

Capital and Asset Pathfinders Wave 2

Summary report



Summary

The Capital and Asset Pathfinder (CAP) programme has been delivered by the Local Government Association's (LGA) Productivity team – alongside the Department for Communities and Local Government (DCLG) and National Improvement and Efficiency Partnership for the Built Environment (NIEP) – for the last two years.

The aim of the programme is to shape local government's approach to the management of public estate (in essence land and buildings) by focusing on customer demand, thereby improving both service delivery and value for money. By using a customer focused approach to asset management, and by building on existing good practice, the programme aims to **improve local outcomes** and **generate significant efficiencies**.

Twenty-six councils have been involved in the programme in two waves. All projects were locally-led, real-world partnerships and have identified significant local savings which will go some way to offsetting the 28 per cent reduction in the Rate Support Grant. The programme has resulted in more efficient use of the existing public assets in their locality. Together with a sophisticated use of customer insight data the programme also achieved better outcomes for customers. Impressive savings will be delivered by the programme over the next 10 years.

The councils involved in wave 1 of the programme (commenced April 2010) are:

- Cambridgeshire
- Hampshire
- Solihull
- Swindon
- Worcestershire
- Wigan
- Hackney
- Durham
- Hull
- Leeds
- Leicester/Leicestershire.

The Secretary of State, Eric Pickles MP, announced the findings of the area based asset management project and publication of a demonstrator map of public sector land and buildings on 5 August 2011¹.

The key points were:

1. The potential for savings of around 20 per cent from a strategic joined up asset management approach.
2. Encouraging greater transparency and supporting joint working through all public sector organisations publishing their asset registers.

¹ <http://data.gov.uk/dataset/public-sector-land-and-building-assets-demonstrator>

3. Promoting the support now available from LGA available to other areas wishing to adopt a similar approach.

The LGA took over the leadership of the programme in June 2011 and created a second wave of the Pathfinders (Wave 2). They are:

- Bournemouth
- Derby
- Devon
- East Sussex
- Islington
- Kent
- Newcastle upon Tyne
- Northumberland
- Sheffield
- Shropshire
- Somerset
- Surrey
- Warwickshire
- West Sussex
- Wiltshire.

Objectives

- Help create local growth.
- Reduce the number of buildings occupied and the costs of property.
- Co-locate services and partners staff where practical.
- Create flexible accommodation solutions to support organisational change.
- Facilitate flexible and mobile working styles.
- Deliver sustainable and energy efficient solutions.

What we did in Wave 2

Key outcomes of the seven month programme:

- Projected savings of £4 billion across a total asset base of over £20 billion.
- Plans that supported strong outcomes from economic growth to service redesign.
- Strong implementation potential in most cases.
- Demonstrated the principle that public sector assets can drive local growth.
- Wider outcomes identified:
 - regeneration
 - service transformation.
- Pathfinders showed a wide range of outcomes through the innovative use of buildings ranging from public sector hubs accommodating a wide range of public sector services, to the “polishing” and disposal of assets to create an investment fund for housing and other regenerative schemes.

The participating local areas were charged with providing an exemplary business case showing how they can work together followed by a 10 year implementation plan through treating their public estate as if owned by a single body. All councils were asked to provide Asset maps and customer insight intelligence in order to justify their programmes of work.

The team led by the LGA highlighted best practice and provided exemplary work from wave one of the programme, visited each of the councils to offer support and guidance, organised regional meetings for participant councils and offered London based

workshops on a wide range of relevant topics, these work shops were delivered by expert advisors from the public and private sectors.

A key change from wave1 has been bringing Wave 2 Pathfinders together in four clusters to share learning and provide peer support. The LGA have also provided bespoke support to some of the pathfinders.

Process:

- Fifteen pathfinders identified across the country (value of over £25 billion).
- Eighteen business cases submitted – summaries in Annex A.
- Fourteen implementation plans submitted – summaries in Annex B.
- This included three all pathfinder meetings, two regional meetings in each location, and a set up meeting in each area.

The Pathfinders have been feeding back to Ministers on progress made throughout the programme. We asked the Wave 2 Pathfinders to also consider incorporating the following into plans (which were not part of Wave 1):

- growth
- project plans going forward including resources.

