

Rochford District Council – Workplace Workshop

3rd October 2018

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Introduction to gleeds

APPENDIX 2

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Successfully delivering
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1,800
employees worldwide
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71 *global*
offices
.....

20 *countries*
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6 *continents*
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Introduction to gleeds

APPENDIX 2



Milton Keynes Council



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Wolverhampton Council



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Newark and Sherwood



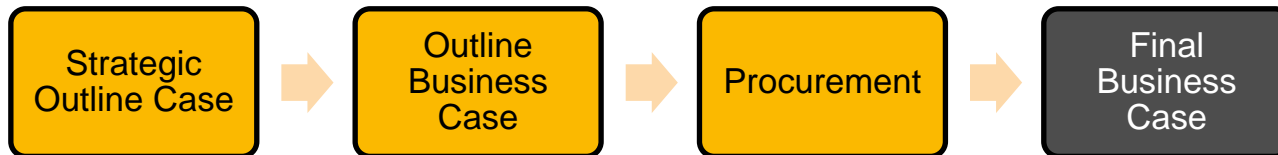
South Shields Council

Outline Business Case

The purpose of the Strategic Outline Case (completed) was to ascertain if the proposals met with the Council's strategic objectives and had commercial merit to proceed to the OBC stage.

The OBC will be focused on assessing a long list of options for the development sites and appraising these options from a quantitative and qualitative perspective to generate a recommended option for each site.

- Isn't always the cheapest option
- Has to be affordable
- Has to meet the Council's quality criteria



Where are we now?

Where do we want to be?

How are we going to get there?

Critical Success Factors

Scoring Criteria	Link to Asset Strategy
(1) Compliance with Asset Strategy (Financial, Regeneration, Transformation)	<i>Initial check to ensure element of compliance with strategy</i>
(2) Potential to bring wider economic benefit to the district	<i>To be fully aware of the potential ongoing impact of any revenue costs on Council Tax payers when making decisions on the Council's assets. To improve the local area and facilities for local residents and businesses</i>
(3) Potential to introduce agile working for the Council	<i>To provide fit for purpose office accommodation for council staff and key partners in order to drive efficiencies through a 'digital' first way of working.</i>
(4) Provides a long term future proof solution to meet the Council's needs	<i>For the Council to make evidence based decisions on the future of its assets supported by robust business cases setting out the financial and nonfinancial costs and benefits of any proposal.</i>
(5) Has synergies with wider Council property portfolio	<i>To make investment decisions on a commercial basis while, wherever possible, ensuring these align to wider policy benefits</i>
(6) Generation of third party income or revenue savings	<i>To reduce the ongoing revenue costs (such as facilities management, repairs and maintenance) associated with managing the Council's assets</i>
(7) Generation of capital receipts	<i>To use capital receipts and external borrowing (if appropriate and supported by a robust business case) to fund future investment in the Council's assets, to maximise the overall long term return to the Council</i>
(8) The option is within the Council's control	<i>For the Council to optimise the use of its 6 key strategic assets</i>
(9) Potential to bring community uses of the right size and offer	<i>To improve the local area and facilities for local residents and businesses</i>

The Council's has additional key criteria within the Asset Strategy linked to the control of risk, control of the programme and endorsement of the plans by Investment Board. These controls will be in place across the project and programme irrespective of the option selected.

Options for Each Site (Qualitative Assessment)

Guidance dictates that we consider a range of options and evaluate those options against a set of qualitative criteria to assess if the options meet the Council's Critical Success Factors.

