

Towards a partnership estates strategy

Produced by: The Stockport Partnership Office

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Introduction

1. In May 2010 the **Public Services Resources Board** (PSRB) commissioned a piece of work from NPS Stockport to map and better understand the land and physical assets owned and utilised by public sector partners throughout the Borough. The initial research phase of this project has been completed and was discussed at the PSRB meeting on 10 February 2011. A comprehensive report has been produced ('Project Catalyst'), including a series of recommendations, and has been made available to members of PSRB and the Partnership Estates Group.
2. The intention, over time, is to **explore the potential value of a shared estates strategy across partners in Stockport**. Such a strategy could inform a more efficient use of our collective assets, which could in turn release real savings to partners and improve the way in which services are delivered locally.
3. In discussions on 19 January 2011 the Stockport Board expressed an interest in, amongst other priority issues, supporting the PSRB's work on estates. This paper is brought in response to that request; it has three sections:
 - **Progress to date:** describes the methodology of the project and provides background information. This will be accompanied at the meeting by a **presentation**;
 - **Role of the Stockport Board:** describes how – uniquely – the Stockport Board is asked to add value to this work, in line with the management of priorities discussed at **item 2** on this agenda;
 - **Recommendations for further action:** asks the Board to commission and contribute to a forward work programme, against which partners can monitor progress.
4. All partners are asked, at **Paragraph 13**, to undertake a small amount of preparatory work in order to contribute fully to this item.

Progress to date

5. The PSRB created the Partnership Estates Group (PEG) in February 2010 to bring together property and estates experts from public sector partners. This group is supported by NPS Stockport and has been the driver of and accountable body for the research undertaken to date.

6. Acting on behalf of the PEG, NPS Stockport collected details of all partner's properties and these have been mapped according to organisation and type of property. The Stockport Board will receive a **demonstration** of this mapping tool at their meeting on 21 February.
7. The data that has been gathered includes:
 - a. Basic Information: property name, address, Unique Property Reference Number, CIPFA Category, tenure, value, gross and net internal area;
 - b. Performance: energy running costs and usage, building energy ratings and annual CO₂ emissions, reactive and planned maintenance costs;
 - c. Leasehold information where relevant: annual rental charges, rent review period details, lease expiry dates, break dates, details of service charges, review periods and inclusions;
 - d. Other: rateable values, car parking spaces (including disabled bays), annual costs of car parking, annual car parking income;
 - e. Condition: details of whether organisations have building condition surveys, measured drawings, whether buildings are DDA compliant, environmental surveys;
 - f. Use data: nature of services delivered from building, number of employees working from/based in the building, number of workstations, number of public visiting, opening hours, whether premises are shared with any other services;
 - g. Projects: details of any capital investment projects proposed, planned, in progress or none.
8. This data has been loaded into the ELF Property Database which hosts the Council's data, to create a **single shared property register** for the public sector. Web access to this information will be made available to partner organisations.
9. Partners have committed strongly to the principles of this work, and the monthly PEG meetings have been well attended. Although a great deal of information was collected through this forum **some data still remains outstanding**. As leaders within their organisations, Public Sector representatives on the **Stockport Board are requested to ensure that outstanding information is provided in a timely manner**; this is set out in the work programme, below. The Partnership Office will provide details of where information remains outstanding.

Role of the Stockport Board

10. Partners have agreed that the Stockport Board should focus its efforts on addressing issues where they have a **unique role** in adding value to existing work. The opportunity to move towards a shared estates strategy has the potential to add significant value to the partnership, by maximising the value for money that partners can extract from their assets and by improving our support for residents by co-locating more services within a smaller and less disparate overall footprint

11. The **unique value** that the members of the Stockport Board can add to this work is:
- a. to bring together the estates expertise and overview of assets held by the PSRB/PEG, with their understanding of the likely **future shape of service delivery** within the Borough – **non-public sector partners on the Stockport Board are key to this discussion**;
 - b. to quickly map the existing and potential **external challenges and opportunities** that exist in relation to this work;
 - c. to **express how ambitious partners wish to be** in taking this work forward, identifying the high level benefits and challenges associated with taking a more strategic and partnership based approach to the management of public sector land and property assets within the Borough
12. Following the presentation and a brief discussion of the mapping tool at the meeting, a discussion can be held on these three issues.
13. In order to support these discussions:
- **All partners are asked to attend the meeting with views on the likely future accommodation needs of their organisation or, as far as possible, their sector (this need only be headline level);**
 - **Public sector partners represented on the PSRB and the PEG are asked to attend the meeting having, where possible, discussed the issues raised in this report with their relevant representatives.**

Recommendations for further action

14. The PSRB considered a number of general and specific draft recommendations related to this work at their meeting on 10 February.
15. In order to explore these recommendations further they have been corralled into a series of themes / projects as described in work programme attached at **Annex A**.
16. These are the actions considered necessary to move the work forward from the research phase to a position where a draft joint estates strategy could begin to be developed. The programme describes the value of each action and allocates them to the appropriate partnership bodies, including the Stockport Board.
17. The **Stockport Board** is invited to **comment on and agree these actions**, to **commission the work outlined** and to **request regular updates** on its progress over the coming 12 months from the Chair of the PSRB.

Annex A

Action	Purpose	By who	By When
Partners to provide all outstanding data to NPS Stockport	To create a complete, detailed picture in line with the project specifications	Public Sector partners on the Stockport Board	Next meeting of the PEG?
Drawing on the Stockport Board's steer regarding future service delivery needs, partners to develop detailed recommendations, at the appropriate spatial level, for future actions to extract maximum value from partners' assets.	To better understand the opportunities for partners to extract value from their assets	PEG, reporting to PSRB and supported by the Partnership Office	6 months?
Drawing on the Stockport Board's steer regarding ambition and external opportunities and challenges, partners to develop a set of jointly-held strategic principles and apply these to the detailed recommendations	To create an initial Partnership Estates Strategy	PSRB, reporting to Stockport Board	12 months?
Undertake a neighbourhood level "Deep Dive"	To apply the principles and findings of the research and the developing strategic principles to a specific neighbourhood, to better understand the potential value of this work	PEG with Brinnington Neighbourhood Mgmt Board, reporting to PSRB	12 months?