Feedback from Pathfinders indicated the LGA did the following well:

- Lighting the blue touch paper.
- Workshops at meetings were helpful to bring out common issues and inject further energy into the programme.
- Ministerial involvement – helped provide a central government steer and raise profile of projects.
- Challenge to do better – support and timely feedback from LGA provided a good steer.
- Produced and provided templates which was useful and worked well.

Pathfinders were encouraged throughout the programme to consider:

- partnership building
- inter council working
- peer support regionally and more widely collaborative feel
- county and district linkages
- look at innovative and creative ways of improving services
- speed of work/ momentum
- create greater focus on implementation
- bring in wider public sector.

Findings

Key learning

Through the course of the programme it has become clear that above all, there are two key ingredients for the long term success of this approach in an area. Both of these need ongoing support from the centre.

Leadership

- Political and executive leadership of the programme needs to be strongly and personally advocated at Chief Executive and Member level by the lead authority for an area.
- This needs to be backed up by similar executive level support and demonstrable political commitment from each of the key public sector partners.
- There is a direct connection between this executive leadership and the profile and standing of the work within the partner organisations, raising the prominence of the property function within an authority and giving it a clear mandate to drive the programme forward.
- This also ensures the prioritisation of resources to support the work.

Resources

- Supported by the leadership, it is essential that senior resources are committed to the programme and are able to make it their 'day job'. Cross-partner collaboration needs to become central – as the norm, rather than the exception.
- The right skills, capabilities and experience are essential in the deployment of resources – it needs strategic thinkers with vision to drive it forward, supported by a multi-disciplinary property team.

- Many council plans were fairly ambitious, but for that ambition to be realised they would need ongoing support with the associated political and executive leadership.
- This senior level support and leadership must be gained across the public sector in an area to enable the full potential of estate rationalisation to be realised.
- In recent months the public policy emphasis has shifted towards initiatives that deliver economic growth as well as drive deficit reduction.
- Surplus assets can not only deliver cost savings, but if used intelligently, can be an important addition to the levers a local authority has in encouraging local growth and community empowerment.
- Councils will need to understand the principals of property asset management if they are to realise their savings and growth targets. And allow the estates function in their council to fully participate in councils growth and savings plans.
- More councils will need to consider the prominence of the estate function within their authority.
- This work takes time, energy and commitment and is delivered more effectively when seen as change management rather than just asset led.
- Councils will need to consider the appropriate delivery mechanism to deliver asset rationalisation and growth. This is likely to include partnerships with other public sector bodies and, in some areas, the private sector or community groups.

Feedback from Pathfinders indicated we could have done the following to improve the process

- Providing further opportunities for Pathfinders to learn from each other.
- Highlight use of customer tools – providing more information on different tools available to help process. These tools are often underused at the start but seen as vital later on.
- Wider Communications – to boost morale and motivation to deliver.

Next steps

It is clear that there are significant benefits from better management of the public estate and the sector led approach has been successful in facilitating better outcomes including local growth, better public services and significant savings. From feedback from practitioners it is clear that the process has been helpful and added momentum and high level buy in. Therefore next year the programme needs focus on four things:

- growth
- ongoing support
- capacity professional bodies
- launch.

Growth – taking the scheme further

As the programme developed it became clear that the “Growth” agenda became more prominent in officers and members thinking. Many of the CAP participating councils were facing issues of growing disinvestment and unemployment not seen since the 1930’s. This was exemplified by declining town centres and empty office and factory premises.

The Coalition response was a plethora of growth initiatives which councils were keen to pursue. Local authorities were anxious to look at ways in which their existing capital assets could encourage growth within their area. Councils “wished to polish the family silver” rather than automatically dispose to a depressed market.

A number of local authorities (Kent and Sheffield) wished to establish property funds from receipts from assets in order to reinvest in growth projects. This particularly tended to be housing, whilst wishing to refurbish existing office premises suitable for start up businesses and other employment uses.

It became evident that a third round of our Capital Asset Programme should maintain its emphasis on reducing expenditure on municipal owned premises and land but also highlight the necessity of releasing resources to encourage growth, particularly with those councils where growth was most likely to occur.

The LGA aims to publish in April have a prospectus for the next wave of the programme which specifically seeks to promote local economic growth through the use of released public land and property.

