



Corporate Property Strategy 2023 to 2028



LONDON BOROUGH OF
HARROW



Foreword

PART 1 STRATEGIC CONTEXT

Executive Summary

Estate Vision and Projects

Estate Summary

Regeneration Schemes

Investment Estate

PART 2 SHAPING THE FUTURE

The Estate Vision

Property Financial Overview

Estate Planning – Operational Property

Corporate Landlord and Governance

Sustainability, Climate Change and

Decarbonisation

PART 3 DELIVERY

CPS Workstreams

CPS Roadmap

Workstream Timetable

Foreword

Cllr Norman Stevenson

I am very pleased to introduce this Corporate Property Strategy (CPS) which has been prepared by the London Borough of Harrow to set out our approach for managing our buildings over the next five years. Our Council estate includes land and property resources which are occupied by our staff and partners to deliver services to our communities.

The provision of fit for purpose buildings is a prerequisite to achieving our objectives. I am committed to investing in estate resources, infrastructure and projects that are key to maintaining our operational effectiveness and advancing our programme of business change.

We will progress the implementation of a Corporate Landlord function, which will be the enabler for the changes proposed by this CPS. This will ensure our property decisions are both process and data led. We will be proactive, well informed and transparent with the decisions we make.

With finite resources we will need to proceed with caution, investing in the right buildings for the future and releasing those which do not adequately support our Council services. This will allow us to create a leaner, more sustainable estate, which is increasingly accessible, and more community focused.

I look forward to the implementation of the CPS, working closely with all stakeholders to achieve our goals.



Cllr Norman Stevenson Member for Business, Employment and Property



PART 1 STRATEGIC CONTEXT

Executive Summary

This is our first Corporate Property Strategy (CPS). This document sets out how we intend to transform our estate to deliver better accommodation to support our services across Harrow. Our CPS provides us with a strategic direction for our estate but is also a continuous tool for change, with a delivery plan and methodology for review.

Our CPS is ‘service led’. We conducted 27 meetings across the Council to understand the latest service requirements, directing our future need for property.

Our CPS is ‘data driven’. We use the latest data to assess the properties, ensuring the basis of our recommendations are accountable and can be easily up dated.

We are committed to Restoring pride in Harrow by prioritising putting residents first, working to create a clean and safe borough and supporting those in need. We want to deliver a well-run organisation that can live within its means providing the good value for money services that residents deserve.

Our three corporate priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

We are developing a vision of what its property estate should look and feel like. The property portfolio will be reviewed now, and plans will be delivered over the next 5 years so that we will have a property estate that is:

- Fit for purpose, cost effective and well utilised assets function effectively and enable staff and the public to use them. Value for money is achieved by creating flexible buildings that support high utilisation and multiple uses
- Sustainable and efficient assets are well maintained and are efficient in their uses of power, resources and new technology to support a carbon zero target.
- Commercially managed assets that are held for income generating purposes will be commercially managed and sweated to generate income to support frontline services.
- Easily accessible and multi-functional assets should be located close to good transport links. Where possible, we will share facilities with other public bodies and not for profit agencies to ensure that residents have access to all the facilities and support they need.

We will ensure that our property assets are fit for purpose and supporting key objectives a continuous cycle of review will be implemented and managed through the revised governance arrangements set out on page 24.



Estate Vision and Projects

Our Vision

London Borough of Harrow holds property to sustain and support its corporate objectives as set out in the emerging Corporate Plan and as well as other strategies, for the benefit of its residents, businesses and communities. We play a key civic leadership and place shaping role, working with partners to maximise the totality of physical assets across the borough.

To support our vision for "Putting Residents First", over the next 5 years, we will implement and manage a continuous cycle of review through rigorous governance to ensure its property estate is:

- Fit for purpose, cost effective and well utilised
- Sustainable and efficient
- Commercially managed
- Easily accessible and multi-functional

Our CPS that ensures we have a property estate that will enable us to deliver services for and to our communities. This strategy has identified six key priorities to be developed and implemented.

We will achieve our vision through the following projects

- 1 Review of our Property Assets.** This document reviews our operational, investment and community assets.
- 2 Property Sustainability Action Plan.** We will be supporting carbon neutrality by 2030, use clean energy and work towards best in class waste management and recycling.
- 3 Corporate Landlord Model.** We will unlock value through integrated decision making, supporting delivery of objectives.
- 4 Strategic Facilities Management.** We will align our FM work with our organisational and service team objectives. We will produce a maintenance strategy and condition survey programme.
- 5 Asset Management Software.** We will create a single repository for all property information allowing us to measure the performance of our estate.
- 6 Capital Investment.** We will produce accurate expenditure forecasting, supported by condition surveys for our most important buildings, and a corporate planned maintenance regime where needed.



Our Projects

Project 1 Review of our Property Assets

This CPS will provide much needed strategic direction, providing a platform for decision making, both to retain buildings, and when required, to release buildings through a targeted disposal programme.

The CPS is to be reviewed annually, but the actions are to be progressed as part of day to day business. This CPS is designed to be a catalyst for change, to gather and record more and more detail about our estate and the requirements of our services. Our CPS is more than a list of aspirations, but a methodology and continuous assessment of opportunities and delivery.

We have discussed the CPS with services and stakeholders across the Council to understand future property need. We intend to continue that engagement, to playback recommendations and discuss new ideas.

We need to modernise our buildings to ensure they are fit for purpose and energy efficient. We cannot afford to invest in all our buildings and we will need to reduce the size of our estate, ensuring we retain the right buildings which are well located. To achieve this we will release costly and inefficient buildings and use the savings and receipts to reduce the burden of our tax payers and invest in new buildings.

Our Hub building provides us with efficient accommodation for the majority of our office based staff. We have an up to date cloud based network which supports the flexible occupation of our buildings and agile working practices. We can now focus on improving the accessibility of our property for customers and

services, supporting our Early Intervention and Family Hub initiatives. We will create multi-facility hubs, bringing public sector partners together, allowing more front facing public access across Harrow.

Our estate provides us with opportunities: we own nearly all our properties and we are not overly exposed to property investments which might otherwise be struggling in today's economic climate. We have a number of regeneration schemes with potential to provide 2,000+ houses. We can build upon this by using surplus sites for alternative use to regenerate, create employment opportunities or the development of new homes.

Our roadmap and timetable (pages 32 & 33) identifies the activities we need to undertake to achieve these goals. Our new Strategic Estates Group will be the forum for our Corporate Landlord function to efficiently manage activities, providing a single point of contact for service and other stakeholders.

