building and Property Management</p>
<p>Disposals</p>	<ul style="list-style-type: none"> • Gresswell Centre (F&CS) • 50 Commonwealth Avenue (F&CS) 		<p>Head of Asset Strategy and Portfolio Management</p>
<p>Property Support 3rd Sector Group</p>	<ul style="list-style-type: none"> • Provide Property support and assistance to 3rd sector groups in accordance with the Council's third sector strategy. 	<ul style="list-style-type: none"> • Provide Property support and assistance to 3rd sector groups in accordance with the Council's third sector strategy. 	<p>Head of Asset Strategy and Portfolio Management</p>

Housing and Regeneration Services

<p>Disposals</p>	<ul style="list-style-type: none"> • 248 Hammersmith Grove (HRA) • William Thompson Hall (HRA) • HRA Expensive Voids (HRA) • Various Retail Investment properties (HRA) • 282 Goldhawk Road (ASC/ HRA) 	<ul style="list-style-type: none"> • 714 Fulham Road (HRA) • Pennard Road Site (HRD) • HRA Expensive Voids (HRA) 	<ul style="list-style-type: none"> • HRA Expensive Voids (HRA) 	<p>Head of Asset Strategy and Portfolio Management</p>
<p>Housing Development</p>	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<p>Head of Asset Strategy and Portfolio Management</p>
<p>Investment Property HRA – Investment</p>	<ul style="list-style-type: none"> • Retained HRA Retail Investment Property and other Investment Property - Property Management 			<p>Head of Asset Strategy and Portfolio Management</p>

Management	outsourcing.			
Regeneration	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<p>Director of Building and Property Management</p> <p>and</p> <p>Head of Asset Strategy and Portfolio Management</p>
Transport & Technical Services (TTS)				
Disposals	<ul style="list-style-type: none"> Metro Building (TTS) Various Investment properties 	<ul style="list-style-type: none"> Nuffield Health Club, Eternit Wharf, Stevenage Road (TTS) Riverside Studios (TTS) Fulham Town Hall (TTS) Various Investment properties 		Head of Asset Strategy and Portfolio Management
Capital Receipts	<ul style="list-style-type: none"> Meet capital receipts target for 12/13 by the implementation of the ongoing disposals programme. 	<ul style="list-style-type: none"> Meet capital receipts target for 13/14 by the implementation of the ongoing disposals programme. 	<ul style="list-style-type: none"> Meet capital receipts target for 14/15 by the implementation of the ongoing disposals programme. 	Head of Asset Strategy and Portfolio Management
Investment Property		<ul style="list-style-type: none"> Retained HRA Retail Investment Property and other Investment Property - Property Management outsourcing. 		Head of Asset Strategy and Portfolio Management
Investment Property Advertisements	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	Head of Asset Strategy and Portfolio Management
Maintenance			<ul style="list-style-type: none"> Develop a robust strategy for dealing with our maintenance 	Head of Professional

Maintenance Backlog

backlog and investing sufficient funds in ongoing planned and reactive maintenance

Services and Smart FM

Offices

- Continue the office rationalisation:

- Continue the office rationalisation

- Continue the office rationalisation

Director of Building and Property Management Division by 2014/15 supported other Service Heads affected

Rationalisation

- Margravine Cemetery, West Lodge

- Coningham Depot
- Fulham Town Hall
- Cambridge House
- Cobbs Hall, Fulham Palace Road

- 181/187 Kings Street
- Old Registrars Building
- Guardian House

Performance Management

- Develop corporate performance measures for property and a performance management system to monitor them and to take improvement action where necessary

Director of Building and Property Management

Capacity Building

- Review ongoing capacity of valuation and property services and take consequent action.

Director of Building and Property Management

And

Head of Asset Strategy and Portfolio Management

Tri-Borough Asset Management

Offices

- Tri-Borough Accommodation Strategy Development (or on a LBHF basis if other partners do not wish to proceed)

Director of Building and Property Management

Rationalisation

Professional Property Services Contracts Review

- Review existing contract arrangements and implement changes..

Director of Buildings and Property Management

And

Head of Asset Strategy and Portfolio Management

Facilities Management

- Let Tri-Borough Facilities Management Contract

Director of Building and Property Management Division let by end of June

Outsourcing

- Arrange any necessary consequential internal changes.

2013

Tri-Borough Asset Strategy

- Play a full part in the development of the Tri-Borough Asset Strategy

Play a full part in the development of the Tri-Borough Asset Strategy

Director of Building and Property Management

Depots

- Working in collaboration with ELRS to determine options for a Bi Borough Depot provision.

- Working in collaboration with ELRS to determine options for a Bi Borough Depot provision.

Director of Building and Property Management

