Bristol PROPERTY BOARD

Background

The Property Board is one of five elements of the City Deal for the West of England; however, unlike the remainder of the City Deal, the Property Board is for the Bristol City Council area only. The Board aims to achieve a considerably more integrated approach to the management of property assets across the public estate by bringing together public sector property owners to discuss future use of their assets so that decisions can be made that are in the best interests of the public as a whole. Public sector buildings represent about 8% of total non-domestic carbon emissions and approximately one fifth of the sector's day-to-day running costs. Making the best use of property therefore has the potential for economic and environmental efficiency savings as well as creating better spaces to increase work productivity and deliver improved services.

What is the Bristol Property Board?

It is in effect, a strategic forum made up of public sector bodies with property assets in the Bristol City Council area. The Board's primary aim is to achieve strategic cooperation about assets across the city so that the participants manage their assets in a 'joined-up' way - whilst ownership of the assets remains with the relevant body.

Who is involved?

The Property Board is chaired by the Mayor of Bristol and has representatives from the Homes and Communities Agency, Government Property Unit, Bristol City Council and two representatives from the Business Community.

Stakeholders include the Police, Ambulance, Fire and Health Services.

What will it do?

The three key aims are:-

- 1. To improve release of property for regeneration and raise receipts from surplus land/buildings.
- 2. Reduce total occupied space to enable the public sector to lower its property running costs. Target cost reduction and carbon reduction.
- 3. Improved customer access, quality, organisational communication and working dynamics by bringing together uses in the same property.

What Projects are being considered?

The Work Programme for the Board includes:-

- Completing the mapping of all public sector assets in the city
- Making contact with public sector partners and delivering stakeholder sessions to facilitate an
 understanding of each organisations future direction and priorities to enable collaborative
 working.
- Identifying surplus assets that can be released for development and to raise receipts
- Explore opportunities for co-location and joint working including areas for service delivery alignment e.g. shared facilities, customer service points, office accommodation.
- Developing and monitoring a list of projects to deliver the aims of the board.

Bristol Property Board – Terms of Reference

Role of Property Board

The members of the Property Board will identify resources and work together to explore the benefits that can be gained by considering their respective assets in the locality as a single asset base; set up a governance structure that will underpin this partnership arrangement for the long term and implement the opportunities that arise.

Aims and Objectives

The Property Board (and its individual members) will assume a joint strategic approach to:

- Agree a typology of assets to be included for consideration by the Property Board
- Raise awareness of the Property Board, act as ambassadors for the Board's work and ensure that the identified priorities of the Property Board are reflected in the property related strategies and policies of the organisation they represent on the board
- Build trust and improve working relationships for the benefits of all partners
- Ensure the availability of accurate, reliable and up-to-date data on property and its performance to define service property needs, and to base asset management and capital investment decisions.
- Reduce the overall carbon footprint of the Boards combined portfolio
- Invest capital across the asset base, to optimise its effectiveness
- Empower invest to save projects and recycle capital to enable projects to proceed
- Improve service delivery and customer experience through the co-ordination and co-location of services where appropriate
- Safeguard the investment value of the portfolio
- Simplify the means by which assets can be shared between partners
- Align opportunities to maximise the combined potential of assets
- Monitor and receive progress reports for individual projects
- Act as arbiter in situations where there are competing demands

Membership

The Property board should have at least 4 members. Any four members of the Property Board (including the Chair or Vice Chair) shall comprise a quorum.

The Property Board working group will identify initial membership of the Property Board. Further membership will be appointed to the Board on the recommendation of Board members.

Only members of the Committee have the right to attend committee meetings. However, other individuals such external or technical advisers may be invited to attend for all or any part of a meeting, as and when appropriate/necessary. If a vote on a decision is required, only formal Board Members shall be able to exercise a vote.

If a member is unable to attend a meeting due to absence, illness or any other cause, they should nominate a substitute to attend in their place.

The Appointment of Chair and Vice Chair.

The Property Board shall nominate a Chair and Vice Chair from amongst its membership.

Quorum

The quorum necessary for the transaction of business shall be four, including the Chair or Vice Chair. A duly convened meeting of the committee at which a quorum is present shall be competent to exercise all or any of the powers or take any decision that would be available to the full Property Board.

Authority

The Board is authorised to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any Board member, or the organization represented by the Board member.

The Board is authorised to obtain outside independent professional advice and to secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary.

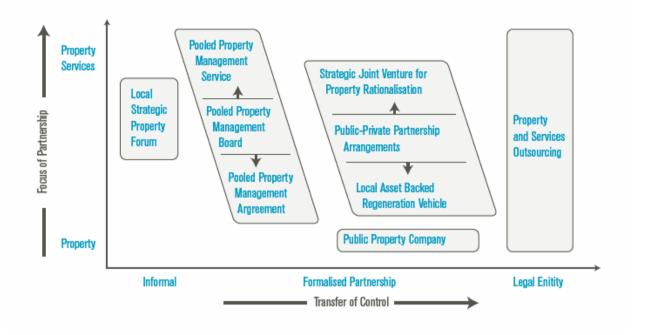
Frequency of Meetings

Meetings should be held at least quarterly and more frequently if required.

Future Governance

If it so chooses, the Board may look to explore alternative property delivery models and agree to set up a governance structure and finance model to drive the strategic management of assets in pursuit of the aims and objectives outlined above.

The extent to which more formal property delivery arrangements are taken forward will be up to the Board to decide. The diagram below indicates a range of progressively more formal arrangements that could be considered by the board.



Appendix 1 – Stakeholder engagement and communications plan

Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
LEP Board	3	Aware	Advocacy	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Reports	As required	Bristol Property Board
Elected Mayor and Council Members	5	Aware	Advocacy	3	Detail of Property Board and its aims – the potential offered by closer collaboration and cross agency working. Efficiency savings.	Briefings to Mayor once in post – Mayor to take a very active role in Property Board. Briefings to Councillors	Monthly Leaders meeting Full Council approval of City Deal in Jan 2013 Progress reports.	City Deal Programme Board & Bristol Property Board.
Cabinet Office	5	Commitment	Advocacy	1	Progress against milestones.	E-mail. City Deal Board Meetings	As required. Mayor to meet Ministers in early 2013	Working Group/ Bristol Property Board
Government Departments (represented via HCA and GPU)	5	Commitment	Advocacy	1	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Working Group contact and Property Board itself when established	As required	Working Group/Bristol Property Board

Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
Other public sector agencies	5	Aware	Advocacy	3	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Bristol Partnership Forum, direct approaches from BCC or HCA/GPU	AT BP meetings, whenever possible	Working Group/Bristol Property Board
Private Sector	2	Unaware	Collaborative/ Commitment	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Property Board could commission input and advice from the 'Construction and Development' Sector Group of the Local Enterprise Partnership	Early Property Board decision to consider nature and format of Private Sector input.	Bristol Property Board
Residents/Customers	1	Unaware	Aware	1/2	Good news stories Achievement of efficiency savings, co-location of services	Press releases	When possible	Bristol Property Board

Unaware – Aware – Collaborative – Commitment - Advocacy

WHAT What will be communicated	TASK What needs to be done	WHEN Timing of communication	WHO Audience or Stakeholder group	WHY Purpose of Communication	HOW Method of Communication	Responsibility
Stage 1	Raise awareness of formation of Property Board and its aims	Now until November/ December 2012	Public and Private Sector, Elected Members, Government Departments	To broaden potential membership of Property Board	Through BP meetings, Council Briefings, press releases	Working Group
Stage 2	Work Plan of Property Board agreed	Early 2013	Public and Private Sector, Elected Members, Govt Departments, Residents	To highlight work plan and the impact it will have in terms of efficiency savings, co-location of services etc	Mayor to meet Minister of Cabinet Office and Minister for Cities in early 2013 to sign off work plan – press releases	Bristol Property Board
Stage 3	Achievement of milestones, completion of specific projects	2013 onwards	Public and Private Sector, Elected Members, Govt Departments, residents	To highlight ongoing work of Board in realising efficiency savings, VFM etc	Through BP meetings, Council Briefings, press releases	Bristol Property Board

Bristol PROPERTY BOARD

Bristol Property Board – Terms of Reference March 2013

The Property Board was proposed as one of five elements of the City Deal for the West of England. Unlike the remainder of the City Deal, Property Board is for the Bristol City Council area only. There were a number of meetings of a working group formed to develop the objectives and programme for the Property Board. These meetings informed the drafting of the PID and Terms of Reference. It was, however, clear that the Property Board would review the thinking to date and define objectives, its constitution and membership for confirmation by stakeholders.

Role of Property Board

The Board's primary aim is to achieve a more integrated approach to how the public sector uses its assets in the city, and thus to support economic growth and deliver better value for money for the public purse. It is not intended that organisations would be expected to surrender 'sovereignty' of their existing assets to the Property Board. It is proposed that the Property Board will be established as a local strategic property forum. Formal decision making on specific property assets and transactions affecting them will remain with the party who owns the interest in question.

The members of the Property Board will support the public sector partners in working together to explore and promote the benefits that can be gained by considering their respective assets in the locality as a single asset base; set up a governance structure that will underpin this partnership arrangement for the long term; and implement and promote the opportunities that arise.

Objectives

Objectives stated for the Property Board can be summarised as:

- 1. Achieve a considerably more integrated approach to management of property assets across the public estate.
- 2. Improve release of property for regeneration and value realisation from surplus land/buildings.
- 3. Reduce total occupied space to enable the public sector to lower its property running costs, achieve cost reduction and carbon reduction.
- 4. Improved customer access quality, organisational communication and working dynamics by bringing together uses in the same property.

Activities

The Property Board (and its individual members) will work towards a joint strategic approach to:

• Agree a typology of assets to be included for consideration by the Property Board

- Raise awareness of the Property Board, act as ambassadors for the Board's work and ensure
 that the identified priorities of the Property Board are reflected in the property related
 strategies and policies of the organisation they represent on the Board
- Build trust and improve working relationships for the benefits of all partners
- Ensure the availability of accurate, reliable and up-to-date data on property and its performance to inform service property needs, and to base asset management and capital investment decisions.
- [Enable investment of capital across the asset base, to optimise its effectiveness
- Empower invest to save projects and recycle capital to enable projects to proceed]
- Improve service delivery and customer experience through the co-ordination and colocation of services where appropriate
- [Safeguard the investment value of the portfolio]
- Simplify the means by which assets can be shared between partners
- Align opportunities to maximise the combined potential of assets
- Monitor and receive progress reports for individual projects
- Act as arbiter in situations where there are competing demands

Focus areas

Areas for the focus of activity are identified as:

- a. Strategic priorities
 - a. Work with the relevant Government Departments and local agencies to develop an appropriate model for the Property Board
 - b. Create community benefit from the management, use and disposal of public land.
- b. Surplus properties
 - a. Develop productive relationships with a range of prospective investors and developers to enable the swift disposal and development of surplus public land and estate
- c. Development opportunities
 - a. Release land for economic growth, housing and community benefit, use assets to lever in other public and private sector investment and generate added value and operational efficiencies by co-locating services
- d. Asset Management
 - a. Develop a network of public sector land owners to encourage cooperation in meeting strategic and operational objectives.
- e. Mapping and typology
 - a. Develop openness and visibility of the details of assets held by the public sector partners.
 - b. Develop an understanding of how all public sector assets within the city are held, used and can assist proposed strategies for change.

Constitution

1. Working Protocol

a) Property transactions between partner organisations should normally expected to be based on market factors such as price, risk, etc.

- b) Transactions below market price can take place at partner's discretion or where social benefits are deemed by all relevant parties to be sufficient to offset abated values.
- c) No partner will attempt to ransom another.
- d) Where agreement between partners on valuation issues cannot be reached the issue will be referred to an independent third party valuer for adjudication.
- e) Any property transactions between public sector agencies will need to take account the potentially different statutory and administrative guidance under which they operate.
- f) The appropriate delivery vehicle for joint or collaborative projects will be established through a process of option development and appraisal.

2. Board Membership

The Property Board should have at least 4 members.

Initial membership of the Property Board is identified below. Further membership can be appointed to the Board on the recommendation of Board members.

Only members of the Board have the right to attend Board meetings. However, other individuals such as external or technical advisers may be invited to attend for all or any part of a meeting, as and when appropriate/necessary. If a vote on a decision is required, only formal Board Members shall be able to exercise a vote.

If a member is unable to attend a meeting due to absence, illness or any other cause, they should nominate a substitute to attend in their place.

Initial membership of the Property Board has been limited to six places:

George Ferguson – Bristol Mayor (chair)

Reg 13(1) – business representative

Reg 13(1) – business representative

Reg 13(1) – Homes and Communities Agency

Reg 13(1) – Government Property Unit

Reg 13(1) – Bristol City Council

Future membership of the Board will be reviewed.

3. The Appointment of Chair and Vice Chair.

The Property Board shall nominate a Chair and Vice Chair from amongst its membership.

4. Quorum

The quorum necessary for the transaction of business shall be four, including the Chair or Vice Chair. A duly convened meeting of the Board at which a quorum is present shall be competent to exercise

all or any of the powers or take any decision that would be available to the full Property Board. Full Board approval is required to any changes in the constitution of the Board.

5. Delegated Powers

To be discussed

6. Frequency of Meetings

Meetings should be held at least quarterly and more frequently if required

7. Confidentiality

Information received and discussed by the Board must be treated as confidential in so far as the Freedom of Information acts permit.

Annex 5 - Public Property Board

Headline Proposal

Better-integrated management of a portfolio of public assets in Bristol including potentially up to £1 billion of City Council assets (including a commercial estate worth over £200 million), and an estimated 180 land and property assets in the ownership of a range of other public sector partners.

The Government will:

The Homes and Communities Agency and the Government Property Unit will sit on the Public Property Board, combining their complementary responsibilities at city level. HCA and GPU will provide technical support and facilitate the involvement of Government departments and other public bodies where relevant.

Agree on a consistent typology of assets to be included for consideration by the property board that is shared by the local authority and other public sector partners.

The HCA will provide direct support for developing the models for any delivery vehicles that may arise out of the longerterm aspirations of the property board.

The Bristol Public Property Board will:

Develop a detailed work plan that will set out the portfolio of land that it would manage and the benefits that this approach would yield. The Mayor of Bristol will present this work plan to Minister for Cabinet Office and the Minister for Cities in early 2013 (the Mayor will be elected in November 2012). These ministers will expect Government departments that directly hold assets in this portfolio to sign up to a shared strategic approach provided that clear benefits can be demonstrated and no significant operational risks are posed.

Bristol City Council will:

Work with relevant Government Departments and local agencies to develop an appropriate model for the property board.

Commit to taking a single portfolio approach with relevant land and property assets according to a 'typology' agreed by the board.

Introduction

The objective of this proposal is to achieve a considerably more integrated approach to how the public sector uses its assets in the city, to support economic growth and deliver better value for money for the public purse.

All parts of the public sector are under huge pressures from reduced budgets. Public sector bodies need to radically rethink the way they do things, and this includes the way in which they manage their property portfolios. Nationally, the public sector estate is worth around £370 billion and costs £25 billion a year to operate. Cuts to both local and national Government budgets provide a huge incentive for public sector bodies to make best use of assets and allows organisations to explore new ways of working with them. The benefits include reduced costs and reduced carbon emissions, but also increased returns on capital and the opening up of new investment opportunities.

Part of the Capital and Assets Pathfinder Programme feedback was a common concern expressed about the difficulty Pathfinder authorities had in engaging with Whitehall departments. Whilst local partnership arrangements can and have been developed across the public sector, to map the public estate across the West of England for example, when it comes to taking a fully integrated approach to the management of the estate many local public agencies are beholden to a central Government estate management regime.

This proposition aims to overcome these barriers with the creation of a single public property board for Bristol that will align estate management – including disposals – behind a common set of strategic objectives linked to the West of England's economic growth strategy. In its first year of operation the Board will:

- Seek to overcome resistance to the proposition through culture and service change amongst partners.
- Develop solutions to incompatible asset management ICT systems used by different public sector bodies.
- Work to reconcile strategic citywide issues with local neighbourhood/community aspirations for assets.
- Provide strategic leadership on a number of specific projects involving a range of partners' assets.
- Identify any gaps in delivery capacity that might be addressed through the development of specific delivery vehicles, such as companies or 'local asset backed vehicles'.

Government will:

- The Homes and Communities Agency and the Government Property Unit will sit on the Public Property Board, combining their complementary responsibilities at city level. HCA and GPU will provide technical support and facilitate the involvement of Government departments and other public bodies where relevant.
- Agree on a consistent typology of assets to be included for consideration by the property board that is shared by the local authority and other public sector partners.
- The HCA will provide direct support for developing the models for any delivery vehicles that may arise out of the longer-term aspirations of the property board.

Bristol City Council will:

- Work with relevant Government Departments and local agencies to develop an appropriate model for the property board.
- Commit to taking a single portfolio approach with relevant land and property assets according to a 'typology' agreed by the board.

Once established, the Bristol Public Property Board will:

 Develop a detailed work plan that will set out the portfolio of assets across the city and the benefits of a joint strategic approach. The Mayor of Bristol will present this work plan to Minister for Cabinet Office and the Minister for Cities in early 2013. Ministers will expect Government departments that directly hold assets in this portfolio to sign up to a shared strategic approach provided that clear benefits can be demonstrated and no significant operational risks are posed.

How this will work in detail

Bristol's proposal is to establish the Bristol Public Property Board, responsible for the integrated management of the public estate across the city, including both national and local government and their agencies' assets. The property board would ensure that the public estate is managed in a way that is consistent with the city's growth agenda, whilst delivering savings for the public purse. It is envisaged the board would:

- Ensure that the public estate across the city is used strategically to best meet economic growth objectives, and to deliver the infrastructure needed to support that growth – including housing and community infrastructure.
- Ensure that the public estate delivers significant savings to the public purse through estate rationalisation, shared buildings etc.
- Continue to share data and work to improve mapping and intelligence across organisations – by pooling all information about property, all property could increasingly be viewed by the board as a pooled resource.
- Increase transparency and cooperation, by generating mutual trust among those involved and bringing together those with a real understanding of local circumstances and the communities' needs.

It will do this by:

- Taking a detailed look at opportunities within the overall portfolio for local asset rationalisation, co-location planning and pooling of assets.
- Helping to co-ordinate and manage the release of surplus property/assets.
- Provide a central strategic forum for the potential transfer of assets to the community and voluntary sector, where value for money for the taxpayer can be assured.
- Coordinate development and infrastructure implementation.
- Overcome barriers to sustainable development.

In the first 6 months, the Bristol Public Property Board will:

- Agree strategic priorities for the public sector assets in the city with a focus on the economic development priorities of the LEP, service priorities of the Council and its partners, and the shared desire to realise public sector efficiency savings.
- Commission an independent assessment from property/land experts to refresh an existing shared map of the public estate in the city, and make recommendations to the board on opportunities to meet the strategic priorities.
- Develop a 12-month work programme of joint projects, based on a series of recommendations about how assets can best meet the agreed strategic objectives whilst responding to opportunities identified in the independent assessment of the estate.
- Establish a technical support panel, drawing together property specialists from each of the public sector bodies represented on the board, augmented by input and advice from the LEP via the 'Construction and Development' Sector Group

(where commercial sensitivity can be appropriately managed). This arrangement would mirror the Government's own national arrangements whereby an advisory panel of property experts advises the Government Property Unit.

In the longer term it would:

- Explore other areas of estate management where savings can be released through collaboration, such as joint approaches to facilities management.
- It is anticipated that ultimately the Board will naturally want to explore delivery vehicles, such as establishing a company that can directly handle resources, or various models for 'local asset backed vehicles'. It is anticipated that this would be created without the actual transfer of assets but on the basis that the cash value of individual assets could be drawn down as required. However it is for the Board determine whether such a vehicle is required and to work up its development as appropriate. Any vehicle would focus on the parts of the portfolio that would yield greatest scope to drive efficiency through collaboration and deliver against strategic objectives. The box below sets out some early thinking on this, however it will be for the Board to decide whether this is an appropriate route to go down.

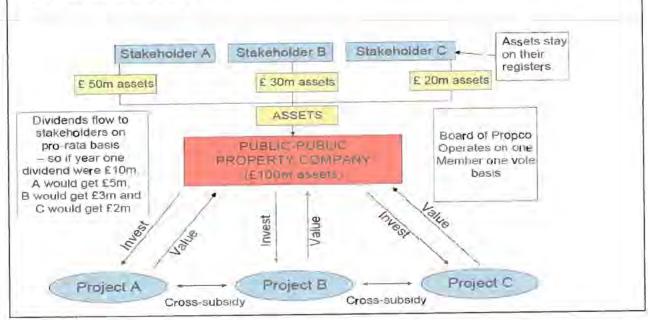
A delivery vehicle such as a company or other form of 'local asset backed vehicle' could make best use of the public estate to support delivery of shared strategic objectives across the city. In addition to demonstrating genuine commitment from Government departments and giving the joint arrangements 'real teeth', such an arrangement would carry the following benefits:

 Pooled approach to assets will open up new possibilities for borrowing and for coinvestment with the private sector.

 Public sector partners would be guaranteed their expected capital receipts from asset disposals in the form of a revenue stream from the company. I.e. Government departments are not being asked to 'give up' their assets to the city.

 The company could work in conjunction with the Economic Development Investment Fund and will use business rate growth, CIL and other payback mechanisms to increase infrastructure investment and support high quality growth.

It is anticipated that, beneath a property company would sit a number of projects. Arrangements might look like the following:



The Government's Operational Efficiency Programme, which reported in 2009 and led to the establishment of the Government Property Unit, recommended (amongst other things):

- "Organisations should work collaboratively, managing and sharing property
 across organisational boundaries and achieving economies of scale to the fullest
 extent possible. Where operations are dispersed across the country, "hubs" at
 regional level and local level where different parts of the public sector could
 share property would maximise the efficient use of property and enhance the
 delivery of joined up public services".
- The CPU should work with the HCA to ensure that public sector organisations collaborate in the early identification and planning of significant land development to ensure that different objectives are addressed.
- Cross department, cross agency collaboration and sharing of property at national, regional and local levels.

It is anticipated that a local public sector property board would be an initial step in developing a common management solution. The property board would bring together leading representatives from all relevant public sector bodies in the city (including representatives from Central Government).

Assets for commitment to the Board/Company would be based on an agreement by all partners about a consistent typology of assets for inclusion. It is envisaged that this typology could broadly be:

Included within Property Board/Company	Not included within Property Board/Company
HQs	Infrastructure
Office buildings	Residential buildings
Car parks	Schools
Commercial estate	
Customer-facing buildings	

Based on this typology, it is estimated there would be approximately 180 non-Council assets that could be included. See the attached appendices for the details of where these assets are held. In addition the following HCA assets would be included:

- Temple Quarter Enterprise Zone: Plot 3, Plot 6 and the 'Diesel Depot'
- South Bristol: Kingswood & Torpoint; Filwood Park
- Contingent assets: Brunel's Old Station; 'The Bottleyard'; Hengrove assets

NOTE: This element of the Deal is not asking Government to 'hand over' full responsibility for central Government assets to the City Council, and it is important that the proposition is not misrepresented as such. The proposal is about achieving better value for the public sector and for the city of Bristol through closer collaboration.

It is therefore an essential part of our 'ask' of government that cross-Whitehall buy-in to the proposals is achieved, backed by the support and expertise of the Government Property Unit/Homes & Communities Agency. Specifically, in order to work effectively, the HCA role would be critical in order that local priorities can influence the work of the cross-Departmental Land Disposals Technical Group that advises the Cabinet Committee responsible for expediting public sector land disposals. It is also envisaged that the HCA would provide direct support for developing the model for any delivery vehicles developed as a result of this dialogue.

It should be noted that a further recommendation of the Operational Efficiency Programme in 2009 was that "strategic management of property at a senior level within organisations supported by the expertise of property professionals is one of the key principles for ensuring a well managed and efficiently used estate".

As a minimum we would expect the following national Government departments to be represented on the Board (either directly or indirectly) and for their estate to form part of the city portfolio:

- Home Office
- Department of Health (DoH)
- Communities & Local Government (CLG)
- Ministry of Justice (MoJ)
- Business, Innovation & Skills (BIS)
- Department for Culture, Media & Sport (DCMS)
- Department for Transport (DfT)
- Department of Work & Pensions (DWP)
- HM Revenue & Customs (HMRC)

Local partners highly value and plan to build on the work of the GPU and the HCA. The South West GPU in particular has undertaken a process of managing the Government estate in the city from 57 properties down to 16. This strategy fits well with this proposal and we welcome the enthusiastic and supportive approach by GPU representatives to date.

Locally we plan to engage a wider range of public sector or quasi-public sector partners, such as universities and colleges, most likely through the Bristol Partnership (formerly Bristol's 'LSP').

Bristol City Council assets

The Council is also currently reorganising the way it manages its estate, bringing all property assets under the direction of a single unit. A key responsibility of this new unit will be to lead the development of the new Board.

The City Council is a large and diverse organisation and this diversity is reflected in the way that historically it has managed its asset base. Just as there may be varying levels of support for this proposition across different Government departments, there is likely to be differing levels of support across the Council's own internal organisational boundaries. However real commitment, if demonstrated at the very highest levels of both the Council and Government, would unblock the 'silo-thinking' that all organisations, both nationally and locally, can be susceptible to and has held back projects of this nature in the past.

Backed by central government commitment and supported by the HCA, the City Council will bring together all key public sector bodies in the city, with a view to establishing the property board. An initial task would be to agree terms of reference for the Board including the asset typology to be applied. The typology is important as it will give

confidence to all the partners that everyone is on an equal footing – leading to higher levels of mutual trust at Board level.

The city will also commit to:

- Direct marketing of sites and opportunities for development unlocked, through the West of England LEP's inward investment and promotion service.
- Pooling of professional resources, to manage infrastructure or planning constraints, for example.

Governance

It is recognised that there are numerous governance, legal and accountability barriers associated with establishing a Public Sector Property Board that is responsible for the city's public sector portfolio, and not just a 'talking shop'. However, there are models that have been devised elsewhere that do not require the transfer of assets, but work on the basis that assets (or the cash value of assets) can be drawn down as required.

It is recognised that accountability for the success of the Board will need to work in two directions, both to national Government departments and their relevant Cabinet Ministers, and to the local leadership. The Bristol Public Property Board will resolve this by:

- Nationally, ensuring that the early development phase of the Board will be reported to the Cabinet Committee that advises Government on asset management.
- Locally, by ensuring that the political leadership of the City Council, whether that be a Council Leader or an Elected Mayor, chairs the Board.

Impact

The impacts of this proposition will be:

1) Better outcomes:

- Alignment of strategic priorities for economic growth, regeneration, and housing.
- Alignment of strategic service delivery improvement objectives.
- Higher levels of inter-agency trust and a finer grain of mutual understanding of local/national priorities.
- A central strategic forum to manage the process of potential transfer of assets to the community and voluntary sector under new provisions in the Localism Act.

2) Better value:

- Surplus property the property board/company will provide a mechanism to highlight surplus space and land from all public sector bodies and coordinate and manage the release of surplus property/assets.
- There is the potential for greater co-location and sharing of back office functions, including more agile working and desk sharing.
- Other areas of sharing resources to be explored, including, for example, a shared facilities management service for the public sector.

To illustrate the potential in this proposal, set out below are three case studies that are likely to provide early projects for the Board:

1. The 'blue lights'

The following sites have been identified as providing an opportunity to explore integrated partnership solutions for 'blue light' services in the city, which could potentially offer a more integrated model of service delivery, save money, and unlock important city centre sites for development.

A. Central Ambulance Station

The Ambulance Service is committed to vacating their site as the capital investment it requires makes it an unviable ongoing location for the service. The Council owns land on the Castle Park side of the Station where there is an aspiration for a new coach station, which is required to accommodate coach parking displaced by the construction of the Bus Rapid Transit system in another part of the city. The Ambulance Service is looking at alternative locations and they appear to be interested in a site owned by the City Council (see C below).

B. Fire Station

It is understood that the Fire Service are keen to redevelop their site; however at the moment appear to want to do this in a way that keeps it as an operational base. No detailed discussions have yet taken place with Avon Fire & Rescue about possible alternative locations.

C. M32 Corridor (Staples through to Wellington Depot and beyond)

Along with other types of development, this might be a good site to relocate the above blue light services as it affords easy access onto the motorway minimising disruption to business and residential occupiers and enhancing the experience of living and or working in the City Centre (thereby enhancing its attractiveness as a location for economic and residential development). A developer with an interest in the Staples site is currently looking to assemble the necessary land parcels in order for a comprehensive development to take place at this location.

These sites appear to offer an ideal opportunity for public sector partners to work together to find an integrated solution that improves service delivery and supports strategic economic ambitions. Public sector partners include:

- Ambulance Service
- Fire Service
- City Council

Although high risk given market conditions that affect the viability of the city centre sites, the potential to assemble a relocation opportunity could be a step in the right direction, with partners working together to unblock any funding issues that might delay implementation.

2. Knowle West

There are a number of opportunities being pursued around the fringes of Knowle West, which is in South Bristol – an area in need of significant regeneration and investment. For example:

- The 'Hangar Site' and Filwood Park have been purchased by the HCA and are in receipt of an outline planning consent for residential development and employment uses, including a new Green Business Park.
- Kings Weir/Tor Point is owned by the Council, the HCA and Knightstone Housing Association, and is currently being marketed jointly for residential development.
- Filwood Broadway is a development site currently being promoted as a mixed use development anchored by a supermarket.
- The Health Park, around which there is some uncertainty about the future use of the site.

Public sector partners include:

- NHS re: existing re long lease on the Health Park site
- PCT re: the need to relocate GP surgery from Health Park.
- HCA and City Council heavily committed with land ownership interests
- Knightstone Housing Association re: Kings Weir/Tor Point.

There has been considerable local community involvement in the master planning process to date, and this would need to continue. There is currently a gap funding issue with these sites, and a strategic partnership approach may assist with finding solutions. Grant funding may be available to get the Green Business Park development underway, for example.

3. Lockleaze

The scale of the opportunity in this part of the city is considerable, and is concentrated on 3 main areas:

A. Gainsborough Square

Currently a focus of activity as it is being reinvigorated as a local centre – potentially anchored by a new supermarket together with residential development in order to increase density to provide footfall and diversify housing type/tenure. The Council also sees potential to provide a mixture of key worker accommodation in connection with Southmead hospital, and student accommodation in connection with the University of the West of England. The police are also involved as they wish to relocate outside of the area, and it's a site in their ownership that is potentially being targeted partly for a supermarket development.

B. Romney House and former Lockleaze Secondary site

Both of these are allocated for development within Bristol's site allocations process, however, the former is dependent on a back office solution to be provided by the Council's current office accommodation review. The car park of the former is also identified as a route for a proposed new bus link road.

C. Bonington Walk sites

These are identified for residential development and there is an aspiration to apply alternative fuel sources, eg biomass.

The Lockleaze area provides an opportunity to drive significant regeneration and involving the following local partners:

- UWE re student accommodation
- NHS re key worker accommodation
- Police
- City Council

This area is also a proposed pilot area for the Council's Community infrastructure pilot, and has Front Runner status in relation to the creation of a Neighbourhood Plan. The Board would need to consider an approach to dealing with the more marginal sites in this package.

Annex 6 – Public Property Company Detailed Proposal

Outcome

Integrated management of a portfolio of public assets in Bristol including up to £1 billion of City Council assets (including a commercial estate worth over £200 million), and an estimated 180 land and property assets in the ownership of other public sector partners.

Barriers to achieving our objective

All parts of the public sector are under huge pressures from reduced budgets. The scale of the budget reductions means that doing things as before, but on tighter budgets, simply will not work. Public sector bodies need to radically rethink the way they do things, and this includes the way in which they manage their property portfolios. Nationally, the public sector estate is worth around £370 billion and costs £25 billion a year to operate. Cuts to both local and national Government budgets provide a huge incentive for public sector bodies to make best use of assets and allows organisations to explore new ways of working with them. The benefits include reduced costs and reduced carbon emissions, but also increased returns on capital and the opening up of new investment opportunities.

Part of the Capital and Assets Pathfinder Programme feedback was a common concern expressed about the difficulty Pathfinder authorities had in engaging with Whitehall departments. Whilst local partnership arrangements can and have been developed across the public sector, to map the public estate across the West of England for example, when it comes to taking a fully integrated approach to the management of the estate many local public agencies are beholden to a central Government estate management regime.

This proposition aims to overcome these barriers with the creation of a single public property board, and ultimately a company, that will align the use of assets behind a common set of strategic objectives linked to the West of England strategic investment plan for economic growth. The board will work to overcome other local barriers, as it will:

- Seek to overcome resistance to the proposition through culture and service change among potential partners.
- Develop solutions to incompatible ICT systems used by different public sector hodies
- Reconcile local political issues associated with, for example, disposal of local assets.

How this will work in detail

Bristol's proposal is to establish a Public Property Board/Company for the integrated management of the public estate across the city, including both government and their agencies' assets, and those held by the local authority. The property board would ensure that the city's growth agenda was driven forward in an integrated, coherent and consistent manner. It is envisaged the board would:

- Ensure that the public estate across the city is used strategically to best meet economic growth objectives, and to deliver the infrastructure needed to support that growth – including housing and community infrastructure.
- Ensure that the public estate delivers significant savings to the public purse through estate rationalisation, shared buildings etc.
- Share data between organisations about property assets
- Increase transparency and cooperation, by generating mutual trust among those involved and bringing together those with a real understanding of local circumstances and the communities' needs.

In the longer term it would:

- Take a detailed look at potential for local asset rationalisation, co-location planning and pooling of assets.
- Help co-ordinate and manage the release of surplus property/assets.
- Provide a central strategic forum for the potential transfer of assets to the community and voluntary sector.
- Coordinate development and infrastructure implementation.
- Overcome barriers to sustainable development.
- Ensure developments employ high quality sustainable design.

The first step towards delivering this proposition will be to establish the public property board for Bristol. The initial tasks of the property board would be to:

- Agree strategic priorities for the public sector assets in the city with a focus on the economic development priorities of the LEP, delivery of service priorities of the Council and its partners, and the shared desire to realise public sector efficiency savings.
- Commission an independent assessment from property/land experts to refresh an existing shared map of the public estate in the city, and make recommendations to the board on opportunities to meet the strategic priorities (see appendices).
- Develop workable model(s) for delivering on the recommendations, including considering how the property board can be taken forward as an integrated property company.

It is envisaged that the board would be advised by a technical support panel, drawing together property specialists from each of the public sector bodies represented on the board. This panel would also commission input and advice from the LEP via the 'Construction and Development' Sector Group – generating independent private sector input (where commercial sensitivity can be appropriately managed). This arrangement would mirror the Government's own advisory panel of property experts that works with the Government Property Unit.