We are confident that this CPS will enable the transformation of our estate, bringing savings and offering better accommodation for services and residents to use.



Our Projects

Project 2 Property Sustainability Action Plan

The Climate and Ecological Emergency, Interim Strategy and Action Plan was approved by Cabinet, setting out a proposed strategic framework and initial actions that establish pathways to carbon neutrality by 2030, both as an organisation and on a borough-wide basis.

Our existing Climate Change Strategy, adopted in January 2019, will be revised and integrated into the new strategic framework which is organised around seven key thematic areas. Taken together these aim to provide a holistic approach that seeks to address the major causes of CO2 emissions whilst also taking action to move towards a more sustainable borough and improve wellbeing and equality outcomes:

- Clean Energy Used Efficiently
- Zero Emission Transport
- A Waste-Free Borough
- Healthy Places for Us and the Rest of Nature
- Good Governance for Long Term Sustainability
- Eco-literate and Engaged Communities
- A Socially Just Transition

The interim action plan focuses on a range of actions which are directly within our own control or serve to reduce the organisation's own carbon footprint, and borough wide actions that require co-operation with others to effect change.

One of the initial priorities being to ensure that our own ongoing and proposed construction activities aim to contribute towards carbon neutrality.



Our Projects

Project 3 Corporate Landlord Operating Model

We will progress a corporate landlord operating model to support the management of our property assets. The corporate landlord approach is an industry standard operating model that is generally adopted by large public and private sector organisations and effectively centralises the responsibility and accountability for property management and performance.

The corporate landlord approach is designed to enable a local authority landowner to utilise its assets to deliver better, more efficient services to communities:

- To unlock the value of property assets, seek efficiencies through joint arrangements with other public sector bodies and maximise private sector investment
- To support the delivery of our key objectives and priorities
- To integrate thinking about property with financial, regeneration and other corporate considerations

Under a corporate landlord approach the "ownership" of property assets and the responsibility and liability for their management, maintenance and funding is transferred from the service department to the Corporate Landlord, which is a centralised property team. Services are required to produce regular service plans that include property requirements to justify the ongoing property requirement and support any change requirements, thus ensuring that only the accommodation that is needed is provided. The corporate landlord will regularly audit and perform utilisation surveys to ensure that the property assets are sweated and fully used. Service departments become users, and their sole focus will be on service delivery. Every decision will be backed by a robust business case to demonstrate how

a change to an asset could contribute to a saving or increase revenue/capital growth.



Our Projects

Project 4 Strategic Facilities Management Plan

We will adopt a strategic approach to facilities management which recognises the strong link between the workplace and the organisation's levels of productivity. We will achieve this by aligning FM to support the wider organisational performance objectives such as employee wellbeing and environmental performance.

Our strategic approach will consider what the organisation needs FM to provide, and how we put in place the processes and procedures that ensure those services are provided as efficiently and effectively as possible for the lifespan of the assets, whilst also incorporating a strategic element to the operational side of FM such as maintenance services.

Maintenance Strategy

The maintenance strategy will provide a strategic framework for identifying, prioritising, planning, managing and monitoring the maintenance of the council's property assets. To align this strategy with the Strategic FM approach, we will consider maintenance needs holistically and over the lifespan of the assets.

Our maintenance strategy will aim to provide a planned preventative maintenance regime. This will reduce and limit the burden of reactive maintenance to that associated with accidental damage or product failure before the end of its planned life. Reactive maintenance is generally more expensive to address and carries a higher risk to Health & Safety than planned preventative maintenance, so a targeted effort to improve planned maintenance will inevitably improve cost efficiencies.



Our Projects

Project 5 Integrated Workplace Management System (IWMS)

As part of our review of property data management systems and processes, it has been established that an integrated workplace management system is required which will provide a single record and management system for all the non-housing property and land holdings. The system will hold functionality for our core property services including Facilities Management, Estate Management and Property Maintenance departments.

A new property asset management and facilities management software system will allow us to better manage the following core business processes and activities:

- Manage all the corporate properties and assets in one single place. The production of planned maintenance schedules and ensuring that buildings are statutory compliant
- Remedial works resulting from inspections/surveys are recorded, monitored and completed on time
- Processing reactive maintenance requests via the helpdesk and as an outcome of a maintenance activity
- Production of management information & client reporting, such as future asset liability and key performance indicators
- This software will be a critical tool in supporting our objectives, assessing property performance, understanding utilisation and backlog maintenance, and recording running costs.

This will be critical to ensuring we can maintain a cost effective and efficient property estate to support service delivery and provide a single repository for all property information and data across our non-domestic property estate.



Our Projects

Project 6 Capital Programme

The development of a 5-year capital programme will enable our property and finance teams to accurately forecast expenditure and efficiently procure technical and contractor resources. The programme will help ensure that buildings and property assets are well maintained and that the process for drawing down capital funding is governed and efficient.

Well informed decision making relies on accurate and current data. The collation of good quality, accurate data is a key priority and will support the asset review programme and present immediate opportunities to identify poorly performing and costly property stock.

Our decisions for change will be well informed by business cases and clear financial impact assessments which align with our long term vision. As part of this we will gather more information allowing us to better measure the performance of our estate. For key buildings this may include the following.

- Condition surveys
- Running cost and energy performance
- Occupancy and space data

A 5-year condition survey programme will be developed and will target 25% of the portfolio per annum. It is considered good practice by the Royal Institution of Chartered Surveyors (RICS) to conduct regular condition surveys of property assets. This enables early identification of issues, cost avoidance in treating defects early and regular monitoring of major plant items to inform maintenance programmes and strategies. The data and information that is collected will be stored on the Asset Management System.

The condition surveys will identify backlog maintenance of property assets to inform and develop a 5-year planned capital investment

strategy. The condition surveys will also identify opportunities to contribute to carbon zero target by replacing M&E kit such as boilers with ground source and air source heat pumps and the installation of energy efficient materials and plant such as solar panels.



Estate Summary



Harrow is a unique London Borough, offering diversity, green space and excellent transport connections to London and the home counties.

- Our Borough is a home to families with a large supply of low rise suburban houses with gardens. We have lower property prices compared to the London average.
- Over a quarter of our Borough is open green space, the majority being green belt. We have numerous parks, recreation ground and sports pitches.
- We are well connected, particularly from north to south by road and rail to central London and nationally.
- Harrow is one of the most ethnically and religiously diverse boroughs in the country.
- Harrow is home to 15,000+ businesses, with 14,000 of these being SME's.
- We have high education standards, upheld by prominent schools in the Borough.