However there is also a need for:

Ongoing support – ensure push for action so plans do not stay just that

- Need to ensure continued support and assistance going forward to implement plans.
- Knowledge legacy – sharing and continuing to recognise good practice
- buddying to encourage remaining 66 per cent to follow the 33 per cent pathfinders

- possibly each pathfinder to buddy two neighbouring local authorities.
- Ambassadors for the programme – identify best from 26 to be ambassadors.
- Procedure for pathfinders to report back to Minister in 12 months?

Capacity – the skills and standing of asset management is not sufficient and their needs to be buy in across the organisation

- Capacity and capability of asset managements to change from technicians to influencers and communicators.
- RICS led work to help change the view of asset management on the back of their guidelines a plan was established.
- Launch – there should be a clear articulation of this through a launch which includes:
 - a letter to pathfinder authorities outlining need for implementation
 - a press release summarising the work and outlining next steps
 - some case studies produced to be shared
 - an event for councillors?



Annex A

Summary of the Pathfinders' business cases

Bournemouth

The case focuses on the Regeneration of Boscombe, the most deprived area in the South West of England. The Boscombe Regeneration Partnership has four themes which the business case supports:

- increased housing
- educational attainment
- reduced crime/ fear of crime
- unemployment.

There are a large number of small projects but by focussing on just Boscombe potential benefits from bringing in assets from the wider Bournemouth area are missed which mean that outcomes are sub optimal. This will need to be addressed by the Long Term Strategy.

Derby

The Derby Alliance is a collaboration of all public sector bodies operating in Derby, with a common aim of identifying and implementing efficiencies and improving effectiveness across the combined estate with an existing target to reduce occupied floor space by 5 per cent over five years.

The project turns the Beaufort Business Centre (BBC) – a poorly performing City Council investment property now predominantly occupied by City Council and

Health services (62 per cent), with 24 per cent vacant space and not fit for purpose – into a fully integrated corporate building.

The partners involved are: City Council, Derbyshire Constabulary, Derby City Primary Care Trust (PCT), Healthcare Foundation Trust and Youth Offending Service. Savings and costs are shown but the savings are conservative considering the amount of office space being saved. More work will be done on these.

Devon

Devon are taking a town by town approach creating public sector hubs with the approach adopted by the projects, and the lessons learned being applied across the County as a whole.

Devon (Okehampton): Okehampton is a small market town with a population of 6,500 people with an increase in population by up to 50 per cent coming. The financial benefits accrued from this project will be the ability to deliver a high quality development with more infrastructure for less cost that also enhances the existing town centre. More work is needed on the financials.

Devon (Totnes): Totnes is representative of the majority of Market and Coastal Towns that make up the County of Devon; relatively small, supporting a large rural hinterland, and each with a distinct local character. This project aims to achieve a coherent cross public sector solution for Totnes that will

form a blueprint for Devon using Follaton House, a 1980's council head quarters. The hub will achieve the cost savings and efficiencies resulting from a reduced public sector property footprint in the town; shared use of buildings, shared service delivery and the introduction of shared flexible working practices and release properties for disposal. Savings are clearly identified – more work to do on savings over a longer period.

East Sussex

Eastbourne Borough Council (EBC) has introduced an 'agile working' policy throughout its offices resulting in an improved space utilisation that has attracted a lot of interest in Eastbourne and East Sussex from other public sector bodies. As part of the East Sussex plan there is a plan to create a hub for Local Partners, and potentially Central Government relocations from London and the Private Sector. Savings estimate for just Local Partners is in excess of £100 million over 25 years.

Islington

Islington are looking to bring together training facilities across public sector partners learning from Worcestershire's work in wave 1. The core partners for this project are the London Borough of Islington (LBI), Camden and Islington Foundation Trust, Whittington Health NHS, London Metropolitan University, City and Islington College and Islington Job Centre Plus. Again more work on Financials is needed.

Kent

Kent has been leading work on sharing of assets across partners since before their Total Place pilot in 2009. Their 20 year plan, with assets at its heart is due to be adopted in February 2012 have three ambitions:

- to grow the economy
- to tackle disadvantage
- and to put citizens in control.

They have a number of projects in each district and wherever possible partners included back office/office rationalisation between agencies; frontline service asset rationalisation, disposals and regeneration projects. Kent County Council and districts are also exploring proposals for a pan Kent property regeneration joint investment vehicle and external specialist property advice has been sought on this. We expect their 15 per cent savings to be increased in their long term strategy.