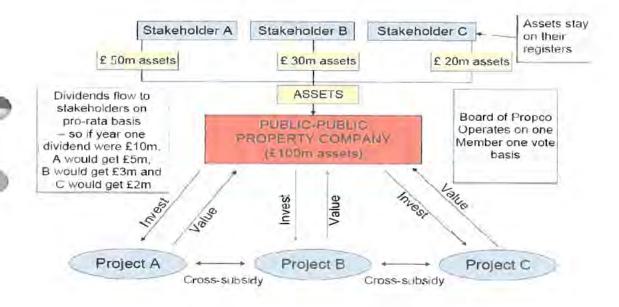
It is proposed that ultimately as part of this process, a Public Sector Property Company is created. As noted, it is anticipated that this would be created without the actual transfer of assets but on the basis that the cash value of individual assets could be drawn down as required. By pooling all information about property, all property would be treated as a pooled resource, optimising its use across the stakeholders. This vehicle could focus on parts of the portfolio yielding greatest scope to drive efficiency through collaboration.

Such a company would have a number of benefits:

- Pooled approach to assets will open up new possibilities for borrowing and for co-investment with the private sector.
- Public sector partners would be guaranteed their expected capital receipts from asset disposals in the form of a revenue stream from the company. I.e. Government departments are not being asked to 'give up' their assets to the city.
- The company will work in conjunction with the Economic Development Investment Fund (see Annex 1) and will use business rate growth, CIL and other payback mechanisms to increase infrastructure investment and support high quality growth.

It is anticipated that, beneath the main property company would sit a number of projects and/or delivery vehicles. For example, Bristol is in the process of establishing an Energy Company for Bristol to deliver energy efficiency improvements to buildings across the public and private sectors, assisted by a European Investment Bank investment of £2.4 million. These improvements would generate significant savings in energy costs for the public estate.

A diagram exemplifying the planned arrangement is provided below:



Government will commit to:

 Agreement in principle that all Government departments will manage their public estate through the Bristol Public Property Board, according to a consistently applied typology of assets for inclusion.

It is anticipated that a local public sector property board would be an initial step in developing a common management solution. The property board would bring together leading representatives from all relevant public sector bodies in the city (including representatives from Central Government).

Assets for commitment to the Board/Company would be based on an agreement by all the partners about a consistent typology of assets for inclusion. It is envisaged that this typology would broadly be:

Included within Property Board/Company	Not included within Property Board/Company
HQs	Infrastructure
Office buildings	Residential buildings
Car parks	Schools
Commercial estate	
Customer-facing buildings	

Based on this typology, it is estimated there would be approximately 180 non-Council assets that could be included. See the attached appendices for the details of where these assets are held. In addition the following current HCA assets would be included:

Temple Quarter Enterprise Zone: Plot 3, Plot 6 and the 'Diesel Depot' South Bristol: Kingswood & Torpoint; Filwood Park Contingent assets: Brunel's Old Station; 'The Bottleyard'; Hengrove assets

 Agreement in principle to put forward both Homes & Communities Agency and Government Property Unit representatives to sit on the board, as representatives of central Government fully empowered to commit land and property assets to the overall strategic objectives of the company.

It is therefore an essential part of our 'ask' of government that the Government Property Unit/Homes & Communities Agency can ensure cross-Whitehall buy-in to the proposals. Specifically, in order to work effectively, the HCA role would be critical in order that local priorities can influence the work of the cross-Departmental Land Disposals Technical Group that advises the Cabinet Committee responsible for expediting public sector land disposals. It is also envisaged that the HCA would provide direct support for developing the model for the property company.

Bristol City Council will commit to:

Include as part of the Public Property Board/Company portfolio the current Councilowned commercial estate, valued at £200 million, plus all other assets that conform to the typology set out above. We estimate that in total the Council would be including up £1 billion of assets, however not all assets held are valued according to market assessment a more detailed valuation would need to be done to accurately assess the total value.

The Council is also currently reorganising the way it manages its estate, bringing all property assets under the direction of a single unit. A key responsibility of this new unit will be to lead the development of the new board/company.

Backed by central government commitment and supported by the HCA, the City Council will bring together all key public sector bodies in the city, with a view to establishing the property board. Initial tasks would be to agree terms of reference for the property board and to agree the consistent asset typology to be applied in determining whether assets should be part of the company or not.

Building on the initial work of the board, the company would commit to establishing a joint controlled company, as a Limited Liability Partnership (LLP).

Governance

It is recognised that there are numerous governance, legal and accountability barriers associated with establishing a Public Sector Property Company with full asset transfer. However, there are examples whereby Property Companies can be created without the transfer of assets but on the basis that assets (or the cash value of assets) can be drawn down as required.

Establishing a property company will raise governance and risk management issues. Without wishing to pre-empt any research into this issue by the initial property board, it is anticipated that the Property Company would:

- Be a jointly controlled vehicle likely to be a Limited Liability Partnership (LLP) with formal status
- Provide a single conduit for engagement with the private sector. Sub contracts
 and joint ventures will be created in accordance with specific project
 requirements. The ability to assemble single PFIs for developments involving
 multiple public agencies, for example, would bring considerable savings.
- Have the ability to act as landlord and/or provide services
- Be able to evaluate exploration of thematic and geographic strategies
- Be able to promote joint working and encourage re-engineering of business processes

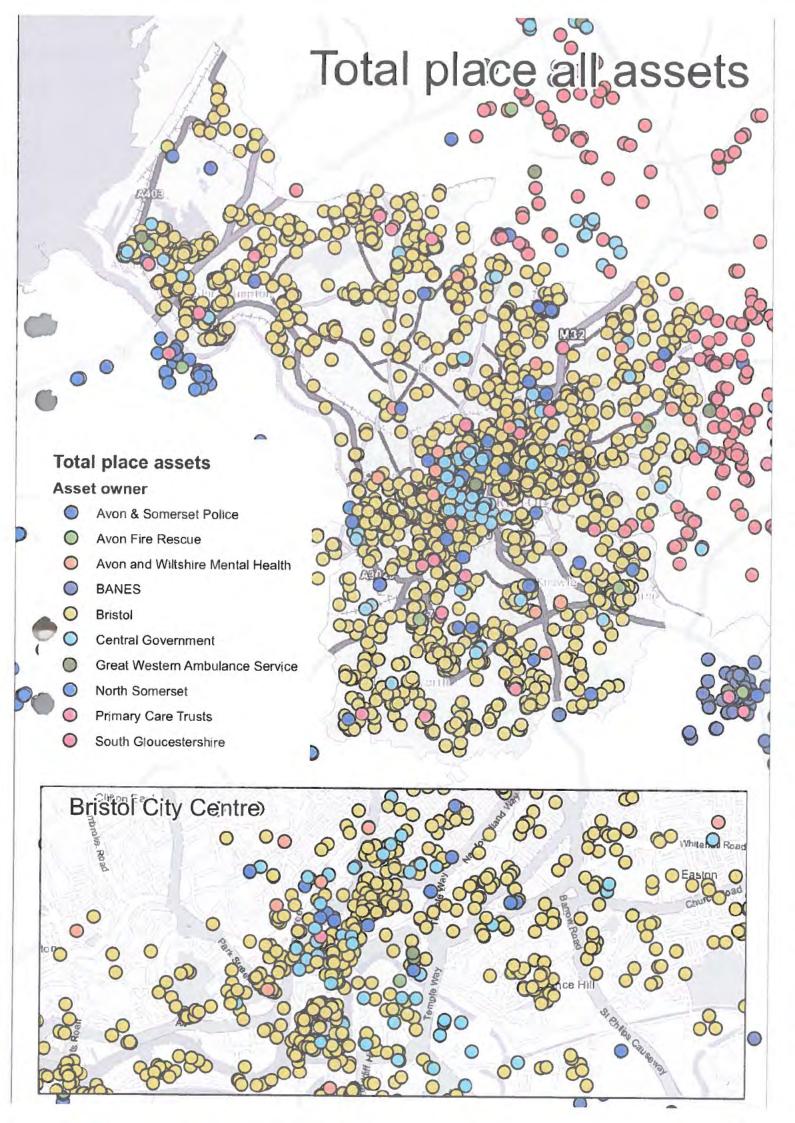
It is recognised that there would still be risks that needed to be managed, such as major unforeseen construction cost escalation impacting on the financial business case of a project, political issues around 'loss of sovereignty' over assets etc. Critical to the management of these risks is reassurance that the company will guarantee a revenue stream to the partner organisations that is equal to their expected capital receipts.

Impact

There are many potential areas for improvement, including:

- Surplus property the property board/company will provide a mechanism to highlight surplus space and land from all public sector bodies and co-ordinate and manage the release of surplus property/assets.
- Regeneration will enable greater consideration of asset vehicles that can leverage value from surplus assets and facilitate regeneration
- There is the potential for greater co-location and sharing of back office functions, including more agile working and desk sharing.
- It will provide a central strategic forum for the potential transfer of assets to the community and voluntary sector.

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	Commercial	Land	Military	Parent Shell	Besidential	Logician	Total
Home Office					BUILDING	Oliciassinga	Giallo
Avon & Somerset Police	34		-	-	4		41
Directly held by department	_					_	. 01
Dept of Health							
Avon and Wiltshire Mental Health Partnership	16			S	8		21
Primary Care Trust (Briston)	e (e
Directly held by department	N K			,	2	,	23
CLG	4			-		-	9
Avon Fire Rescue	α						
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Crown Prosecution Service	0						C
HM Courts Service	0 0			-		С	ν υ
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Office for Standards In Education	-					•	C
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DWP							
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HMRC							
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MoD							
Directly held by department (civil)				-			-
TOTALS	7	ı	7	•			
	24-	n	-	91	10	15	190



The Bristol Deal - the Government will:

Growth Share Proposition

Provide a licensed exemption for the West of England unitary authorities from the resets and levies of the national local government finance system. Specifically:

- The West of England authorities will be allowed to retain an agreed proportion of business rate growth over a 30-year period, free from the 10-yearly resets proposed in the national system.
- The West of England authorities will be exempt from the national system of levies and safety nets during this period, managing disproportionate growth effects locally.
- Agree with the West of England LEP a consistent set of contractual obligations, programme level monitoring and governance arrangements for existing and all future economic development funding from Government, to support the local management of economic development resources as a single pot.

Transport Devolution Agreement

Agree to a flexible programme for the delivery of the West of England Bus Rapid Transit network so if one of the three projects within the programme is delivered with a cost saving, the West of England can reallocate the funding to another rapid transit scheme where costs have increased.

Recognise the natural economic geography of the West of England in the creation of Local Transport Bodies to oversee devolved major schemes funding post 2015.

Put in place a funding mechanism recognising the West of England's role in driving the UK economy, that goes beyond a simple per capita approach, by allocating £94 million for the delivery of the Greater Bristol Metro from the within DfT's major transport scheme budget.

Help facilitate the establishment of appropriate devolved arrangements for rail, including:

- Creating a West of England advisory role to the High Level Steering Group
- Devolution of arrangements required to plan and deliver the Greater Bristol Metro, ensuring the development of rail industry strategies and plans support and assist local growth plans.
- Ensure that the franchise specification process for the Great Western franchise enables the West of England's key priorities to be delivered during the life of the franchise and facilitates a transition to a position where the City Region takes on greater responsibilities.

People & Skills Programme

Formally recognise the role of the West of England LEP as the body through which the FE providers need to account to the local business community for the relevance, impact and quality of provision.

Implement explicit and specific arrangements for the West of England LEP city-region to ensure that all bidding for non-mainstream skills funding (including ESF funding) is aligned with and provides additionality to the provision within the West of England Skills Plan

Support the integration of appropriate local NAS resource into the City Apprenticeship Hub. This will comprise officer support from NAS at local level.

Develop a formal mechanism through SFA to ensure that accountability will be delivered and monitored through the LEP/FE consortium compact.

City Growth Hub

Establish closer, integrated working relationships between the West of England's Inward Investment Service and UKTI, to ensure resources and expertise are aligned behind common objectives for the city region. Including:

- The UKTI South West Inward Investment Partnership Manager to act as lead point of contact.~
- The UKTI Investment Services team to make regular use of 'touch-down' points within the City Growth Hub on a weekly basis to support the shared inward investment service.

The UKTI Investment Services Team will support the City Growth Hub through:

- Sector Proposition Development.
- FDI Lead Generation
- Enterprise Zone Proposition Development
- Shared Service Review
- International Trade Adviser (ITA) support

In advance of business rate income coming on stream from the Enterprise Zone to support this activity, Government will provide up to £2.25m to support the objectives of the City Growth Hub.

Ensure that DWP allow JobCentrePlus to deploy the local Flexible Fund for 'pre Work Programme' unemployed people, according to criteria and priorities defined by an Enterprise Zone Skills Task Group – see appendix 1 below.

Public Property Board

Agree in principle that the complementary responsibilities of the HCA and Government Property Unit for disposals and asset management are combined and coordinated at city level.

Agree in principle to the development of a single portfolio approach for the Government estate in the city based on a consistent typology of assets to be included which is equally applicable to the local authority assets.

Develop a detailed work plan that will set out the portfolio of land that it would manage and the benefits that this approach would yield. The Mayor of Bristol will present this work plan to Minister for Cabinet Office and the Minister for Cities in early 2013 (the Mayor will be elected in November 2012). These ministers will expect Government departments that directly hold

assets in this portfolio to sign up to a shared strategic approach provided that clear benefits can be demonstrated and no significant operational risks are posed.

The Bristol Deal – and the West of England will:

Growth Share Proposition

Implement a business rate retention model across the functioning economic area, based on the pooling of business rate income across the four local authority areas. Specifically:

- The West of England business rate retention model will not impact on national deficit reduction objectives or on equity within the wider local government system.
- The West of England business rate retention model will ensure that increased service provision costs resulting from growth are adequately resourced.
- The West of England business rate retention model will ensure equity between the four local authorities by incorporating a mechanism for managing uneven growth across the area.
- The West of England business rate retention model will generate a significant financial contribution to the West of England Economic Development Investment Fund (EDIF).

Deliver a £1 billion programme of investment from an Economic Development Investment Fund, to unlock and accelerate economic growth in the West of England. This single pot will comprise business rate revenues from the West of England pool, used in conjunction with Government funding streams to deliver an investment programme focussed on the Enterprise Zone and five Enterprise Areas. An independent financial sounding-board will oversee the investment programme, including banking and financial experts from the private sector who have agreed to participate.

Transport Devolution Agreement

Invest £338m of devolved major transport scheme funding from the DfT in a city region transport network, including the Greater Bristol Metro, as part of a ring fenced element of the Economic Development Investment Fund.

Put in place clear, accountable and robust governance arrangements for managing our three Bus Rapid Transit schemes as a single programme. This approach accords with the requirements for future devolution. Reporting will be to the existing West of England Joint Transport Executive Committee. As part of the Programme Manual there will be a Joint Promotion Agreement for the three BRT Network schemes.

Establish a local High Level Steering Group to take forward devolved arrangements for rail and ensure appropriate governance arrangements are in place. Also considering how neighbouring authorities and the Welsh Assembly Government are represented, the High Level Steering Group will set up an Executive body to manage newly devolved responsibilities for rail including input to the future development of any rail industry plans and strategies. The Executive body will report to the West of England Joint Transport Executive Committee.

People & Skills Programme

Implement a single skills investment plan linked directly to the West of England LEP jobs growth agenda, and complementing capital investment through the Economic Development Investment Fund, for the whole of FE college post-16 provision with a total value of £114m.

Create a City Apprenticeship Hub to deliver an average of 5% per annum increase in 16-24 apprenticeship starts over 3 years (2013-15).

Develop and implement the business-led Charter Mark to enhance the employability of young people entering the labour market.

Provide strong governance through the West of England LEP Skills Group with sustainable collaboration between business, the city-region and learning providers.

City Growth Hub

Develop the City Growth Hub as an umbrella facility co-locating the West of England Inward Investment Service, the enterprise accelerator, and a skills and recruitment hub, within the Temple Quarter Enterprise Zone.

The West of England authorities have already committed to the creation of a shared inward investment service for the city region located in the Temple Quarter Enterprise Zone.

Develop a firm agreement with UKTI to ensure that the inward investment and trade objectives of the West of England Service and UKTI are closely aligned.

We will work with the University of Bristol and other partners to locate a SETSquared incubator to the Enterprise Zone as part of a 'Creative Harbour' proposition.

Undertake feasibility studies to determine the appropriate funding model for a new arena and exhibition space in the Temple Quarter Enterprise Zone.

Public Property Board - Bristol City Council will:

Work with relevant Government Departments and local agencies to develop an appropriate model for the property board.

Commit to taking a single portfolio approach with relevant land and property assets according to a 'typology' agreed by the board.

Develop a detailed work plan that will set out the portfolio of land that it would manage and the benefits that this approach would yield. The Mayor of Bristol will present this work plan to Minister for Cabinet Office and the Minister for Cities in early 2013 (the Mayor will be elected in November 2012). These ministers will expect Government departments that directly hold assets in this portfolio to sign up to a shared strategic approach provided that clear benefits can be demonstrated and no significant operational risks are posed.

Bristol Property Board Set-Up Meeting

Homes & Communities Agency, 2 Rivergate, Bristol, BS1 6EH 23rd July 2012, 9.00am

AGENDA

1.	Introductions
2.	Terms of Reference (paper to follow)
3.	 Membership & Governance Public land and assets 'in scope' Drivers for engagement
4.	Private Sector Engagement
5.	Implementation Timeline
6.	Resourcing (secretariat function, liaison with government land owners nationally and locally; mapping; portfolio assembly and derisking; marketing and disposal
7.	Asset Ownership/Mapping Capability – HCA Spatial Intelligence
8.	Early Project Opportunities
9.	Opportunities To Streamline/Expedite Delivery On Key Sites/Assets (simplification of planning; extension of BCC Major Projects protocols; HCA support via ATLAS and masterplanning etc.)
10.	AOB
11.	Date of Next Meeting

Bristol Property Board Set Up Meeting 23rd July 2012

Attendees:

Reg 13(1) (CM), HCA Reg 13(1) (DW), HCA Reg 13(1) (NW), HCA Reg 13(1) (PT), Bristol City Council Reg 13(1) (AO), Bristol City Council reg 13(1) (JC), Bristol City Council reg 13(1) (PJo), GPU Reg 13(1) (PJa), West of England Reg 13(1) (SK), Network Rail

	Actions
1. Introductions	
PT introduced the principal components of the Bristol City Deal to the meeting.	
2. Terms of Reference	
It was essential to agree on each Government Department's drivers, expected outputs and outcome before starting any activity.	
Mapping of land and assets was a priority in order to identify opportunities and potential projects. This would also be helpful to identify collaborative opportunities for Departments.	
Sign up at the highest level (Chief Executive) within Depts. was necessary for this piece of work to achieve results. SK suggested keeping the remit tight to start with.	
PT suggested one or two medium term projects should be selected for the first Board Meeting.	
This was a cross-agency, cross-department collaborative work which should be set apart from any other government initiatives.	
BCC agreed to draft the Terms of Reference, taking on board comments made.	всс
3. Membership & Governance	
It would be easier to know who else to engage with (local agencies/public bodies etc) once the Terms of Reference had been agreed.	-
Bristol City Council agreed to undertake the Governance Mapping.	всс

4. Private Sector Engagement	
PJa explained that Reg 13(1) was keen to have private sector participation on the Board. Following discussion, this was agreed, and we would follow up with reg to secure appropriate representation once the precise remit of the Board had been agreed to ensure we captured the right skills e.g. Development versus investment.	
The meeting agreed that it was best to wait until the Terms for Reference had been agreed before contacting the private sector as there was potential for conflict of interest.	
5. Implementation Timeline	
It was agreed that this meeting was effectively a "shadow board" engaged in preliminary work, such as completing the initial mapping exercise and agreeing on the draft Terms of Reference before the first Board Meeting. This would necessitate a couple more meetings.	
The Mayor of Bristol would possibly be asked to chair the Board. Bristol Mayoral Election would take place in November 2012 so the first Public Property Board could be late November/early December 12.	
6. Resourcing	
CM agreed that the HCA would coordinate the meetings for the time being. Bristol City Council was recruiting for a Strategic Property Director who would sit on the Board.	
7. Asset Ownership/Mapping Capability	
NW from HCA Spatial Intelligence team presented the Signet mapping system.	
It was decided that representatives from the HCA Spatial Intelligence team, GPU and Bristol City Council would get together to compare their mapping systems and agree the best way to work collaboratively.	
It was mentioned that it might be helpful to look at the mapping work undertaken in Wigan for the Capital Asset Pathfinder.	
Findings would be reported at the next meeting.	нса
8. Early Project Opportunities	
	1

- Frenchay Hospital/area - Temple Quarter	
- Network Rail assets	
SK explained that Network Rail has a good mapping team who would know of potential sites in Bristol. SK agreed to investigate and report back at the next meeting.	sĸ
9. Opportunities to Streamline/Expedite Delivery	
DW proposed using the Temple Quarter Enterprise Zone model as a base for the common protocol, as a good example of driving delivery and growth. CM suggested incorporating in the Terms of Reference the distinction between enabling support and driving delivery & growth.	
10. AOB	
 PJo asked whether anybody was aware of any possible site as two Free Schools would be opening in Bristol. 	
 PJo proposed exploring the possibility of shared private/public sector facilities for meeting rooms/video conferencing etc. 	
11. Date of Next Meeting: to be scheduled first week of October 2012	

Bristol Property Board Set Up Meeting 23rd July 2012

Attendees:

Reg 13(1) (CM), HCA Reg 13(1) (DW), HCA Reg 13(1) (NW), HCA Reg 13(1) (PT), Bristol City Council Reg 13(1) (AO), Bristol City Council Reg 13(1) (JC), Bristol City Council Reg 13(1) (PJo), GPU Reg 13(1) (PJa), West of England LEP Reg 13(1) (SK), Network Rail

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11. Date of Next Meeting: to be scheduled first week of October 2012	

Bristol Property Board

Second Set-Up Meeting

Homes & Communities Agency, 2 Rivergate, Bristol, BS1 6EH 5th October 2012, 11.00am

AGENDA

1.	Introductions
2.	Apologies
3.	Actions arising from the last meeting – Minutes from the 23 July 2012 meeting are attached at Annex A
4.	Review of the Property Board Project Initiation Document (PID) – a copy is attached at Annex B
5.	Terms of Reference – prepared by Bristol City Council, and attached at Annex C
6.	Confirmation of Key Milestones arising from the Ministerial Statement – relevant milestones are attached at Annex D
7.	Governance mapping of asset holding organisations – Bristol City Council
8.	Progress on public land/property asset mapping capability - HCA
9.	Next Steps and Resourcing
10.	AOB
11.	Date of Next Meeting

Bristol Property Board Set Up Meeting 5th October 2012

Reg 13(1) (DW), HCA Attendees:

Reg 13(1) (PT), Bristol City Council (BCC)

Reg 13(1) (DC) (BCC) Reg 13(1) (PJo), GPU

Reg 13(1) (PJa), West of England LEP

Reg 13(1) (TP)

(AO) Reg 13(1) Apologies: Reg 13(1)

Reg 13(1) (CM)

	Actions
1. Introductions	
In the absence of Reg 13(1) it was agreed that Reg 13(1) would chair the meeting.	
DW introduced Reg 13(1) to the meeting. Reg 13(1) had recommended he joined the group in order to bring private sector expertise to the table.	
2. Minutes and Actions arising from the last meeting	
The minutes from the meeting on 23/07/12 were approved as an accurate record of that discussion.	
Matters Arising:	
6. Resourcing: Bristol City Council had been unable to recruit to the Property Director post. In the meantime PT and Reg 13(1) would continue to be BCC's lead for the Property Board.	
8. Early Project Opportunities: As Reg 13(1) was unable to attend, his action to investigate Network Rail's mapping system was to be reported to the next meeting.	sĸ
3. Review of the Property Board Project Initiation Document (PID)	
It was noted that there was a more recent version (V3) of the PID than the one circulated with the papers for the meeting, which included the following comments from DW:	
 The need to ensure that the Board was seen as a pragmatic entity capable of solving problems, not just coordinating. 	
 The need to engage with private sector investors and developers. The need to engage with local planning authorities and other statutory consultees (Highways Agency, Natural England etc.) to help to drive 	

development forward.

The PID was a living document which would be amended once the Board and its governance had been established.

In terms of membership, PJa would attend the meetings until the Board was established. Reg 13(1) would then act as the principal representative of the West of England LEP.

Most Government Departments and other public sector organisations had been informed locally through Bristol Partnership meetings that they would be asked to contribute to the mapping exercise. However, it was agreed that it would be beneficial to organise a strategic cross-department conference with all of Bristol's public land owners represented (to include freehold and leasehold properties.)

PJo (with Reg 13(1), Cabinet Office) would draft an attendees list, in order to make sure that appropriate people attended at the right level.

PJo

It was crucial to decide on the desired outputs for the conference: DW and PT agreed to draft an outline and circulate to the meeting.

DW/PT

PT suggested attendance from the Mayor would be critical, as well as a possible key note speech from Reg 13(1)

It was essential that the mapping exercise should be completed beforehand, so that the conference could be used to help to make recommendations to the first Property Board.

It was agreed that due to time constraints this event should take place early in the New Year.

4. Terms of Reference

Attendees were content with the broad objectives set out in the proposed Terms of Reference for the Bristol Property Board. This document was also open to changes and would be agreed and signed off at the first Board meeting with the Mayor.

It was noted that Central Government would need to indicate to participating public landowners where the balance lay between wanting to obtain an early land receipt for assets; or, instead, focussing on utilising assets to deliver wider growth objectives.

Board Members were envisaged as being:

- The Mayor
- Bristol City Council Property Director (once recruited)
- A representation from the GPU
- A representative from the LEP
- A representative from HCA

5. Confirmation of Key Milestones	
This was reviewed and discussed during the PID item.	
PT was the owner of the milestones document. Any actions arising from key meetings could be imported into the document.	
6. Governance Mapping	
This was still in progress and would be discussed at the next meeting.	PT
7. Progress on Public Land/property asset mapping capability	
(NW) joined the meeting by telephone. HCA and BCC had met and discussed their respective systems. All central Governments are mandated to use e-PIMs, but NW	0)
recommended the use of Signet as it an interactive programme. NW presented a map of Bristol using both mapping systems. A spreadsheet could be produce if preferred, with specified search parameters. It was decided to commission a map/data for Central Bristol. PT would consider the type of data the Board would most likely require (vacant properties, lease tenure, NHS properties etc.)	PT/NW
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Bristol & West of England City Deal

Property Board (element of City Deal) Project Initiation Document

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Version:

Date:

Status:

Author:



Document Control

Date	Status	Version	Author	Reviewed by
07/08/12	Draft	0.1	Reg 13(1)	
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1 INTRODUCTION

1.1 Background

- 1.1.1 Towards the end of 2011, the Government wrote to core cities setting out an ambition to work with them to agree new bespoke 'deals' which would empower areas to drive forward economic growth. City Deals have been signed with all the Core Cities Birmingham, Bristol, Nottingham, Leeds, Liverpool, Manchester, Newcastle and Sheffield.
- 1.1.2 It has been recognised that the interventions from a City Deal would be most effective across the wider functional economic area, in our case the West of England.

1.2 Strategic Objectives

- 1.2.1 The City Deal is to be an agreement between Government and the West of England authorities giving increased financial flexibility and freedoms to local authorities in exchange for a focussed programme of investment to enable the region to achieve the full potential economic growth.
- 1.2.2 The ambition for the West of England Local Enterprise Partnership set out in the September 2010 proposal to establish the LEP, is to deliver:
 - 95,000 jobs by 2030
 - 3.4% annual cumulative GVA growth by 2020
 - £1 billion private investment
 - a well motivated workforce with the skills that businesses need
 - long-term sustainable economic recovery
- 1.2.3 The strategy for delivering this vision is based on three simple objectives:
 - Create places where business will thrive
 - Shape the local workforce to provide people businesses need to succeed
 - Attract and retain investment to stimulate and incentivise growth
- 1.2.4 The Property Board element of the City Deal aims to achieve a considerably more integrated approach to how the public sector uses its assets in the city, to support economic growth and deliver better value for money for the public purse. The Property Board seeks to build on previous work undertaken. The Total Place asset mapping exercise sponsored by the South West Regional Improvement Partnership in 2010-11, for example, sought to gain an understanding of the land and property assets owned by partner organisations in the wider Bristol Area and their respective service requirements. Local partners have already worked closely with the GPU and the HCA.

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The South West GPU in particular has undertaken a process of managing the Government estate in the city from 57 properties down to 16. The Property Board proposal will align estate management – including disposals – behind a common set of strategic objectives linked to the West of England's economic growth strategy. The proposal is also in keeping with Bristol City Council's Corporate Priority to 'maximise financial resources and deliver the required budget reductions' and the Sustainable Community Strategy (20:20 Plan) objective to 'make our prosperity sustainable'.

- 1.2.5 Moreover, the Government's Operational Efficiency Programme, which reported in 2009 and led to the establishment of the Government Property Unit, recommended (amongst other things):
 - "Organisations should work collaboratively, managing and sharing property across
 organisational boundaries and achieving economies of scale to the fullest extent
 possible. Where operations are dispersed across the country, "hubs" at regional
 level and local level where different parts of the public sector could share property
 would maximise the efficient use of property and enhance the delivery of joined up
 public services".
 - The CPU should work with the HCA to ensure that public sector organisations collaborate in the early identification and planning of significant land development to ensure that different objectives are addressed.
 - Cross department, cross agency collaboration and sharing of property at national, regional and local levels.

2 BUSINESS CASE

- 2.1.1 There has been an ongoing dialogue between Government Ministers and Bristol City Council, in consultation with the three other West of England authorities and the Local Enterprise Partnership, to develop the asks of the City Deal.
- 2.1.2 Following months of negotiation between government and the West of England, agreement was reached that the West of England deal will be made up of five elements:
 - a) A Growth Incentive Proposition
 - b) Transport Devolution Agreement
 - c) People and Skills Programme
 - d) City Growth Hub
 - e) Bristol Public Property Board (Bristol only deal)



- 2.1.3 The deal looks to support unlocking economic growth within the West of England, and is a proposition built on:
 - a) An underlying economic strength in the West of England, unmatched by any other core city region.
 - b) An ambitious vision for the local economy and a growth strategy to unlock future potential.
 - c) Clear and well-established partnership arrangements providing confident leadership and robust governance.
- 2.1.4 As noted, the objective of the Property Board proposal is to achieve a considerably more integrated approach to how the public sector uses its assets in the city, to support economic growth and deliver better value for money for the public purse. Nationally, the public sector estate is worth around £370 billion and costs £25 billion a year to operate. Cuts to both local and national Government budgets provide a huge incentive for public sector bodies to make best use of assets and allows organisations to explore new ways of working with them. The benefits include reduced costs and reduced carbon emissions, but also increased returns on capital and the opening up of new investment opportunities.
- 2.1.5 It is anticipated that in the longer term the Property Board would seek to explore other areas of estate management where savings can be released through collaboration, such as joint approaches to facilities management. Ultimately, the Property Board may wish to establish a more formal company that can directly handle resources, or various models for 'local asset backed vehicles'. However, it was felt that these decisions would ultimately be for the Property Board to decide and that initially the Board would focus on building trust amongst the partner agencies and identifying strategic priorities for the public sector assets in the city.
- 2.1.6 The Property Board will manage up to £1bn of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector providers. Integrated management of the portfolio will help unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.
- 2.1.7 Among the potential benefits of the Property Board are:
 - A more joined up, strategic approach to property assets across the public estate can improve the value realisation from surplus land/buildings

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- It will enable the release of capital for re-investment in service provision or debt reduction (thereby reducing annual revenue costs).
- Lowering occupied space will enable the public sector to lower its property running costs. It has been noted that public sector organizations can deliver up to £7 billion of savings from lowering the space it occupies and through cooperation in procurement.
- It will enhance public service provision by improved property and co-location of services and improved property utilization by bringing together similar uses into the same property, rather than providing separately.
- Co-locating services in the same building reduces overall running costs but it also means people from different departments talk face-to-face on a daily basis

3 PROJECT DEFINITION

3.1 Project Scope

3.1.1. The property board will ensure a better-integrated management of a portfolio of public assets in Bristol including potentially up to £1 billion of City Council assets (including a commercial estate worth over £200 million), and an estimated 180 land and property assets in the ownership of a range of other public sector partners. Integrated management of the portfolio will help to unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services. The Property Board is not considering the formal transfer of assets from participating organisations. It is about achieving better value for the public sector and for the city of Bristol through closer collaboration.

3.1.2 The Property Board will do this by:

- Taking a detailed look at opportunities within the overall portfolio for local asset rationalisation, co-location planning and pooling of assets.
- Helping to co-ordinate and manage the release of surplus property/assets.
- Provide a central strategic forum for the potential transfer of assets to the community and voluntary sector, where value for money for the taxpayer can be assured.
- Coordinate development and infrastructure implementation.
- Overcome barriers to sustainable development.

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3.2 **Objectives**

- Work with the relevant Government Departments and local agencies to develop an appropriate model for the Property Board.
- Manage £1bn of City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector partners.
- Unlock land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.

3.3 Deliverables

- Portfolio worth up to £1bn of local government assets and 180 assets from other parts of the public estate in Bristol.
- A work plan that will set out the portfolio of land that the Board would manage and the benefits it would yield.
- Delivery against any actions arising from the portfolio mapping and work plan.

3.4 Constraints

3.4.1 The programme may be constrained by:

- Previous asset rationalisation programmes that may have been undertaken by individual partner agencies before the property board is established
- Cooperation of government departments and other public sector bodies with regard to delivery, and agreements being honoured.

3.5 Assumptions

3.5.1 It has been assumed that:

- There is full commitment and engagement from central government departments as well as from the city council and partner agencies in order to attain the stated Property Board objectives, and provide the necessary resource to achieve the deliverables.
- The new Property Service Director once in post will lead the programme from the City Council's perspective. It is assumed that there will also be senior buy-in and representation on the Board from the Government Property Unit (GPU) and the Homes and Communities Agency (HCA) - to represent central government departments, as well as from other public sector bodies who may hold property assets in Bristol.

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3.6 Dependencies

- 3.6.1 The successful delivery of the programme is dependent on:
 - · High level of commitment from all stakeholders on the Property Board
 - Adequate resources provided for work undertaken
 - Continued successful partnership working with other lead stakeholders (Homes and Communities Agency, Government Property Unit) acting as focal point for other central government departments
 - Continued successful partnership working with other public sector agencies with assets in Bristol
 - The Property Board Work Plan is dependent on ultimate approval from Minister for Cities and Minister for Cabinet Office for approval
- 3.6.2 The project has inter-dependencies with:
 - The Corporate Asset Management Plans and other strategic property documents of individual government departments and partner agencies
 - The Bristol Development Framework and other strategic planning documents (in terms of development of identified surplus sites)
 - Local Government Resource Review Council budgets

3.7 Risk and Issues

3.7.1 A copy of the Risk and the Issues Registers are appended (appendix 1 and 2). These registers will be updated by the Programme Manager / Programme Delivery Team throughout the life of the Programme.

3.8 Acceptance Criteria

3.8.1 The programme will be accepted as completed when all defined deliverables have been completed to the defined level of quality (as overseen by the Quality Review Team) and have been formally signed off.

3.9 Tolerances and Exception Criteria

3.9.1 A deviation of 2 weeks on the approved schedule will be allowed. If this tolerance is breached, an exception report will be raised with the Programme Board.