The London Borough of Harrow Estate

- Our estate extends to over 1,340 assets with a core operational estate of 212 properties.
- Our total estate value exceeds £200 million.
- Our estate holds a wide range of assets comprising of allotments, car parks, churches, council properties, investment properties, community properties, land, leisure facilities, and open space.

- Harrow has freehold ownership of 97% by number of buildings, compared to Barnet which owns 86% of its estate, and Brent which owns approximately 91%.
- The land and open space assets cover over 550 hectares, (1359 acres) compared to Brent's reported approximation of 400 hectares (1000) acres.
- The top two industries in Harrow are Computer Consultancy and Management Consultancy, with 21% of the businesses working in these sectors.

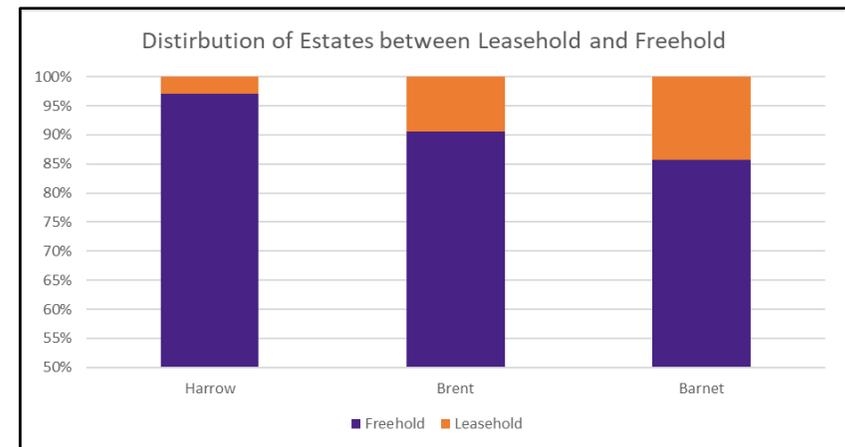


Figure 1: Chart showing property ownership between Harrow, Brent and Barnet

Estate Summary

Our Commercial Property Estate

We have categorised all properties which has enabled us to breakdown the estate into manageable sections. Our CPS focuses on the core operational estate shown in the table below.

Core Estate (service property by number)

People's Directorate	
Adult Social Services	15
Children Social Services	12
Education	50
NHS occupations	3
Place Directorate	
Car Parks	46
Offices	5
Community Buildings	19
Leisure Services	5
Libraries	6
Open Space / Recreational	51
Total	212

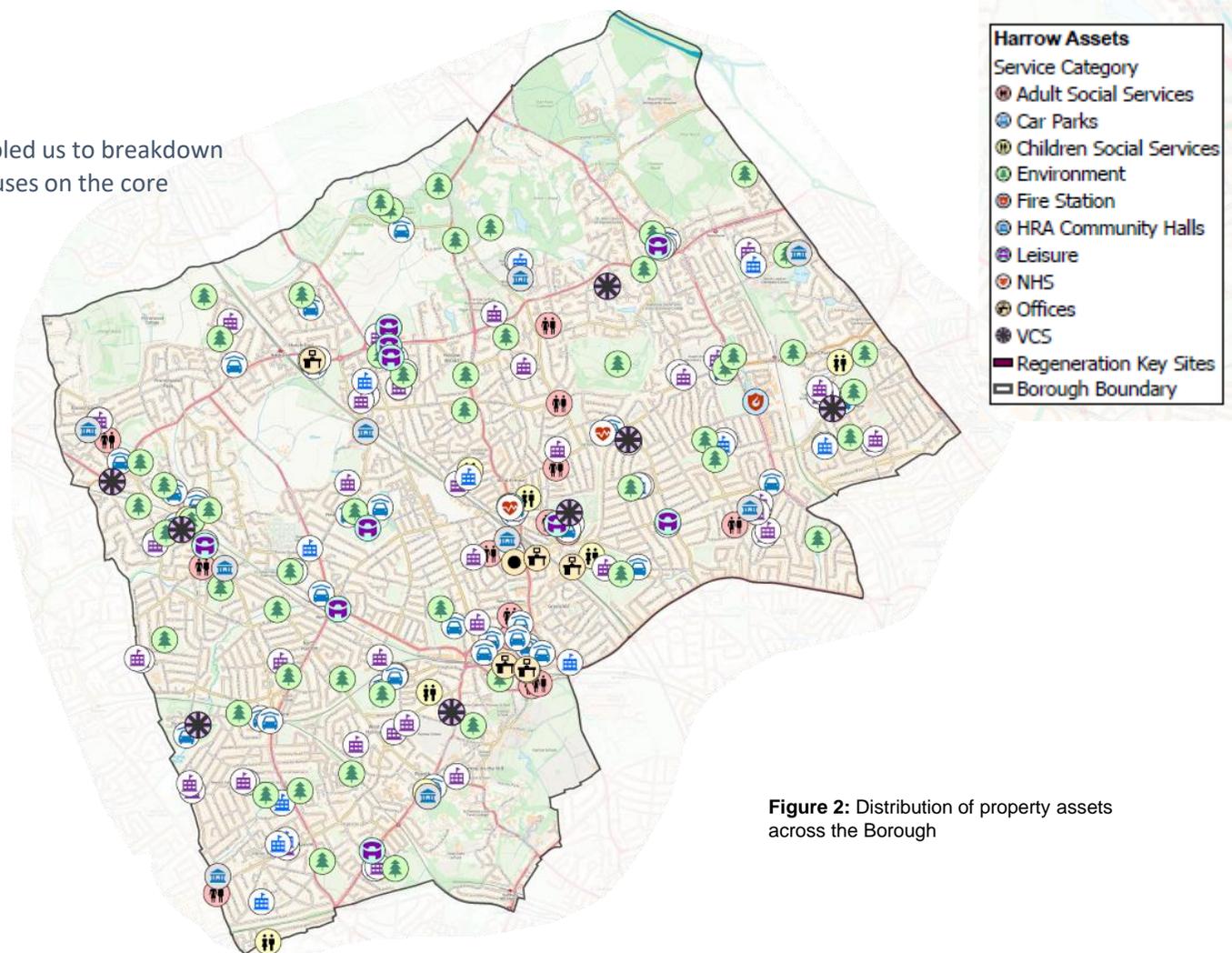


Figure 2: Distribution of property assets across the Borough

Estate Summary

Service Property Positioning

Figure 3 displays the relationship between the population of our ward areas, and the number of core properties that are located in each area. A number of wards in the South have fewer buildings compared to their population, whilst others such as Pinner Central, has many more properties for the population of the area.