Options were scored between 1-5 and marks were awarded against each Critical Success Factor

The highest scoring options for each site are set out below -

	1	2	3	4	5
South Street (3-15)	Do minimum	Re-develop the site to provide a new Council main office (Chamber inclusion unlikely)	Re-develop the site for residential development or alternative use (e.g. office)		
The Mill Arts and Events Centre	Do minimum	Re-develop the site but retain a significant proportion of the ground floor for Council and Community uses	Re-develop the site but retain an appropriate proportion of the ground floor for Council and Community uses.	Re-develop the site but retain no Council or Community use.	Re-develop the site to provide a new Council main office and Chamber
The Freight House	Do minimum	Re-develop the site for residential development or alternative use (e.g. office)	Re-develop the site to provide a new Council main office and Chamber		
The Civic Suite	Do minimum	Re-develop the site for residential development or alternative use (e.g. office)			

Key -

Do Minimum options	Disposal options	Council main office Options
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Summary of Initial Scoring

	Highest Scoring Qualitative Option
South Street	Re-develop the site for residential development or alternative use and re-provide Council office space on an alternative site
The Mill	Re-develop the site but retain a suitable proportion of the ground floor for Council and Community uses.
Freight	Re-develop the site to provide a new Council main office, Chamber and Community space
Civic	Re-develop the site for residential development or alternative use and re-provide Council office space on an alternative site

Long List of Options Rejected

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	Option	Reasoning
Council Facilities	No permanent Chamber with the Council leasing space as required within the Local market.	Not appropriate for the Council to have no permanent location for Council meetings (including access by the public)
	Council to purchase land to be utilised for new Council facilities	Rejected on the basis that the Council has surplus sites and the strategy is to utilise those sites. The purchase of land would be an additional cost to the Council
	Consolidate the Council facilities onto the Civic Suite	The building is not large enough and in poor condition
3-15 South Street	Large Retail or Commercial office development	The location and building lends itself to residential development and the Council has an aspiration to develop town centre living in the area.
The Mill Arts and Events Centre	Large retail or office development	The site has potential for some retail or office, likely on the ground floor. The scale would lend itself to commercial, retail and leisure on the ground floor with residential above.

The option of the Council investing and owning residential units will also be assessed but these options will require significant investment \ borrowing by the Council.

Initial Scoring – South Street

SOUTH STREET

SOUTH STREET		1		2		3	
		Do minimum		Re-develop the site to provide a new Council main office (Chamber inclusion unlikely)		Re-Develop the site for residential development or alternative use and re-provide Council office need on another sites	
1	Potential to bring wider economic benefit to the district	None	1	Yes some improvement	2	Yes if a re-development occurred on another site	4
2	Potential to introduce agile working for the Council	Minimal further improvements could be made	2	The option could allow agile working	4	Yes	4
3	Provides a long term future proof solution to meet the Council's needs	Not future proof	1	OK for Council accommodation but limited for Chamber	3	Yes and could also include a chamber on a new site	5
4	Has synergies with wider Council property portfolio	None	1	None	1	Yes as it brings wider sites into consideration	4
5	Generation of third party income or revenue savings	Minimal scope for further savings	2	Yes	4	Yes	4
6	Generation of capital receipts	None	1	None	1	Yes site would be re-developed to generate capital	4
7	The option is within the Council's control	Yes, this is within the Council's control	4	Yes but the Council would need to decant for the duration of the development	2	Yes if the new development is undertaken on a site already owned by the Council	4
8	Potential to bring community uses of the right size and offer	None beyond current offer	1	Unlikely due to space limitations	2	Limited scope to be included within development	1
Score		13		19		30	

- 1 Does not meet needs
- 2 Meets some element of need
- 3 Meets the majority of needs
- 4 Meets the needs
- 5 Has potential to exceed needs