4 PROJECT ORGANISATION

Project Board/Working Group



Role	Name	
Chair	Reg 13(1) (HCA)	
User /customer representative	Reg 13(1) , BCC	
Supplier / technical representative	Reg 13(1) , BCC	
	Reg 13(1) , BCC	
	Reg 13(1) , BCC	
	Reg 13(1) , HCA	
	Reg 13(1) , GPU	
	Reg 13(1) , GPU	
	GIS technical support from	
	BCC/HCA/GPU	
Project Assurance	TBC (Property Service Director)	

Project Team			
Role	Name		
Project Manager	TBC (Property Service Director)		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , GPU		
Team Member	Reg 13(1) , HCA		
Team Member	Reg 13(1) , Network Rail		

5 REPORTING

5.1.1 The programme manager of the overall City Deal will report to the programme board on a monthly basis, the progress against the delivery plans, highlighting any risks and issues arising. The initial Programme Board dates are:

Reporting period	Programme Board meeting date	
1	6 th September 2012	
2	4 th October 2012	
3	7 th November 2012	
4	6 th December 2012	

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- 5.1.2 The programme delivery team will meet monthly to monitor the delivery of milestones, risks and issues that have arisen, and prepare reports for the Programme Board.
- 5.1.3 The programme delivery team will produce consultative documents and communicate updates to stakeholders identified in the communication plan as appropriate, within the agreed timescales.
- 5.1.4 In addition, the Property Board working group/project board meets every two months to develop preliminary work for the establishment of the property board, and monitors the delivery of individual tasks, and identifies risks and issues.

6 CHANGE MANAGEMENT

- 6.1 Reasons, Benefits and Implications for Stakeholders
- 6.1.1 The reasons, benefits and implications for the key stakeholders of undertaking the programme are outlined below. These will form the basis of the communication plan.

Stakeholder	Reasons	Benefits	Implications
LEP Board	Overarching	Achievement of	Negative: Reputation
	strategic	LEP objectives.	impaired for non-delivery.
	responsibility for		Positive: Coherence and
	City Deal		alignment across the
	delivery.		LEP and engagement of
			all WoE stakeholders
Elected Mayor and	Local political	VfM achieved with	Negative: Reputation
Council Members	responsibility for	public funds.	impaired for non-delivery.
	quality of	Political leadership	Positive: delivery and
	services and	and accountability.	achievement of
	management of	Mayor to sign off	objectives. Quality and
	public funds and	work plan for	vfm achieved. Enhanced
	resources.	Property Board	cross-agency working
		with Government	arrangements.
		Ministers.	
Cabinet Office,	Maximising	Delivery achieves	Negative: Reputation
	opportunities for	public sector	impaired for non-delivery.
	co-operation and	efficiency targets	Positive: delivery and
	commitment to	and maximises	achievement of



delivery across	strategic use of	objectives.
	-	objectives.
•	g	
'	Strong	
	commitment from	
	all government	
	departments.	
	Efficient delivery.	
Maximising	Efficient delivery of	Negative: Reputation
opportunities for	shared objectives.	impaired for non-delivery.
co-operation and		Positive: Cohesive
commitment to	Efficient use of	delivery / service
delivery across	resources.	provision with high levels
agencies		of local satisfaction.
		Enhanced opportunities
		taken for pooling/aligning
		resourcing.
•	•	Negative: Reputation
• •	shared objectives.	impaired for non-delivery
•		Positive: Cohesive
		delivery of shared
	resources.	objectives. Enhanced
•		opportunities taken for
property assets		pooling/aligning
Maximiaina	Efficient delivery of	assets/resources
•	•	Negative: Need to be
• •	snared objectives.	cautious re: allowing PS
•	Efficient use of	access to information on
•		the disposal of individual sites.
•	169001069.	Positive: Input of private
		sector expertise and
inpuvinsigni		advice
More 'ioined up	More land made	Negative: Some
•		disruption caused by
		developments.
-	•	Positive: opportunities for
	development.	
•	-	better service deliverv
better VFM for	Better use of	better service delivery and VFM savings
	opportunities for co-operation and commitment to delivery across	departments Strong commitment from all government departments. Efficient delivery. Efficient delivery of shared objectives. Maximising opportunities for co-operation and commitment to delivery across agencies Efficient delivery of shared objectives. Efficient use of resources. Maximising opportunities for co-operation and harnessing expert private sector input/insight More 'joined up approach to public service delivery through More land made available for housing and economic

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6.2 Stakeholder engagement and Communications

6.2.1 A copy of the Stakeholder Engagement and Communications Plan are appended (appendix 3).

7 PROJECT CONTROLS

7.1 Plans

7.1.1 The project will be managed in accordance with PRINCE2 methods using South Gloucestershire's PRIME standards and Cabinet Office designed implementation plans.

7.1.2 Outline Project Plan

	Year 1 2012/13	Year 2 2013/14	Year 3 2014/15
Working group established to undertake preparatory work for Property Board			
Property Board formed – agrees typology of assets and detailed work plan			
Elected Mayor presents work plan to Ministers in early 2013			

	Work planned
Follow o	n implementation work anticipated

7.1.3 Initial Stage Plan

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
Establish working group to develop property board proposal and undertake preliminary work to establish the formal Property Board	BCC/HCA/ GPU	July	G	Already established in July 2012
Terms of reference for Board drafted (including protocol for engagement building).	Dave Clarke, BCC	August	A	Without a clear, shared, terms of reference it will be difficult to ensure that all agencies are aligned with the overall aims of the property

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Action	Owner	Dywhan	RAG	Dependencies or risks.
ACTION	Owner	By when	rating	Follow up action required.
				board – TOR to be shared
				and agreed with the working
				group before sharing wider.
Obtain data from all partners for property	HCA to set	October	R	Much of the work of the
mapping	up a meeting			Property board will be
	between			dependent on having up to
	BCC/HCA			date, accurate GIS based
	and GPU re			data, indicating where
	best system			potential opportunities for
	to use for			inter agency working may be
	mapping data			most viable.
Undertake and complete governance	BCC	September	Α	In order to maximise the
Mapping				effectiveness of the Property
				Board, there is a need to
				identify all the key property
				owning agencies and
				partners in the city, and their
				governance arrangements
				with respect to such assets.
				It will be easier to know who
				to engage with once the
				terms of reference are
				agreed.
Identify immediate opportunities for joint	GPU/BCC	October	Α	In order to solidify the
working				Property Board, a number of
				immediate opportunities for
				joint working (or 'quick wins')
				should be identified.
Initial Meeting of Formal Property Board	Property	Nov-Dec	R	Is dependent on all other
	Board			previous activity, particularly
	working			governance mapping. The
	group			property mapping/early
				opportunities work will
				facilitate the adoption of a
				work plan by the Property
Draw anti- Dagard to a green for a large of	Duanast	Na. Dir	^	Board.
Property Board to agree typology of	Property	Nov-Dec	Α	Dependent on work of
assets to be included for consideration by	Board			working group to agree TOR,
Property Board				governance mapping and
				identify some early
Dramark, Daniel to also a W. Lata Vall	Duanast	Don les	<u> </u>	opportunities for joint working
Property Board to sign off detailed work	Property	Dec-Jan	R	Dependent on previous work
plan to be presented to ministers.	Board	2013		of working group – obtaining
				data for property mapping,

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Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
				governance mapping and identifying immediate opportunities for joint working
Elected Mayor to present detailed work plan to Minister for Cities and Minister for Cabinet Office to agree work plan	Elected Mayor	Jan-Feb 2013	A	Dependent on previous action.
Agree on delivery model/vehicle if required	Property Board	2013	A	Ultimately the Board may wish to explore delivery vehicles, such as establishing a company that can directly handle resources, or various models for 'local asset backed vehicles'. However it will be for the Board to decide whether this is an appropriate route to go down.

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7.1.4 Quality Plan

7.1.5 Quality assurance for the overall City Deal will be the responsibility of the Programme Manager. The Project Assurance team who attend the Programme Board meetings will undertake quality assurance checks. The Project Assurance Team will report the outcome of any checks to the Programme Manager for action as appropriate. Exception reports will be raised with the Programme Board as appropriate. The Property Board working group will also monitor quality, providing exception reports to the Project Manager.

7.2 Benefits Realisation and Benefits Management

7.2.1 The benefits identified within the change management section above will be tracked in the Benefits Management Plan and monitored throughout the life of the programme. Identified benefits will be shared with other interested bodies/other local authorities.

7.3 Resource and Financial/Budget Management

7.3.1 The Programme Manager will be responsible for planning and managing the resources required to deliver the programme.

7.4 Other Controls

- 7.4.1 The programme delivery team will be responsible for maintaining the scope of the City Deal programme and for the version control of all programme documentation. The programme delivery team, via the programme manager to the programme board, will make change requests.
- 7.4.2 Senior Responsible Officers have been identified to be accountable for the delivery of each element of the Programme.
- 7.4.3 For each of the five elements of the programme, a Customer Representative from the Programme Board will provide a challenge and 'critical friend' role in support of the Senior Responsible Officers. The Programme Assurance Team will support the Customer Representatives.



8 APPENDICES

Appendix 1 – Risk log

Appendix 2 – Issues log

Appendix 3 - Stakeholder Analysis and Communication Plan

Appendix 4 – Equality Impact Assessment – to follow

Appendix 5 - Sustainability Impact Assessment - to follow



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Appendix 1 - Risk log

				Probability (Low, Med, High)			
Ref	Risk	Consequence of event happening	Mitigating actions / opportunities	Low- Green Med – Amber High - Red	Further Action required	Timescale	Risk Owner
R1	Lack of engagement from public sector partner agencies in work of property board	Effectiveness of Property Board reduced – optimum use of all public sector assets not realised	Working group established to undertake preliminary work, including identifying key partner agencies and mapping potential 'quick wins' to encourage greater participation and build trust with partner agencies. BCC already working in partnership with GWAS on a project. Acting as ambassadors for property board to be included as part of terms of reference for the board.		Early opportunities for joint working (or quick wins) are being identified for the Property Board to cement working relations and promote the Property Board to other public sector agencies.	Early 2013	Bristol Property Board
R2	Failure/delay in identification of	Delay or failure in Property Board in	As part of preliminary work, the Working group is looking		As noted, early opportunities for joint	Early 2013	Bristol Property Board

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	public estate portfolio	identifying suitable work plan to be presented to Ministers in 2013	to identify key partner agencies with property assets in Bristol and bring together the GIS/mapping professionals from BCC, the HCA and GPU to identify where potential opportunities for inter agency working may be most viable.	working are being identified in order to facilitate an early work plan for the Property Board so work can still progress even if there is some delay in identifying the full public sector estate portfolio.		
R3	Failure/delay in agreement for the coordinated management of public estate portfolio	Effectiveness of Property Board reduced – optimum use of all public sector assets not realised	Terms of reference being drafted for partner agencies to agree among themselves. Support will be offered to Property Board to agree strategic priorities	Early Opportunities/ quick wins being identified to encourage greater participation and build trust with partner agencies.	Early 2013	Bristol Property Board
R4	Failure/delay in delivery of benefits from the coordinated management of public estate portfolio.	Efficiencies not realised for either local public sector agencies or government departments, land/property not released for other purposes	Early Opportunities/ quick wins being identified to strengthen joint working among Property Board members.	GIS/mapping professionals from BCC, the HCA and GPU undertaking preliminary work to identify where potential opportunities for inter agency working may be most viable.	Spring 2013	Bristol Property Board



Appendix 2 – Issues log

Ref	Type (RFC, Off-Spec or General)	Author	Date Identified	Date of Last Update	Description	Owner	Status
R1	General	Reg 13(1)	13/8/12		Low property values/market difficulties in selling land for redevelopment	Bristol Property Board	R
R2	General	Reg 13(1)	13/8/12		Resistance to culture and service change	Bristol Property Board	A
R3	General	Reg 13(1)	13/8/12		Shortage of 'invest to save' funding	Bristol Property Board	R
R4	General	Reg 13(1)	13/8/12	How to share equitably between organisations the rationalisation benefits		Bristol Property Board	A
R5	General	Reg 13(1)	13/8/12		Risk sharing on surplus land	Bristol Property Board	A
R6	General	Reg 13(1)	13/8/12		Issues with data sharing – ie. Incompatible IT systems	Bristol Property Board	R



Appendix 3 – Stakeholder engagement and communications plan

Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
LEP Board	3	Aware	Advocacy	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Reports	As required	Bristol Property Board
Elected Mayor and Council Members	5	Aware	Advocacy	3	Detail of Property Board and its aims – the potential offered by closer collaboration and cross agency working. Efficiency savings.	Briefings to Mayor once in post – Mayor to take a very active role in Property Board. Briefings to Councillors	Monthly Leaders meeting Full Council approval of City Deal in Jan 2013 Progress reports.	City Deal Programme Board & Bristol Property Board.
Cabinet Office	5	Commitment	Advocacy	1	Progress against milestones.	E-mail. City Deal Board Meetings	As required. Mayor to meet Ministers in early 2013	Working Group/ Bristol Property Board

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Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)		Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
Government Departments (represented via HCA and GPU)	5	Commitment	Advocacy	1	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Working Group contact and Property Board itself when established	As required	Working Group/Bristol Property Board
Other public sector agencies	5	Aware	Advocacy	3	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Bristol Partnership Forum, direct approaches from BCC or HCA/GPU	AT BP meetings, whenever possible	Working Group/Bristol Property Board

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Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
Private Sector	2	Unaware	Collaborative/ Commitment	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Property Board could commission input and advice from the 'Construction and Development' Sector Group of the Local Enterprise Partnership	Early Property Board decision to consider nature and format of Private Sector input.	Bristol Property Board
Residents/Customers	1	Unaware	Aware	1/2	Good news stories Achievement of efficiency savings, co-location of services	Press releases	When possible	Bristol Property Board

Unaware - Aware - Collaborative - Commitment - Advocacy

I	WHAT	TASK	WHEN	WHO	WHY	HOW	Responsibility
۱	What will be	What needs to be done	Timing of	Audience or	Purpose of	Method of	
ı	communicated		communication	Stakeholder group	Communication	Communication	

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WHAT What will be communicated	TASK What needs to be done	WHEN Timing of communication	WHO Audience or Stakeholder group	WHY Purpose of Communication	HOW Method of Communication	Responsibility	
Stage 1	Raise awareness of formation of Property Board and its aims	Now until November/ December 2012	Public and Private Sector, Elected Members, Government Departments	To broaden potential membership of Property Board	Through BP meetings, Council Briefings, press releases	Working Group	
Stage 2	Work Plan of Property Board agreed	Early 2013	Public and Private Sector, Elected Members, Govt Departments, Residents	To highlight work plan and the impact it will have in terms of efficiency savings, co-location of services etc	Mayor to meet Minister of Cabinet Office and Minister for Cities in early 2013 to sign off work plan – press releases	Bristol Property Board	
Stage 3	Achievement of milestones, completion of specific projects	2013 onwards	Public and Private Sector, Elected Members, Govt Departments, residents	To highlight ongoing work of Board in realising efficiency savings, VFM etc	Through BP meetings, Council Briefings, press releases	Bristol Property Board	

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Bristol Property Board – Terms of Reference

Role of Property Board

The members of the Property Board will identify resources and work together to explore the benefits that can be gained by considering their respective assets in the locality as a single asset base; set up a governance structure that will underpin this partnership arrangement for the long term and implement the opportunities that arise.

Aims and Objectives

The Property Board (and its individual members) will assume a joint strategic approach to:

- Agree a typology of assets to be included for consideration by the Property Board
- Raise awareness of the Property Board, act as ambassadors for the Board's work and ensure that the identified priorities of the Property Board are reflected in the property related strategies and policies of the organisation they represent on the board
- Build trust and improve working relationships for the benefits of all partners
- Ensure the availability of accurate, reliable and up-to-date data on property and its performance to define service property needs, and to base asset management and capital investment decisions.
- Reduce the overall carbon footprint of the Boards combined portfolio
- Invest capital across the asset base, to optimise its effectiveness
- Empower invest to save projects and recycle capital to enable projects to proceed
- Improve service delivery and customer experience through the co-ordination and co-location of services where appropriate
- Safeguard the investment value of the portfolio
- Simplify the means by which assets can be shared between partners
- Align opportunities to maximise the combined potential of assets
- Monitor and receive progress reports for individual projects
- Act as arbiter in situations where there are competing demands

Membership

The Property board should have at least 4 members. Any four members of the Property Board (including the Chair or Vice Chair) shall comprise a quorum.

The Property Board working group will identify initial membership of the Property Board. Further membership will be appointed to the Board on the recommendation of Board members.

Only members of the Committee have the right to attend committee meetings. However, other individuals such external or technical advisers may be invited to attend for all or any part of a meeting, as and when appropriate/necessary. If a vote on a decision is required, only formal Board Members shall be able to exercise a vote.

If a member is unable to attend a meeting due to absence, illness or any other cause, they should nominate a substitute to attend in their place.

The Appointment of Chair and Vice Chair.

The Property Board shall nominate a Chair and Vice Chair from amongst its membership.

Quorum

The quorum necessary for the transaction of business shall be four, including the Chair or Vice Chair. A duly convened meeting of the committee at which a quorum is present shall be competent to exercise all or any of the powers or take any decision that would be available to the full Property Board.

Authority

The Board is authorised to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any Board member, or the organization represented by the Board member.

The Board is authorised to obtain outside independent professional advice and to secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary.

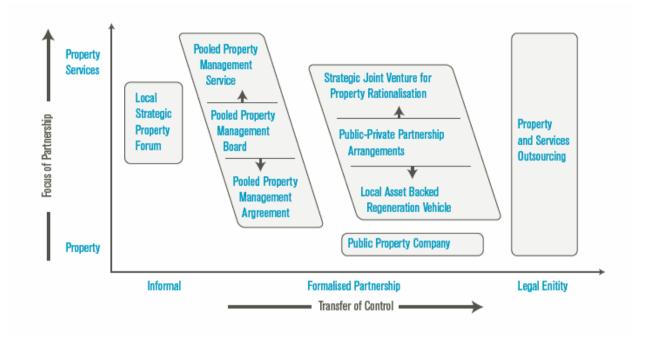
Frequency of Meetings

Meetings should be held at least quarterly and more frequently if required.

Future Governance

If it so chooses, the Board may look to explore alternative property delivery models and agree to set up a governance structure and finance model to drive the strategic management of assets in pursuit of the aims and objectives outlined above.

The extent to which more formal property delivery arrangements are taken forward will be up to the Board to decide. The diagram below indicates a range of progressively more formal arrangements that could be considered by the board.



Annex C

Appendix 1 – Stakeholder engagement and communications plan

Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
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Unaware - Aware - Collaborative - Commitment - Advocacy

Annex C

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Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
Establish working group to develop property board proposal and undertake preliminary work to establish the formal Property Board	BCC/HCA/ GPU	July	G	Already established in July 2012
Terms of reference for Board drafted (including protocol for	Reg 13(1) , BCC	August	А	Without a clear, shared, terms of reference it will be difficult to
Obtain data from all partners for property mapping	HCA to set up a meeting between BCC/HCA and GPU re best system to use for mapping data	October	R	Much of the work of the Property board will be dependent on having up to date, accurate GIS based data, indicating where potential
Undertake and complete governance Mapping	BCC	September	Α	In order to maximise the effectiveness of the Property Board,
Identify immediate opportunities for joint working	GPU/BCC	October	Α	In order to solidify the Property Board, a number of immediate
Initial Meeting of Formal Property Board	Property Board working group	Nov-Dec	R	Is dependent on all other previous activity, particularly governance
Property Board to agree typology of assets to be included for	Property Board	Nov-Dec	A	Dependent on work of working group to agree TOR, governance
Property Board to sign off detailed work plan to be presented to	Property Board	Dec-Jan 2013	R	Dependent on previous work of working group — obtaining data for
Elected Mayor to present detailed work plan to Minister for Cities and	Elected Mayor	Jan-Feb 2013	A	Dependent on previous action.
Agree on delivery model/vehicle if required	Property Board	2013	А	Ultimately the Board may wish to explore delivery vehicles, such as





Bristol & West of England City Deal

Property Board (element of City Deal) Project Initiation Document

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Version:

Date:

Status:

Author:



Document Control

Date	Status	Version	Author	Reviewed by
07/08/12	Draft	0.1	Reg 13(1)	
16/08/12	Draft	0.2	Reg 13(1)	Property Board working group
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29/11/12	Draft	0.4	Reg 13(1)	

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1 INTRODUCTION

1.1 Background

- 1.1.1 Towards the end of 2011, the Government wrote to core cities setting out an ambition to work with them to agree new bespoke 'deals' that would empower areas to drive forward economic growth. City Deals have been signed with all the Core Cities Birmingham, Bristol, Nottingham, Leeds, Liverpool, Manchester, Newcastle and Sheffield.
- 1.1.2 It has been recognised that the interventions from a City Deal would be most effective across the wider functional economic area, in our case the West of England.

1.2 Strategic Objectives

- 1.2.1 The City Deal is to be an agreement between Government and the West of England authorities giving increased financial flexibility and freedoms to local authorities in exchange for a focussed programme of investment to enable the region to achieve the full potential economic growth.
- 1.2.2 The ambition for the West of England Local Enterprise Partnership set out in the September 2010 proposal to establish the LEP, is to deliver:
 - 95,000 jobs by 2030
 - 3.4% annual cumulative GVA growth by 2020
 - £1 billion private investment
 - a well motivated workforce with the skills that businesses need
 - long-term sustainable economic recovery
- 1.2.3 The strategy for delivering this vision is based on three simple objectives:
 - Create places where business will thrive
 - Shape the local workforce to provide people businesses need to succeed
 - Attract and retain investment to stimulate and incentivise growth
- 1.2.4 The Property Board is a Bristol only, rather than a West of England, element of the City Deal. It aims to achieve a considerably more integrated approach to how the public sector uses its assets in the city (NEED TO STATE UPFRONT THAT THE PROPERTY BOARD IS ONLY COVERING BRISTOL CITY—THIS IS CONFIRMED LATER IN THIS PAPER), to support economic growth and deliver better value for money for the public

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purse. The Property Board seeks to build on previous work undertaken. The Total Place asset mapping exercise sponsored by the South West Regional Improvement Partnership in 2010-11, for example, sought to gain an understanding of the land and property assets owned by partner organisations in the wider Bristol Area and their respective service requirements. Local partners have already worked closely with the GPU and the HCA. The South West GPU in particular has undertaken a process of managing the Government estate in the city from 57 properties down to 16. The Property Board proposal will align estate management – including disposals – behind a common set of strategic objectives linked to the West of England's economic growth strategy. The proposal is also in keeping with Bristol City Council's Corporate Priority to 'maximise financial resources and deliver the required budget reductions' and the Sustainable Community Strategy (20:20 Plan) objective to 'make our prosperity sustainable'.

- 1.2.5 Moreover, the Government's Operational Efficiency Programme, which reported in 2009 and led to the establishment of the Government Property Unit, recommended (amongst other things):
 - "Organisations should work collaboratively, managing and sharing property across
 organisational boundaries and achieving economies of scale to the fullest extent
 possible. Where operations are dispersed across the country, "hubs" at regional
 level and local level where different parts of the public sector could share property
 would maximise the efficient use of property and enhance the delivery of joined up
 public services".
 - The GCPU should work with the HCA to ensure that public sector organisations collaborate in the early identification and planning of significant land development to ensure that different objectives are addressed.
 - Cross department, cross agency collaboration and sharing of property at national, regional and local levels.



2 BUSINESS CASE

- 2.1.1 There has been an ongoing dialogue between Government Ministers and Bristol City Council, in consultation with the three other West of England authorities and the Local Enterprise Partnership, to develop the asks of the City Deal.
- 2.1.2 Following months of negotiation between government and the West of England, agreement was reached that the West of England deal will be made up of five elements:
 - a) A Growth Incentive Proposition
 - b) Transport Devolution Agreement
 - c) People and Skills Programme
 - d) City Growth Hub
 - e) Bristol Public Property Board (Bristol only deal)
- 2.1.3 The deal looks to support unlocking economic growth within the West of England, and is a proposition built on:
 - An underlying economic strength in the West of England, unmatched by any other core city region.
 - b) An ambitious vision for the local economy and a growth strategy to unlock future potential.
 - c) Clear and well-established partnership arrangements providing confident leadership and robust governance.
- 2.1.4 As noted, the objective of the Property Board proposal is to achieve a considerably more integrated approach to how the public sector uses its assets in the city, to support economic growth and deliver better value for money for the public purse. Nationally, the public sector estate is worth around £370 billion and costs £25 billion a year to operate. Cuts to both local and national Government budgets provide a huge incentive for public sector bodies to make best use of assets and allows organisations to explore new ways of working with them. The benefits include reduced costs and reduced carbon emissions, but also increased returns on capital and the opening up of new investment opportunities.
- 2.1.5 It is anticipated that in the longer term the Property Board would seek to explore other areas of estate management where savings can be released through collaboration, such as joint approaches to facilities management. Ultimately, the Property Board may wish to establish a more formal company that can directly handle resources, or various models for 'local asset backed vehicles'. However, it was felt that these decisions would ultimately be for the Property Board to decide and that initially the Board would

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focus on building trust amongst the partner agencies and identifying strategic priorities for the public sector assets in the city.

- 2.1.6 The Property Board will manage up to £1bn of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector providers. Integrated management of the portfolio will help unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.
- 2.1.7 Among the potential benefits of the Property Board are:
 - A more joined up, strategic approach to property assets across the public estate can improve the value realisation from surplus land/buildings.
 - It will enable the release of capital for re-investment in service provision or debt reduction (thereby reducing annual revenue costs).
 - Lowering occupied space will enable the public sector to lower its property running costs. It has been noted that public sector organizations can deliver up to £7 billion of savings from lowering the space it occupies and through cooperation in procurement.
 - It will enhance public service provision by improved property and co-location of services and improved property utilization by bringing together similar uses into the same property, rather than providing separately.
 - Co-locating services in the same building reduces overall running costs but it also means people from different departments talk face-to-face on a daily basis

3 PROJECT DEFINITION

3.1 Project Scope

- 3.1.1. The property board will ensure a better-integrated management of a portfolio of public assets in Bristol including potentially up to £1 billion of City Council assets (including a commercial estate worth over £200 million), and an estimated 180 land and property assets in the ownership of a range of other public sector partners. Integrated management of the portfolio will help to unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services. The Property Board is not considering the formal transfer of assets from participating organisations. It is about achieving better value for the public sector and for the city of Bristol through closer collaboration.
- 3.1.2 The Property Board will do this by:

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- Taking a detailed look at opportunities within the overall portfolio for local asset rationalisation, co-location planning and pooling of assets.
- Identify and agree a typology of assets to be included for consideration by the property board. It is envisaged that this typology could broadly be:

Included within Property Board	Not included within Property Board
HQs	Infrastructure
Office buildings	Residential buildings
Car parks	Schools
Commercial estate	
Customer-facing buildings	

- Help co-ordinate and manage the release of surplus property/assets.
- Overcome barriers, including working with the local planning authority to ensure planning certainty with respect to site disposal.
- Potentially provide a central strategic forum to consider the transfer of assets to the community and voluntary sector, where value for money for the taxpayer can be assured.
- Coordinate development and infrastructure implementation.

3.2 Objectives

- Work with the relevant Government Departments and local agencies to develop an appropriate model for the Property Board.
- Manage £1bn of City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector partners.
- Unlock land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.
- Develop productive relationships with a range of prospective investors and developers to enable the swift disposal and development of surplus public land and estate (including 'Panel' arrangements, e.g. HCA Developer Partner Panel.)

3.3 Deliverables

- Portfolio worth up to £1bn of local government assets and 180 assets from other parts of the public estate in Bristol.
- A work plan that will set out the portfolio of land that the Board would manage and the benefits it would yield.



- Identifying impediments to economic and housing development where sites are proposed for disposal, and work to remove such barriers.
- Delivery against any actions arising from the portfolio mapping and work plan.

3.4 Constraints

3.4.1 The programme may be constrained by:

- Previous asset rationalisation programmes that may have been undertaken by individual partner agencies before the property board is established
- Cooperation of government departments and other public sector bodies with regard to delivery, and agreements being honoured.

3.5 Assumptions

3.5.1 It has been assumed that:

- There is full commitment and engagement from central government departments as well as from the city council and partner agencies in order to attain the stated Property Board objectives, and provide the necessary resource to achieve the deliverables.
- The new Property Service Director once in post will lead the programme from the City Council's perspective. It is assumed that there will also be senior buy-in and representation on the Board from the Government Property Unit (GPU) and the Homes and Communities Agency (HCA) - to represent central government departments, as well as from other public sector bodies who may hold property assets in Bristol.

3.6 Dependencies

3.6.1 The successful delivery of the programme is dependent on:

- High level of commitment from all stakeholders on the Property Board
- Adequate resources provided for work undertaken
- Continued successful partnership working with other lead stakeholders (Homes and Communities Agency, Government Property Unit) acting as focal point for other central government departments
- Continued successful partnership working with other public sector agencies with assets in Bristol
- The Property Board Work Plan is dependent on ultimate approval from Minister for Cities and Minister for Cabinet Office for approval

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- Proactive support from the local planning authority to bring planning certainty prior to any disposals, and similar active support from other BCC departments (Highways, Education etc.)
- Positive engagement by other statutory bodies (Highways Agency, Natural England, English Heritage) with an agenda to help drive delivery and sustainable development
- 3.6.2 The project has inter-dependencies with:
 - The Corporate Asset Management Plans and other strategic property documents of individual government departments and partner agencies
 - The Bristol Development Framework and other strategic planning documents (in terms of development of identified surplus sites)
 - Local Government Resource Review Council budgets

3.7 Risk and Issues

3.7.1 A copy of the Risk and the Issues Registers are appended (appendix 1 and 2). These registers will be updated by the Programme Manager / Programme Delivery Team throughout the life of the Programme.

3.8 Acceptance Criteria

3.8.1 The programme will be accepted as completed when all defined deliverables have been completed to the defined level of quality (as overseen by the Quality Review Team) and have been formally signed off.

3.9 Tolerances and Exception Criteria

3.9.1 A deviation of 2 weeks on the approved schedule will be allowed. If this tolerance is breached, an exception report will be raised with the Programme Board.

4 PROJECT ORGANISATION

Working Group				
Role	Name			
Chair	Reg 13(1) (HCA)			
User /customer representative	Reg 13(1) , BCC			
Supplier / technical representative	Reg 13(1) , BCC			
	Reg 13(1) , BCC			

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	Reg 13(1) , BCC Reg 13(1) , HCA Reg 13(1) , GPU	
	Reg 13(1) , GPU GIS technical support from BCC/HCA/GPU	
Project Assurance	TBC (Property Service Director)	

Working Group Team			
Role	Name		
Project Manager	TBC (Property Service Director)		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , BCC		
Team Member	Reg 13(1) , GPU		
Team Member	Reg 13(1) , HCA		
Team Member	Reg 13(1) , Network Rail		

5 REPORTING

5.1.1 The programme manager of the overall City Deal will report to the programme board on a monthly basis, the progress against the delivery plans, highlighting any risks and issues arising. The initial Programme Board dates are:

Reporting period	Programme Board meeting date
1	6 th September 2012
2	4 th October 2012
3	7 th November 2012
4	6 th December 2012

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- 5.1.2 The programme delivery team will meet monthly to monitor the delivery of milestones, risks and issues that have arisen, and prepare reports for the Programme Board.
- 5.1.3 The programme delivery team will produce consultative documents and communicate updates to stakeholders identified in the communication plan as appropriate, within the agreed timescales.
- 5.1.4 A Property Board working group was established in July and meets every two months to develop preliminary work for the establishment of the property board, and monitors the delivery of individual tasks, and identifies risks and issues. The working Group will help identify the initial membership of the Property Board, though once established, the Board itself can appoint members as it so chooses.

6 CHANGE MANAGEMENT

6.1 Reasons, Benefits and Implications for Stakeholders

6.1.1 The reasons, benefits and implications for the key stakeholders of undertaking the programme are outlined below. These will form the basis of the communication plan.

Stakeholder	Reasons	Benefits	Implications
LEP Board	Overarching strategic responsibility for City Deal delivery.	Achievement of LEP objectives.	Negative: Reputation impaired for non-delivery. Positive: Coherence and alignment across the LEP and engagement of all WoE stakeholders
Elected Mayor and Council Members	Local political responsibility for quality of services and management of public funds and resources.	VfM achieved with public funds. Political leadership and accountability. Mayor to sign off work plan for Property Board with Government Ministers.	Negative: Reputation impaired for non-delivery. Positive: delivery and achievement of objectives. Quality and vfm achieved. Enhanced cross-agency working arrangements.

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Cabinet Office,	Maximising opportunities for co-operation and commitment to delivery across government departments	Delivery achieves public sector efficiency targets and maximises strategic use of existing resources. Strong commitment from all government departments. Efficient delivery.	Negative: Reputation impaired for non-delivery. Positive: delivery and achievement of objectives.
Govt departments and agencies: (represented on Property Board by HCA and GPU)	Maximising opportunities for co-operation and commitment to delivery across agencies	Efficient delivery of shared objectives. Efficient use of resources.	Negative: Reputation impaired for non-delivery. Positive: Cohesive delivery / service provision with high levels of local satisfaction. Enhanced opportunities taken for pooling/aligning resourcing.
Other public sector organisations	Maximising opportunities for co-operation and commitment to cross-agency working with property assets	Efficient delivery of shared objectives. Efficient use of resources.	Negative: Reputation impaired for non-delivery Positive: Cohesive delivery of shared objectives. Enhanced opportunities taken for pooling/aligning assets/resources
Private Sector organisations	Maximising opportunities for co-operation and harnessing expert private sector input/insight	Efficient delivery of shared objectives. Efficient use of resources.	Negative: Need to be cautious re: allowing PS access to information on the disposal of individual sites. Positive: Input of private sector expertise and advice
Residents/Customers	More 'joined up approach to public service delivery through	More land made available for housing and economic	Negative: Some disruption caused by developments. Positive: opportunities for

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co-location,	development.	better service delivery
better VFM for	Better use of	and VFM savings
residents	existing assets	

6.2 Stakeholder engagement and Communications

6.2.1 A copy of the Stakeholder Engagement and Communications Plan are appended (appendix 3).

7 PROJECT CONTROLS

7.1 Plans

7.1.1 The project will be managed in accordance with PRINCE2 methods using South Gloucestershire's PRIME standards and Cabinet Office designed implementation plans.