Figure 4 shows the number of core properties in each of the wards. The data and mapping analysis allows us to understand the distribution of service property in Harrow. This helps inform key strategic decisions including for example, which properties may be best placed for future service delivery.

Figure 3: Core property locations against population

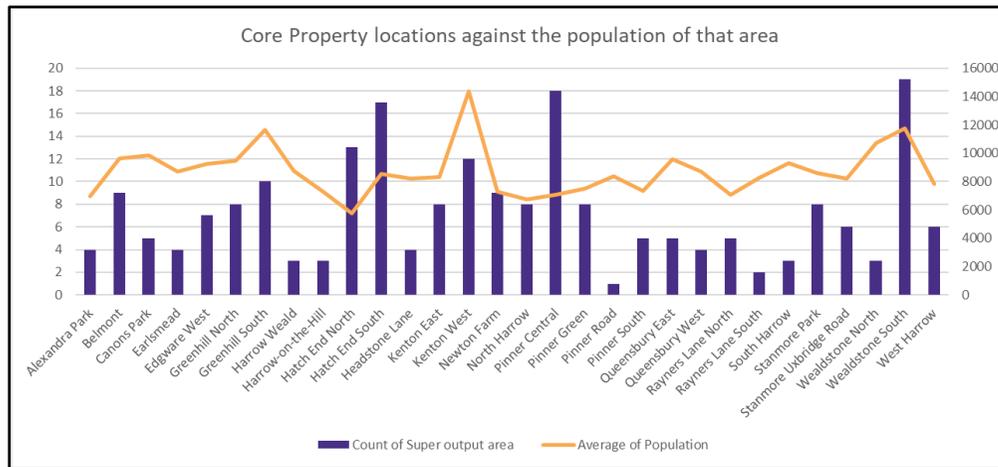
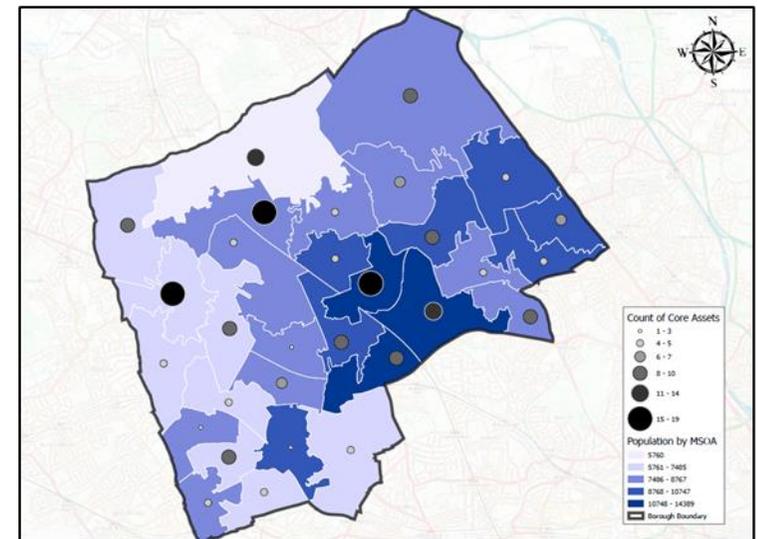


Figure 4: Correlation between population and number of core properties in each ward



Regeneration Schemes

We have a small regeneration estate compared with some other London Boroughs but we are keen to put Harrow back on the map by proving our ability to offer high quality schemes. Our opportunity areas will support high rise developments, but the rest of our suburban borough has constraints against new high rise buildings. We have already provided housing and public realm developments with our housing partner, Wates through our HSDP (Harrow Strategic Development Partnership) and this will continue.

The current economic situation provides a challenge for progressing some of our regeneration sites. Regardless of this, we will reassess to ensure all our regeneration sites can progress as soon as possible to deliver new housing and public realm in Harrow.

Our existing land and buildings will support regeneration initiatives, and we will focus our activities on the identification of any properties which are within or adjacent to opportunity areas.

Our ambitious Harrow Strategic Development Partnership (HSDP) objectives include:

- To deliver wider regeneration across the Borough via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets within the Borough
- To accelerate the pace of housing delivery across the portfolio of Sites
- To secure wider economic and social benefits for residents, including skills and training, health improvement and new

employment opportunities

- Use existing and new property assets to optimise value for the Council
- To contribute to the delivery of well-designed, high-quality places that make a difference for communities, business, residents and families both now and in the long term

Property assets can stimulate housing development, growth and regeneration in a number of ways including the following:

- Providing affordable land for development
- Stimulating regeneration through the development of public sector hubs and joint developments
- Job creation and development of business hubs
- Supporting micro economies



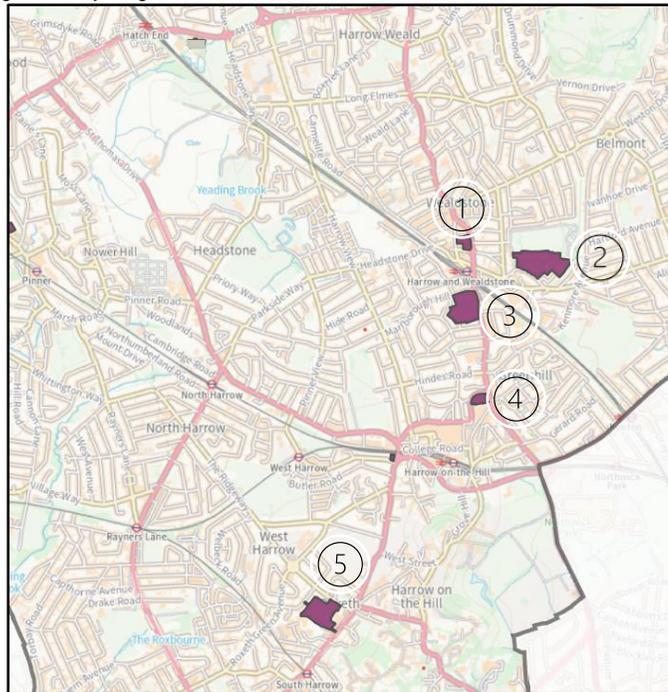
Regeneration Schemes

The use of our assets to act as a catalyst for development and regeneration is not a new phenomenon; however, the desire for a capital receipt has in the past meant longer-term regeneration opportunities may have been overlooked.