Newcastle

The Partnership is at a very early stage and requires further development to achieve its aims. They have submitted a tri-generation energy unit providing heating, cooling and power to both Newcastle City Council's Civic Centre and the primary IT facility at the University of Northumbria as their plan with the plan shows energy saving payback over six years. There are more ambitious plans they will raise at the meeting but as these do not have member sign off they are unhappy to share at this time.

Northumberland

During 2011 Northumberland County Council launched its Estate Transformation programme. Following the process of local government reorganisation (which created a new unitary council replacing six former district councils and a county council) the council inherited a portfolio of around 800 properties. The aim is to share front offices configured around the needs of customer particular across health, blue light services and the local authority with ambitious

reductions in space suggested. More work on the financials is needed.

Sheffield

Sheffield City Council has long recognised the benefit of collaboration with its other public sector partners to increase efficiency and service delivery. With 13 local public bodies managing over 1,100 assets within the city boundary the opportunities for aggregating services and spend together with delivering real cash savings are substantial. This Project builds upon that progress, with the formation of the Sheffield Joint Asset Management Board as well as the delivery of Sheffield City Council's Accommodation Strategy. Costs and substantial savings are identified for options.

Shropshire

Shropshire is a predominately rural county (94 per cent is classed as rural) and in terms of area is the fourth largest in England. In population terms, however, it has one of the lowest densities in England. The four pronged strategy is around hubs, better broadband, linking asset need to town centre development and greening the estate.

Although 30 per cent saving in office space is indicated, no time span is mentioned and this will be brought out more clearly in the final long term strategy.

Somerset

Somerset are looking at their market towns to create hubs starting with two.

Somerset (Frome): Frome is a market town with a population of approximately 27,000. Due to it's location on the eastern edge of the County, it has a strong functional relationship with Bath and the towns of West Wiltshire. The plan shows a range of

partners in a public hub with 50 per cent less space utilised. A collective approach to asset management through a public sector partnership will enable a range of quick wins and longer term projects but the financial benefits indicated are surprisingly low.

Somerset (Mendip): Mendip is a rural area of Somerset with a population of over 100,000 residents, five towns and over 100 smaller settlements. In 2010, Mendip District Council carried out an accommodation review, which concluded 40per cent less office workspace was needed. As a result, it was agreed to take forward a project to develop a public sector hub and to introduce remote working for staff delivering during 2012.

The hub will enable simple and seamless access to, and referral between, a wide range of public sector services. New approaches are establishing a one-stop-shop for employment and skills, housing and wellbeing) and a pan-public sector apprenticeship and mentoring scheme. Again surprisingly small financial benefits indicated.

Surrey

Surrey have submitted two detailed cases on public sector hubs:

Surrey (Spelthorne): The Hub proposal provides an opportunity for a pan-public sector option for rationalisation of the fragmented public estate delivering a range of services within the Knowle Green area. The Hub will create enhanced facilities and deliver invest to save hub as well as private sector-led housing and a hotel. The hub partners include Spelthorne Borough Council and Surrey County Council, working collaboratively with Surrey Police. Other partners to the project include Ministry of Justice (Surrey and Sussex Probation Trust)

and the potential inclusion of National Health Service (Surrey Primary Care Trust). £10s of millions in savings predicted.

Surrey (Heath): Surrey Heath Borough Council in partnership with Surrey County Council and the Police own a large area of land. The proposed project is to rationalise the use of the existing buildings to maximise efficiency and working relationships between partners. The scheme would provide for residential development on part of the site to fund improvements to the public sector facilities in other areas. The existing and new buildings will be occupied across organisational boundaries including library services, education, adult social care, medical, leisure (improved theatre facilities) and recreation provision. More work to be done on financials.

Warwickshire, Coventry and Solihull

The project shows how rationalisation in Warwick will occur with the concept of a holistic one front door (OFD) approach across the public sector. There are modest revenue savings in the short term but the programme has strong ambitions and is a sub-regional approach (Coventry, Solihull and Warwickshire) to collaboration on assets.

We expect a Memorandum of Understanding to be signed shortly and this will provide leadership and commitment and state clear intentions to deliver proven cases for collaboration that bring about savings in the costs of assets in the public sector. The sub-regional working supports the ambitions of the Coventry and Warwickshire Local Enterprise Partnership.