7.1.2 Outline Project Plan

	Year 1	Year 2	Year 3
	2012/13	2013/14	2014/15
Working group established to			
undertake preparatory work for			
Property Board			
Property Board formed – agrees			
typology of assets and detailed work			
plan			
Elected Mayor presents work plan to			
Ministers in early 2013			

Work planned
Follow on implementation work anticipated

7.1.3 Initial Stage Plan

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
Establish working group to develop property board proposal and undertake preliminary work to establish the formal	BCC/HCA/ GPU	July	G	Already established in July 2012
Property Board				

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Project Initiation Document for West of England City Deal

Action	Owner	By when	RAG	Dependencies or risks.
			rating	Follow up action required.
Terms of reference for Board drafted (including protocol for engagement building).	Reg 13(1) BCC	August	A	Without a clear, shared, terms of reference it will be difficult to ensure that all agencies are aligned with the overall aims of the property board – TOR to be shared and agreed with the working group before sharing wider.
Obtain data from all partners for property mapping	HCA to set up a meeting between BCC/HCA and GPU re best system to use for mapping data	End of December	A	Much of the work of the Property board will be dependent on having up to date, accurate GIS based data, indicating where potential opportunities for inter agency working may be most viable.
Undertake and complete governance Mapping	BCC	December	A	In order to maximise the effectiveness of the Property Board, there is a need to identify all the key property owning agencies and partners in the city, and their governance arrangements with respect to such assets. It will be easier to know who to engage with once the terms of reference are agreed.
Identify immediate opportunities for joint working (will be identified at an event due to take place in January which will bring together major public sector property asset holders	GPU/BCC	January 2013	A	In order to solidify the Property Board, a number of immediate opportunities for joint working (or 'quick wins') should be identified.
Initial Meeting of Formal Property Board (due to take place directly after the January stakeholder event)	Property Board working group	January 2013	R	Is dependent on all other previous activity, particularly governance mapping. The property mapping/early opportunities work will facilitate the adoption of a work plan by the Property Board.
Property Board to agree typology of assets to be included for consideration by	Property Board	January 2013	A	Dependent on work of working group to agree TOR,

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Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
Property Board				governance mapping and identify some early opportunities for joint working
Property Board to sign off detailed work plan to be presented to ministers.	Property Board	Early 2013	R	Dependent on previous work of working group – obtaining data for property mapping, governance mapping and identifying immediate opportunities for joint working
Elected Mayor to present detailed work plan to Minister for Cities and Minister for Cabinet Office to agree work plan	Elected Mayor	Feb 2013	A	Dependent on previous action.
Agree on delivery model/vehicle if required	Property Board	2013	A	Ultimately the Board may wish to explore delivery vehicles, such as establishing a company that can directly handle resources, or various models for 'local asset backed vehicles'. However it will be for the Board to decide whether this is an appropriate route to go down.

7.1.4 Quality Plan

7.1.5 Quality assurance for the overall City Deal will be the responsibility of the Programme Manager. The Project Assurance team who attend the Programme Board meetings will undertake quality assurance checks. The Project Assurance Team will report the outcome of any checks to the Programme Manager for action as appropriate. Exception reports will be raised with the Programme Board as appropriate. The Property Board working group will also monitor quality, providing exception reports to the Project Manager.

7.2 Benefits Realisation and Benefits Management

7.2.1 The benefits identified within the change management section above will be tracked in the Benefits Management Plan and monitored throughout the life of

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Project Initiation Document for West of England City Deal

the programme. Identified benefits will be shared with other interested bodies/other local authorities.

7.3 Resource and Financial/Budget Management

7.3.1 The Programme Manager will be responsible for planning and managing the resources required to deliver the programme.

7.4 Other Controls

- 7.4.1 The programme delivery team will be responsible for maintaining the scope of the City Deal programme and for the version control of all programme documentation. The programme delivery team, via the programme manager to the programme board, will make change requests.
- 7.4.2 Senior Responsible Officers have been identified to be accountable for the delivery of each element of the Programme.
- 7.4.3 For each of the five elements of the programme, a Customer Representative from the Programme Board will provide a challenge and 'critical friend' role in support of the Senior Responsible Officers. The Programme Assurance Team will support the Customer Representatives.



8 APPENDICES

Appendix 1 – Risk log

Appendix 2 – Issues log

Appendix 3 - Stakeholder Analysis and Communication Plan

Appendix 4 - Equality Impact Assessment - to follow

Appendix 5 – Sustainability Impact Assessment – to follow

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Appendix 1 – Risk log

				Probability (Low, Med, High)			
Ref	Risk	Consequence of event happening	Mitigating actions / opportunities	Low- Green Med – Amber High - Red	Further Action required	Timescale	Risk Owner
R1	Lack of engagement from public sector partner agencies in work of property board	Effectiveness of Property Board reduced – optimum use of all public sector assets not realised	Working group established to undertake preliminary work, including identifying key partner agencies and mapping potential 'quick wins' to encourage greater participation and build trust with partner agencies. BCC already working in partnership with GWAS on a project. Acting as ambassadors for property board to be included as part of terms of reference for the board.		Early opportunities for joint working (or quick wins) are being identified for the Property Board to cement working relations and promote the Property Board to other public sector agencies.	Early 2013	Bristol Property Board

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R2	Failure/delay in	Delay or failure in	As part of preliminary work,	As noted, early	Early 2013	Bristol Property
	identification of	Property Board in	the Working group is looking	opportunities for joint		Board
	public estate	identifying suitable	to identify key partner	working are being		
	portfolio	work plan to be	agencies with property assets	identified in order to		
		presented to	in Bristol and bring together	facilitate an early work		
		Ministers in 2013	the GIS/mapping	plan for the Property		
			professionals from BCC, the	Board so work can still		
			HCA and GPU to identify	progress even if there is		
			where potential opportunities	some delay in identifying		
			for inter agency working may	the full public sector		
			be most viable.	estate portfolio.		
R3	Failure/delay in	Effectiveness of	Terms of reference being	Early Opportunities/	Early 2013	Bristol Property
	agreement for the	Property Board	drafted for partner agencies	quick wins being		Board
	coordinated	reduced -	to agree among themselves.	identified to encourage		
	management of	optimum use of all	Support will be offered to	greater participation and		
	public estate	public sector	Property Board to agree	build trust with partner		
	portfolio	assets not realised	strategic priorities	agencies.		
R4	Failure/delay in	Efficiencies not	Early Opportunities/	GIS/mapping	Spring	Bristol Property
	delivery of benefits	realised for either	quick wins being identified to	professionals from BCC,	2013	Board
	from the	local public sector	strengthen joint working	the HCA and GPU		
	coordinated	agencies or	among Property Board	undertaking preliminary		
	management of	government	members.	work to identify where		
	public estate	departments,		potential opportunities for		
	portfolio.	land/property not		inter agency working may		
		released for other		be most viable.		
		purposes				

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R5	Failure to have	Property Board will	Reg 13(1) appointed as	Issue resolved October		Property Board
	adequate Private	need input and	Private Sector/LEP	2012		
	Sector	advice from	representative for Property			
	representation on	Private Sector	Board			
	Property Board	expertise				
R6	Failure to appoint	Property Board	Interim appointment made in	Issue resolved November	November	BCC
	Service Director for	implementation	November – Reg 13(1)	2012	2012	
	Property	may be delayed				
		without such a				
		resource				
R7	Lack of engagement	Will have	Mayor briefed on property	Ongoing updates for	November	Property Board
	from newly elected	significant impact	board proposal soon after	mayor being progressed	2012	
	mayor	on Progress of	election, and is keen to	 letter to public sector 		
		Property Board	progress. Has met with	agencies from mayor re		
			Reg 13(1) to discuss	property board has been		
				prepared for circulation		

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Appendix 2 – Issues log

Ref	Type (RFC, Off-Spec or General)	Author	Date Identified	Date of Last Update	Last		Status
R1	General	Reg 13(1)	13/8/12		Low property values/market difficulties in selling land for redevelopment	Bristol Property Board	R
R2	General	Reg 13(1)	13/8/12		Resistance to culture and service change	Bristol Property Board	А
R3	General	Reg 13(1)	13/8/12		Shortage of 'invest to save' funding	Bristol Property Board	R
R4	General	Reg 13(1)	13/8/12		How to share equitably between organisations the rationalisation benefits	Bristol Property Board	A
R5	General	Reg 13(1)	13/8/12		Risk sharing on surplus land	Bristol Property Board	А
R6	General	Reg 13(1)	13/8/12		Issues with data sharing – ie. Incompatible IT systems	Bristol Property Board	R
R7	General	Reg 13(1)	20/10/12		Lack of boundary data included in some mapping data	Bristol Property Board	А

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Appendix 3 – Stakeholder engagement and communications plan

Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
LEP Board	3	Aware	Advocacy	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Reports	As required	Bristol Property Board
Elected Mayor and Council Members	5	Aware	Advocacy	3	Detail of Property Board and its aims – the potential offered by closer collaboration and cross agency working. Efficiency savings.	Briefings to Mayor once in post – Mayor to take a very active role in Property Board. Briefings to Councillors	Monthly Leaders meeting Full Council approval of City Deal in Jan 2013 Progress reports.	City Deal Programme Board & Bristol Property Board.

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Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	EFFORT TO CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
Cabinet Office	5	Commitment	Advocacy	1	Progress against milestones.	E-mail. City Deal Board Meetings	As required. Mayor to meet Ministers in early 2013	Working Group/ Bristol Property Board
Government Departments (represented via HCA and GPU)	5	Commitment	Advocacy	1	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Working Group contact and Property Board itself when established	As required	Working Group/Bristol Property Board
Other public sector agencies	5	Aware	Advocacy	3	Progress against milestones. Identification of surplus sites, development opportunities through work of Property Board	Through Bristol Partnership Forum, direct approaches from BCC or HCA/GPU	AT BP meetings, whenever possible	Working Group/Bristol Property Board

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Stakeholders	CRITICAL TO SUCCESS HIGH (5) - LOW (0)	Where are they now?	Where do we need them?	CHANGE HIGH (5) - LOW (0)	Communication / engagement needed	Method of Communication	Timing of Communication	Responsibility
Private Sector	2	Unaware	Collaborative/ Commitment	2	Key milestone achievement Identification of surplus sites, development opportunities through work of Property Board	Property Board could commission input and advice from the 'Construction and Development' Sector Group of the Local Enterprise Partnership	Early Property Board decision to consider nature and format of Private Sector input.	Bristol Property Board
Residents/Customers	1	Unaware	Aware	1/2	Good news stories Achievement of efficiency savings, co-location of services	Press releases	When possible	Bristol Property Board

Unaware – Aware – Collaborative – Commitment - Advocacy

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WHAT	TASK	WHEN	WHO	WHY	HOW	Responsibility
What will be	What needs to be done	Timing of	Audience or	Purpose of	Method of	
communicated		communication	Stakeholder group	Communication	Communication	
Stage 1	Raise awareness of formation	Now until	Public and Private	To broaden	Through BP	Working Group
	of Property Board and its aims	November/	Sector, Elected	potential	meetings, Council	
		December 2012	Members,	membership of	Briefings, press	
			Government	Property Board	releases	
			Departments			
Stage 2	Work Plan of Property Board	Early 2013	Public and Private	To highlight work	Mayor to meet	Bristol Property
	agreed		Sector, Elected	plan and the impact	Minister of	Board
			Members, Govt	it will have in terms	Cabinet Office	
			Departments,	of efficiency	and Minister for	
			Residents	savings, co-location	Cities in early	
				of services etc	2013 to sign off	
					work plan – press	
					releases	
Stage 3	Achievement of milestones,	2013 onwards	Public and Private	To highlight	Through BP	Bristol Property
	completion of specific projects		Sector, Elected	ongoing work of	meetings, Council	Board
			Members, Govt	Board in realising	Briefings, press	
			Departments,	efficiency savings,	releases	
			residents	VFM etc		

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Bristol Property Board

Third Set-Up Meeting

Homes & Communities Agency, 2 Rivergate, Bristol, BS1 6EH 30th November 2012, 10.00am

AGENDA

1.	Apologies
2.	Actions and minutes arising from the last meeting of 5 th October 2012
3.	Public Landowners Conference
4.	Land Mapping Update (including Network Rail Update)
5.	Launch of the Property Board
6.	Resourcing
7.	Actions Going Forward and Programme
8.	AOB
9.	Date of Next Meeting

Bristol Property Board - Briefing Paper 12 March 2013

The Property Board was proposed as one of five elements of the City Deal for the West of England. Unlike the remainder of the City Deal, Property Board is for the Bristol City Council area only. The broad remit for the Property Board is set out in the Project Initiation Document (PID). This was supported by Property Board Terms of Reference. There were a number of meetings of a working group formed to develop the objectives and programme for the Property Board. These meetings informed the drafting of the PID and Terms of Reference. It was, however, clear that the Property Board would review the thinking to date and define objectives, its constitution and membership for confirmation by stakeholders.

Objectives

Objectives stated for the Property Board in the PID can be summarised as:

- Achieve a considerably more integrated approach to management of property assets across the
 public estate to improve release of property for regeneration and value realisation from surplus
 land/buildings.
- 2. Reduce total occupied space to enable the public sector to lower its property running costs. Target cost reduction and carbon reduction.
- 3. Improved customer access quality, organisational communication and working dynamics by bringing together uses in the same property.

Focus areas

From this, areas for the focus of activity are identified as:

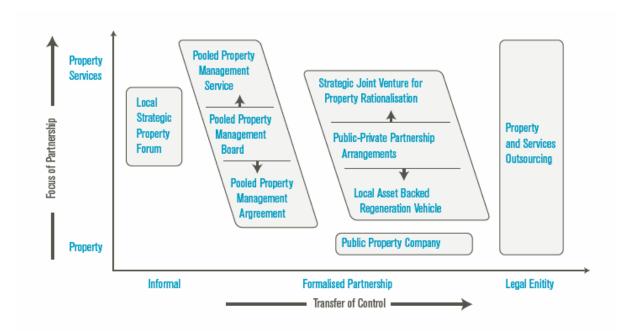
- a. Strategic priorities
- b. Surplus properties
- c. Development opportunities
- d. Asset Management
- e. Mapping and typology

Constitution

The Board's primary aim is to achieve a level of strategic thinking about assets across the city so that public sector property owners in Bristol can manage their property assets in a 'joined-up' way. It is not intended that organisations would be expected to surrender 'sovereignty' of their existing assets to the Property Board. The City Deal does acknowledge that, over time, the Property Board may wish to explore a more integrated approach to public sector property – i.e. by looking at other, more formal means by which public sector bodies deliver from property assets. It is proposed that the Property Board will be established as a local strategic property forum. Formal decision making on specific property assets and transactions affecting them will remain with the party who owns the interest in question. Whilst central government departments and Bristol City council are already

committed to the Property Board initiative, it is believed that other public sector parties will be unwilling to participate with the Property Board if there was the intention for the property board to have either delegated powers, or to become the effective owner of their properties.

Thinking on possible future evolutions from local strategic property forum are illustrated in the diagram below taken from *Leaner and Greener II* report of Westminster Sustainable Business Forum.



Resources

At this stage, it is not expected that the Property Board would have any resources – either directly employed staffing, premises or funding. Expenditure or other resources would need to be provided by participant bodies – in proportion to their property holdings. At the level of individual opportunities or projects, this is a reasonable approach as parties should have no difficulty meeting resource needs to the level they would have done in the absence of a property board, and a "win/win" approach to outcomes will protect their outcome expectations.

There will be a potential issue if there are generic needs to be met for the mobilisation and delivery of the Property Board.

There has been an opportunity to submit a proposal to the Local Government Association to be selected to participate in their "Rationalising the Public Estate Pilot Programme". In our application we have sought additional resources to assist in meeting our target outcomes. These are shown below. We expect to hear the outcome of our proposal shortly. Stephen Jacobs, Programme Manager - Productivity, Local Government Association, will be attending the Property Board meeting to outline the programme for us.

Outcome	Resource indication
Asset mapping development for other partner organisations (polygons or baseline)	£20,000
Theme or location workshop events (3)	£15,000
Dedicated temporary organisation development resource	£40,000
Total	£75,000

Board Membership

Initial membership of the property board has been limited to six places:

George Ferguson – Bristol Mayor (chair)

Reg 13(1) – LEP representative

Reg 13(1) – LEP representative

Reg 13(1) – Homes and Communities Agency

Reg 13(1) – Government Property Unit

Reg 13(1) – Bristol City Council

Future membership of the Board will be on the agenda for the first meeting.

Initial objectives

The PID included initial stage objectives. The table containing these is attached. There has been material slippage from the target delivery dates. This is for several reasons – delay in appointing to the post of Service Director - Strategic Property (BCC), the time taken by this new post holder acquiring background knowledge for the post, and unrealistic expectations on timing for an initial stakeholder event.

There has been better than expected with progress with identification of immediate opportunities for joint working, and initial progress with these. A table outlining these immediate opportunities will be circulated in advance of the board meeting. There is likely to be limited opportunity to review this table at the first meeting but this would be addressed in subsequent meetings.

A further important action is for the Mayor to present a detailed work plan to the Minister for Cities and Minister for the Cabinet Office for their agreement. This will be discussed at the board meeting with the objective of achieving this action at the earliest opportunity.

Initial Stage Objectives

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.
Establish working group to develop property board proposal and undertake preliminary work to establish the formal Property Board	BCC/HCA/ GPU	July	G	Already established in July 2012
Terms of reference for Board drafted (including protocol for engagement building).	Reg 13(1), BCC	August	A	Without a clear, shared, terms of reference it will be difficult to ensure that all agencies are aligned with the overall aims of the property board – TOR to be shared and agreed with the working group before sharing wider.
Obtain data from all partners for property mapping	HCA to set up a meeting between BCC/HCA and GPU re best system to use for mapping data	End of December	A	Much of the work of the Property board will be dependent on having up to date, accurate GIS based data, indicating where potential opportunities for inter agency working may be most viable.
Undertake and complete governance Mapping	BCC	December	A	In order to maximise the effectiveness of the Property Board, there is a need to identify all the key property owning agencies and partners in the city, and their governance arrangements with respect to such assets. It will be easier to know who to engage with once the terms of reference are agreed.
Identify immediate opportunities for joint working (will be identified at an event due to take place in January which will bring together major public sector property asset holders	GPU/BCC	January 2013	A	In order to solidify the Property Board, a number of immediate opportunities for joint working (or 'quick wins') should be identified.

Initial Meeting of Formal Property Board (due to take place directly after the January stakeholder event)	Property Board working group	January 2013	R	Is dependent on all other previous activity, particularly governance mapping. The property mapping/early opportunities work will facilitate the adoption of a work plan by the Property Board.
Property Board to agree typology of assets to be included for consideration by Property Board	Property Board	January 2013	A	Dependent on work of working group to agree TOR, governance mapping and identify some early opportunities for joint working
Property Board to sign off detailed work plan to be presented to ministers.	Property Board	Early 2013	R	Dependent on previous work of working group – obtaining data for property mapping, governance mapping and identifying immediate opportunities for joint working
Elected Mayor to present detailed work plan to Minister for Cities and Minister for Cabinet Office to agree work plan	Elected Mayor	Feb 2013	A	Dependent on previous action.
Agree on delivery model/vehicle if required	Property Board	2013	A	Ultimately the Board may wish to explore delivery vehicles, such as establishing a company that can directly handle resources, or various models for 'local asset backed vehicles'. However it will be for the Board to decide whether this is an appropriate route to go down.

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Public Sector Land Programme Site Pro-forma

Site title: Ashton Gate Former Engineers Depot and Sidings					
Location: Ashton Gate, Bristol Local Authority: Bristol City Council					
Size (ha): 3.4	Plans attached: Yes, site plans and overlay aerials				

Description of the site:

Former rail yard with restricted access off Clanage Road. Site currently used in part by stonemasons. Larger of the two parcels of land is adjacent to recently completed residential development (Taylor Wimpey) on one side and key strategic pedestrian/cycleway on the other. Small strip between railway line (freight and in use) and allotments is scrubbed-up with no public access. Number of structures/platforms on site. Site has very good views of the surrounding countryside and the Clifton Suspension Bridge.

Strategic fit (including any HCA related activity):

Site has good potential for increasing local housing supply and could be the first piece of public land to be passed to the newly formed Bristol Property Board (linked to Bristol City Deal).

Local planning context (extant consent and/or site allocation):

The site is shown as 'White land' in the Site Allocations and as such has no allocated use or policies related to it. This does not preclude development. Apparently earlier proposals allocated the site for housing.

No existing planning consent.

A plan has been supplied by the LA which shows that a strip of land running along the whole of the southern part of the site will be needed to facilitate a guided bus route (BRT). The results of the public inquiry into BRT are still awaited. However the route of BRT in this part of Bristol is currently being considered by the Mayor and could be subject to change as a result.

Site constraints:

Highly constrained vehicular access. Technical reports commissioned by BRBR indicate that it should be possible to obtain access via the existing one-way access into the site serving the Taylor Wimpey development. The form of the TW scheme apparently reflects the fact that they were encouraged to include breaks within the rear blocks to potentially allow future access to the BRBR site. Other access points e.g from the Jessop underpass, are considered to be very difficult and unlikely to be supported by the LA.

An alternative access option could be the widening of the narrow lane off Clanage Road and

significant works to a railway bridge (it cannot be signalised due to pedestrian/cycleway requirements). The feasibility of this option is considered unlikely, particularly given the safety/suitability of the access point onto Clanage Road, although the land either side of the lane would seem to be in LA control. The existing access could however potentially serve a development of up to 5 houses. Another option could be the completely move the access lane/road across existing allotment land (owned by LA) to move the junction closer to Brunel Way but this would be expensive and issues of the bridge crossing still remain.

BRBR appointed a local planning consultant to investigate access opportunities in commenting on the BCC Site Allocations. From discussions with a transport consultant who is familiar with the site and informed this work, there are a number of complexities. The form of BRT at this section is understood to be a guided bus way, which includes concrete 'guiderails'. This means the buses can run more quickly through this section of the line, and the LA BRT team are apparently resistant to breaking this section with an access as it would reduce speeds/effectiveness. However, BRBR have resolved this legally and have a form of agreement documented to allow the line to be crossed.

HCA technical advisors have indicated that there could be a potential hybrid access solution which would involve access into the site via the Jessop underpass and then egress via the same point as the current exit from the Taylor Wimpey site. It is unclear what other land interests might be needed to deliver this (if acceptable to the highway authority) and costs involved e.g in crossing BRT. No discussions on this have been held with the LA.

Ground Conditions and archaeological constraints unknown.

Very little development potential for strip of land alongside the railway. It had been thought that this could be valuable in providing POS or extended allotment potential as part of a planning/S106 deal, but apparently it is on a 50 yr lease to 'Ashton Playing Fields'. This is being investigated further.

Other key delivery risks:

Planning, BRT route, viability and ransom of access. It is also currently unclear how easy it will be to deliver Vacant Possession of the site and any rights which apply across the site.

Site capacity (specify uses and outputs):

The planning submissions made by BRBR identified 2 residential options, taking into account the land required for BRT:

- 184 flats and 59 houses; and
- 184 flats and 200 student bedspaces

It should be noted that HCA technical advisors have indicated a much lower capacity figure of c.80 units at 55 dph within their stated net developable area of 1.44 ha.

Site value:

Unknown. Central colleagues have commissioned a valuation.

Recommended next steps including procurement route:

Further investigation into planning, environmental, and highway risks and opportunities required. Consider options taking into account TW issues. It may be necessary to obtain

planning consent to create market certainty.

Additional HCA funding required:

Not known. It may be necessary to pay for an outline planning application.

AGENDA

Meeting	Date	Time	Location
Property Board	3rd May 2013	1pm - 3pm	City Hall

- 1. Apologies for absence
- 2. Approval of minutes of last meeting
- 3. Matters Arising
- 4. Progress Update (Robert Orrett)
- 5. Terms of Reference and Work Programme
- 6. Quick Win Projects
 Ashton Gate
 Central Ambulance Station Site
 Hengrove Park
- 7. Other Opportunities and Sites Review
- 8. Any Other Business
- 9. Date of next meeting

```
Distribution :-
Board Members - George Ferguson - Bristol Mayor (Chair)
                    Reg 13(1)
                                  - Business Representative
                    Reg 13(1)
                               - Business representative
                    Reg 13(1)
                                      - HCA
                    Reg 13(1)
                               - GPU
                    Reg 13(1)
                                  -BCC
                    Reg 13(1)
Cc
                                -BCC
                    Reg 13(1)
                                -BCC
                    Reg 13(1)
                                   -BCC
                    Reg 13(1)
                                    -BCC
                    Reg 13(1)
                                   - LGA
```

AGENDA

Meeting	Date	Time	Location
Property Board	27th June 2013	2.30 - 4pm	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
 - c) Progress update report attached
- 3. Quick Win Projects
 Ashton Gate
 Central Ambulance Station Site
 Hengrove Park
- 4. Creative Thinking Session
 Suggested Topic:-The delivery approach to land for housing
 development
 (See attached draft document prepared September 2012 for discussion)
- 5. Lawrence Weston College Site
- 6. Land at Shirehampton
- 7. Any other Business
- 8. Date of next meeting

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Distribution Board Members -
                                George Ferguson – Bristol Mayor (Chair)
                               Reg 13(1)
                                             - Business Representative
                               Reg 13(1)
                                           - Business representative
                               Reg 13(1)
                                                - HCA
                               Reg 13(1)
                                          - GPU
                               Reg 13(1)
                                            - BCC
                               Reg 13(1)
          Cc
                                           - BCC
                               Reg 13(1)
                                           - BCC
                               Reg 13(1)
                                               - BCC
                               Reg 13(1)
                                              - BCC
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Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Agree Terms of Reference for the Board	Board	31/5/2013			
Universe of potential member organisations Identify all public sector bodies who hold assets in the City	BCC	30/6/2013			
Contacts Initiation					
Arrange contact meetings with each public sector partner identified above and agree participation and engagement.	всс	30/6/2013			
Set up Stakeholder Workshop(s). Introductory Workshop to cover :- Set up of Board / mapping of data /what stakeholders would like to see the Board assist with / aspirations/ barriers/ opportunities Series of workshops to look at themes / geographical areas to identify opportunities for greater collaboration.	BCC	30/9/2013	Life in the second		To understand stakeholder needs and identify opportunities for co-location or joint working that will result in a reduction in property running costs and possible capital receipts

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Member Needs Review Develop understanding of each partner's property requirements and identify gaps / opportunities	BCC / GPU/ HCA	31/12/2013			
Property data gathering and assessment Identify all public sector assets in one data set building on the Total Place asset mapping project and work undertaken on mapping government assets.	BCC	30/6/2013		Much of the work of the Board will be dependent on having up to date, accurate GIS based data, indicating where potential opportunities for inter agency working may	
Using data provided identify where there are common uses of assets	BCC	30/9/2013		be most viable. Much of this data now exists and will be improved on as more	
Undertake spatial assessment of assets in defined geographical areas	BCC	31/12/2013		stakeholder partners are identified and their data included. Aim is to reduce total occupied space to target cost and carbon reductions.	
Identify list of surplus sites to be released for development and to raise capital receipts.	всс	30/6/2013			To ensure that resources are aimed at releasing sites

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
					capable of delivering housing or employment as quickly as possible.
First round projects					
Ashton Gate Sidings	HCA/ BCC	31/3/2014			Site assembly and sale
Ambulance Station	BCC	31/3/2015		BCC / Ambulance Service	Joint disposal
Hengrove Park	BCC	31/3/2015			Bring forward development
Central Office Strategy	BCC / GPU	01/3/2014			Investigate synergies
Marksbury Road	BCC / HCA	01/3/2014			Site disposal / development
School Organisation Plan	BCC	31/12/2013			Identify opportunities
Burghill Road	BCC / GPU	01/3/2014			Agree future use of site
Customer access facilities	BCC / GPU	01/3/2014			Investigate synergies
A Bond / B Bond, Cumberland Basin	BCC	01/7/2014			Consider future options
Sustainability	BCC / GPU	01/3/2014			Investigate synergies
Decourcy, Kenham, Wilder House	BCC	30/9/2013			Investigate potential for site assembly
Strategic Planning					
Identify strategic requirements and overlaps	All	31/12/2013			1-7
Agree a common approach for Board involvement	All	31/12/2013			

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
in the release of assets to ensure "joined up" outcomes			1		
Explore common opportunities for co-location shared services and joint working	All	31/12/2013			
Service provider approved panel					
Explore use of a panel of approved developers to speed up development processes.	All	31/12/2013			
Service delivery alignment					
Specific projects to develop shared facilities e.g. customer service contact points	All	31/12/2014			

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Agree Terms of Reference for the Board	Board	31/5/2013	G	Completed	Draft presented to Board 3 rd May – minor changes requested. Final version circulated to Board Members 10/5/13.
Universe of potential member organisations Identify all public sector bodies who hold assets in the City	BCC	30/6/2013	G	The main property holding public sector organisations have been identified. There will be other quasi public sector ownership eg utility companies, churches etc however they can be approached on an as and when basis.	List of contacts agreed as :- GPU – all Gov depts. HCA Ambulance Service Fire Service Police UWE / Bristol University Network Rail NHS property Company
Contacts Initiation Arrange contact meetings with each public sector partner identified above and agree participation and engagement.	BCC	30/6/2013	G		Meetings have taken place with Ambulance Service, Fire Service, GPU and NHS. Meeting with Police arranged 30/7/13.

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Set up Stakeholder Workshop(s). Introductory Workshop to cover :- Set up of Board / mapping of data /what stakeholders would like to see the Board assist with / aspirations/ barriers/ opportunities Series of workshops to look at themes / geographical areas to identify opportunities for greater collaboration.	BCC	30/9/2013		To understand stakeholder needs and identify opportunities for co-location or joint working that will result in a reduction in property running costs and possible capital receipts Draft proposal with City Director office for comment. Introductory letter sent to heads of organisations involved by City Director.	To be arranged for early September.
Member Needs Review					
Develop understanding of each partner's property requirements and identify gaps / opportunities	BCC / GPU/ HCA	31/12/2013			To develop following stakeholder workshops.
Property data gathering and assessment Identify all public sector assets in one data set building on the Total Place asset mapping project	BCC	30/6/2013	G	Much of the work of the Board will be dependent on having up to date, accurate	All Partner assets identified on Total Place as point data.

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
and work undertaken on mapping government assets. Using data provided identify where there are common uses of assets	всс	30/9/2013		GIS based data, indicating where potential opportunities for inter agency working may be most viable. Much of this data now exists and will be	Will be considered at stakeholder workshops
Undertake spatial assessment of assets in defined geographical areas	BCC	31/12/2013		improved on as more stakeholder partners are identified and their data included. Aim is to reduce total occupied space to target cost and carbon reductions.	Will be considered at stakeholder workshops
Identify list of surplus sites to be released for development and to raise capital receipts.	BCC	30/6/2013	G	To ensure that resources are aimed at releasing sites capable of delivering housing or employment as quickly as possible.	Initial spreadsheets provided to Board 25/4/13. Shorter list prepared following "scoring". Discussed at informal Board Meetings
First round projects					

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Ashton Gate Sidings Ambulance Station Hengrove Park Central Office Strategy Marksbury Road School Organisation Plan Burghill Road Customer access facilities A Bond / B Bond, Cumberland Basin Sustainability Decourcy, Kenham, Wilder House	HCA/ BCC BCC BCC / GPU BCC / HCA BCC BCC / GPU BCC / GPU BCC / GPU BCC / GPU BCC / GPU BCC / GPU	31/3/2014 31/3/2015 31/3/2015 01/3/2014 01/3/2014 31/12/2013 01/3/2014 01/3/2014 01/7/2014 01/3/2014 30/9/2013		BCC / Ambulance Service	Site assembly and sale Joint disposal Bring forward development Investigate synergies Site disposal / development Identify opportunities Agree future use of site Investigate synergies Consider future options Investigate synergies Investigate potential for site assembly
Strategic Planning					
Identify strategic requirements and overlaps	All	31/12/2013			
Agree a common approach for Board involvement in the release of assets to ensure "joined up" outcomes	All	31/12/2013			
Explore common opportunities for co-location shared services and joint working	All	31/12/2013			

Action	Owner	By when	RAG rating	Dependencies or risks. Follow up action required.	Comments
Service provider approved panel Explore use of a panel of approved developers to speed up development processes.	All	31/12/2013			
Service delivery alignment Specific projects to develop shared facilities e.g. customer service contact points	All	31/12/2014			Initial meeting to discuss office accommodation opportunities BCC / GPU 31/5/13

Stakeholder Event – 17th September 2013 Feedback from Discussion Sessions

Following discussion to share ideas on opportunities / themes for collaborative working within the public sector the following questions were addressed:-

- 1. What are themes / opportunities you would like to see the Board address / promote?
- 2. How can stakeholders engage with the Board and coordinate / communicate with each other?

The following issues were raised in the feedback session:-

- Exchange of Information / Share Strategy
 It was felt that being able to share information on requirements and opportunities is key and that some of the initiatives that have involved the public sector have happened by chance in the past. A more structured approach would be helpful. Plans could be shared for new provision / sites coming forward for disposal at an early stage.
- Mapping / GIS
 In addition to using the Total Place system to share information on ownership it would be useful to explore the facility for recording aspirations and opportunities and alerting each other to any changes.
- Shared Working
 Take a portfolio approach to disposals and facilities management where appropriate.
- Planning / CIL
 Stakeholders would benefit from a person / team at BCC to help see projects through the whole planning process. There is a feeling that structures do not enable statutory consultees to help bring forward sustainable development and that perhaps this is something the One Public Estate Pilot could help with.

It would be helpful to have heritage/ planning / transport/ ecology contacts who could perhaps be invited to a future meeting.

Should CIL cover contributions to Fire service and Ambulance Service projects?

• Focus Groups / Stakeholder Groups

Could be set up to look at specific issues eg.

Travel

Sustainability / energy

Joint Procurement of FM

Matching site or space requirements with opportunities – this could be a series of sessions on a geographical basis.

Training / meeting rooms

Property Board

Felt that Property Board endorsement would add weight to projects

Stakeholder Event – 17th September 2013 Brief Summary of Presentations

1. Introduction – Reg 13(1)

Scale of public sector ownership within the city

City Deal and the possibility of extending to other authorities in the future

Objectives of the Property Board:-

Release of surplus assets

Reducing costs

Improving customer access

Board Members

One Public Estate Pilot

2. The Mayor

Working together for the greater interest of Bristol

Share Learning

Share space

"management Pot"

Improve service delivery - co location - better public access

"Every building is an opportunity to make a better place"

Property Board is an opportunity to do something special so let's share thinking

Need to look at costs over 25 years not just short term – quality - sustainability

European Green Capital Status for the City

3. Total Place – Mapping system for Public Sector Assets

Slides from the presentation are attached.

Stakeholders are invited to add their asset information if they have not already done so. The Schema is attached showing the information required. Please contact Val Purkis or Lois Woodcock if you are interested.

The system has a facility to record strategic aspirations and opportunities in a confidential way and stakeholders are invited to consider whether this will be of use to us.