The presence of our council buildings or services often creates high footfall and can lead to a micro-economy which attracts other businesses. Therefore, a local presence is often a lot more than just a local presence; it attracts investment, footfall and activity.

By challenging the rationale for keeping property assets or challenging the use of property assets we will create opportunities for better use of its assets, as well as considering the location of council operations and assets, this can foster better relationships with residents and improve the places people live and work in.

Figure 5: Key Regeneration sites



- ① Peel Road – HSDP Site
- ② Byron Quarter – HSDP site
- ③ Poets Corner – Civic Centre, HSDP site
- ④ Greenhill Way car park
- ⑤ Grange Farm

Investment Estate

Investment Property

Our CPS focuses on our operational estate but we do hold a number of properties for investment purposes. Our investment estate is small compared to those held by other London boroughs and nearby Home County Authorities.

We own 66 assets for investment purposes, which generate over £3.5m per annum. The estate includes retail units, golf courses, a garden centre and other varied interests including some properties located outside Harrow. Our largest investment property is Kings House, purchased for £22m in 2021 and brings in over £1,250,000 of rent per annum.

During the current period of economic downturn, our relatively small investment portfolio has meant we are not as exposed as some other Local Authorities for investments which might be making poor returns. Whilst we intend to maximise the returns of our existing investment properties, we will not be actively seeking new large scale property investment acquisitions in the near future.

We may add to our investment estate through the release of surplus operational properties as part of our strategy to create a leaner estate. As we move towards a leaner, more efficient estate it is likely that the land and buildings we release will be smaller land parcels and properties. We will make sure that we that are aware of the latest property market knowledge and make the best returns possible from targeted investment choices that benefit our Harrow residents.

Smaller development / investment opportunities may include:

- Small scale, targeted residential developments
- Industrial / logistics or workshop space serving SMEs
- Hubs/open storage for last mile ecommerce delivery solutions
- EV charging and cycle facilities

We will review our long leasehold interests to understand whether there are opportunities to purchase freeholds where financially beneficial. We may be able to demonstrate a positive marriage value in some cases by purchasing the freehold or intermediate interest.

We will prepare an investment strategy which incorporates these requirements. That strategy will need to align with the new Harrow Economic Strategy 2023 to 2026, our latest regeneration requirements as well as our ongoing MTFS targets.

The chart below displays the use types for our existing investment portfolio by annual rent received.

Investment Use by Revenue

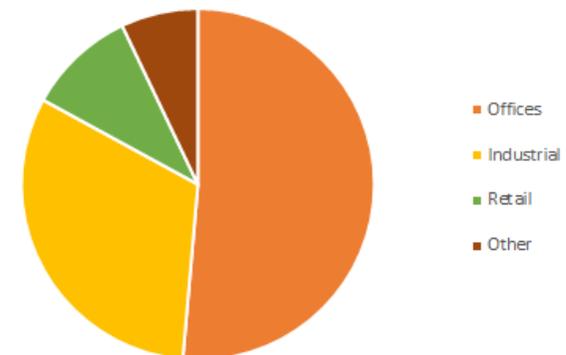


Figure 9: Investment properties use showing proportional income generated



PART 2 SHAPING THE FUTURE

Our Estate Vision



Our CPS sets out our wider Council priorities under our overarching vision, 'Putting Residents First'. We have developed a vision for what our estate should look and feel like. Our four visions are set out below with details how this CPS will deliver those visions.

Our estate will be (estate visions):

How our CPS will action those visions:

- | | | |
|---|--|---|
| 1 | Fit for purpose, cost effective and well utilised. Assets function effectively and enable staff and public to use them. Value for money is achieved by creating flexible buildings that support high utilisation and multiple uses. | Reflecting post-pandemic revised working practices we will move towards a future estate that will have less buildings. Those buildings will be of better quality with greater functionality and better utilised. With carefully considered collaboration we will move towards the formation of multi-service hubs. We will use our land and property to provide targeted housing, including housing needs requirements in Harrow. |
| 2 | Sustainable and efficient. Assets are well maintained, and are efficient in their uses of power, resources, and new technology to support a carbon zero target. | We will measure the energy use of our buildings and ensure that we are investing in energy efficient measures on those buildings we will retain. We will refurbish or release our most energy inefficient buildings. Our commitment to the climate change strategy will be creating a leaner, well utilised, more energy efficient estate. |
| 3 | Commercially Managed. Our Investment assets that are help for investment purposes should be commercially managed and 'sweated' to generate income to support frontline services. | We will undertake an investment estate strategy and carefully manage existing assets to ensure they provide the best returns possible. We will build our investment estate with caution, releasing operational assets where they do not meet our criteria for future use. |
| 4 | Easily Accessible and Multi-functional. Assets should be located close to good transport links. Where possible, we will share facilities with other public bodies and not for profit agencies to ensure that residents have access to as many of the facilities and support they need as possible in one place. | Using our new service focused consultation programme, we will always listen to stakeholder needs, protecting necessary services and amenities for families, children and those in need of improved wellbeing in Harrow. Assessment of social value will ensure we always consider non-financial opportunities. We will always consider our Harrow town centres when considering the placement of services, ensuring the best public accessibility to our buildings. |
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Property Financial Overview



Buildings are expensive to own and maintain, but also take time to refurbish, dispose or acquire. Our CPS will lead us through the challenging decisions to improve and rationalise our estate and buildings within the finite resources we have. This will contribute to the Medium Term Financial Strategy (which spans 3 years, the first two showing a balanced budget) and ensures the estate is the optimal size for the services we want to deliver for residents: reducing costs, driving savings and identifying new sources of capital and revenue.

Capital Programme

As with nearly all public sector estates, we also have an aging estate with an average building age of 40+ years. Some buildings are in poor condition and not fit for purpose. The notable exception is the new Hub which is efficient, and fit for purpose. This is an example of what can be achieved with a clear strategy and confirmed objectives.

From the table at Figure 6 it can be seen that whilst the People's Directorate (predominately Adults and Children's services) accounts for 61% of the council's total service expenditure, it has a small property footprint (23%). A focus on improving the performance of properties in the Peoples service may have a significant impact on reducing costs, for example, through benchmarking, we can ensure a building's running costs are comparable to similar properties. If a building is notably more expensive to run, we can consider alternative provision. (*Figures, Revenue Budget Summary 23/24*).