West Sussex

West Sussex “Better Together” asset rationalisation project started in late 2010 with 11 public sector partners and the Voluntary sector taking part. The partners have shared information on their property holdings that has enabled the production of both a West Sussex map of public sector assets as well as identification of a series of collaborative opportunities.

The business case looks at the regeneration of Shoreham and will see the County Council, NHS West Sussex and Adur District Council combine their land holding interests and build a new community health centre and public service hub building that can also house the County Councils local library functions with clear Savings identified. Also they have producing a sharing protocol which many of the other pathfinders may want to use.

Wiltshire

Although there is much good work in Wiltshire they have been hard to engage through the process and not shared with others their work to date. The LGA did not receive any business case from them.

Annex B

Summary of the Pathfinders' implementation plans

Bournemouth

The case focuses on the Regeneration of Boscombe, the most deprived area in the South West of England. The implementation plan involves 15 small projects to help regenerate the area. The plan just focuses on Boscombe and so potential benefits from bringing in assets from the wider Bournemouth area are missed. However the first round of projects (five of the 15) still show £7.7 million in inward investment, 16 new homes and 115 jobs created.

Derby

The Derby Alliance is seeking to better coordinate and bring together services and benchmarking across partners. The plan shows clearly the scale and overlap of bodies working in the area but less on identifying and implementing efficiencies across the combined estate with a shared reduction target. Projects show potential but there is still more to do to deliver change.

Devon

Devon is taking a market town approach building on their ambitious plans for Totnes and Okehampton. These show a wide range of benefits from big reduction in space and better designed public services. The governance has collectively mapped 6,500 public sector assets worth in excess of £1.2 billion, costing £45 million to run each

year and requiring £230 million to maintain. There is a clear forward plan and strong governance which suggests a good chance of implementation subject to some ambitious quantitative targets.

East Sussex

East Sussex have a newly formed partnership and have identified revenue and carbon savings of 20 per cent as their key target indicators which will release £10 million in savings yearly (as well as £30 million in identified capital receipts already). The plan has a mix of quick wins and more ambitious public sector hub projects which will help to reach the above targets. It also has a number of qualitative targets and strong governance led by the police.

Islington

The aspiration is to reduce the running costs associated with training by between £200,000 in net terms. This represents a saving of between 9.4 per cent and 15.7 per cent. Based on initial analysis and buildings currently in focus it is possible to release between £2 and £5 million of capital from disposals. They have a number of wider collaborative projects being taken forward, which will be brought forward to show a substantial saving and wider benefits. Implementation needs to build in strong governance and clear financial targets to ensure that partners and decision makers are able to drive the project.

Kent

Final plan is yet to be received. Kent County Council (KCC) have been leading work on sharing of assets across partners since before their Total Place pilot in 2009 with strong governance and implementation plans. They have a number of projects in each district with partners included back office/ office rationalisation; frontline service asset rationalisation, disposals and regeneration projects. KCC and districts are also exploring proposals for a property regeneration joint investment vehicle. They propose a 20 per cent reduction in running costs and capital receipts of upwards of £50 million.

Newcastle

The plan focuses on growth which is should given the £1.5 billion infrastructure investment in the next four years. They are clear that there is a need for stronger engagement/ partnership with other public bodies and this is set out in the next steps alongside member sign off. There are ambitious council's plans to reduce from 40 to 11 offices in the next five years under the banner 'work is something we do, not somewhere we go'. If this is spread across all contributing partners, this will provide even greater positive change.

Northumberland

Northumberland has spent a lot of effort building strong partnerships and gathering detailed data on the combined portfolio. The draft plan should show strong forward look on greater utilisation of space and joint working as well as a wider link to growth and strong financial outcomes. They are also planning significant savings.

Sheffield

Sheffield City Council and partners have a clear strategy for substantial savings from the public sector estate with achievable saving of between £155 million and £310 million revenue savings over 10 years, additional benefits of a significantly reduced carbon footprint, backlog maintenance and the capital receipts from a 300,000 square meters reduction in space. Also there is a strong growth plan for the creation of a long term Sheffield investment fund of £270 million seeded from £150 million of surplus public sector assets, capable of joining up more external funding streams, both public and private.

Shropshire

The Shropshire plan is ambitious in trying to improve outcomes and push the regeneration agenda simultaneously. They are planning a 35 per cent reduction in floor space alongside a raft of targets to increase SME and VCS usage of the estate and increase house building. The key criteria for success include the need for greater transfer to community ownership.