STAKEHOLDER PRESENTATIONS

NAME	ASSETS	CHALLENGES	CHANGES	OPPORTUNITIES / GAPS
Ambulance Service (Reg 13(1)	Two assets in the Bristol area, Central Ambulance Station at Tower Hill (F/H) and Avonmouth Ambulance Station (L/H).	Cost, increasing demand, condition of the estate, competition.	Joint working, integrated logistics model (more vehicles in fewer stations), expansion of out of hours care services provision.	Network of standby points required. Joint working with other public sector bodies.
Bristol University (Reg 13(1)	Main precinct is east of Clifton triangle but additional facilities in Clifton and Stoke Bishop. 180 buildings	Deregulation of places. Working with the city to improve attraction of Bristol. More residential required Transport to and from and within precinct	Expansion will mean more space will be needed which may mean going outside of precinct.	Transport. Energy schemes – district heating Marketing of the city Business incubator scheme
City of Bristol College (Reg 13(1)	Three sites in City; College Green, Ashley Down and Hengrove.	Improving OFSTED Grade. Improving student experience	Estate is too large for student numbers so may be rationalisation.	Community partnerships to deliver services. Improving ability to travel around city. Car parking
Government Property Unit	Government occupation in 67 buildings in Bristol (including	Reduce the 67 to 17 mainly around the city	Bringing 12 departments and various agencies into	Sharing meeting rooms, conference facilities,

(Reg 13(1)	Filton) 250,000sqm but 100,000sqm is at Abbeywood.	centre and at Abbeywood.	Temple Quay House and Rivergate. Cultural and behavioural change issues, different ways of working.	touch down space, travel issues. Making space available to SME's.
Bristol City Council (Reg 13(1)	Varied portfolio including 700,000sqm operational space, 700 operational buildings, 100ha development land, and 5,000 tenancies in investment estate.	Minimising footprint of our own use – 5 desks to 10 people. Expanding rental income. Improving estate eg Ashton Court, St Nicholas Market, Bonded warehouses.	Working closer with service departments. Working with the LEP Increasing primary school places. Increasing affordable housing delivery. Improving energy performance.	Better use of surplus space, shared facilities. Collectively improve access to public funds.
NHS Property Services (Reg 13(1)	32 properties in Bristol managed by NHS Property. 13 are F/H and 19 L/H. 55,000sqm.	NHS Property Services formed from April 2013. 220 CCG's set requirements locally. Property still managed by other eg university hospitals, Trusts and contractors operating out of their own premises.	Rationalise and manage the portfolio. Develop property strategy. Understanding use of non-clinical space.	Lawrence Weston Clinic site may be an opportunity for partnership / community working. Sustainability is a key issue.
Avon and Somerset Police (Reg 13(1)	85,000sqm in 57 properties across whole portfolio. 16 are in Bristol.	Four new PFI projects (outside Bristol) have increased footprint so reduction will need to found from residual estate.	Rationalisation programme – sensitive issues. Redundant space in existing stations due to new custody suites.	Sharing of space. Use of technology to work from car / other places. Reduce carbon footprint.
UWE (Reg 13(1)	127 buildings on 4 sites. 161,000sqm space, 2,700 bed spaces on campus and 1100 in city centre (rented)	Falling student numbers. Estate needs updating. More competition. More use of internet / distance learning	Expansion or relocation of Bower Ashton.	Wessex red bus service could be expanded to others. Libraries. Marketing of Bristol. Provision of sports pitches.

Avon Fire and Rescue (Reg 13(1)	6 Sites in Bristol including headquarters at Temple Back.	Boundary changes have resulted in stations not being in the right places. Rationalisation programme will result in closures and relocations.	Spending review requires savings with no compromise to response times. Desire to make fire stations more open to community.	Temple Back relocation. Move of Brislington to Keynsham, Amalgamation of Patchway and Southmead requires a site. Creation of an academy facility.
HCA (Reg 13(1)	National agency whose main role is to bring forward land for housing and economic development. Operate out of 1 office in Bristol. Own sites mainly in regeneration areas eg Knowle West, Hengrove, BR site at Ashton Sidings, Marksbury Road site.	Funding developments where there is a high infrastructure burden (paid back when development moves forward)	£5b of assets to be acquired/ disposed of by 2020.	Buying private or public sector land to de-risk site and allow it to be brought forward for development

Property Asset Mapping

Reg 13(1)

Bristol City Council
GIS & Business Intelligence Manager



Total Place Aims and objectives

- All major property assets for local Council's, PCT, Police, Fire & Ambulance Services to be plotted on a single GIS layer and made available through a web-based Geographical Information System.
- Asset plans and aspirations of the public bodies to be shared between partners
- Asset Managers to use the Total Place system to record any opportunities or requirements for property space.
- Asset Managers and planners able to plan for future community needs and rationalise existing portfolios.



Organisations Supplying Asset Data 6 monthly

Bristol City Council

Avon and Somerset Constabulary

Southern Western Ambulance Service

Avon Fire & Rescue Service

Cabinet Office

South West Commissioning Support

Bath & North East Somerset Council

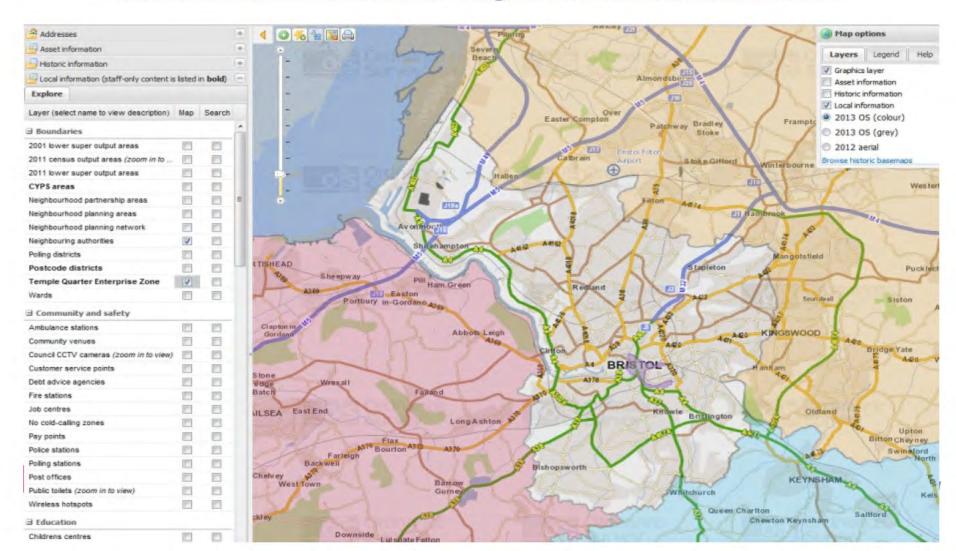
South Gloucestershire Council

North Somerset Council

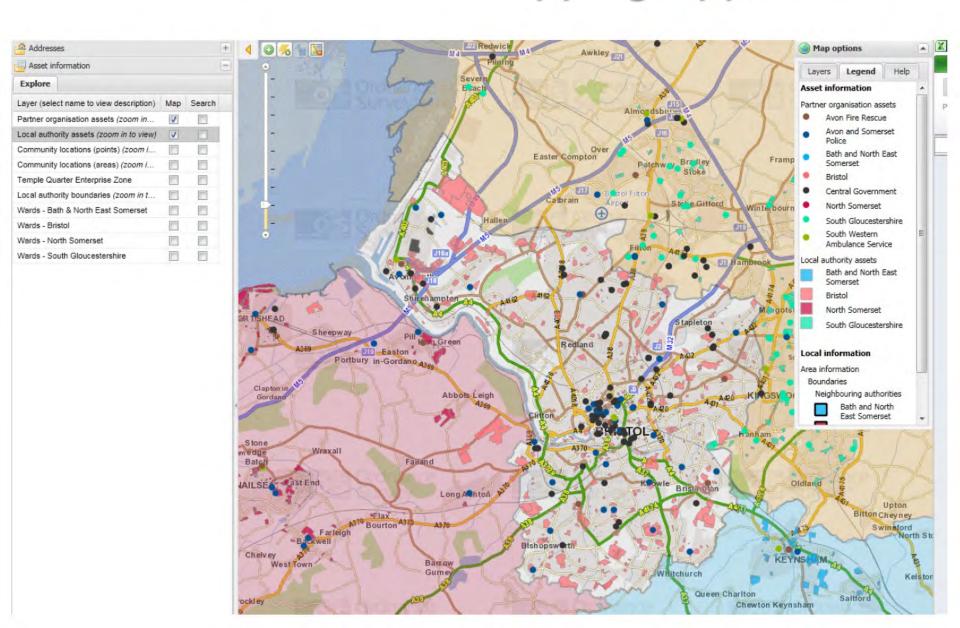


http://maps.bristol.gov.uk/assetinformation

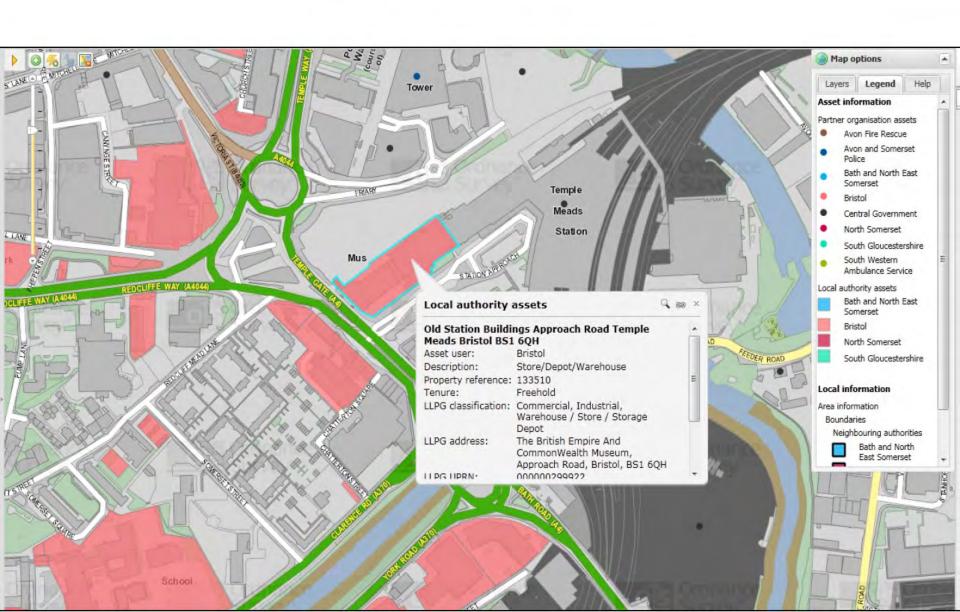
https://maps.bristol.gov.uk/TotalPlace/



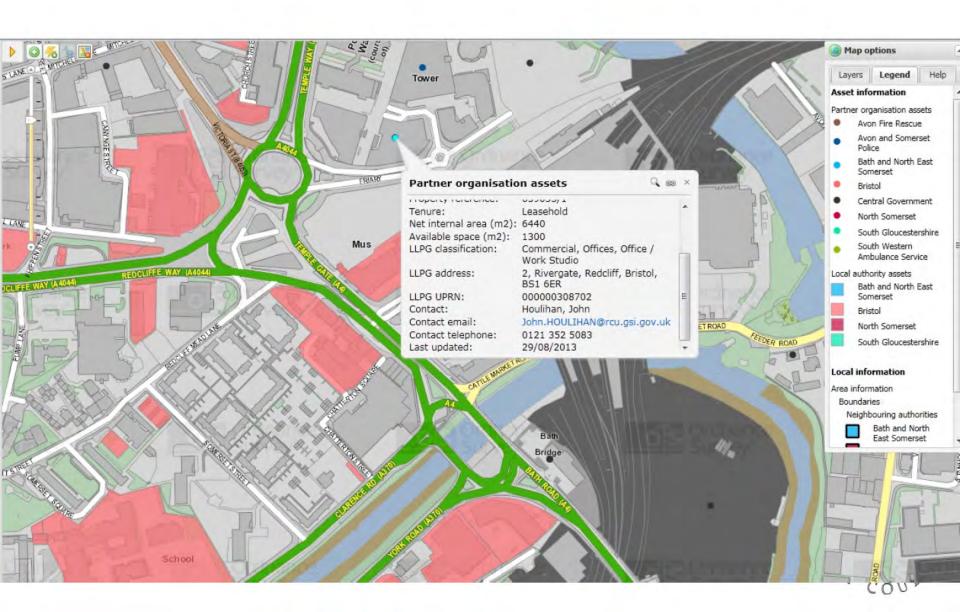
Asset Information Mapping Application



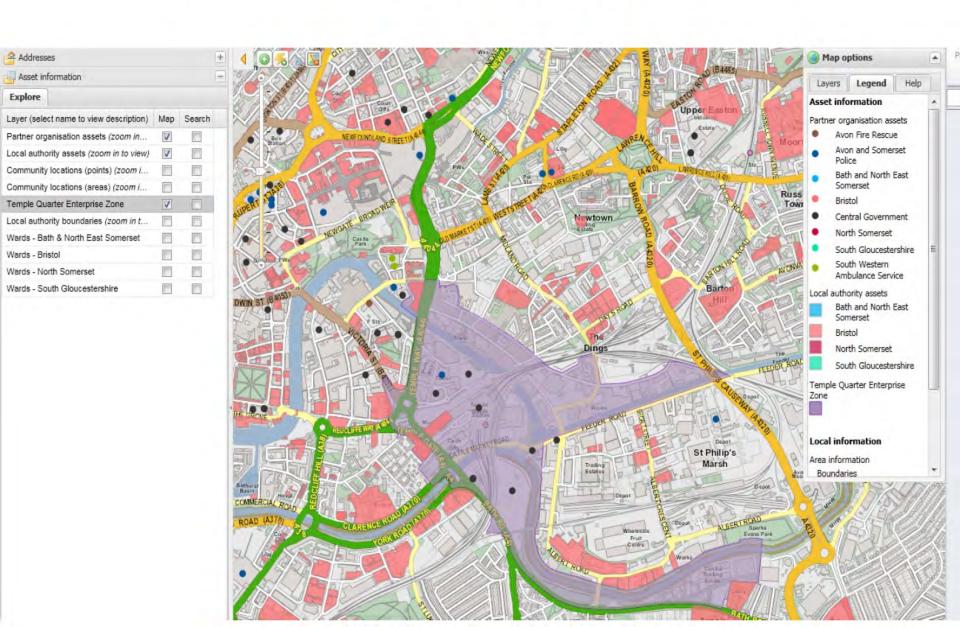
Asset Identification



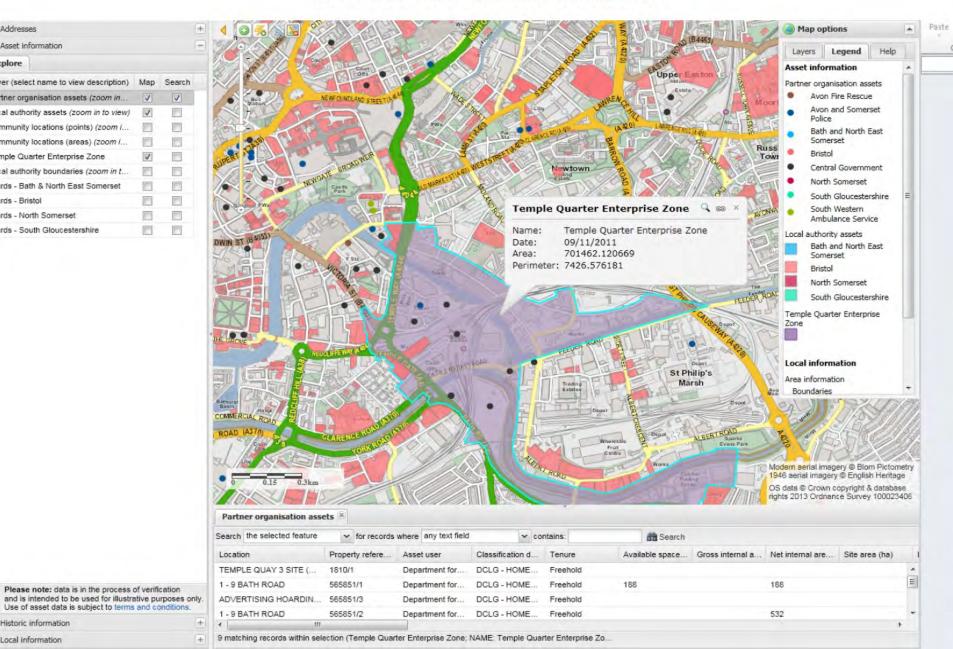
Partner Organisation assets

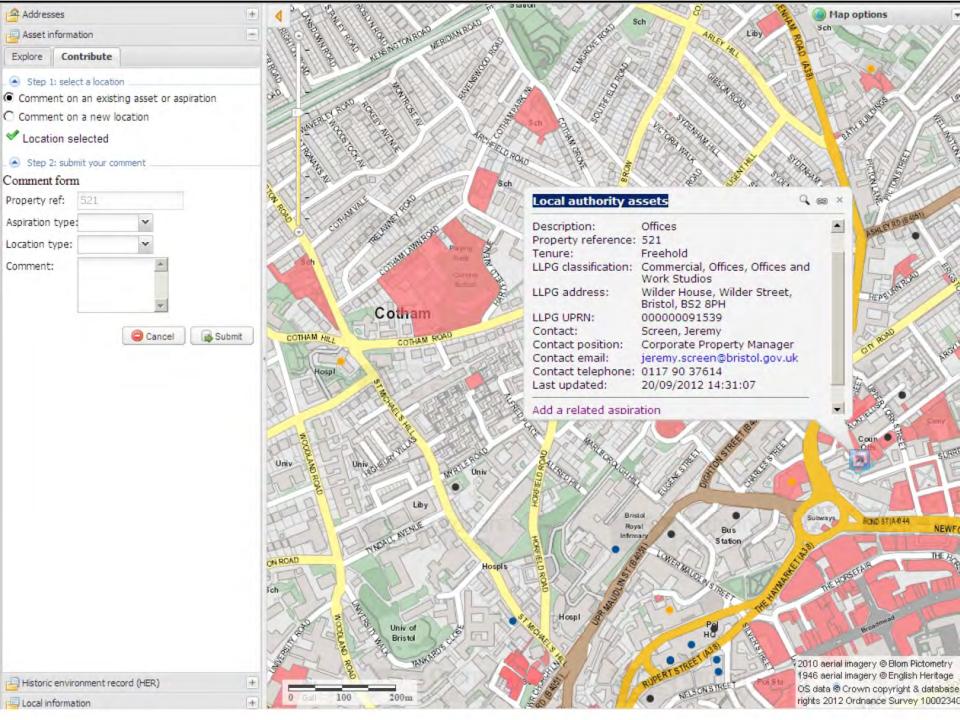


Temple Quarter Enterprise Zone

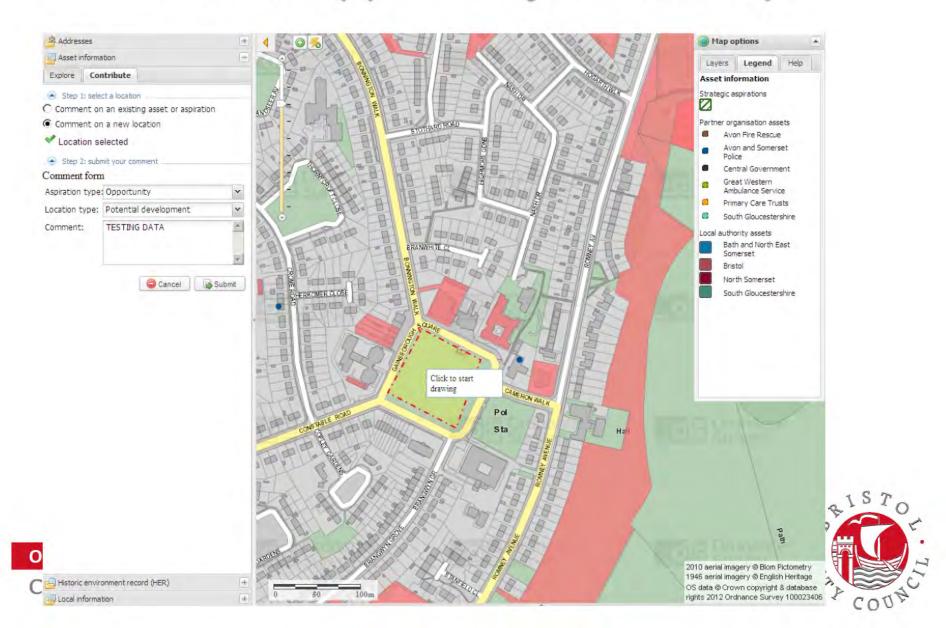


Search a feature





Add an opportunity to the map



Reg 13(1)

Corporate GIS Manager Bristol City Council

Tel Reg 18

Reg 13(1)



AGENDA

Meeting	Date	Time	Location
Property Board	18 th October 2013	10am – 12pm	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
 - c) Progress update
 - d) Feedback from Stakeholder Event 17th September 2013.
- 3. Confidentiality Agreement (Document attached)
- 4. Priority Projects and Quick Win Sites Update (Schedule attached)
- 5. Creative Thinking Session
- 6. Bristol Workplace Project Presentation
- 7. Any other Business
- 8. Date of next meeting

Distribution Board Members -George Ferguson – Bristol Mayor (Chair) Reg 13(1) - Business Representative Reg 13(1) - Business representative Reg 13(1) - HCA Reg 13(1) - GPU Reg 13(1) - BCC Reg 13(1) Cc - BCC Reg 13(1) - BCC Reg 13(1)

Reg 13(1)

Reg 13(1)

Reg 13(1)

Reg 13(1) - HCA

- BCC

- BCC

- HCA

- BCC

AGENDA

Meeting	Date	Time	Location
Property Board	15 th November 2013	10am – 12pm	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Total Place Asset Mapping System demonstration Val Purkis
- 4. Priority Projects and Quick Win Sites Update (Schedule attached)
- 5. Creative Thinking Session presentation on how Bristol is moving towards a more strategic approach to managing assets.
- 6. Any other Business
- 7. Date of next meeting

Distribution Board Members -

Reg 13(1) - Bristol Mayor (Chair) Reg 13(1) Business Representative Reg 13(1) Business representative Reg 13(1) – HCA Reg 13(1) - GPU Reg 13(1) - BCC Reg 13(1) - HCA Reg 13(1) - HCA - BCC

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AGENDA

Meeting	Date	Time	Location
Property Board	18 th December 2013	10am – 12pm	City Hall

- 1. Apologies for absence (noted from GW)
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Priority Projects and Quick Win Sites Update (Schedule attached)
- 4. Creative Thinking Session Stakeholder Group Workplan
- 5. Hengrove update
- 6. Redcliffe update
- 7. Date of next meeting

Distribution Board Members -

George Ferguson – Bristol Mayor (Chair) Reg 13(1) - Business Representative Reg 13(1) - Business representative Reg 13(1) - HCA Reg 13(1) - GPU Reg 13(1) - BCC Reg 13(1) - HCA BCC

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BRISTOL PROPERTY BOARD – CONFIDENTIAL DOCUMENT

MONITORING – Property Board 18th December 2013

1. PRIORITY PROJECTS

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Ashton Gate Sidings/ Depot Now re-named - Ashton Station Gateway	R e 9 - 3	MoU between BCC Planning and HCA to be completed by 6 th January 2014. Planning Concept Statement to be completed by end of Feb 2014. Site marketing to commence via HCA Developer Partner Panel (DPP) by 21 st March 2014 Developer appointed by July 2014	HCA has purchased site from BRRB and is preparing the site for marketing and development for a residential led scheme.	Property Board – 18 th October – Aim is to go to the market by 31/3/14, will be a competitive process. Discussions needed with BCC on adjacent landholdings. Concept statement and PPA to be developed and brought to Board for sign off. 15 th November 2013 – Still plan to go to market by 31/3/14. Bids will be on a conditional basis and concept statement will be produced. A land swap arrangement with BCC is not to be pursued at this stage. Property Board agreed HCA should use their developer panel rather than full open market bids. 18 th December 2013 – Agreed that in view of the scale of benefits	Circa 200 Homes, including affordable. Component of commercial and potential for small scale convenience retail	HCA acquired the site September 2013.

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
					OUTCOIVIES	/ ACTUAL
						OUTCOMES
				sensible to plan around current allotments and cycle route at this stage. Mayor suggested Festival Gardens as a possible name. Opportunity to look at Police site which is adjacent.		COTCOMES
Ambulance Station	E e 9:- c	Exchange contracts on NHS acquisition end of February 2014 Planning Concept Statement by June 2014 Site marketing process to commenced by end of July 2014 VP end of September 2014 (longstop) Demolition works Aug – Oct 2014 (linked to staged VP) Developer appointed	HCA to acquire site from the NHS Trust and undertake joint marketing and disposal with adjacent BCC land. Possible inclusion of clinic site.	Property Board – 18 th October – HCA have submitted off and are waiting for Ambulance Trust Board approval. 15 th November 2013 – Report to go to Ambulance Trust on 28 th November for decision on sale. 18 th December 2013 – HCA offer approved by Ambulance Trust and contracts to be exchanged by end of Feb. High density development to be encouraged. Council Cabinet report 1 st April 2014 to approve key decision including freehold disposal.	Circa 130 homes including affordable	NHS Board approved HCA's offer to acquire the site on 28 th November 2013
		by December 2014				

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Hengrove Park		31/3/2015	49.7 ha development site. Includes Hartcliffe Campus Site.	Property Board 18 th October – HCA and BCC moving forward. Need to consider Bottleyard site which is adjacent. Gathering information on Mounds, sports use and open space requirements etc. 15 th November 2013 – The Board agreed this should be on the agenda for their next meeting when Neil Taylor will be present. A detailed programme will need to be produced with clear lines of responsibility. HCA site at Locking may provide some learning. 18 th December 2014 – BCC / HCA working to un- pick historic financial arrangements. Agreed that a project officer needs to be appointed asap. HCA may be able to provide resources for project management / masterplanning. Property Consultants to be appointed once clear brief agreed with mayor so vision for site is understood. A critical path / timeline to be agreed asap.	1,000 homes New Public Park 0.175 ha allotments Offices	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED	DATE
					OUTCOMES	COMPLETED
						/ ACTUAL
						OUTCOMES

2. QUICK WIN SITES

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Dunmail School Site. Dunmail Road Southmead	Reg	Marketing of site to commence by end of July 2014. Developer selection to be completed by end of 2014 To be on site by April 2015.	To bring 6.7 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October – Aim is to bring forward an exemplar green development to include market rented and affordable rented housing for Green Capital year. Will be delivered via a partner developer under the affordable housing framework. 15 th November 2013 – Currently preparing draft brief and programme for consideration in 4 – 5 weeks. Aim is to have some units occupied in 2015. 18 th December 2013 – Draft programme being prepared and will be ready for next meeting. Procurement will be key and agreed we need more advice on OJEU.	140 dwellings	

				Need to ensure that sustainability		
				specialists are able to bid.		
Harbourside	Reg	MIPIM exposure	To bring 1.2 acre site to	Property Board 18 th October – Way		
Waterfront		March 11-14 2014 by	market as soon as	forward is to select an agent and		
Site. (ex CPA		Mayor.	possible	move to expressions of interest		
Site)				perhaps using a two stage fee.		
		Marketing brief				
		created Feb 2014.		15 th November 2013 – Planning		
				design brief, reflecting financial		
		Agent to be instructed		viability, to be agreed before going		
		for 2 stage marketing		out to a design competition. This is		
		process March / April		a complicated and high profile site		
		2014.		and it will need some PR to make its		
				availability known nationally and		
		Process to be agreed		internationally. Will need		
		with Agents as well as		engagement with Lloyds.		
		timescales		th.		
				18 th December 2013 – Need critical		
				dates / timeline for his site. Aim to		
				launch at MIPIM. Need to look at		
				previous designs and history.		
				Estimate potential sq ft available		
0 1 500				and end user possibilities.	455 11:	
Coombe EPH	Reg	Decision to be made	To bring 0.65 acre site to	Property Board 18 th October -	15 Dwellings	
321 Canford		whether or not site is	the market and achieve	Marketing delayed as site may be		
Lane		required for SEN use	residential development	required to meet Special Education		
W on T		by 1 st March 2014.	as soon as possible.	needs.		
		Agents appointed		15 th November 2013 – Working with		
		and marketing to		Education to establish whether site		
		commence by 1 st May		is required for service delivery.		
		2014.		is required for service delivery.		
				18 th December 2013 – Need to		

		Marketing to end and offer accepted by 1 st July 2014. Planning consent to be obtained by 1 st February 2015. Sale to be completed by 1 st July 2015.		establish whether Post 16 is an option and provide a timeline for this site.		
Fulford School Site Fulford Road Hartcliffe and The Whitehouse Centre, Fulford Road.	Reg	Relocate Halal Kitchen to new site and declare site surplus by 1 st July 2014. Commence marketing of site by 1 st September 2015. Close marketing period and accept offer by 1 st November 2015. Obtain planning consent by 1 st June 2015 Complete sale by 1 st November 2015.	To bring 1.55 ha (3.83 acre) site to the market and achieve residential development as soon as possible.	Seeking to relocate Halal Kitchen currently occupying adjacent Whitehouse Centre site to enable both sites to be marketed together. Property Board 18 th October 2013 – seeking to resolve service relocation issues to release asset. 15 th November 2013 – developing business case to demonstrate most cost effective solution to Halal kitchen and community meals kitchen location. 18 th December 2013 – Services have agreed to move and internal approvals and move plans being agreed. Timeline to be produced.		
Lawrence	Reg	Agents instructed Dec	Joint sale by BCC and City	Property Board 18 th October – To	80 Dwellings	

Weston	2013	of Bristol College. 6.87	seek expressions of interest by end	Community	
College Site		acres	of October.	facility	
Syle Acres /	Demolition complete			Retail	
Broadland	of previous college		15 th November 2013 – Final		
Drive	Jan 2014		planning brief for expressions of		
			interest to be agreed by COBC and		
	Planning Design Brief		local community before marketing.		
	completed Feb 2014				
			18 th December 2013 – Will go to the		
	Marketing to		market in January 2014. Timeline to		
	commence by Agents		be produced.		
	March 2014.				
	Two stage process -				
	1st stage six weeks,				
	followed by two				
	weeks evaluation.				
	2nd stage six weeks				
	followed by two				
	weeks to four weeks				
	evaluation.				
	Selection of preferred				
	developer July /				
	August 2014				
	Lottery funds granted				
	for Business Plan				
	creation. Team				
	instructed and				
	Business Plan now				
	completed for				
	justification and costs				

Lockleaze School Site Hogarth Walk Lockleaze	Reg	of proposed community building	To bring 9.88 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October - Operational negotiations continue with the aim of securing vacant possession. 15 th November 2013 – as above. 18 th December 2013 – part of site	200 dwellings	
				still occupied for office accommodation and likely to be required until 2016/17. Future of whole site needs to be part of an agreed vision for the Lockleaze area. Joint briefing for Mayor / Cllr Bradshaw to be produced on Lockleaze sites.		
Plot 6 Temple Quarter.				Site is jointly owned by HCA/BCC and Network Rail. HCA are commissioning a masterplan.		

BRISTOL PROPERTY BOARD – CONFIDENTIAL DOCUMENT

MONITORING – Property Board 26th February 2014

1. PRIORITY PROJECTS

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Ashton Gate Sidings/ Depot Now re-named - Ashton Station Gateway	R e 5 - c	MoU between BCC Planning and HCA to be completed by 6 th January 2014. Planning Concept Statement to be completed by end of Feb 2014. Site marketing to commence via HCA Developer Partner Panel (DPP) by 21 st March 2014 Developer appointed by July 2014	HCA has purchased site from BRRB and is preparing the site for marketing and development for a residential led scheme.	Property Board – 18 th October – Aim is to go to the market by 31/3/14, will be a competitive process. Discussions needed with BCC on adjacent landholdings. Concept statement and PPA to be developed and brought to Board for sign off. 15 th November 2013 – Still plan to go to market by 31/3/14. Bids will be on a conditional basis and concept statement will be produced. A land swap arrangement with BCC is not to be pursued at this stage. Property Board agreed HCA should use their developer panel rather than full open market bids. 18 th December 2013 – Agreed that in view of the scale of benefits	Circa 200 Homes, including affordable. Component of commercial and potential for small scale convenience retail	HCA acquired the site September 2013.