We hold a 'High Priority Planned Maintenance' (HPPM) program with an annual budget of £650k for 2023/24. Our HPPM programme funds modernisation of the corporate estate (excluding some specific capital projects such as the refurbishment of Harrow Arts Centre). Aside from this

we generally operate a reactive maintenance program.

We need to move away from a reactive maintenance programme. Instead we will obtain backlog maintenance costs for our key buildings to help us to form a better picture of our total estate costs and through analysis of estate data understand which buildings we should be keeping and investing in for the future and which we should be seeking to vacate.

Directorate	% of Total Service Spend	% of Estate (building numbers)
Place	29	77
People	61	23

Figure 6: Table showing the relationship between Directorate spend and Directorate occupation of buildings

Targets

There have been limited disposals in the last 5 years, partly due to the Covid pandemic but also due to a lack of strategic direction leading to indecision with regard to some buildings.

Capital receipts are built into the 3 Year MTFS with £2.5m being required by 31 March 2025. Some buildings have been identified for disposal and this CPS sets out to understand which other buildings are not contributing to the future running of our estate, and therefore could be released.

Estate Planning – Operational Property



The positioning of our corporate buildings should align to our sustainable place making strategy – to support vibrant town and district centres.

Our newly built Hub facility on Forward Drive is the engine room of our Council operations. This state of the art building supports future ways of working with high quality office, meeting and collaboration space. We are now focusing efforts in developing a network of publicly accessible facilities to support our communities in Harrow.

We have too many buildings in separate occupancies. There is opportunity to site share and develop a network of multi-service facilities for better functionality. Those facilities need to incorporate other service initiatives including the 'Family Hub' facilities as part of the Early Prevention care programme. These hubs can bring together:

- Customer facing needs
- Operational service needs
- Other public partner services

At present our customer facing services are being run from 3 separate buildings:

- Greenhill Library
- Sheldon House
- Harrow Arts Centre

We will consider, together with our corporate and Chief Executive functions, whether consolidation of those services would be appropriate.

Our Economic Strategy 2021 to 2030 considers the '15 minute neighbourhood', a concept where residents can access local amenities within a travel time of 15 minutes. Our portfolio planning aligns to this strategy as we improve the accessibility of Council services.

Effective future estate planning can only be successful by following our CPS methodology, by collating data and information on the properties we use. We will follow on from our CPS engagement meetings, continuing to work closely with services to build up a picture of future need. The Council does not have funds to create new bespoke hub facilities, so we will use consider use of existing buildings where appropriate.

The Hub Building, Forward Drive

We intend to improve the access and setting of the Hub building. Some of the depot and recycling uses do not align well with the new Hub facility and we will consider options regarding those uses, allowing us to more efficiently use the space surrounding the Hub building and improve the access.

We will continue to monitor the utilisation of the Hub building. We will offer meeting and collaboration spaces to our public partners to improve engagement with them and maximise the use of the building.

Corporate Landlord and Governance



Our CPS identifies the importance of a Corporate Landlord model: why the estate should be seen as a corporate asset and why we would benefit from this approach. Our CPS is based on the adoption of a centralised management to ensure that all individual property decisions align with our strategy. For this and many other reasons, all land and property matters must be managed and monitored by the Corporate Landlord Estates Team.

Key strategic issues will be progressed through a 'Strategic Estates Group' (SEG). This group will ensure that the recommendations, principles and actions from the CPS are discussed, developed and implemented. Delivery of the CPS can only be achieved with a Corporate Landlord team in place. Once established, it follows that all land and property transactions, searches, leasing and legal work should be authorised by the corporate landlord team.

We will look to set up service team property representatives and single points of contact in the estates team for all respective services' requests, enabling a single channels of communication. This will also ensure that projects align with the CPS and briefs can be developed quickly.

The scope of our corporate landlord model should be without barriers. The corporate landlord function should have oversight of any other part of our organisation which deals with land or property matters including FM, building management, energy decarbonisation, capital programme and data management. Corporate landlord representatives should also be present during all forums which discuss key property matters. As we progress the development of corporate landlord at Harrow, we would expect service areas to incorporate the visions of corporate landlord into their service strategies.



Corporate Landlord and Governance

The CPS sets out a new set of clear governance steps for decisions around property, all of which are governed ultimately, by the Constitution of Harrow.

Cabinet

Cabinet decisions will be sought where required, for example, due to the constitution, where it is a key decision, is wide-ranging, or affects several wards.

Corporate Leadership Team (CLT)

The CLT provides oversight and direction to the PSB and ensures the management of the Council's assets is considered corporately.

Place Strategic Board (PSB)

Assets are a corporate resource and Place Directorate has responsibility for the approval and subsequent monitoring of the CPS.

Corporate Landlord

The Corporate Landlord brings together key Service contacts with lead responsibility for the asset issues relating to their Service. The function is responsible for the development and delivery of the CPS and development of priority projects.