Initial Scoring – The Mill Arts and Events

THE MILL

		1	2	3	4	5
		Do minimum	Re-develop the site but retain a significant proportion of the ground floor for Council and Community uses	Re-develop the site but retain an appropriate proportion of the ground floor for Council and Community uses.	Re-develop the site but retain no Council or Community use.	Re-develop the site to provide a new Council HQ and Chamber
1	Potential to bring wider economic benefit to the district	Limited further economic benefit	2 Yes the new development would bring benefits to Rayleigh	3 Yes the new development would bring benefits to Rayleigh	3 Yes the new development would bring benefits to Rayleigh	3 Yes but the impact from taking staff out of Rochford would impact the Rochford district
2	Potential to introduce agile working for the Council	No impact	1 Some potential linked to touch down space option but not if retained space is too high	3 Yes an approach with a minimal amount of space would reflect agile working	4 None. The asset and presence in Rayleigh would be lost	1 Yes
3	Provides a long term future proof solution to meet the Council's needs	Limited and would require some degree of improvement to facility	2 Yes but additional space may be prohibitive	3 Yes with a small amount of retained space still provides access to Council services	3 No as presence in Rayleigh is lost	1 Yes
4	Has synergies with wider Council property portfolio	None	1 Yes and could release closure of Civic with new touch down approach	4 Yes and could release closure of Civic with new touch down approach	4 Would free up capital for investment into wider estate but Rayleigh presence lost	3 Yes as it could bring together the chamber and council office requirement but provides no solution the the Freight and the need to retain a presence in Rochford
5	Generation of third party income or revenue savings	None and PFI liability will revert back to the Council	1 Yes but a significant amount of space may not maximise revenue savings	2 Yes and would be maximised if a small amount of space was retained	3 No ongoing revenue spend	4 Yes savings would be generated but a solution is required for Freight House
6	Generation of capital receipts	None	1 Yes but receipt impacted if retained element is high	3 Yes	3 Maximisation of receipt option	4 None
7	The option is within the Council's control	Yes	4 Yes	4 Yes	4 Yes	4 Yes and the Council could decant directly in from South Street and the Civic Suite
8	Potential to bring community uses of the right size and offer	Current offer exists but space under-utilised	2 Yes this would introduce new space but a large space may offer like for like which would not be appropriate	3 Yes and could also limit costs if the Council retain a small portion of the space	4 None	1 Could offer the potential for some community use
Score			14	25	28	21

Initial Scoring – Freight House

FREIGHT

		1		2		3	
		Do minimum		Re-develop the site for residential development or alternative use (e.g. office)		Re-develop the site to provide a new Council main office and Chamber	
1	Potential to bring wider economic benefit to the district	Limited	2	yes a new development on the site could bring wider benefits	3	Yes and could have an economic impact on the centre of Rochford	4
2	Potential to introduce agile working for the Council	None	1	No, opportunity lost to vacate South Street and utilise this site	1	Yes	4
3	Provides a long term future proof solution to meet the Council's needs	Limited if utilised on the current basis	2	None	1	Yes	4
4	Has synergies with wider Council property portfolio	None if not re-developed	1	Some benefit from the capital receipt being used	2	Yes as it could bring together the chamber and council office and also free up South Street, Civic Suite.	5
5	Generation of third party income or revenue savings	No impact on ongoing revenue	1	Yes ongoing revenue costs are reduced	4	Yes revenue savings could be generated from Freight, South Street and Civic	4
6	Generation of capital receipts	None if retained	1	Yes	4	None	1
7	The option is within the Council's control	Yes within Council control after the PFI expires	4	Yes	4	Yes and the Council could decant directly in from South Street and the Civic Suite	4
8	Potential to bring community uses of the right size and offer	Current offer exists but space under-utilised	2	None if disposed	1	Yes community space could be included	3
Score		14		20		29	

Initial Scoring – Civic Suite

CIVIC SUITE

1

2

		Do minimum		Re-develop the site for residential development or alternative use (e.g. office)	
1	Potential to bring wider economic benefit to the district	None	1	Yes new development would have benefit	3
2	Potential to introduce agile working for the Council	None	1	Yes as will limit floor space and bring staff into consolidated facility	4
3	Provides a long term future proof solution to meet the Council's needs	None	1	Yes and could also bring the Chamber together into Council facility	4
4	Has synergies with wider Council property portfolio	None	1	Yes if brought together with the development of a new facility	4
5	Generation of third party income or revenue savings	None	1	Yes as will avoid backlog and ongoing costs	4
6	Generation of capital receipts	None if retained	1	Yes	4
7	The option is within the Council's control	Yes	4	Yes but the Council would need to find a solution for the replacement of the Chamber	3
8	Potential to bring community uses of the right size and offer	None	1	None once disposed of	1
Score			11		27

Thank you