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
				sensible to plan around current allotments and cycle route at this stage. Mayor suggested Festival Gardens as a possible name. Opportunity to look at Police site which is adjacent. 26 th February 2014 – Concept Statement out for consultation.		
				Agreed Property Board Logo to go on final documents and for them to be approved by Board Members. Press statement to reference Property Board. Early meeting required HCA / BCC to resolve access issues.		
Ambulance Station	R e 9	Exchange contracts on NHS acquisition end of February 2014 Planning Concept Statement by June 2014 Site marketing process	HCA to acquire site from the NHS Trust and undertake joint marketing and disposal with adjacent BCC land. Possible inclusion of clinic site.	Property Board – 18 th October – HCA have submitted off and are waiting for Ambulance Trust Board approval. 15 th November 2013 – Report to go to Ambulance Trust on 28 th November for decision on sale.	Circa 130 homes including affordable	NHS Board approved HCA's offer to acquire the site on 28 th November 2013
		to commenced by end of July 2014		18 th December 2013 – HCA offer approved by Ambulance Trust and contracts to be exchanged by end of		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
		VP end of September 2014 (longstop) Demolition works Aug – Oct 2014 (linked to staged VP) Developer appointed by December 2014		Feb. High density development to be encouraged. Council Cabinet report 1 st April 2014 to approve key decision including freehold disposal. 26 th February 2014 – Exchange of contracts due in next few days, press release on acquisition to reference Property Board. BCC / HCA to agree landowners agreement.		
Hengrove Park		31/3/2015	49.7 ha development site. Includes Hartcliffe Campus Site.	Property Board 18 th October – HCA and BCC moving forward. Need to consider Bottleyard site which is adjacent. Gathering information on Mounds, sports use and open space requirements etc. 15 th November 2013 – The Board agreed this should be on the agenda for their next meeting when Neil Taylor will be present. A detailed programme will need to be produced with clear lines of responsibility. HCA site at Locking may provide some learning.	1,000 homes New Public Park 0.175 ha allotments Offices	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED	DATE
PROJECT	OFFICER	TIIVIESCALE	Alivi	CORREINT POSITION / COIVIIVIENTS		
					OUTCOMES	COMPLETED
						/ ACTUAL
						OUTCOMES
				18 th December 2014 – BCC / HCA working to un- pick historic financial arrangements. Agreed that a project officer needs to be appointed asap. HCA may be able to provide resources for project management / masterplanning. Property Consultants to be appointed once clear brief agreed with mayor so vision for site is understood. A critical path / timeline to be agreed asap. 26 th February 2014 – HCA / BCC to finalise heads of terms. Will then go to Cabinet for approval after which will start building team. GW noted that the issue of The Mounds needs to be addressed urgently so we understand the extent of the site. Aim is to have detailed timescales available by next Property Board meeting.		OUTCOMES

2. QUICK WIN SITES

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Dunmail School Site. Dunmail Road Southmead	Reg	Marketing of site to commence by end of July 2014. Developer selection to be completed by end of 2014 To be on site by April 2015.	To bring 6.7 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October – Aim is to bring forward an exemplar green development to include market rented and affordable rented housing for Green Capital year. Will be delivered via a partner developer under the affordable housing framework. 15 th November 2013 – Currently preparing draft brief and programme for consideration in 4 – 5 weeks. Aim is to have some units occupied in 2015. 18 th December 2013 – Draft programme being prepared and will be ready for next meeting. Procurement will be key and agreed we need more advice on OJEU. Need to ensure that sustainability specialists are able to bid. 26 th February 2014 – Design brief being prepared. Procurement could be an issue as we developers likely to be attracted to this sort of	140 dwellings	

	_		T		
				development are not on our	
				frameworks and general marketing	
				will require OJEU process. DW to	
				share how HCA have reduced	
				process to 6 months.	
Harbourside	Reg	MIPIM exposure	To bring 1.2 acre site to	Property Board 18 th October – Way	
Waterfront		March 11-14 2014 by	market as soon as	forward is to select an agent and	
Site. (ex CPA		Mayor.	possible	move to expressions of interest	
Site)				perhaps using a two stage fee.	
		Marketing brief			
		created Feb 2014.		15 th November 2013 – Planning	
				design brief, reflecting financial	
		Agent to be instructed		viability, to be agreed before going	
		for 2 stage marketing		out to a design competition. This is	
		process March / April		a complicated and high profile site	
		2014.		and it will need some PR to make its	
				availability known nationally and	
		Process to be agreed		internationally. Will need	
		with Agents as well as		engagement with Lloyds.	
		timescales			
				18 th December 2013 – Need critical	
				dates / timeline for his site. Aim to	
				launch at MIPIM. Need to look at	
				previous designs and history.	
				Estimate potential sq ft available	
				and end user possibilities.	
				·	
				26 th February 2014 – Site specific	
				opportunities no longer going to	
				MIPIM. Agreed that site should be	
				branded under Property Board logo.	
				Mayor is keen for a high quality	
				development and Property Board to	

				consider what this means at next		
				meeting.		
Coombe EPH	Reg	Decision to be made	To bring 0.65 acre site to	Property Board 18 th October -	15 Dwellings	
321 Canford		whether or not site is	the market and achieve	Marketing delayed as site may be		
Lane		required for SEN use	residential development	required to meet Special Education		
W on T		by 1 st March 2014.	as soon as possible.	needs.		
		Agents appointed		15 th November 2013 – Working with		
		and marketing to		Education to establish whether site		
		commence by 1 st May 2014.		is required for service delivery.		
				18 th December 2013 – Need to		
		Marketing to end and		establish whether Post 16 is an		
		offer accepted by 1st		option and provide a timeline for		
		July 2014.		this site.		
		Planning consent to		26 th February 2014 – As above		
		be obtained by 1 st				
		February 2015.				
		Sale to be completed				
		by 1 st July 2015.				
Fulford	Reg	Relocate Halal	To bring 1.55 ha (3.83	Seeking to relocate Halal Kitchen		
School Site		Kitchen to new site	acre) site to the market	currently occupying adjacent		
Fulford Road		and declare site	and achieve residential	Whitehouse Centre site to enable		
Hartcliffe and		surplus by 1 st July	development as soon as	both sites to be marketed together.		
The		2014.	possible.	Property Board 18 th October 2013 –		
Whitehouse		6		seeking to resolve service relocation		
Centre, Fulford Road.		Commence marketing of site by 1 st		issues to release asset.		
		September 2015.		15 th November 2013 – developing		
				business case to demonstrate most		

	Close marketing period and accept offer by 1 st November 2015. Obtain planning consent by 1 st June 2015 Complete sale by 1 st November 2015.		cost effective solution to Halal kitchen and community meals kitchen location. 18 th December 2013 – Services have agreed to move and internal approvals and move plans being agreed. Timeline to be produced. 26 th February 2014 – vacant possession of whole site being progressed.		
Lawrence Weston College Site Syle Acres / Broadland Drive	Agents instructed Dec 2013 Demolition complete of previous college Jan 2014 Planning Design Brief completed Feb 2014 Marketing to commence by Agents March 2014. Two stage process - 1st stage six weeks, followed by two weeks evaluation. 2nd stage six weeks followed by two	Joint sale by BCC and City of Bristol College. 6.87 acres	Property Board 18 th October – To seek expressions of interest by end of October. 15 th November 2013 – Final planning brief for expressions of interest to be agreed by COBC and local community before marketing. 18 th December 2013 – Will go to the market in January 2014. Timeline to be produced. 26 th February 2014 – Agreed site to be branded under the Property Board logo and for it to be included on marketing details.	80 Dwellings Community facility Retail	

Lockleaze School Site Hogarth Walk Lockleaze	Reg	weeks to four weeks evaluation. Selection of preferred developer July / August 2014 Lottery funds granted for Business Plan creation. Team instructed and Business Plan now completed for justification and costs of proposed community building	To bring 9.88 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October - Operational negotiations continue with the aim of securing vacant possession. 15 th November 2013 – as above. 18 th December 2013 – part of site still occupied for office accommodation and likely to be required until 2016/17. Future of whole site needs to be part of an agreed vision for the Lockleaze area. Joint briefing for Mayor / Cllr Bradshaw to be produced on Lockleaze sites.	200 dwellings	
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26 th February 2014 – Community	
engagement issues for Lockleaze	
sites are on-going.	

3. Other Projects

Plot 6 Temple Quarter.		Site is jointly owned by HCA/BCC and Network Rail. 26 th February 2014 - HCA out to market on this and other sites to obtain consultancy support. Keen to bring to market asap and by end of year. Various issues still to be resolved.	
Redcliffe Way			

AGENDA

Meeting	Date	Time	Location
Property Board	26th February 2014	1pm – 3pm	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Priority Projects and Quick Win Sites Update (Schedule attached)
- 4. Severn Project
- 5. Hengrove update
- 6. Stakeholder Projects / One Public Estate
- 7. BCC Property Service Update
- 8. AOB
- 9. Date of next meeting

Distribution Board Members -George Ferguson – Bristol Mayor (Chair) Business Representative Reg 13(1) Reg 13(1) - Business representative - HCA Reg 13(1) Reg 13(1) - GPU - BCC Reg 13(1) Cc Reg 13(1) - BCC Reg 13(1) - BCC Reg 13(1) – BCC - BCC Reg 13(1) - BCC Reg 13(1) Reg 13(1) - HCA Reg - BCC

MINUTES

Meeting	Date	Time	Location
Bristol Property Board	26/2/2014	10 am - 12 noon	City Hall Room 7
	Attend	dees	
The Mayor HCA - Reg 13(1) (DW) Ch Business Representative - Reg 13 GPU - Reg 13(1) (PJ) BCC - Reg 13(1) (RO), Reg 13 (HA)		3(1) (LW), Reg 13(1) and Reg
Apologies		cc	
Business Representative – [BCC - Reg 13(1)	Reg 13(1)	BCC Reg 13(1) /Reg 13(1)	

Agenda Item	Discussion Points/ Outcomes & Actions		Actions	
1.	Introduction / Apologies for Absence Reg new PA, Reg 13(1) was introduced to the Board. Apologies received from Reg 13(1) and Reg 13(1).			
2.	a)	Approval of minutes of last meeting Minutes of the last meeting, dated 18 th December agreed as accurate		
	b)	Matters Arising Item 3 – Priority Projects & Quick wins – LW action completed Item 4 – The Mayor's office to lead & coordinate a spring event with chief executives of the various organisations in the Stakeholder Group. Project Management requirement for Hengrove – RO/DW working on funding issues to allow appointment of a project lead.	RO/DW	
		Discussions to be pursued regarding potential ice rink.	RO	
		Lockleaze - still in progress, briefing note still outstanding carry forward to the next Agenda.	RO	
		Item 5 - JR – Redcliffe Way – Continuing to engage with Redcliffe Delivery Board. RO has met with the Neighbourhood Forum, General discussion held with suggestions to improve the area, agreed not a	RO	

Agenda Item	Discussion Points/ Outcomes & Actions	Actions
	quick win but to be added to the schedule as a priority project. Action: To be placed on the agenda as an item for the next meeting and Alistair Reid to be asked to attend to talk to it.	NT
3.	Priority Projects and Quick Win Sites Update (Schedule attached)	
	Project schedule considered and site updates discussed – comments added to schedule (attached)	
	Central Fire station (not on the agenda or project list) - LW in contact with Reg 13(1) and meeting agreed with RO / PJ / DW.	LW
4.	Severn Project	
	Severn Project – This is a food growing project on HCA land. GF had concerns around how long the site could be made available and DW to check and let GF know.	DW
5.	Hengrove update	
	Hengrove Park – Report will be taken to Cabinet at the appropriate time.	RO
6.	Stakeholder Projects / One Public Estate	
	LW reported on progress with agreeing a brief with EC Harris to scope three projects for the Stakeholder Group. E C Harris brief circulated around the table - work is on- going. LW explained the internal process which will enable the appointment of EC Harris. RO confirmed that LW is on the point of mobilisation and Stakeholders are engaged effectively.	
	RO reported back on visit by the LGA who came to scrutinise what's happening, They are supportive of the work that is being carried out and it is hoped that additional funds will be available for the next financial year.	
7.	BCC Property Service Update	
	RO reported that he has received support from the Change Board on all aspects of the changes to Property. Three Service Managers have been appointed on an interim basis,	
	Any Other Business	
	None	
8.	Next Meeting TBA	

AGENDA

Meeting	Date	Time	Location
Property Board	30th May 2014	3 - 4.30pm	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Property Board Performance and Objectives
- 4. Priority Projects and Quick Win Sites Update (Schedule attached)
- 5. Hengrove Update
- 6. Redcliff Project
- 7. AOB
- 8. Date of next meeting

Distribution Board Members -George Ferguson – Bristol Mayor (Chair) Reg 13(1) - Business Representative Reg 13(1) - Business representative - HCA Reg 13(1) Reg 13(1) - GPU - BCC Reg 13(1) Cc BCC Reg 13(1) Reg 13(1) - BCC Reg 13(1) - BCC BCC Reg 13(1) Reg 13(1) - HCA - BCC

MINUTES

Meeting	Date	Time	Location
Bristol Property Board	30/5/2014	15:00 pm – 12 noon	City Hall Room 1
	Atten	dees	
The Mayor - Chair HCA - Reg 13(1) (DW) Co Business Representative - Reg 1 Business Representative - Reg 1 BCC - Reg 13(1) (NY), Reg 13	(TP) 3(1) (GW) (RO), Reg	13(1) (BMR), Re	g 13(1) (LW), Re
Reg (JR), Reg 13(1) (AP)		
Apologies)		ec

Agenda Item		Discussion Points/ Outcomes & Actions				
1.		roduction / Apologies for Absence				
	Reg 13(1)					
2.	a)	Approval of minutes of last meeting Approved				
	b)	Matters Arising The Severn Project at Arena Island – lease extension. Cllr Hoyt is supportive of an extension. The project should not impact development during 2015 growing season and a decision was taken to extend the lease to September 2015.				
3.	The pro	ere have been some problems with the scheduling of board meetings and last board meeting was in February. Meetings have now been ogrammed for the rest of the year. Mayor acknowledged that the Board had not met everyone's objectives tell it had been useful in bringing organisations together. Hievements and performance of the HCA were acknowledged. Verferred to the work involving JR as an example of how the property and has resulted in improved delivery and speed of developments.				

Agenda Item	Discussion Points/ Outcomes & Actions	Actions
	Concerns were raised around the lack of a dedicated resource for the board and a lack of clarity around objectives. It was also felt that a formal programme of activity is required.	
	Agreed that BMR will undertake a review of the Bristol Property Board by the September meeting. The constitutional reform of the council should be realised by during the summer period.	BMR
4.	Project Updates	
	Project schedule considered and site updates discussed – comments added to schedule (attached)	
5.	Hengrove Update	
	Update from RO. There are two components to moving forward (1) Review of the entire approach to development delivery and the recruitment of a development officer. Change of structure and personnel in the council will result in a loss of 1000 staff. (2) Draft heads of terms for funding agreement are being negotiated with the HCA.	
	GW suggested using consultants and BMR agreed to consider, however we need to establish a good client team and solid brief first.	
	There is 750K from HCA for master planning to be allocated.	
	There is frustration over the delay in moving this project forward and NY explained that the council has been through a period of massive change but is still committed to bringing Hengrove forward quickly.	
6.	Redcliffe Project /Way	
	Update from RO. Redcliffe Project is a positive example of neighbourhood planning and is being promoted by the Forum.	
	The project involves development of the whole of Redcliffe Way.	
	An outline of ideas has been created by the forum and put forward to BCC and a co-design event has been planned. A sectioned approach is being considered due to the vastness of the project which will require significant up front cost.	
	The Board discussed the possibility of including the Grosvenor Hotel and Petrol Filling Station in the project as sites in need of urgent attention.	
7.	АОВ	
	None	
8.	Date of next Meeting – Friday 25 th July 10:30am, City Hall Committee Room	

Bristol Property Board – Strategic Review

Project Charter and timeline

DRAFT for discussion

Reg 13(1)

11 July 2014



Introduction and delivery timeline

EC Harris has been commissioned to carry out a strategic review of the Bristol Property Board.

We understand that as part of the City Deal, a Bristol Property Board was established to manage and provide strategic direction for the £1bn City Council property portfolio and around 180 other publicly owned assets in the City.

The Board has been in existence for over 2 years now and requires an independent review to re-set its purpose, terms of reference and future focus.

We understand the timing of the commission is as follows -

Date	Deliverable	Notes
18 July 2014	Draft BPB Report outlining scope of the strategic review To BM for sign off/amends prior to the BPB meeting.	
25 July 2014	BPB meeting BPB Strategic Review scoping document to be approved.	
30 Aug 2014	Strategy Review interviews complete and draft report to be completed ready for circulation for amends/approval prior to BPB meeting.	
12 Sept 2014	BPB meeting BPB Strategic Review outcomes paper to be presented.	Date of this BPB may be changed TBC



We have summarised the scope of the review in the charter below

Background

The Bristol Property Board (BPB) was established in July 2012 as part of the West of England City Deal. Unlike other elements of the City Deal, the Property Board was constituted for the Bristol City Council area only.

Comprising representatives from Bristol City Council, the GPU, HCA and local business community, the Board's primary role at the point of constitution was to develop a more integrated approach to how the public sector uses its assets in the City.

The BPB's remit covers the management of a portfolio of £1bn of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector bodies. Through a strategic, collaborative and integrated approach, the Board aims to help drive economic growth, remove barriers, co-ordinate development and maximise opportunities for co-location and rationalisation of assets.

The BPB members have agreed to commission a strategic review to reflect on the progress of the Board to date and consider changes to its governance, remit and focus if required.

Objectives Key Activities To carry out an independent, strategic review of the BPB to -During the period of the review the following activities will be undertaken -Clarify its purpose, terms of reference, structure and membership Prepare a scoping paper for the strategic review - for approval at the BPB meeting Assess its impact to date - achievements, successes, focus in on 25th July. particular around the level of maturity of its stated benefits ie Carry out a series of focus interviews with key stakeholders (see list attached for maximising value, releasing capital, reducing running costs. reference) enhancing public provision and improving economic growth. Bring forward best practice from other organisations to challenge current set up and Understand the profile and reputation of the BPB within the consider alternative models wider Bristol stakeholder community Prepare a detailed report on the findings and recommended changes to the BPB for Make recommendations for change to ensure the BPB adds value presentation, discussion and approval at the BPB meeting on 12th September 2014 and drives outcomes for the City. (date tbc). Risks **CSFs** Interdependencies Resources Reg 13(1) Lack of availability of key ■High level of commitment to **■City Deal** Partner at EC Harris - to stakeholders within the agreed the review process from BPB w. prepare and present ■One Public Estate timescales members and all the report ■Bristol Stakeholder Group activities stakeholders Lack of engagement and willingness ■BCC's re-organisation of the assets function to change - key stakeholders Open and honest Reg 13(1) Relationship between HCA and BPB. conversations ■Lack of availability of key data and documentation for review. Availability of data and key tion and interview set up information Key stakeholders for interview and attendance at BPB.



Bristol Property Board - Strategic Review

Suggested interview list

Name	Role/Organisation
George Ferguson *	Mayor, Bristol City Council Chair, BPB
Reg 13(1)	Business Representative, BPB
Reg 13(1)	Business Representative, BPB
Reg 13(1)	Homes & Communities Agency BPB
Reg 13(1)	Government Property Unit BPB
Reg 13(1)	Property Services Director, BCC BPB
Reg 13(1)	City Director, BCC
Reg 13(1)	Director of Place, BCC
Reg 13(1)	West of England LEP
Reg 13(1) #	Programme Director, Partnerships & Localities, BCC

Name	Role/Organisation
TBC	Community Groups rep/s
Reg 13(1)	Interim Strategic Director, Customer Services, BCC
Reg 13(1)	Head of Estates, Avon and Somerset Police
Reg 13(1)	Interim Area Manager, NHS Estates
Reg 13(1)	Programme Manager, South West Ambulance Service
Reg 13(1) (tbc)	Bristol Property Agents Association
	Others? Reg 13(1) — Business West?



^{*} Interview to be conducted with Reg 13(1)
Interview to be conducted before end July.

Suggested timeline and dates for interviews

based on completion of report to be presented in Sept 2014

Dates	Activities	Total no of days required
Between 7 -18 July 14	Prepare scoping report for BPB Agree interviewees and set up appointments (via AP)	0.5
Dates available for interviews – August – 1,4,5,6,7,8,12,13	Key stakeholder Interviews – based on 15 interviews (3 per day) plus write up	6
NB August 8,12,13 (this can be worked around interviews if required)	Report write up and presentation preparation (format to be agreed)	3
12 September (tbc)	Report presentation	0.5

NB Reg 13(1) is on leave from 14 August to 1 Sept 2014 (inclusive) however if interview dates are required during this period Reg 13(1) will conduct the interviews.



Fees and resource

We propose that Reg 13(1), Partner at EC Harris will carry out the work with input from as required.

The fee for this strategic assignment, based on 10 days work is £13,000 plus expenses.

Appointment will be as per EC Harris' standard Terms & Conditions.



AGENDA

Meeting	Date	Time	Location
Property Board	25th July 2014	10.30am - 12.00	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Priority Projects and Quick Win Sites Update (Schedule attached)
- 4. Review of the Property Board
- 5. Harbourside Waterfront Site / ex CPA Site
- 6. Lawrence Weston College Site
- 7. Dunmail Site
- 8. Bristol Homes Commission Final Report
- 9. AOB
- 10. Date of next meeting

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Distribution Board Members -
                                   George Ferguson – Bristol Mayor (Chair)
                                   Reg 13(1)
                                                 - Business Representative
                                   Reg 13(1)
                                              - Business representative
                                   Reg 13(1)
                                                    - HCA
                                   Reg 13(1)
                                              - GPU
                                   Reg 13(1)
                                                - BCC
                                   Reg 13(1)
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                                                   - BCC
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                                           - BCC
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MINUTES

Meeting	Date	Time	Location
Bristol Property Board	25/07/14	10:00 – 12:00	City Hall committee room
	Attend	lees	,
The Mayor - Chair HCA - Reg 13(1) Business Representative – Reg 13 Business Representative - Reg 13 GPU – Reg 13(1) (PJ)	3(1) (TP)		
BCC – Reg 13(1) , (RO) Reg 13 Reg (AP) , Reg 13(1) (ZS), Reg	(1) (NY), Reg g 13(1) (JJ)	13(1) (LW), Reg	(JR), Reg
BCC - Reg 13(1) (RO) Reg 13 Reg (AP) Reg 13(1) (ZS) Reg	(1) (NY), Reg g 13(1) (JJ)	13(1) (LW), Reg	(JR), Reg

Agenda Item	Discussion Points/ Outcomes & Actions					
1.	Introduction / Apologies for Absence Reg 13(1) (BMR)					
2.	a)	Approval of minutes of last meeting Approved				
	b)	Matters Arising DW confirmed that The Severn Project lease at Arena Island has been extended until 30 h Sept 2015.				
3.	Pro to s	Projects Update Project schedule considered and site updates discussed – comments added to schedule (attached). An improved format for this document will be considered.				
4.	EC Ha wit PJ	view of the Property Board Harris has been commissioned to carry out an independent review. EC rris has experience of working on the one public estate pilot and working in the GPU. The scoping paper produced by EC Harris was agreed. recommended that it would be helpful for EC Harris to have the Homes mmission document to refer to some of its recommendations.	LW			
	The	e Stakeholder suggested interview list was discussed and it was agreed				

Agenda Item	Discussion Points/ Outcomes & Actions	Actions
	to add the following: Reg 13(1) A rep from Linden Homes Reg 13(1) or someone at Business West Community rep – Reg 13(1) PJ - Plymouth would like to share experience of the BPB review with Bristol.	LW / AP / RO
	RO to make contact.	RO
5.	Harbourside Waterside Site / ex CPA Site Savills to be appointed and a briefing document circulated for discussion. Aspirations and possibilities will be considered before any approach to planning. A landmark development which is beneficial for the future of Bristol is required and public benefit will be considered alongside financial gains. Agreed to replace the name CPA with something along the lines of Waterfront Square or the preferred Waterfront Place. Possible water uses could be incorporated. The container outlet for meanwhile use was discussed but it was agreed that we should continue to use the space for events.	JJ
6.	Lawrence Weston College Site The site is 6 – 6 1/2 acres and used to be a college which has now been demolished it is jointly owned by BCC / College. The project has progressed to the marketing stage with consultants. There has been a two stage process with community involvement. The main aspiration from the community is for a food store on the site and a community building. Half an acre has been reserved for this building (which will be dealt with via sec 106) JJ is working with the community group to secure more funding. The community group are being Involved with the panel and decision making process. Currently 8 interested parties.	JJ
7.	Dunmail Site This Southmead site is around 7 acres. Colliers have been appointed. Onsite surveys are complete and reports are now coming in. At advice of agents the site will now go to market in September. The site is surrounded by an active local community. The respite centre bordering the site has recently undergone refurbishment and expansion. JJ and RO to contact the centre to explore opportunities for working together. There will be a consultation event on 31st July to consider concerns and themes such as requirements for 1 – 2 bedroom units. Community working has been very positive so far. Traffic study has been completed. Plans to improve the park. Selection by end of year. Western Power generator at the corner of the site to be given consideration. Keen to improve green credential with this site which could be used for tree planting compensation.	
8.	Bristol Homes Commission Report attached.	
9.	AOB None	
10.	Date of next meeting 3 rd October 11am – 13:00 (apologies from DW)	AP

BRISTOL PROPERTY BOARD - CONFIDENTIAL DOCUMENT

MONITORING – Property Board 30th May 2014

1. PRIORITY PROJECTS

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Ashton Gate Sidings/ Depot Now re-named – Ashton Station Gateway	R e 91 3	MoU between BCC Planning and HCA to be completed by 6 th January 2014. Planning Concept Statement to be completed by end of Feb 2014. Site marketing to commence via HCA Developer Partner Panel (DPP) by 21 st March 2014 Developer appointed by July 2014	HCA has purchased site from BRRB and is preparing the site for marketing and development for a residential led scheme.	Property Board – 18 th October – Aim is to go to the market by 31/3/14, will be a competitive process. Discussions needed with BCC on adjacent landholdings. Concept statement and PPA to be developed and brought to Board for sign off. 15 th November 2013 – Still plan to go to market by 31/3/14. Bids will be on a conditional basis and concept statement will be produced. A land swap arrangement with BCC is not to be pursued at this stage. Property Board agreed HCA should use their developer panel rather than full open market bids. 18 th December 2013 – Agreed that in view of the scale of benefits sensible to plan around current	Circa 200 Homes, including affordable. Component of commercial and potential for small scale convenience retail	HCA acquired the site September 2013.

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
				allotments and cycle route at this stage. Mayor suggested Festival Gardens as a possible name. Opportunity to look at Police site which is adjacent. 26 th February 2014 – Concept Statement out for consultation. Agreed Property Board Logo to go on final documents and for them to be approved by Board Members. Press statement to reference Property Board. Early meeting required HCA / BCC to resolve access issues. 30 th May 2014 – Project still on target. A shortlist of 5 developers has been identified and returns are due back 16 th July. 21 st July 2014 – Tender submission deadline extended to 21 st July with developer to be selected by 6 th August.		
Ambulance Station	R e g	Exchange contracts on NHS acquisition end of February 2014	HCA to acquire site from the NHS Trust and undertake joint	Property Board – 18 th October – HCA have submitted off and are waiting for Ambulance Trust Board	Circa 130 homes including affordable with	NHS Board approved HCA's offer

PROJECT OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Reg	Planning Concept Statement by June 2014 Site marketing process to commence by end of July 2014 – revised to end of September. VP end of September 2014 (longstop) Demolition works Aug – Oct 2014 (linked to staged VP) Developer appointed by December 2014 – revised to March 2015.	marketing and disposal with adjacent BCC land. Possible inclusion of clinic site.	approval. 15 th November 2013 – Report to go to Ambulance Trust on 28 th November for decision on sale. 18 th December 2013 – HCA offer approved by Ambulance Trust and contracts to be exchanged by end of Feb. High density development to be encouraged. Council Cabinet report 1 st April 2014 to approve key decision including freehold disposal. 26 th February 2014 – Exchange of contracts due in next few days, press release on acquisition to reference Property Board. BCC / HCA to agree landowners agreement. 30 th May 2014 – HCA have completed purchase of site. Planning concept statement being prepared. Likely to be a 2 month delay to programme as the site the Ambulance Service are purchasing	commercial space on lower level.	to acquire the site on 28 th November 2013

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
				has fallen through and they are now progressing a different site. Marketing will now be the end of September with developer appointed by March 2015. 21 st July 2014 – Further delays to the Ambulance Trust's acquisition and fit out of new premises has delayed VP to Jan 2015. HCA will continue with planning and design activities and market the site from end of October 2014 but demolition works cannot commence until Jan/Feb 2015, which puts considerable pressure on the programme for site surveys and enabling works.		
Hengrove Park		31/3/2015	49.7 ha development site. Includes Hartcliffe Campus Site.	Property Board 18 th October – HCA and BCC moving forward. Need to consider Bottleyard site which is adjacent. Gathering information on Mounds, sports use and open space requirements etc. 15 th November 2013 – The Board agreed this should be on the agenda	1,000 homes New Public Park 0.175 ha allotments Offices	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
				will be present. A detailed programme will need to be produced with clear lines of responsibility. HCA site at Locking may provide some learning. 18th December 2014 – BCC / HCA working to un-pick historic financial arrangements. Agreed that a project officer needs to be appointed asap. HCA may be able to provide resources for project management / master planning. Property Consultants to be appointed once clear brief agreed with mayor so vision for site is understood. A critical path / timeline to be agreed asap. 26th February 2014 – HCA / BCC to finalise heads of terms. Will then go to Cabinet for approval after which will start building team. GW noted that the issue of The Mounds needs to be addressed urgently so we understand the extent of the site. Aim is to have detailed timescales available by next Property Board		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
				meeting. 30 th May 2014 – Heads of agreement to cover funding issues with HCA bei8ng drafted. BCC is developing its approach to project delivery and is joining it up within the Place Department. A project manager is to be identified to lead the project and bring in consultancy or other assistance as required. 601 Whitchurch Lane to be acquired. £750K HCA money available for master planning by 2015. 23 rd July 2014 – Overall Place Directorate review proceeding which will determine approach to development delivery.		

2. SITES

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED / ACTUAL OUTCOMES
Dunmail School Site. Dunmail Road Southmead	Reg 12/1)	Marketing of site to commence by end of July 2014. Developer selection to be completed by end of 2014 To be on site by April 2015.	To bring 6.7 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October – Aim is to bring forward an exemplar green development to include market rented and affordable rented housing for Green Capital year. Will be delivered via a partner developer under the affordable housing framework. 15 th November 2013 – Currently preparing draft brief and programme for consideration in 4 – 5 weeks. Aim is to have some units occupied in 2015. 18 th December 2013 – Draft programme being prepared and will be ready for next meeting. Procurement will be key and agreed we need more advice on OJEU. Need to ensure that sustainability specialists are able to bid. 26 th February 2014 – Design brief being prepared. Procurement could be an issue as developers likely to be attracted to this sort of	140 dwellings	

	Т		T	T	Т	
				development are not on our		
				frameworks and general marketing		
				will require OJEU process. DW to		
				share how HCA have reduced		
				process to 6 months.		
				30 th May 2014 – Colliers appointed		
				to market site. Planning concept		
				statement being prepared and		
				procurement method agreed.		
				Stakeholder engagement has		
				commenced. Marketing will begin		
				July 2014.		
				16 th July 2014. Site surveys		
				undertaken, awaiting final reports		
				this month. Stakeholder and public		
				consultation event on 31 July.		
				Planning concept statement		
				preparation over August.		
				Marketing now in September to		
				avoid summer holidays.		
Harbourside	Reg	MIPIM exposure	To bring 1.2 acre site to	Property Board 18 th October – Way		
Waterfront	40(4)	March 11-14 2014 by	market as soon as	forward is to select an agent and		
Site. (ex CPA		Mayor.	possible	move to expressions of interest		
Site)		,		perhaps using a two stage fee.		
		Marketing brief				
		created Feb 2014.		15 th November 2013 – Planning		
				design brief, reflecting financial		
		Agent to be instructed		viability, to be agreed before going		
		for 2 stage marketing		out to a design competition. This is		
		process March / April		a complicated and high profile site		
		2014.		and it will need some PR to make its		
	l .		1	and the state of t		

				availability known nationally and		
		Process to be agreed		internationally. Will need		
		_		_		
		with Agents as well as timescales		engagement with Lloyds.		
		umescales		18 th December 2013 – Need critical		
				dates / timeline for his site. Aim to		
				launch at MIPIM. Need to look at		
				previous designs and history.		
				Estimate potential sq ft available		
				and end user possibilities.		
				26 th February 2014 – Site specific		
				•		
				opportunities no longer going to		
				MIPIM. Agreed that site should be		
				branded under Property Board logo.		
				Mayor is keen for a high quality		
				development and Property Board to		
				consider what this means at next		
				meeting.		
				30 th May 2014 – Savills are working		
				on an approach for bringing site		
				forward and linking design		
				importance with attracting an		
				occupier. Approach will be brought		
				to Board.		
				21st July 2014 – Proposed approach		
				to be discussed at Property Board		
				25 th July.		
Coombe EPH	Reg	Decision to be made	To bring 0.65 acre site to	Property Board 18th October -	15 Dwellings	
321 Canford	r = 4 V & 4 V	whether or not site is	the market and achieve	Marketing delayed as site may be		
Lane		required for SEN use	residential development	required to meet Special Education		

W on T	by 1 st March 2014.	as soon as possible.	needs.	
	Marketing to		15 th November 2013 – Working with	
	commence by 1 st		Education to establish whether site	
	September 2014.		is required for service delivery.	
	Marketing to end	and	18 th December 2013 – Need to	
	offer accepted by	1 st	establish whether Post 16 is an	
	November 2014.		option and provide a timeline for this site.	
	Planning consent t	o l		
	be obtained by 1 st April 2015.		26 th February 2014 – As above	
	April 2013.		30 th May 2014 – Will be brought	
	Sale to be complet	ed	forward as part of the affordable	
	by 1 st September		housing programme. The proposed	
	2015.		timescales have been amended	
			accordingly.	
			21st July 2014 – design brief being	
			completed by City design.	
			Marketing will commence in August	
			with closing date for offer of	
			October 2014.	
Fulford	Reg Relocate Halal	To bring 1.55 ha (3.83	Seeking to relocate Halal Kitchen	
School Site	Kitchen to new site		currently occupying adjacent	
Fulford Road	and declare site	and achieve residential	Whitehouse Centre site to enable	
Hartcliffe and	surplus by 1 st July	development as soon as	both sites to be marketed together.	
The	2014.	possible.	Property Board 18 th October 2013 –	
Whitehouse			seeking to resolve service relocation	
Centre,	Commence marke	ting	issues to release asset.	
Fulford Road.	of site by 1 st			
	September 2015.		15 th November 2013 – developing	

		Close marketing period and accept offer by 1 st November 2015. Obtain planning consent by 1 st June 2015 Complete sale by 1 st November 2015.		business case to demonstrate most cost effective solution to Halal kitchen and community meals kitchen location. 18 th December 2013 – Services have agreed to move and internal approvals and move plans being agreed. Timeline to be produced. 26 th February 2014 – vacant possession of whole site being progressed. 30 th May 2014 – Work progressing on replacement facility. 21 st July 2014 – Preliminary works on replacement facility have commenced and contractor for main works being appointed. All works to be completed by December 2014 when Halal Kitchen will relocate. City design to be appointed to develop design brief for site.		
Lawrence Weston College Site Syle Acres / Broadland Drive	Reg	Agents instructed Dec 2013 Demolition complete of previous college Jan 2014	Joint sale by BCC and City of Bristol College. 6.87 acres	Property Board 18 th October – To seek expressions of interest by end of October. 15 th November 2013 – Final planning brief for expressions of	80 Dwellings Community facility Retail	

				interest to be agreed by COBC and		
		Planning Design Brief		local community before marketing.		
		completed Feb 2014		,		
				18 th December 2013 – Will go to the		
		Marketing to		market in January 2014. Timeline to		
		commence by Agents		be produced.		
		March 2014.		•		
				26 th February 2014 – Agreed site to		
		Two stage process -		be branded under the Property		
		1st stage six weeks,		Board logo and for it to be included		
		followed by two		on marketing details.		
		weeks evaluation.				
		2nd stage six weeks		30 th May 2014 – 5/6 expressions of		
		followed by two		interest received and currently		
		weeks to four weeks		being assessed. (includes residential		
		evaluation.		and retail) Shortlist to be prepared		
				by 6 th June.		
		Selection of preferred				
		developer July /		21 st July 2014 – tenders received for		
		August 2014		food store and residential		
				development and being considered		
		Lottery funds granted		following which it will be decided		
		for Business Plan		whether further information or a		
		creation. Team		2 nd round of tenders is required. An		
		instructed and		update will be given to the Board on		
		Business Plan now		25 th July.		
		completed for				
		justification and costs				
		of proposed				
	Dog	community building				
Lockleaze	Reg		To bring 9.88 acre site to	Property Board 18 th October -	200 dwellings	
School Site			the market and achieve	Operational negotiations continue		
Hogarth Walk			residential development	with the aim of securing vacant		

Lockleaze	as soon as possible.	possession.
		15 th November 2013 – as above.
		18 th December 2013 – part of site still occupied for office accommodation and likely to be required until 2016/17. Future of whole site needs to be part of an agreed vision for the Lockleaze area. Joint briefing for Mayor / Cllr Bradshaw to be produced on
		Lockleaze sites. 26 th February 2014 – Community engagement issues for Lockleaze sites are on-going.
		30 th May 2014 – whole portfolio of Lockleaze assets require careful stakeholder engagement which is on-going with Cllr Bradshaw's
		assistance. Romney House still occupied and due to be vacated 2017/18.
		21st July 2014 – meeting held with local councillors 22nd July to discuss community engagement, strategy and resources to bring forward developments in Lockleaze.

3. Other Projects

Plot 6 Temple Quarter.	Site is jointly owned by HCA/BCC and Network Rail. 26 th February 2014 - HCA out to market on this and other sites to obtain consultancy support. Keen to bring to market asap and by end of year. Various issues still to be resolved.
	30 th May 2014 – Multi disciplinary team engaged to develop disposal plan by November 2014. This should identify footprint and timescale.
Redcliff Way	30 th May 2014 -Development being promoted by Neighbourhood Planning Group. Outline proposals being developed and BCC involved in discussions however potential £15M upfront cost and issues to be resolved around transport, Services, parking etc.
	23 rd July 2014 – Stakeholder workshop took place 12 th June.