Strategic Estates Group

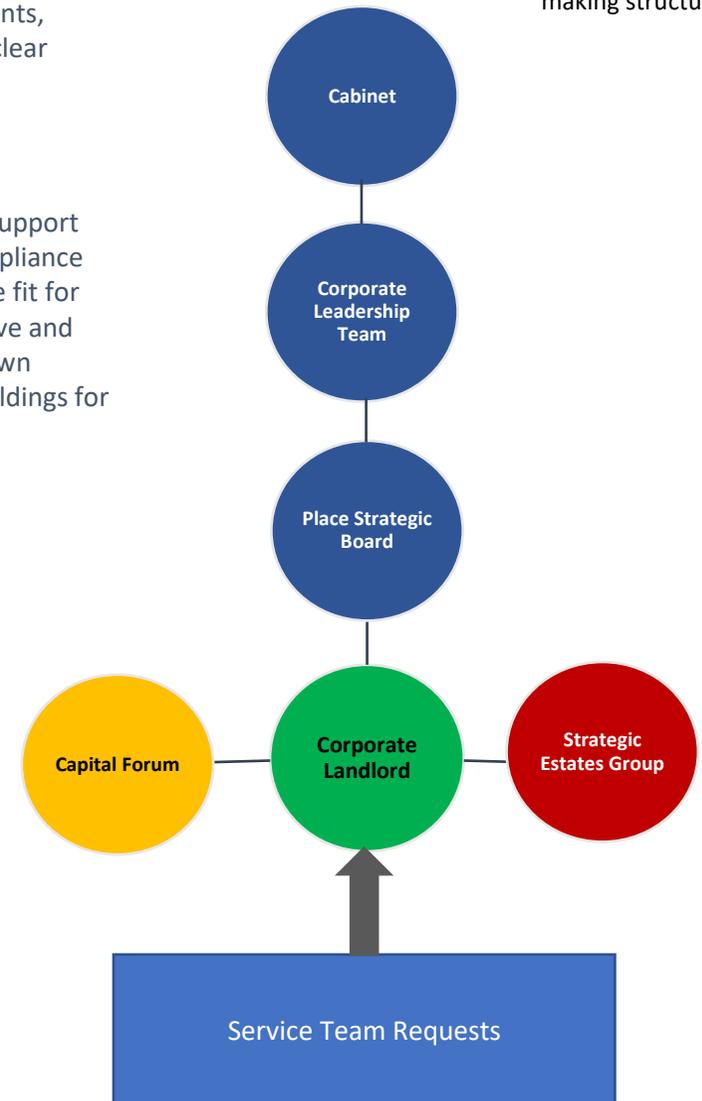
This group would comprise Members and Officers, and act as a forum to discuss specific property plans, requests and requirements, enabling Corporate Landlord to have a clear overview and oversight of future property workstreams.

Service Responsibilities

The responsibility of each Service is to support the Corporate Landlord function in compliance with this CPS, to ensure these assets are fit for purpose and meet the relevant legislative and other standards for use as well as our own benchmarks for the efficient uses of buildings for operational delivery.



Figure 7: Corporate Landlord decision-making structure



Sustainability, Climate change and Decarbonisation

Climate Change Strategy – Impact on our Estate

From our Harrow Property Sustainability Action Plan, there are 5 key improvement areas which will shape the future of our estate.

- To improve the energy efficiency of Harrow's properties
- To focus on renewable energy and investing in heating networks
- To increase the number of EV charging points
- Drive the importance of sustainability in new developments
- Improve the efficiency of our waste management

As part of our CPS strategy, creating a leaner estate with modern and better utilised buildings will play a key role in the reduction of our carbon footprint. This strategy further supports the wider goals to achieve carbon neutrality by 2030 in redefining town centres and neighbourhoods as low carbon, low pollution economic hubs.

For this CPS, we must ensure that we are investing in energy efficiency improvement (and decarbonisation) projects on the buildings that we know we will be retaining for the future. Our strategy for understanding which buildings will be retained is therefore critical to the plan for improving the energy efficiency of our buildings.

We need improved quantitative data, and energy performance information will be an important element of that data. We will improve how we measure the energy performance of our buildings and relate this to building use data for accurate results. This information will form

part of the strategic decision making process for our estate. That work will need to include identifying leased buildings which fall foul of MEES regulations (preventing a Landlord from leasing the premises).

We have clear biodiversity management and action plans in place. We will flag key land and buildings which are related or form part of those management plans to ensure that future property plans consider the upkeep and biodiversity of our open spaces.

We will build energy performance data into our asset scoring database allowing us to track those properties which require improvement and coordinate future options with the Natural Resources and Climate team.





PART 3 DELIVERY

CPS Delivery

Our CPS will not be effective in the future if we cannot deliver results. The contents of the CPS are complex, with many stakeholders and many areas of Harrow Council that are looking for competing outcomes. We want our CPS to become a platform for change so that future strategic work does not need to start from the beginning, but can progress the previous work we have done.

We will only be able to deliver results to create change through the use of accurate data and frequent management of that data. Our assessment tool looks to reflect all opinions and discussions in data form. Our strategic data which will be held and managed by the estates team, will be used to prioritise and direct future property decisions.

We will continue to be service led and undertake follow up discussions with service teams and other stakeholders to fine tune our data records.

We will progress our CPS strategy to create an estate with fewer, higher quality, fit for purpose buildings, and share those buildings where possible. That transformation will be undertaken as part of an agreed methodology to ensure that services are not compromised.

We will work with partners, including the NHS and other public sector bodies, to ensure a co-ordinated and holistic approach to the use of assets, aligning our strategic decision making to serve our residents in locations where services are needed.



Strategic Actions Areas

- **Regeneration sites.** To produce an options report to determine whether a new path for delivery is appropriate for some of the sites.
- **Governance.** To set up the new Strategic Estates Group to progress our CPS activities.
- **Investment Strategy.** To understand how we can build an investment portfolio which aligns to our economic strategy and our growth sectors.
- **Maintenance Strategy.** To produce condition surveys allowing us to move away from a reactive maintenance regime to a more proactive, planned preventative maintenance strategy. This data is critical in allowing us to understand future building cost.
- **Targeted Disposal Programme.** For those buildings which have not met our criteria for retention and investment, they will form part of a disposal programme to ensure they are delivered on time and achieve targets.
- **Climate Change Strategy.** To ensure our CPS property recommendations align with the energy reduction and decarbonisation projects.
- **Data.** To continue with the procurement of a new property data system which should be able to report on strategic data criteria produced as part of our CPS project.
- **Harrow Branding.** Consider improved branding of land and buildings to improve public awareness and increased use.
- **Partnership Working.** Work with partners to ensure a coordinated and holistic approach to assets across the Borough

Operational or Property Specific Actions

- **Specific Property Change**– Our CPS provides a new tool for assessing our properties, allowing us to ensure all future property decisions are linked to the longer term strategies discussed in our CPS. We will assess all core properties allowing us to prioritise opportunities, to include important quantitative data (building costs and energy performance information) as well as changing service needs, locations and opportunities. Some properties have already been identified as potentially being not fit for purpose, or having potential to be repurposed or released for disposal or investment. This will be supported by new quantitative data as part of our maintenance strategy.
- **Future Portfolio Placement.** To confirm the future hub strategy and agree those properties which we have suggested might be suitable for future hub facilities. To also discuss consolidation of public facing and corporate functions as part of the hub strategy.
- **Public Sector Partner Mapping.** To plot all public partner property onto our GIS system to understand further potential site sharing opportunities in line with the One Public Estate ethos.
- **Car Parks.** To undertake an occupancy review and consider alternative uses for car parks where appropriate.
- **Open space and minor interests review.** To better categorise and confirm the future purpose for individual open space sites. To progress a strategy for each open space type and consider alternative uses and how those uses collectively support our strategy.