Somerset

Somerset has built on their public sector hubs in Frome and Mendip which highlighted 50 per cent and 40 per cent less space utilised. This approach will be rolled out wider and produce running cost reductions of 20 per cent across the county led by individual districts. The plan has clear implementation plan and governance but could develop how the public estate rationalisation will support wider regeneration.

Surrey

The implementation plan based around robust customer analysis shows a long list of benefits from 20 per cent reduction in floor space; and a 50 per cent reduction in the carbon footprint; alongside creating jobs by freeing up land. They show strong links to growth and clear governance alongside a robust implementation plan.

Warwickshire, Coventry and Solihull

Final plan is yet to be received. The project shows how rationalisation in Warwick will occur with the concept of a holistic one front door approach across the public sector. The plan shows strong mapping across the wider area but only savings for Warwickshire (where the county will reduce by 20 per cent by 2014). A Memorandum of Understanding has been signed and we expect some strong joint schemes in the final plan linked to the growth ambitions of the Coventry and Warwickshire Local Enterprise Partnership.

West Sussex

No implementation plan has been received. Although West Sussex has a strong asset rationalisation project from 2010 with 11 public sector partners and the Voluntary sector taking part there is a lack of clear progress. A recent change in governance has meant the partners are refocusing.

Wiltshire

Wiltshire show a strong implementation plan which will see the consolidation of over 280 operational buildings into approximately 35 community campus facilities chosen by and supported by the community sector with 40 per cent savings. The governance has both private sector and community groups on the board and so ensures a broad range of outcomes beyond the impressive savings.



Annex C

Summary of Pathfinders' Long Term Strategies Wave 1

Figures provided, over 10 years, by...	per cent reduction in operating footprint (per cent)	£ reduction in operating costs (million)	£ capital receipts (million)	per cent reduction in carbon footprint (per cent)
Cambs	20	£217	£19	20 – 30
Durham ¹	29	£1.1 by 2014	£2.9m	40
Hackney	10 ²	£6.25 by 2015	£20m	80
Hants		£270 - £324m ³		
Hull	20	£47m	£10m	34
Leicester	10	£1.5 over 5 years	£5m by 2015	20 (50 2020)
Leicestershire	10	£15m	£100m	
Worcestershire	25	£280m	£125m	25

1 Durham City Council only

2 Expressed as no. of assets rather than operating footprint

3 NPV over 25 years

Wave 2

Figures provided, over 10 years, by...	per cent reduction in footprint (per cent)	per cent reduction in carbon (per cent)	£ capital receipts (million)	£ reduction in running costs	Growth
Bournemouth	N/A	N/A	N/A	N/A	£7.5 million of inward investment, 120 jobs and 16 new affordable houses
Devon	79	1(non schools)	£1.2	£125K per year	The authority's capital receipts are used to fund a capital programme
Derby	5	N/A	£15 (but used for growth)	£2m but not yet clarified	Surplus properties not required by partners will be sold to allow their reuse and continued support for regeneration.
East Sussex	20	20	£30	£10m per annum	To be developed as part of the next stage
Islington	20	50 (being investigated by Authority)	Not known	£3,210,503	Not known
Kent					
Newcastle	30	Not known	£6.45	27 per cent	All surplus buildings subject to an appraisal to meet council and partners' priorities, one is on economic growth
Northumberland	20	50	£13.2	£7m per annum	Strategy outlines sites will be used to deliver affordable homes (200 per annum) and sites for employment
Sheffield	18 (local authority) 6 (wider public sector)	63,000 tonnes	£80 LA only after reinvestment)	£90m	
Shropshire	35	25	£75	£7.5m	25per cent inc in housing, 50per cent inc in Community use
Somerset				20 per cent	

Surrey	21 -11	21	£60 (25 years)	£8m per yr	Land may be used for residential development, retail and starter units n. Freehold properties would be retained by the public sector and long leases granted to developers so that ground rent income can be generated
Warwickshire (Coventry and Solihull)					
West Sussex					
Wiltshire					98 offices to 3 hubs, 3:2 FTE desk ratio (1:2 staff ratio)... £10 m gross revenue savings pa, over £5m net - collocation with police saves them another £500k a year... Throwbridge library has been doubled in size. It will also increase its opening hours at less cost.



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