Bristol Property Board

Strategic Review playback

Reg 13(1)

19 Sept 2014



Bristol
PROPERTY BOARD

Contents

- Introduction and context
- 2. City Deal commitment Project Initiation Document (PID) promise
- Initial BPB Terms of Reference
- Stakeholders interviewed
- 5. Focus interviews scope
- 6. Headline findings interview playback
 - Board initiation and set up
 - > Focus, outcomes and achievements
 - Membership and governance
 - > Reputation
 - Improvement areas
- Next steps for discussion and agreement

Appendices – EC Harris charter

West of England City Deal – PID extract

Bristol Property Board Terms of Reference – March 2013.



Bristol PROPERTY BOARD

Introduction and context

The Bristol Property Board (BPB) was established in July 2012 as part of the West of England City Deal. Unlike other elements of the City Deal, the Property Board was constituted for the Bristol City Council area only.

Comprising representatives from Bristol City Council, the GPU, HCA and local business community, the Board's primary role at the point of constitution was to develop a more integrated approach to how the public sector uses its assets in the City.

The BPB's remit covers the management of a portfolio of £1bn of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector bodies. Through a strategic, collaborative and integrated approach, the Board aims to help drive economic growth, remove barriers, co-ordinate development and maximise opportunities for co-location and rationalisation of assets.

In July 2014, EC Harris was commissioned by the Board to carry out an independent, strategic review seeking reflections and feedback on the progress of the Board to date and consider changes to its governance, remit and focus if required.

Engaging with an agreed list of Board members and a wider set of key stakeholders across the Bristol property community, the review aimed to provide a candid, collective perspective on the performance of the BPB covering –

- √ The clarity of purpose, terms of reference, structure and membership of the BPB
- ✓ An assessment of its impact to date successes, outcomes, benefits
- ✓ Form an understanding of its reputation, status and profile within the wider Bristol stakeholder community
- ✓ Make recommendations for change to ensure the BPB adds value and drives outcomes for the City.

Interviews were carried out over a period of 10 days during August and September 2014.



The initial remit for the BPB was set out in a PID as part of the West of England City Deal submission

Objectives

- ✓ Manage the public sector portfolio –£1bn of local government assets and 180 assets from other parts of the public estate in Bristol.
- ✓ Unlock land for economic growth or housing
- ✓ Lever private sector investment
- ✓ Generate operational efficiencies through co-location of services
- Develop productive relationships with a range of prospective investors and developers to enable swift disposal and development of surplus land and estate.

Deliverables

- ✓ A work plan that will set out the portfolio of land that the Board would manage and the benefits it would yield.
- Identifying impediments to economic and housing development where sites are proposed for disposal, and work to remove such barriers.
- ✓ Delivery against any actions arising from the portfolio mapping and work plan.

Dependencies

- ✓ High level of commitment from all stakeholders on the Property Board
- ✓ Adequate resources provided for work undertaken
- ✓ Continued successful partnership working with other lead stakeholders (Homes and Communities Agency, Government Property Unit) acting as focal point for other central government departments
- ✓ Continued successful partnership working with other public sector agencies with assets in Bristol.



The strategic review sought to measure the impact and performance of the Board against this original PID 'promise' and the extent to which the commitments had been achieved

A more specific Terms of Reference was developed for the Board in March 2013



Role of Property Board

	The Board's primary aim is to achieve a more integrated approach to how the public sector uses its assets in the City, and thus to support economic growth and deliver better value for money for the public purse. It is not intended that organisations would delegate ownership decisions on their existing assets to the Property Board. The Property Board will be established as a local strategic property forum. Formal decision making on specific property assets and transactions affecting them will remain with the party who owns the interest in question.
	The members of the Property Board will support the public sector partners in working together to explore and promote the benefits that can be gained by considering their respective assets in the locality as a single asset base; set up a governance structure that will underpin this partnership arrangement for the long term; and implement and promote the opportunities that arise.
^	higgstives stated for the Property Roard were summarised as:

Objectives stated for the Property Board were summarised as:

Achieve a consideral	oly more integrate	d approach	to management	t of prope	erty asse	ts across t	the pub	lic estate)
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- ☐ Improve release of property for regeneration and value realisation from the public estate.
- □ Increasing the efficient use of space to enable the public sector to lower its property running costs, achieve cost reductions and carbon reduction.
- □ Improved customer access quality, organisational communication and working dynamics by bringing together uses in the same property.



The Terms of Reference provided a refinement of the original PID scope, however it was still seen as aspirational in nature.

Opinions were sought from a number of key stakeholders as part of the review process

PROPERTY BOARD

Name	Role/Organisation
George Ferguson	Mayor, Bristol City Council Chair, BPB
Reg 13(1)	Business Representative, BPB
Reg 13(1)	Business Representative, BPB
Reg 13(1)	Homes & Communities Agency BPB
Reg 13(1)	Government Property Unit BPB
Reg 13(1)	Property Services Director, BCC BPB
Reg 13(1)	City Director, BCC
Reg 13(1)	Director of Place, BCC
Reg 13(1)	West of England LEP
Reg 13(1)	Programme Director, Partnerships & Localities, BCC

Name	Role/Organisation
Reg 13(1)	Community Groups rep
Reg 13(1)	Interim Strategic Director, Customer Services, BCC
Reg 13(1)	Head of Estates, Avon and Somerset Police
Reg 13(1)	Interim Area Manager, NHS Estates
Reg 13(1)	Programme Manager, South West Ambulance Service
Reg 13(1)	Bristol Property Agents Association (including feedback from x9 BPAA members)
Reg 13(1)	Business West
Reg 13(1)	Taylor Wimpey
Reg 13(1)	Knightstone Housing



The focus interviews questioned and challenged the current operating model for the Bristol Property Board

PROPERTY BOARD

- ✓ Was the remit of the Board clear and understood by all?
- ✓ Was the PID and Terms of Reference adopted and a plan developed to drive outcomes for the City?
- ✓ Is the Board recognised for its work within the Bristol Property community
- Does the Board communicate and engage with a wider community and promote its remit and outcomes?
- ✓ Is the Board approachable and open to ideas and innovation?

Board Initiation and set up

Focus, outcomes and achievements

- In 2 years of operation, what has been achieved?
- Has the focus been strategic and driven value?
 - What benefits have been delivered against the PID and Terms of Reference?

Reputation

Membership and governance

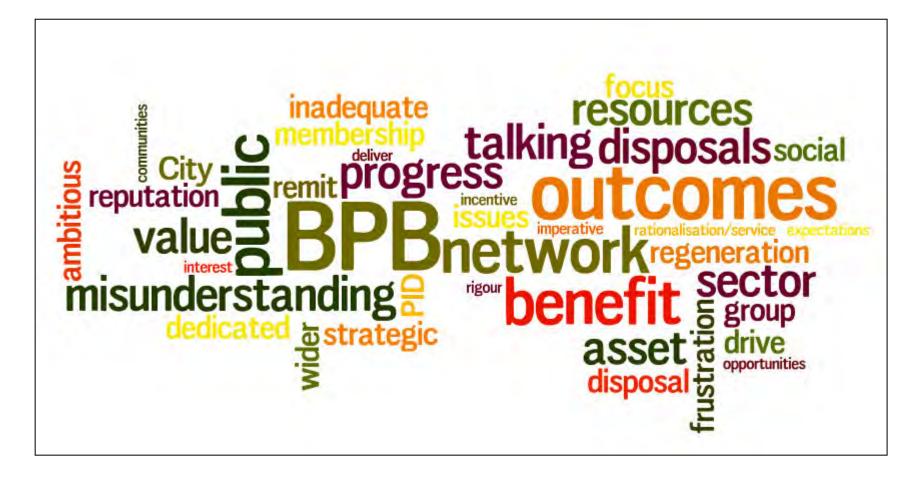
- ✓ Are the right people around the table?
- Are there gaps in membership of the Board
- ✓ How does the Board relate to the Stakeholder Group?
- ✓ Is the Board professionally run and supported by adequate resources?

Underpinning issues –
Do any underpinning issues exist which drive behaviour or hamper progress?



What initially emerged from the interviews was a rich form of opinions with a number of key recurring themes







The following pages summarise the comments and feedback garnered from the interviews and positions a number of challenges for the future re-positioning of the Board

Interview feedback - Board Initiation & Set Up



Headline feedback and insight -

- ✓ Genuine initial positivity and willingness to engage in the concept of the BPB
- Offered huge potential and opportunity for adding value and realising outcomes for the City
- Members could see a role in bringing their collective knowledge, insight and expertise to the table and to 'make things happen
- ✓ Perception and expectation that the BPB could bring expediency, rigour and co-ordination of public asset disposals in the City – a catalyst for change
- ✓ Great interest in public sector surplus assets being released for development to support the homes and economic growth agenda
- ✓ Endorsement of the 'One Public Estate' concept and considered beneficial in terms of social good, economic regeneration, creation of capital receipts, identifying public sector synergies and benefit to local communities.

- Over ambitious PID issues around 'form before function evident leading to misalignment of expectations from the outset.
- Terms of Reference drafted but never wholly endorsed by all members of the Board
- No strategy or implementation plan designed to deliver the PID vision
- Lack of/differentiated understanding of BPB remit and focus leading to frustration and disengagement
- Inadequately resourced against expectations no dedicated senior lead to drive outcomes and take accountability for delivery
- Lack of understanding of the wider social requirements of the Board's remit.
- Seen by some as 'drifting' with no incentive to move forward.
- Dis-connect between commercial focus and long term value related to social, economic, community and environmental impacts.

Other points raised -

- > BPB seen as 'one dimensional' with focus primarily on City Council assets. No buy-in or 'voices' heard from the wider public sector at Board level
- > Perception is that the 'government ask' and subsequent funding allocation became the end of the journey rather than the beginning.
- > Stakeholder group established but perception is that it is an isolated entity and has poor connectivity to the BPB.



Interview feedback - Focus, Outcomes and Achievements



Headline Feedback and insight -

- ✓ The BPB has created a strategic network at which a variety
 of public asset property issues are discussed
- ✓ The concept of the Board has 'increased the heads in the room' around discussions creating a closer working relationship amongst some parties
- ✓ The unique nature of the Board make-up is not duplicated elsewhere across the many governance structures within Bristol.
- ✓ Perceived alignment with the LEP structures.
- ✓ It was acknowledged by many that two key projects had been pursued to a satisfactory outcome through the BPB – both with significant HCA/Bristol City Council involvement
 - ✓ Ambulance station
 - ✓ Ashton Sidings

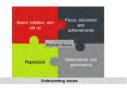
- Seen as a 'talking shop', non-effective and still finding its way/in the 'sorting out' period
- No visible pipeline of opportunities what's next? Against what strategy/plan?
- Some members are only driven by asset disposal focus other with a wider rationalisation/service delivery/colocation/efficiency imperative – ambiguity causing confusion
- One dimensional focus on City Council assets causing tension and mis-alignment with the original remit of the Board
- No dedicated resources assigned to the BPB leading to limited traction to move things forward from meeting to meeting.
- Perception that very little progress is being made seen as a great disappointment and a missed opportunity.
- Some concern relating to geography and the boundaries of the Board's remit leading to missed opportunities.

Other points raised -

- > Frustration from some interviewees that there is not sufficient focus on the housing agenda
- ➤ Perception around the opportunities at Hengrove and lack of pace, focus and resources yet significant strategic opportunity to drive benefit
- > 'Process' is often seen as a blocker for getting things done at pace or at all
- > Conflict of opinions around the balance between commercial opportunity versus social regeneration and place shaping
- > Concern that more significant property matters have not come to the BPB for discussion examples included the Port, Broadmead, Avonmouth and the Arena.
- > There appears to be an absence of a clear Property Strategy for the Council.



Interview feedback - Membership and Governance



Headline Feedback and insight -

- Consensus that predominantly the right people have been around the table in the 'forming' stages of the BPB. Consideration should be given to widening/re-aligning the membership depending on the revised remit/purpose of the Board.
- Many would welcome more/different private sector representation (but need to be aware of any conflict of interest issues)
- Suggestion to increase and vary the public sector involvement to include representatives from universities, blue light and health
- A wider selection of voices should also be considered eg community focus, 'big business', sustainability, energy as well as thought leadership to be brought to the table.
- Strong opinion that the BPB needs a senior lead, dedicated to helping shape the strategy and plan/move the agenda forward
- Professionalise BPB administration through clear processes and transparent decision making
- Levels of professional behaviour brought into question by some, siting examples of unprofessional challenge and overt criticism without constructive input
- More formal link with the stakeholder group re setting mandate, receiving reports and giving strategic direction

Other points raised -

Many would welcome voices around the table that would bring innovation in terms of problem solving, brokering and operating and delivery models. The opportunity to 'try something new' and push the boundaries of the status quo was encouraged.



Interview feedback - Reputation



Headline Feedback and insight -

- ✓ Very limited positive response re the reputation and status of the Board, particularly outside the Board Members themselves
- ✓ Reputation exists only as a network of key players across the Bristol property landscape.
- √ View from a limited number that some positive connections has been made eg linking HCA and the City Council.
- ✓ Many see the benefits of the BPB, given a clear remit and demonstrable and valued outcomes.

- Majority thought the reputation of the BPB was poor and at best 'invisible'.
- ➤ Reputation built on outcomes and achievements ... which are perceived as very limited.
- ➤ Seen as a 'talking shop' and networking group rather than a professional and successful power house of activity adding value to the City in terms of economic growth and regeneration.
- > Viewed with distain and inertia by some
- Seen as a minor component only in the Bristol property community— with some limited value in people coming together.
- Perceived that there is no attempt to raise its profile or communicate/engage more widely with the property community and the market.
- ➤ Perception that the BPB has kept a low profile but this has led to frustration in the wider property community outside of the 'inner circle' membership.
- ➤ Needs a BPB champion to act as a conduit, to engage and demonstrate results.



Other issues/considerations



It is noted that a number of recommendations pertaining to the Bristol Property Board were raised in the recent 'Homes Commission Report ' and these should be considered within the context of any reform of the Board.

Recommendation 1 – Proactively looking for opportunities to create additional housing land and site assembly options

- The Commission recommends that the City Council carries out a review of all of the land and estate within its control so as to identify additional housing land and site supply options over the short, medium and longer term.
- This process should give active consideration to ways in which services and use of existing sites can be reconfigured to release additional housing land. Expertise located in the **Bristol Property Board** should be called on as required to support this review process.

Recommendation 2 - Enhancing the role of the Bristol Property Board

- The Commission strongly supports the **Bristol Property Board (BPB)** having a more direct role and the authority to broker deals across all public bodies that release land for affordable housing use, in partnership with other agencies, especially the Homes & Communities Agency.
 - Specifically;
- i) The Commission recommends that the BPB is given, or more robustly adopts, this land deal brokering role. The BPB should then be able to make recommendations on options to enable an increase in the supply of housing land and sites
- ii) The Commission recommends that consideration is given by the BPB to having a dedicated senior resource who can support the identification of opportunities and can 'make things happen'.

Recommendation 5 – Preparing an annual Prospectus for Housing

■ The Commission recommends that the Council and/or **Bristol Property Board** should prepare an annual disposals plan (a Prospectus for Housing) that brings together all the site disposal plans of public landowners in Bristol.



BPB Future state – improvement ideas/suggestions



- Re-launch the BPB with a clear and collective vision, remit, strategy and roadmap/plan for delivery
- Concentrate on significant strategic opportunities, linking the BPB plan to driving economic growth and bringing forward sites for the development of housing
- Consider a focus on one significant project to help build momentum and credibility
- Put all public sector assets on the table move away from BCC focus
- Need high level exchange of 'property strategies' from all public sector partners/asset owners to truly operate as 'One Public Estate'
- Ensure executive alignment of C suite from other public sector agencies
- BPB agenda should be wider than pure disposals and consideration should be given to social, environmental and community aspects.
- Change in constitution will allow the Mayor to make decisions in the BPB meetings the Board needs to consider the implications of this
- Pick up from the initial asset register and mapping exercise to identify surplus assets and therefore individual or cluster opportunities.
- Mandate the Stakeholder Group to deliver quick wins identified.

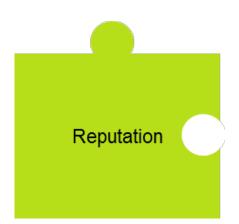


- Appoint a dedicated senior lead for the BPB (or a small team) to develop and drive through the plan and be held accountable for delivery – ensure appropriate capabilities including commitment/passion, expertise, local knowledge, connectivity, innovation, thought leadership
- Consider a dedicated PM for Hengrove and other projects of consequence
- Set up a number of cross sector sub/task teams to the BPB to deliver ad hoc projects such as the depots collaboration review.



BPB Future state – improvement ideas/suggestions





- Concept of BPB needs a re-commitment from the Council
- Set clear expectations and boundaries for members
- New members to be pursued and interviewed to ensure fit and understanding of the role and accountabilities
- Re-dress the balance from the City Council weighted membership bring in new voices across the public sector eg blue light , health and education
- Bring in subject matter experts when required/on a thematic basis
- Seek a view from the business sector as required re criteria for surplus assets, market values, marketing and promotional advice etc
- Suggested change of Chair eg Nicola Yates or Barra Mac Ruairi with the Mayor acting in a sponsor role
- Discipline also around behaviours and accountabilities
- More regular meetings more professional administration
- Bring in innovation creative thinking from big business or academia
- Develop a closer link with the Stakeholder Group with new terms of reference and mandate.
- Proactive engagement with the wider property community re sharing knowledge of the BPB, its remit, milestones and achievements
- More discipline /process and outcomes focus to the Board would improve gravitas and strengthen transparency.



Next steps – for discussion and agreement

Re-commit to the proposition

Develop a revised purpose and terms of reference

Re-align the membership to match the revised purpose

Commit the necessary resources and governance to deliver

5

Ensure proactive management and communication of the outcomes

- BCC (and all parties) to re-commit to the concept of the Bristol Property Board and consider how it will add value – setting itself apart from the existing property governance landscape in the City.
- Define the vision for the Board linked with the City 's ambition
- Redefine the focus and remit of the Board. Consider and agree -
- Function advisory /steering / challenge/networking/ collaboration/broker/strategic or task orientated?
- Clarify decision making power and who this sits with
- Focus disposals/ development opportunities/public sector collaboration/ colocation/community benefit?
- Outcomes and benefits to be achieved – economic growth/ value for money, ROI, reduced running costs/ improved service delivery/improved access to services/reduced carbon reduction/community or social impact? Use smart targets and be clear on success indicators.
- Bring these aspects together in a strategic plan for the Board and prepare an implementation plan to track delivery.

- 'Form to follow function' –
 following clarity of step 2,
 align membership to
 provide the capabilities,
 expertise, insight and
 connectivity to enable
 delivery of the outcomes
 required.
- This may involve a realignment of the current Board make-up including the opportunity to bring a wider/different group of stakeholders to the table.
- Consider how innovation can be embedded in the BPB ethos.

- Consider the delivery resources needed to match the ambition of the Board including a dedicated lead to proactively drive forward the agenda and take accountability for realising the outcomes.
- Resources should also be considered to drive individual projects of work as required eg a Project Manager for Hengrove or a sub team to take forward the Depots project.
- Governance consider frequency of meetings and focus on progress towards delivering the desired outcomes.
- Consider the relationship with the Stakeholder Group including purpose, mandate and reporting arrangements into the BPB.

- Where appropriate, share the BPB vision and focus with a wider group of stakeholders
- Consider a more proactive engagement strategy – ensuring the focus remains on outcomes /benefits delivered to demonstrate value and enhance the current BPB profile.

Appendices



BPB Strategic Review - charter

Background

The Bristol Property Board (BPB) was established in July 2012 as part of the West of England City Deal. Unlike other elements of the City Deal, the Property Board was constituted for the Bristol City Council area only.

Comprising representatives from Bristol City Council, the GPU, HCA and local business community, the Board's primary role at the point of constitution was to develop a more integrated approach to how the public sector uses its assets in the City.

The BPB's remit covers the management of a portfolio of £1bn of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector bodies. Through a strategic, collaborative and integrated approach, the Board aims to help drive economic growth, remove barriers, co-ordinate development and maximise opportunities for co-location and rationalisation of assets.

The BPB members have agreed to commission a strategic review to reflect on the progress of the Board to date and consider changes to its governance, remit and focus if required.

Objectives Key Activities To carry out an independent, strategic review of the BPB to -During the period of the review the following activities will be undertaken -Clarify its purpose, terms of reference, structure and membership Prepare a scoping paper for the strategic review - for approval at the BPB meeting Assess its impact to date - achievements, successes, focus in on 25th July. particular around the level of maturity of its stated benefits ie Carry out a series of focus interviews with key stakeholders (see list attached for maximising value, releasing capital, reducing running costs. reference) enhancing public provision and improving economic growth. Prepare a detailed report on the findings and recommended changes to the BPB for Understand the profile and reputation of the BPB within the presentation, discussion and approval at the BPB meeting on 3rd October 2014. wider Bristol stakeholder community Make recommendations for change to ensure the BPB adds value and drives outcomes for the City. Risks **CSFs** Interdependencies Resources Reg 13(1) Lack of availability of key ■High level of commitment to **■City Deal** Partner at EC Harris - to stakeholders within the agreed the review process from BPB w. prepare and present ■One Public Estate timescales members and all the report ■Bristol Stakeholder Group activities stakeholders Lack of engagement and willingness ■BCC's re-organisation of the assets function to change - key stakeholders Open and honest Reg 13(1) Relationship between HCA and BPB. conversations ■Lack of availability of key data and documentation for review. Availability of data and key tion and interview set up information Key stakeholders for interview and attendance at BPB.



BRISTOL PROPERTY BOARD - CONFIDENTIAL DOCUMENT

MONITORING – Property Board 3rd October 2014

PROJECTS UPDATE

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
Ashton Gate Sidings/ Depot Now re- named – Ashton Station Gateway Now re- named City Gateway	Reg 13(1)	MoU between BCC Planning and HCA to be completed by 6 th January 2014. Planning Concept Statement to be completed by end of Feb 2014. Site marketing to commence via HCA Developer Partner Panel (DPP) by 21 st March 2014 Developer appointed by July 2014	HCA has purchased site from BRRB and is preparing the site for marketing and development for a residential led scheme.	Property Board – 18 th October – Aim is to go to the market by 31/3/14, will be a competitive process. Discussions needed with BCC on adjacent landholdings. Concept statement and PPA to be developed and brought to Board for sign off. 15 th November 2013 – Still plan to go to market by 31/3/14. Bids will be on a conditional basis and concept statement will be produced. A land swap arrangement with BCC is not to be pursued at this stage. Property Board agreed HCA should use their developer panel rather than full open market bids. 18 th December 2013 – Agreed that in view of the scale of benefits sensible to plan around current allotments and cycle route at this stage. Mayor suggested Festival Gardens as a possible name. Opportunity to look at Police site which is adjacent. 26 th February 2014 – Concept Statement out for consultation. Agreed Property Board Logo to go on final documents and for them to be approved by Board Members. Press statement to reference Property Board. Early meeting required HCA / BCC to	Circa 200 Homes, including affordable. Component of commercial and potential for small scale convenience retail	HCA acquired the site September 2013.

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	COMPLETED
				resolve access issues. 30 th May 2014 – Project still on target. A shortlist of 5 developers has been identified and returns are due back 16 th July. 25 th July 2014 – Linden are the preferred bidder and are proposing 210 properties with a small amount of commercial. Bid is subject to planning consent. Agreed that PR mentioning the Property Board to take place at an appropriate time. 26 th September 2014 - HCA Board approved disposal to Linden Homes. Building lease being negotiated, with PR announcement on exchange of agreement in October 2014. Negotiating disposal of remaining land to BCC for the Metrobus scheme. Existing Tenant (stone merchant employs 30 people) is keen to	OUTCOMES	COMPLETED
Ambulance Station	Reg 13(1)	Exchange contracts on NHS acquisition end of February 2014 Planning Concept Statement by June 2014 Site marketing	HCA to acquire site from the NHS Trust and undertake joint marketing and disposal with adjacent BCC land. Possible	acquire surplus public sector land for their new premises - can the Bristol Property Board can assist? Property Board – 18 th October – HCA have submitted off and are waiting for Ambulance Trust Board approval. 15 th November 2013 – Report to go to Ambulance Trust on 28 th November for decision on sale. 18 th December 2013 – HCA offer approved by Ambulance Trust and contracts to be exchanged by end of Feb. High density development to be	Circa 130 homes including affordable with commercial space on lower level.	NHS Board approved HCA's offer to acquire the site on 28 th November 2013

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
		process to commence by end of July 2014 – revised to end of September. VP end of September 2014 (longstop) Demolition works Aug – Oct 2014 (linked to staged VP) Developer appointed by December 2014 – revised to March 2015.	inclusion of clinic site.	encouraged. Council Cabinet report 1st April 2014 to approve key decision including freehold disposal. 26th February 2014 – Exchange of contracts due in next few days, press release on acquisition to reference Property Board. BCC / HCA to agree landowners agreement. 30th May 2014 – HCA have completed purchase of site. Planning concept statement being prepared. Likely to be a 2 month delay to programme as the site the Ambulance Service are purchasing has fallen through and they are now progressing a different site. Marketing will now be the end of September with developer appointed by March 2015. 25th July 2014 – Further delays to the Ambulance Trust's acquisition and fit out of new premises has delayed VP to Jan 2015. HCA will continue with planning and design activities and market the site from end of October 2014 but demolition works cannot commence until Jan/Feb 2015, which puts considerable pressure on the programme for site surveys and enabling works. Joint planning concept statement being produced. 26th September 2014 - Ambulance Trust exchanged on their new premises thus HCA's Sale and Leaseback agreement has now completed. Access provided for		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
				pre demolition site surveys. Consequently HCA-BCC Joint Working Agreement has now completed and planning and design activities will now commence		
Hengrove Park		31/3/2015	49.7 ha development site. Includes Hartcliffe Campus Site.	Property Board 18 th October – HCA and BCC moving forward. Need to consider Bottleyard site which is adjacent. Gathering information on Mounds, sports use and open space requirements etc. 15 th November 2013 – The Board agreed this should be on the agenda for their next meeting when Neil Taylor will be present. A detailed programme will need to be produced with clear lines of responsibility. HCA site at Locking may provide some learning. 18 th December 2014 – BCC / HCA working to un-pick historic financial arrangements. Agreed that a project officer needs to be appointed asap. HCA may be able to provide resources for project management / master planning. Property Consultants to be appointed once clear brief agreed with mayor so vision for site is understood. A critical path / timeline to be agreed asap. 26 th February 2014 – HCA / BCC to finalise heads of terms. Will then go to Cabinet for approval after which will start building team. GW noted that the issue of The Mounds needs to be addressed urgently	1,000 homes New Public Park 0.175 ha allotments Offices	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
				so we understand the extent of the site. Aim is to have detailed timescales available by next Property Board meeting. 30 th May 2014 – Heads of agreement to cover funding issues with HCA bei8ng drafted. BCC is developing its approach to project delivery and is joining it up within the Place Department. A project manager is to be identified to lead the project and bring in consultancy or other assistance as required. 601 Whitchurch Lane to be acquired. £750K HCA money available for master planning by 2015. 25th July 2014 – Overall Place Directorate review proceeding which will determine approach to development delivery. Internal BCC discussions taking place to obtain clarity on development aims. Agreed that a paper be brought to the next meeting on strategy for moving forward. HCA have a £10m fund for Housing Enterprise Zones and DW / BMR to discuss.		
Dunmail School Site. Dunmail Road Southmead	Reg	Marketing of site to commence by end of July 2014. Revised to November 2014. Developer selection to be completed by end of 2014 Revised to Q1 2015	To bring 6.7 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October – Aim is to bring forward an exemplar green development to include market rented and affordable rented housing for Green Capital year. Will be delivered via a partner developer under the affordable housing framework. 15 th November 2013 – Currently preparing draft brief and programme for consideration in 4 – 5 weeks. Aim is to have some units occupied in 2015.	140 dwellings	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
		To be on site by April 2015. Revised to end of 2015.		18 th December 2013 – Draft programme being prepared and will be ready for next meeting. Procurement will be key and agreed we need more advice on OJEU. Need to ensure that sustainability specialists are able to bid. 26 th February 2014 – Design brief being prepared. Procurement could be an issue as developers likely to be attracted to this sort of development are not on our frameworks and general marketing will require OJEU process. DW to share how HCA have reduced process to 6 months. 30 th May 2014 – Colliers appointed to market site. Planning concept statement being prepared and procurement method agreed. Stakeholder engagement has commenced. Marketing will begin July 2014. 25 th July 2014. Agenda item – detailed update provided. Site surveys undertaken, awaiting final reports this month. Stakeholder and public consultation event on 31 July. Planning concept statement preparation over August. Marketing now in September to avoid summer holidays. 26 th September 2014 - Capacity issues and results of consultation has resulted in revised programme dates. Design and Planning brief to be signed off by Affordable Housing Delivery Board in October.		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	COMPLETED
Harbourside Waterfront Site. (ex CPA Site) Waterfront Place	Reg	MIPIM exposure March 11-14 2014 by Mayor. Marketing brief created Feb 2014. Agent to be instructed for 2 stage marketing process March / April 2014. Process to be agreed with Agents as well as timescales	To bring 1.2 acre site to market as soon as possible	Property Board 18 th October – Way forward is to select an agent and move to expressions of interest perhaps using a two stage fee. 15 th November 2013 – Planning design brief, reflecting financial viability, to be agreed before going out to a design competition. This is a complicated and high profile site and it will need some PR to make its availability known nationally and internationally. Will need engagement with Lloyds. 18 th December 2013 – Need critical dates / timeline for his site. Aim to launch at MIPIM. Need to look at previous designs and history. Estimate potential sq ft available and end user possibilities. 26 th February 2014 – Site specific opportunities no longer going to MIPIM. Agreed that site should be branded under Property Board logo. Mayor is keen for a high quality development and Property Board to consider what this means at next meeting. 30 th May 2014 – Savills are working on an approach for bringing site forward and linking design importance with attracting an occupier. Approach will be brought to Board. 25 th July 2014 –agenda item – detailed update provided. Agreed Waterfront Place as the name to use for the site. Agreed meanwhile use should	OUTCOMES	COMPLETE

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
				remain as event space. 26 th September 2014 – Savills instructed and programme produced.		
Coombe EPH 321 Canford Lane W on T	Reg	Decision to be made whether or not site is required for SEN use by 1 st March 2014. Marketing to commence by 1 st September 2014. Marketing to end and offer accepted by 1 st November 2014. Planning consent to be obtained by 1 st April 2015. Sale to be completed by 1 st September 2015.	To bring 0.65 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October - Marketing delayed as site may be required to meet Special Education needs. 15 th November 2013 – Working with Education to establish whether site is required for service delivery. 18 th December 2013 – Need to establish whether Post 16 is an option and provide a timeline for this site. 26 th February 2014 – As above 30 th May 2014 – Will be brought forward as part of the affordable housing programme. The proposed timescales have been amended accordingly. 25th ^t July 2014 – design brief being completed by City design. Marketing will commence in August with closing date for offer of October 2014. Delays have been due to decision over whether operation need for site. 26 th September 2014 – Closing date for offers 26 th September. Developer selection to take place during October 2014 based on offer and scheme design.	15 Dwellings	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
Fulford School Site Fulford Road Hartcliffe and The Whitehouse Centre, Fulford Road.	Reg	Relocate Halal Kitchen to new site and declare site surplus by 1 st July 2014. Commence marketing of site by 1 st September 2015. Close marketing period and accept offer by 1 st November 2015. Obtain planning consent by 1 st June 2015 Complete sale by 1 st November 2015.	To bring 1.55 ha (3.83 acre) site to the market and achieve residential development as soon as possible.	Seeking to relocate Halal Kitchen currently occupying adjacent Whitehouse Centre site to enable both sites to be marketed together. Property Board 18 th October 2013 – seeking to resolve service relocation issues to release asset. 15 th November 2013 – developing business case to demonstrate most cost effective solution to Halal kitchen and community meals kitchen location. 18 th December 2013 – Services have agreed to move and internal approvals and move plans being agreed. Timeline to be produced. 26 th February 2014 – vacant possession of whole site being progressed. 30 th May 2014 – Work progressing on replacement facility. 25th July 2014 – Preliminary works on replacement facility have commenced and contractor for main works being appointed. All works to be completed by December 2014 when Halal Kitchen will relocate. City design to be appointed to develop design brief for site. 26 th September 2014 – Design team not yet appointed as service yet to declare surplus. Work continuing on alternative premises for the Halal Kitchen.		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
Lawrence Weston College Site Syle Acres / Broadland Drive	Reg	Agents instructed Dec 2013 Demolished Jan 2014 Planning Design Brief completed Feb 2014 Marketing to commence by Agents March 2014. Two stage process - 1st stage 6 weeks, followed by two weeks evaluation. 2nd stage 6 weeks followed by 2-4 weeks evaluation. Selection of preferred developer July / August 2014 Lottery funds granted for Business Plan creation. Team instructed and	Joint sale by BCC and City of Bristol College. 6.87 acres	Property Board 18 th October – To seek expressions of interest by end of October. 15 th November 2013 – Final planning brief for expressions of interest to be agreed by COBC and local community before marketing. 18 th December 2013 – Will go to the market in January 2014. Timeline to be produced. 26 th February 2014 – Agreed site to be branded under the Property Board logo and for it to be included on marketing details. 30 th May 2014 – 5/6 expressions of interest received and currently being assessed. (includes residential and retail) Shortlist to be prepared by 6 th June. 25 th July 2014 – Agenda item – detailed update provided. Tenders received for food store and residential development are being considered following which it will be decided whether further information or a 2 nd round of tenders is required. 90 residential units plus a foodstore. Half an acre reserved for community building (via sec 106). Community involved at all stages. 26 th September 2014 – All tenders evaluated and decision to be made shortly. Separate tenders for residential and food store developments.	80 Dwellings Community facility Retail	COMPLETED

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
		completed for justification and costs of proposed community building				
Lockleaze School Site Hogarth Walk Lockleaze	Reg		To bring 9.88 acre site to the market and achieve residential development as soon as possible.	Property Board 18 th October - Operational negotiations continue with the aim of securing vacant possession. 15 th November 2013 – as above. 18 th December 2013 – part of site still occupied for office accommodation and likely to be required until 2016/17. Future of whole site needs to be part of an agreed vision for the Lockleaze area. Joint briefing for Mayor / Cllr Bradshaw to be produced on Lockleaze sites. 26 th February 2014 – Community engagement issues for Lockleaze sites are on-going. 30 th May 2014 – whole portfolio of Lockleaze assets require careful stakeholder engagement which is ongoing with Cllr Bradshaw's assistance. Romney House still occupied and due to be vacated 2017/18. 25 th July 2014 – meeting held with local councillors 22 nd July to discuss community engagement, strategy and resources to bring forward developments in Lockleaze.	200 dwellings	

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
				CLG, community reps, Ward Councillors and MP to discuss how to bring Lockleaze Local Neighbourhood Development Plan forward to completion. Discussions also held on community involvement on all proposals and decisions with regard to development on Council land. Steering group to become forum within which all development proposals must be approved. Resources being considered to lead project management of development within Lockleaze.		
Plot 6 Temple Quarter.				Site is jointly owned by HCA/BCC and Network Rail. 26 th February 2014 - HCA out to market on this and other sites to obtain consultancy support. Keen to bring to market asap and by end of year. Various issues still to be resolved. 30 th May 2014 – Multi disciplinary team engaged to develop disposal plan by November 2014. This should identify footprint and timescale. 25 th July 2014 – as above 26/09/2014 – Multi disciplinary team producing an initial layout plan (due by mid October 2014).		
Redcliff Way				30 th May 2014 -Development being promoted by Neighbourhood Planning Group. Outline proposals being developed and BCC involved in discussions however potential £15M upfront cost and issues to be resolved around transport, Services, parking etc.		