We detail below two specific areas of work – the VCS and Public Health partners.

Community Buildings



Summary

The Council work with the Voluntary Community and Social Enterprise (VCSE) sector to deliver a range of services across the Borough. The Council owns Community Buildings whilst HRA Community Halls are managed by the Housing Estate Services Team. There are approximately 26 community buildings owned by the Council in Harrow.

Some community buildings provide income through rental of space, others are currently occupied on a peppercorn basis. The largest community building complex is the Harrow Arts Centre. There is high demand for community space but not all organisations are able to pay a market rent.

Community organisations occupy council owned buildings under various agreements, some paying rent, others receive concessions and of course, many VCSE are not in Council-owned buildings and pay rents to private landlords. The Community Halls are available for short term rental. Some community buildings are in a poor state of repair and some are not fit for purpose. Others have benefited from investment, from both the Council and other funding partners, whilst others remain under-utilised or in need of upgrading (requiring both resources and time) in order to bring them back into use.

Rocket Science Review

The 2017 review of the VCSE sector '*Strengthening the VCSE sector relationship with the Council*' identified a number of opportunities to improve and enhance the properties from which the VCSE operate from, to create resilient, thriving and connected communities across the borough.

The key findings include:

- Map LBH's current lease agreements and use this to co-design a standard and fair level of support for eligible organisations.
- Levels of subsidy could be granted on the basis of organisation size, annual income and pegged to the extent to which it helps meet the borough's shared strategic objectives.
- Establish longer term lease arrangements for voluntary organisations to enable more local VCSEs to leverage assets to attract additional external funding and investment

- Create and implement a fairer and more transparent lettings policy including standard forms of occupation, from leases to licences, according to the service need, funder's requirements and the Borough's objectives.

Opportunities

Following a high level review in this Strategic Asset Management Plan, the community buildings score well for operational use, with potential for future investment and/or development.

- A community buildings policy is required to understand how the Council will support and accommodate community organisations. This could be part of the Council and VCSE MOU.
- A community leasing model is required to record and regularise existing occupations.
- A more detailed review is needed to understand what other council space could be used for (or by) community organisations in terms of both their day to day business requirements, and wider partnership working, development and delivery.
- A social value assessment tool could be employed to understand non-financial benefits.

Collaboration

Many community uses are able to co-locate with other council and other public services. Creating a network of community hub buildings in Harrow may allow a focus for investing in higher quality facilities and offer the release of existing costly, inefficient buildings.

Public Health

Public Health

The public health team provide a critical service in ensuring the residents and visitors to Harrow enjoy the best possible health with the resources available. Assessment of Public Health Property Implications.

Often the more intangible elements of public health initiatives can be lost when considering property requirements as they do not often have a direct property use. These criteria can be assessed as part of any property change through social / economic scoring criteria.

Criteria. Property impacts of public health considerations include housing numbers, location and quality, transport, green space and biodiversity, commercial covenants, and others. Many of these are led by planning regulations.

Property Focus. The development of the Family Hubs and Neighbourhood Resource Centres are a key part of the public health focus. This links in closely with adult and children services and other community services.

Collaboration. The NHS Integration Agenda for Northwest London allows the Council a platform for assessing site sharing opportunities. This may result in opportunities for release of unwanted properties. A wider public sector partner collaboration review may be beneficial.

Property Focus. A number of collaboration initiatives include the VCS Swish Project, Conservation Cafes / Warm Hubs and the Stop and Grow Project. There are site sharing opportunities for many different property uses which will be assessed.



NHS colleagues are able to book desks and collaboration space at our new Hub

CPS Roadmap



The CPS is a continuous workstream, to be managed by the corporate landlord function. We will continue to engage with our service teams and all stakeholders to update our requirements throughout the next 5 years. Whilst many of our CPS recommendations require further investigation to understand viability, it is important to forecast overall change for high level planning, which is shown below. This also helps us to prioritise which recommendations to progress first, with the finite resources available to us.

0 to 12 Months. To arrange governance, improve data and playback CPS recommendations

Activity - We will set up the Strategic Estate Group and define the roles and responsibilities of attendees. To obtain further quantitative data to improve our property assessment tool. To carry out further engagement / verification with services. To identify a way forward on regeneration sites.

Property Change - We will progress some disposals which have no or limited impact on operational activities. This might include self-contained properties or under-used, smaller operational buildings requiring minimal, or no relocation.

1 to 3 Years. To build upon our operational knowledge of the estate and assess reconfiguration options

Activity - To obtain car park occupancy information, and a review of the land and minor assets. To build in findings from our Leisure strategy and the existing NHS North West London review. To obtain all public sector mapping and identify site sharing and disposals.

Property Change – For those buildings identified as not meeting our criteria for the future, services would be relocated to more suitable premises through site sharing and reconfiguration of the estate.

3+ Years. To deliver transformation of the estate through site sharing and disposals

Activity – We will focus on the longer term transformation of the estate, to ensure our building stock meets the needs of Residents.

Property Change – Delivery of key regeneration projects, improving the access and setting of our Hub building and continuing our transformation of the estate through considered relocations and the disposal of surplus property.

Workstream Timetable

	2023	2024	2025	2026	2027
1.0 Strategic Actions					
1.1 Regeneration Sites Refresh Options Report	█				
1.2 Strategic Estates Group Set Up	█				
1.3 Property Data	█				
1.4 Data Management	█				
1.5 Service Team Engagement Playback	█				
1.6 Disposal Programme Set Up and Populate	█	█			
1.7 Harrow Branding		█	█	█	
2.0 Potential Operational Actions					
2.1 Community Buildings / Leasing Model and Regularisation	█				
2.2 Public Sector Partner Mapping	█	█			
2.3 Car Park Occupancy Review		█	█		
2.4 Open Space and Minor Interests Review		█	█	█	
2.5 Climate Strategy / Energy Project Alignment		█	█	█	
2.6 Future Portfolio Placement			█	█	
3.0 Property Specific Actions					
3.1 Leisure Strategy		█			
3.2 Community Buildings Site Sharing and VCS Playback		█			
3.3 Car Park Review		█			
3.4 Individual Disposals			█	█	█

The actions which we have agreed as part of our CPS must be implementable with the resources we have available. Our CPS has been designed to be managed in house although it is likely that we will need external expertise to progress certain work streams. We will ensure that our corporate landlord team has the right level of resources to manage these activities.