PROJECT	OFFICER	TIMESCALE	AIM	CURRENT POSITION / COMMENTS	PROPOSED OUTCOMES	DATE COMPLETED
				25th July 2014 – Stakeholder workshop took place 12 th June.		

Bristol PROPERTY BOARD

AGENDA

Meeting	Date	Time	Location
Property Board	3 rd October 2014	11.00am - 13.00	City Hall

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Review of the Property Board (Report previously circulated)
- 4. Projects Update (Schedule attached)
- 5. AOB
- 6. Date of next meeting

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Distribution Board Members -
                                   George Ferguson - Bristol Mayor (Chair)
                                   Reg 13(1)
                                                 - Business Representative
                                   Reg 13(1)
                                              - Business Representative
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 @echarris.com

Subject: Bristol Property Board - Stakeholder Group

Attachments: Stakeholder Group Meeting 25th November 2014..docx; GES.pdf

Dear All

I attach some notes from the Stakeholder Group meeting held on 25th November 2014.

I also attach the new Government Estates Strategy for info.

Best wishes



Reg 13(1) PO Box 3176 Bristol City Council Bristol BS3 9FS Reg 13(1) Reg 13(1) @bristol.gov.uk



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Bristol PROPERTY BOARD

Stakeholder Meeting – 25th November 2014

Room 3S2 100 Temple Street

9.30am - 11.30am

Notes of Meeting

Present:-

Apologies:-

Reg 13(1)	- GPU	Reg 13(1)	- AWP
	- NHS Estates	Reg 13(1)	- A&SP
Reg 13(1)	- HCA	Reg 13(1)	- Avon Fire Service
Reg 13(1)	- E C Harris	Reg 13(1)	- Bristol University
Reg 13(1)	- E C Harris	Reg 13(1)	- NHS Estates
Reg 13(1)	- SWAS	Reg 13(1)	- HCA
Reg 13(1)	- BCC	Reg 13(1)	- BCC
Reg 13(1)	- BCC		

ITEM	ACTION
Item 1 Welcome and Introduction	
Introductions were made and the purpose of the meeting explained.	
Following the review undertaken of the Bristol Property Board by Reg of E C Harris the Board had asked for further work to be undertaken on implementing the recommendations from the review and the purpose of the meeting was to seek input to this from the Stakeholder Group.	
Item 2 Review of the Property Board	
Reg 13(1) summarised the work she had undertaken in carrying out the review of the Property Board and the outcomes and suggested improvement areas, as set out in her report previously circulated.	
Item 3 What Next For the Property Board	
Reg 13(1) set out some draft thoughts on a proposed way forward for discussion. These focussed on four key areas :-	
Purpose and Remit of the Board	<u> </u>

- Understanding the Public sector meeting landscape what issues are considered elsewhere, what other Boards exist and what is their remit.
- Possible focus / remit on public sector operational assets, synergies, rationalisation and consolidation, customer engagement, shared outcomes, community benefit, collaboration, shared resources.

2. Work Plan

- area reviews, synergies / buying power, shared resources / spaces, shared operational delivery.
- 3. Operating model
 - Bristol Property Board
 - Stakeholder Group
 - Strategic Advisory Group
 - Project Groups
- 4. Resources
 - Programme manager
 - Role
 - Funding

The Group discussed the various issues and made the following points:-

There are a number of Boards looking at regeneration, place making, infrastructure (e.g. Strategic Solutions Panel) we need to be clear on the focus of the Property Board and avoid duplication.

Not aware of a forum where the key public sector organisations come together to discuss their strategies.

The Board requires wider public sector involvement

There needs to be a distinction between operational strategy and regeneration / disposals.

Resilience is an area that could be included for collaboration

Should the private sector have a scrutiny role rather than an advisory one?

Need to give consideration to how to involve the wider Health community.

Is Property Board the right name? Should it have assets or service in its title?

One Public Estate should be the key driver

Needs to be driven from the top down. Many CEX's may have not heard of One Public Estate. Does the government need to help drive the message forward.

Resourcing is about a programme manager but also about commitment from the various participants.

Can BCC help by aligning itself to deliver the Board outcomes as part of its reorganisation?

space available to all. Changes in IT make this possible now. Geography is still an issue. The focus on Bristol alone is of concern. BCC needs a clear property strategy that can be articulated to the other partners so they can see where there opportunities. The ability to bring people together for discussion through the stakeholder group is still seen as important. In order to move forward a few projects / drivers are required to gain interest and enable people to see where there is added value. Item 4 Future of the Stakeholder Group It was agreed that a clear mandate from the Board is required for the Stakeholder Group to:- Share strategies Make plans Develop projects Align resources The Group could then recommend a work plan for the year to the Board for approval. There is potential for sharing skills where they do not exist in some organisations but do in others. Item 4 AOB The new Ambulance Station will open in January in Croydon Street. (There is a Government facility adjacent to the premises and there may be scope for sharing of facilities.) The Government Property Strategy has been published. LW to circulate the link NHS Property Services have completed their business redesign and are now looking to move forward. Date of Next Meeting		
BCC needs a clear property strategy that can be articulated to the other partners so they can see where there opportunities. The ability to bring people together for discussion through the stakeholder group is still seen as important. In order to move forward a few projects / drivers are required to gain interest and enable people to see where there is added value. Item 4 Future of the Stakeholder Group It was agreed that a clear mandate from the Board is required for the Stakeholder Group to:- Share strategles Make plans Develop projects Align resources The Group could then recommend a work plan for the year to the Board for approval. There is potential for sharing skills where they do not exist in some organisations but do in others. Item 4 AOB The new Ambulance Station will open in January in Croydon Street. (There is a Government facility adjacent to the premises and there may be scope for sharing of facilities.) The Government Property Strategy has been published. LW to circulate the link NHS Property Services have completed their business redesign and are now looking to move forward. Date of Next Meeting	One aim could be for every public sector office building to have a touch down space available to all. Changes in IT make this possible now.	
partners so they can see where there opportunities. The ability to bring people together for discussion through the stakeholder group is still seen as important. In order to move forward a few projects / drivers are required to gain interest and enable people to see where there is added value. Item 4 Future of the Stakeholder Group It was agreed that a clear mandate from the Board is required for the Stakeholder Group to:-Share strategies Make plans Develop projects Align resources The Group could then recommend a work plan for the year to the Board for approval. There is potential for sharing skills where they do not exist in some organisations but do in others. Item 4 AOB The new Ambulance Station will open in January in Croydon Street. (There is a Government facility adjacent to the premises and there may be scope for sharing of facilities.) The Government Property Strategy has been published. LW to circulate the link NHS Property Services have completed their business redesign and are now looking to move forward. Date of Next Meeting	Geography is still an issue. The focus on Bristol alone is of concern.	
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TBA	Date of Next Meeting	
	ТВА	LW
		1

Reg 13(1)

From: Reg 13(1) @bristol.gov.uk> on behalf of Reg 13(1)

Reg 13(1) @bristol.gov.uk>

Sent: 11 December 2014 10:35

To: Reg 13(1)

Subject: Review of the Property Board - Progress Update

REVIEW OF THE PROPERTY BOARD PROGRESS UPDATE

Dear Property Board

At the last meeting of the Property Board on 3rd October we considered the review undertaken by Reg of E C Harris and agreed that further work should be undertaken to progress the recommendations in her report. That work was to be handled partly by EC Harris, partly by BCC working with GPU.

Actions Completed

- E C Harris (Reg 13(1)) have been appointed to work with us to complete the review. This includes preparation of draft proposals for the future scope, membership, terms of reference, outcomes and resourcing for the Property Board.
- A workshop session for Reg 13(1) with Reg 13(1) and Reg 13(1) enabled some draft proposals to be prepared, based on her original report, for consultation with stakeholders.
- The proposals include :-
 - Developing a revised remit for the Property Board that does not duplicate work being undertaken at other Boards or meetings
 - A clear understanding of the role of the Stakeholder Group and the setting up of Project Teams for specific projects
 - A focus on public sector assets and identification of synergies, opportunities for collaboration, rationalisation and consolidation and shared and tangible outcomes.
 - Developing a clear work plan around specific themes
 - A revised operating model and improved governance
 - Representation on the Board to reflect the review outcomes.
- A meeting of the Stakeholder group took place on 25th November 2014. Reg 13(1) attended with GPU and BCC. Discussions took place on the initial review and the draft proposals for the way forward. There was general agreement from the group on the proposals.
- A productive meeting with Reg 13(1) and Reg 13(1) on behalf of the LEP and Reg with Reg 13(1) and Reg 13(1) was held on 8 December.

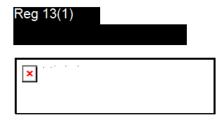
Remaining Actions

We need to conclude work around programme management and resourcing and then finalise recommendations for consideration. This will set out a proposed structure for the Board with revised terms of reference and governance together with clear outcomes. It will also look at how it can all be delivered and resourced.

Timescale

As expected, there is not sufficient time to conclude the review work and enable consideration prior to the date set for the next Board meeting on 19th December. As the review is the principle matter needing Board level consideration, I am proposing that the Board meeting scheduled for 19th December be postponed to allow time for this work to be completed in early January.

We will prepare and circulate a projects update and make arrangements to set a date in 2015.



Council services online: http://www.bristol.gov.uk/service

 $\label{thm:constraint} \textbf{Keep up to date with the latest council news and sign up to our monthly email newsletter:} \\ \textbf{http://www.bristol.gov.uk/ournews}$

Have your say on consultations and view our webcasts: http://www.bristol.gov.uk/consult



Bristol Property Board Projects Update





Ambulance Station

- Bouygues Developments selected as preferred developer in February.
- Bouygues proposals is for
 - 18 storey tower block on corner of Castle Street and Tower Hill remainder between 3-8 storeys.
 - 150 private rented sector homes
 - 100 affordable homes
 - 25-35,000 sq ft GIA commercial space along Castle Street ground floor
 - £6.1m subject to planning and ground investigation
- Agreement for Lease and Building Lease was exchanged on Friday 27 March 2015



Ambulance Station







Dunmail site

- 6.75 acre site potential for 140 homes.
- Colliers International appointed marketing agents
- Design and Planning Brief prepared with local community input
- Aspiration for high quality design and sustainability development
- Marketing initially revealed good interest. 70 people attended the Bidders Day event.
- Only one bid was received. Procurement process considered non-compliant and halted
- Discussion revealed market concerns leading to lack of bids:
 - Timescales too short
 - Lack of grant availability for affordable housing
 - Uncertainty over sales values
 - Green outputs not sufficiently specified
 - Design brief too open
 - Conflict between land value and green outputs





Lawrence Weston College site

Retail foodstore: 2.45 acres

Community Building: 0.5 acres

Residential: 3 acres

- Site marketed in 2014 2 stage tender.
- Lidl selected for retail opportunity 12,000 sq ft NIA.
- Barratts selected for residential opportunity 71 homes (30% affordable)
- Business plan created and part funding obtained (£1.7m from NHS) for community building
- Heads of Terms being signed by both Lidl & Barratts currently.
- Barratts have sought to renegotiate from tender and are being challenged to agree their tender bid.
 Underbidder (Persimmon) prepared to revise their bid if Barratts are unable to move forward
- Lidl prepared to conclude terms as tendered but require further assurances firstly of City Design parameters.
- Development agreements will be agreed and planning applications submitted. Anticipated by June / July 2015



Lawrence Weston College site







CPA site – Waterfront Place

- Site area 0.45 ha
- Savills appointed to develop a planning based brief and marketing documents
- Savills have now completed brief with BCC planners
- Marketing shortly internationally to seek initial expressions of interest. Marketing programme being agreed with Savills.
- Following initial expressions of interest, interested parties to be interviewed





Slide 7



Hengrove

- 14 acres (5.5 ha) with potential for 300 dwellings.
- BCC seeking planning compliant bid (therefore not an OJEU process)
- Site serviced as part of the adjoining hospital, college and leisure centre developments.
- Jones Lang LaSalle appointed as marketing agent
- Marketing will start early April
- Tight programme approximately:
 - Initial bids returned and evaluated May
 - 3 bidders selected to final tender
 - Detailed bids returned and evaluated July
 - Preferred bidder early August
 - Exchange of contracts September
 - Planning application end 2015









Bristol PROPERTY BOARD

MINUTES

Meeting	Date	Time	Location
Bristol Property Board	31/03/2015	16:00 – 17:30	100 Temple Street, 4S4/5
	Attend	ees	
BCC Mayor – George Ferguson - HCA - Reg 13(1) (DW) Co Business Representative - Reg 13 GPU – Reg 13(1) (PJ) BCC – Reg 13(1) (NY) Reg 13(1) Reg 13(1) (SM), Reg 13(1) EC Harris – Reg 13(1) (RB) LEP - Reg 13(1) (CS)	(GW) (GW) (AP) Notes	13(1) (BMR),	Reg 13(1) (SH),
Apologies			CC
Business Representative – Reg 1	3(1) (TP)	EC Harris - Reg 13(1) BCC - Reg 13(1)	(SL), (LW), Reg 13(1) (JR)

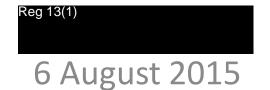
Agenda Item		Discussion Points/ Outcomes & Actions	Actions
1.		roduction / Apologies for Absence ologies for absence – Reg 13(1)	
2.	a)	Approval of minutes of last meeting Approved	
	b)	Matters arising None	
3.	Dis	view of the Property Board - Revised purpose and operating model coussion around purpose and focus as detailed in slides. DW considered that the proposal left out the focus on re-use of surplus land as in the case of HCA's work with JR which bought forward two sites. PJ discussed the OPE / GPU focus, the Autumn Statement, Public Estates Strategy and the Budget featuring on-going budget cuts and headcount reductions. Release of government land for sale to be at the value of around £6bn. A centralised property management strategy gives an indication of where government is going. Key themes include new technology & change in way people work, impacts on transport & sharing facilities. DW asked how we challenge other central agencies. A discussion followed around how we challenge or nudge other agencies. CS – As the board is not compulsory we need to first need to build a picture of public sector then use this to sell benefits. Map out surplus	

Agenda Item	Discussion Points/ Outcomes & Actions	Actions
	assets and how best use them. Use private sector engagement, expertise & knowledge & establish a mechanism for initial resource. BMR Who will do the challenging / nudging? GW - Reiterated the need for a dedicated resource. DW - At a national level GPU / HCA have ascertained what is surplus or due to be. NY - Work needed to map out public estate. Need to make other agencies see the benefit and it is easier to sell efficiencies than regeneration, homes, jobs etc. DW - Each agency will have an annual disposals plan that they are held to. We need to bring plans these together. NY - Some research needed around understanding finance and accounting of other agencies, which are all very different. BMR - Can GPU / HCA use portion of capital value from asset release to finance a BPB resource? DW - HCA would need to show clear outputs but would potentially support this. RO - The remaining OPE budget could contribute towards a BPB resource. PJ - Suggested that stakeholder engagement, or lack of, is recorded in future. NY - The primary focus is efficiency and secondary or resulting factor of this is regeneration, homes, and economy. Revised purpose and focus were agreed. The suggested next steps were agreed: BMR to be SRO for BPB To work on a post-election re-launch with total picture of assets, & clarity of what we do. Prepare a business case for financial support. Suggested an invitation to other stakeholders, from Mayor. BCC, HCA, GPU to take this forward.	RO, DW,
4.	Forward plan of activity Impact of limited resource was repeated RO - Office hubs, smarter working, shared operational facilities, green energy in public estate NY - Establish a sequence of work - mapping out to be done before rationalising.	
5.	Main Sites Update City Gateway Site was contracted last week, vacant possession of stone mason to resolve, before proceeding with development. 192 homes, plus convenience store & guided bus route. Ambulance Station Bouygues have been contracted following a shortlist of tenders. Agreed that City Design team to work closely with HCA on this. Dunmail	
	Process stalled as detailed slides (attached). BCC are reconsidering how to	

Agenda Item	Discussion Points/ Outcomes & Actions		
	return to market asap. Lawrence Weston College Mayor asked Property team to establish whether the school on this site is an academy. CPA site As per slides (attached) Hengrove As per slides (attached)	RO	
6.	AOB None		
7.	Dates of Future Meetings 15/16 – Quarterly 2/4 - 12 th August 2015 15:30 3/4 - 28 th October 2015 15:30 4/4 - 13 th January 2016 15:30		

PROGRAMME OF WORK TO ACHIEVE REVENUE SAVINGS FROM BCC OPERATIONAL PORTFOLIO

Confidential – Property Board use only



Programme Of Work - Confirmed 2015/16

(Confidential – Property Board use only)

ADDRESS	SAVING ADDRESS 000's pa		SAVING 000's pa
Sea Mills School	59	Whitehouse Centre	44
Sea Mills School House	7	St Agnes Lodge	12
St Peters EPH	108	Unit 1 Bristol Vale Centre	42
Rockwell EPH / Bungalow	150	Unit 2 Bristol Vale Centre	42
Broomhill EPH	139	Avonmouth WC's	10
8 Cheddar Grove	8	Bowmead EPH / Bungalow	139
Maesknoll EPH	123	Eagle House Youth Centre	31
Lockleaze Day Centre	296	TOTAL	£1.21M

Programme Of Work – Opportunities 2015 /16

(Confidential – Property Board use only)

ADDRESS	SAVING 000's pa	Comments	
40 School Road	43	Building closed. Temp use for homeless family.	
Central Library	125	Savings achieved from lease of part to Bristol Cathedral Choir School Nov 2015	
199 Newlands Road	21	Will close Aug 2015	
6-8 Somerville Road	20	To be vacated on completion of Bristol North Pool project Oct 2015	
Dovercourt Road Depot	42	Requires relocation of Highway storage	
Wellington Road Depot	116	Requires relocation of Joinery Shop and temp office use.	
Eastwood Farm Depot	13	Parks operation relocating to Eastville Depot	
St Nicholas Church	54	Negotiating hand back to Diocesan Trustees	

Further Opportunities (1)

- Work is continuing to identify buildings that are not required for service delivery and where additional revenue savings can be found and further opportunities are currently being investigated.
- A brief for the appointment of a consultant has been issued to assist the in-house team.

Further Opportunities (2)

(Confidential – Property Board Use Only)

Investigations in Progress to Quantify Savings	Further Opportunities to be looked at could include	
St Pauls Learning Centre	Baddocks Wood Children's Centre	
12/14 Broad Street	Bower Ashton Depot	
Lawrence Weston Youth Centre	53 Queen Square	
Oldbury Court Youth Centre	A Bond	
	Vaulted Chambers Castle Park	

Bristol PROPERTY BOARD

AGENDA

Meeting	Date	Time	Location
Property Board	12 August 2015	15.30 - 17.30	100 Temple Street

- 1. Apologies for absence
- 2. a) Approval of minutes of last meeting
 - b) Matters arising
- 3. Review of the Property Board implementation of March decisions
- 4. Analysis of public sector ownerships
- 5. Decision making by the Property Board in future
- 6. Programme of work BCC, GPU, HCA
- 7. Main Sites Update
- 8. AOB
- 9. Dates of future meetings

George Ferguson – Bristol Mayor (Chair) Reg 13(1) - BCC **Distribution Board Members -**Reg 13(1) - Business Representative Reg 13(1) Business representative Reg 13(1) - HCA Reg 13(1) Reg 13(1) - BCC - BCC Cc Reg 13(1) - BCC Reg 13(1) - BCC

CALCOUATE COUNTY

Bristol's One Public Estate Programme

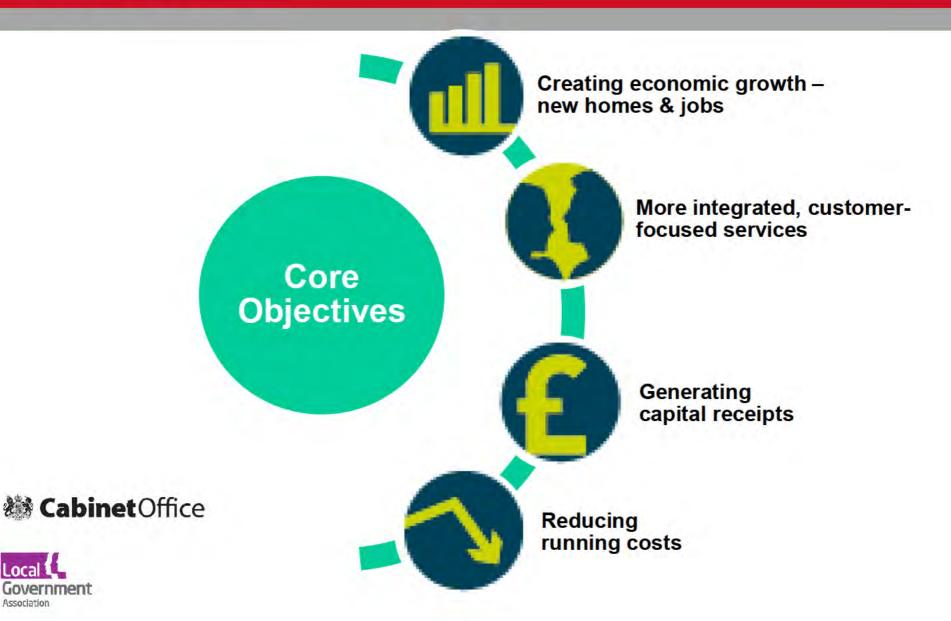
- Integrating Services in our Communities
- Driving Place-Based Regeneration





Core Objectives

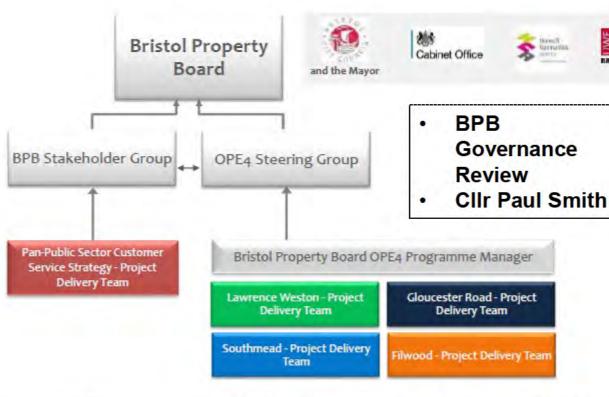






West of England

Governance (at OPE4 submission)



Bristol Homes Board

Bristol Clinical Commissioning Group

 Building Bristol Project Board

NHS

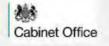
- Health STPs (Sustainability & Transformation Plans)
 - Estates Workstream
 - Health & Wellbeing Board
- Joint Assets Board (Devo)
 - Replace BPB??
 - Keep City Stakeholder Group







Central Government



Stakeholder Group Members

University of the

West of England





Background

- March 2013
- One element of City Deal. BCC area only

Role

 "...to achieve a more integrated approach to how the public sector uses its assets in the city, and thus to support economic growth and deliver better value for money for the public purse..."

Objectives

- Integrated approach to management of property assets
- Release of property for regeneration
- Efficient use of space to lower running costs etc
- Customer access / service integration

CALCOUATE COUNTY

Bristol's One Public Estate Programme

- Integrating Services in our Communities
- Driving Place-Based Regeneration



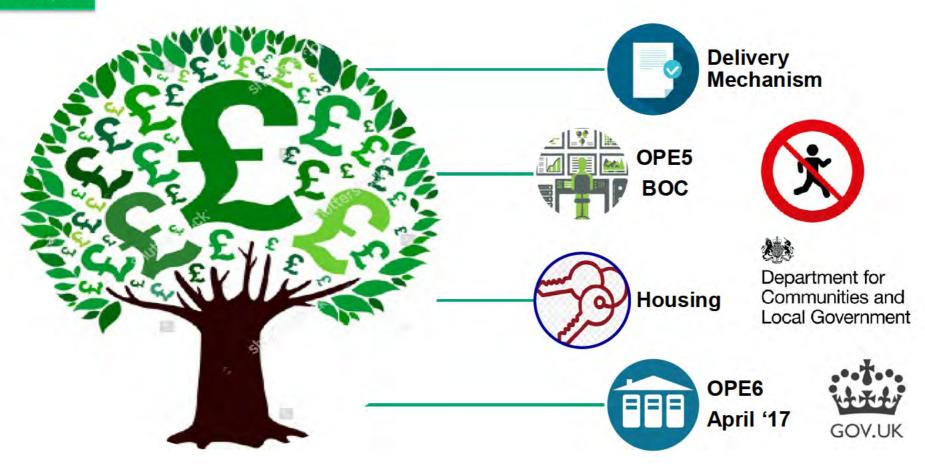


Funding Opportunities





OPE4 £253k + £136k



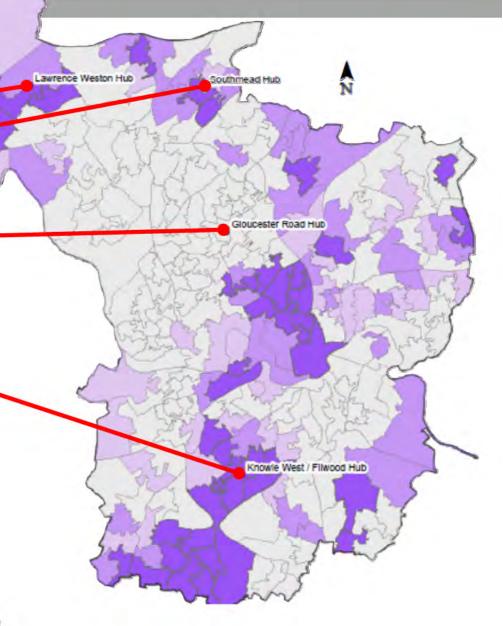


Phase 4 OPE Projects

- Lawrence Weston Hub
- Southmead Hub
- Gloucester Road Hub
- Filwood Hub

Indices of Deprivation by LSOA11 2015
Index of Multiple Deprivation (IMD) % Rank

- Most deprived 10% in England
- Between 10% and 20% most deprived in England
- Between 20% and 30% most deprived in England
- Less significantly deprived
- City Boundary









- Programme Manager November 2016
- Hothouse November 2016
- Stakeholder mapping, engagement & reassurance
- Internal (BCC) 'Services' working group established
- OPE socialisation
- External partners identified (via Stakeholder Group)
- Health connections Sustainability & Transformation Plan
- MoU signed off + reporting process established
- Project Manager February 2017





Next

- · Programme delivery governance
- Opportunities workshops (internal) Feb / March
- Opportunities workshops (external) March
- · Scope clarification
- · Business cases
- Secure capital approvals Starting with Lawrence Weston

Phase 4 OPE Projects – Delivery Governance

Programme Manager

Community Hub Project Leads

- Lawrence Weston
- Southmead
- Gloucester Road
- Filwood

Engagement

- Community
- Branding / Comms

Integration / Transformation

- BCC
- Health
- Technology

Workstream Leads

Operating Model

- Service
- Estates

Property

- Transactions
- Homes

City-Wide Public Sector Real Estate Strategy





Bristol PROPERTY BOARD

STAKEHOLDER GROUP MINUTES

Meeting	Date	Time	Location
Bristol Property Board Stakeholder Group	14/2/2017	2pm – 4pm	100 Temple Street 4S3
	Atten	dees	
Reg — Community Health Partners Reg 13(1) — BCC Reg 13(1) — OPE Programme Mana Reg 13(1) — NHS Estates Reg 13(1) — LGA Reg — UHBT Reg — Avon and Wiltshire Menta Reg 13(1) — Bristol University Reg — UWE Reg — Avon and Somerset Police Reg — South Gloucestershire Counters Reg 13(1) — BCC Reg 13(1) — OPE Programme Mana Reg 13(1) — NHS Estates Reg 13(1) — UHBT Reg — Avon and Wiltshire Menta Reg 13(1) — Avon and Somerset Police Reg — South Gloucestershire Counters Reg 13(1) — OPE Programme Mana Reg 13(1) — NHS Estates Reg 13(1) — UHBT Reg — Avon and Wiltshire Menta Reg 13(1) — Bristol University Reg — South Gloucestershire Counters Reg —	ager al Health		
Apologies			CC
Reg 13(1) - CCG Reg - GPU Reg 13(1) - UHBT Reg - BCC Reg 13(1) - NHS Estates Reg 13(1) - Avon Fire		Stakeholder Group Membership	

Agenda Item	Discussion Points/ Outcomes & Actions	Actions
1.	Introductions	
2.	Actions From Previous Meeting Agreed as a correct record of the meeting.	

Discussion Points/ Outcomes & Actions	Actions
Updates from Group members	
Having discussions with BCC on the Gloucester Road hub and the Lawrence Weston Hub. Currently undertaking utilisation studies on their 4 main buildings which are due to be completed at the end of March. NHS Estates and CHP due to become one organisation from 1/4/2017.	
Reg 13(1) – South Glos Bid made to OPE5 has been approved.	
Reg 13(1) – BCH Mainly involved with using space in buildings owned by others.	
Reg 13(1) — AWP Currently moving out of Southmead and out of Cedar House into Kingswood Civic Centre. Focus is on rationalising estate. Has space available in Stokes Croft.	
Reg 13(1) – NHS Estates Current priority is the lease programme.	
Reg 13(1) — UHB STP has over 20 projects and identification of space/ location is key. The Estates group meets monthly and current priorities include getting SHAPE complete to help inform decisions and investigating room booking software to help drive better use of space.	
Reg 13(1) — Bristol University New strategy now agreed. Focus is on Tindell Place, creating a hub and new library and on Temple Quarter which involves student accommodation, new school and a digital innovation hub.	
Reg 13(1) — UWE Recent sales include Coldharbour Lane and St Mathias. Bower Ashton Campus is being developed. Moving staff into North Avon House. Still aim to provide student accommodation in Lockleaze.	
Proposed changes currently being consulted on which will involve major changes to the portfolio. (Reduction in response bases from 6 to 2.) This will release space / buildings and may provide opportunity to co locate remaining services e.g. Broadbury Road into Filwood Hub.	
Reg 13(1) — BCC The main issue is the financial pressures the organisation is dealing with. We have a capital receipts target of £6.3m by the end of the financial year. New homes are a key priority and property reviews to release assets are on-going.	
	Updates from Group members Reg

Agenda Item	Discussion Points/ Outcomes & Actions	
4.	One Public Estate Update	
	OPE5 bid for the Bristol Operations Centre was unsuccessful. Reg 13(1) gave some feedback and explained that there will be an opportunity to bid again in April for OPE6 funding. LGA would be keen to see discussions around WOE / Devolution initiatives to enable a more strategic regional view. Projects involving partners working with central government would also be of interest. Reg 13(1) also explained that work has been carried out to improve EPIMS to make the data more useful. He will share the new contact details.	МВ
	Reg 13(1) shared the attached slides to update the group on One Public Estate.	
	Invites will be sent to those who expressed an interest in the workshops in the next few weeks.	MH
5.	Bristol Property Board Governance.	
	Reg 13(1) shared the attached slides to update the group.	
6.	AOB	
	It was agreed that we should not lose sight of the wish to explore a universal booking system across the partners. MB agreed to look to see if other parts of the public sector are also looking at this.	МВ
	Temporary Housing solution – AWP seeking a response from BCC on land at Callington Road	SM
	CS advised that NHS Estates have a new property database that has just gone live. (Cube Horizon)	

Bristol Property Board Agenda



Date: Wednesday, 22 February 2017

Time: 3.30 pm

Venue: Committee Room 9, City Hall, College Green,

Bristol, BS1 5TR

Issued by: Reg 13(1) , Democratic Services City Hall, PO Box 3167, Bristol BS3 9FS

Tel: Reg 13(1)

E-mail: Reg 13(1) @bristol.gov.uk

Date: Wednesday 15th February 2017



(Pages 9 - 12)

Agenda

Introduction of the New Chair

The new Chair for the Bristol Property Board (Councillor Paul Smith – Cabinet Member Homes) will introduce the meeting.

2. Minutes of the Previous Meeting

Please find attached the Minutes of the previous meeting held on Wednesday (Pages 4 - 8) 26th October 2016.

- 3. Partner Updates
- 4. The Temple Quarter Campus
- 5. Bristol Property Board Governance Review

Please find attached slides for a presentation for this item.

6. Update on One Public Estate

Please find attached slides for a presentation of this item. (Pages 13 - 18)

7. Proposed Dates for Future Meetings - 2017/18

In previous years, three meetings have been held for each Municipal Year towards the end of February, October and July.

If the BPB wishes to continue this arrangement, the following possible dates are proposed for 2017/18 (all at 3.30pm on Wednesdays):

July 2017 – 19th or 26th July October 2017 – 18th or 25th October February 2018 – 21st or 28th February

8. Any Other Business





Bristol City Council Minutes of the Bristol Property Board

26 October 2016 at 3.30 pm



Members Present:-

Councillors: Marvin Rees (Chair), Reg 13(1)

Reg 13(1)

Officers in Attendance:-

Reg 13(1) (Asset Strategy Manager), Reg 13(1)

and

Reg 13(1)

1. Welcome, Introductions and Safety Information

The Mayor of Bristol asked everyone to introduce themselves.

2. Minutes of the Previous Meeting

Resolved – that the Minutes of the above meeting be confirmed as a correct record subject to the inclusion of Reg 13(1) and Reg 13(1) as Board Members rather than attendees.

3. Update on the One Public Estate Bid

The Board received a presentation on the above issue.

Reg ber made the following points:

- (1) Details of the OPE Round 4 bid were provided the Bristol Property Board had been awarded an OPE4 government grant of £253,000 in 16/17 and a further £136,000 was anticipated in 17/18 (total £389k)
- (2) The purpose of the bid was to create local delivery hubs to provide integrated services delivery within local communities
- (3) The grant funding will also be used to fund a review the Governance of the BPB and produce a pan-public sector asset strategy across Bristol. It was noted that this was a big opportunity to link into a wider asset strategy across the West of England alongside the Devolution Agreement which contains a provision to create a Joint assets Board.



- (4) North Somerset Council is not part of the Devolution Agreement but it is BPB would wish to liaise with them on joint initiative involving public sector assets.
- (5) The substantive local service delivery hubs under the One Public Estate 4 were set out as Filwood, Southmead, Lawrence Weston the scheme would help deliver to these areas which had been identified as some of the most deprived in the city. While the bid also includes a hub at Gloucester Road which is nearing completion the rationale for encapsulating this project was to demonstrate in the bid the councils ability to deliver this type of project.
- (6) Following the success of the OPE4 award of grant funding the Board endorsed a further bid under OPE round 5 for the Operations Centre which would be submitted by the end of the week (week commencing 24th October)

4. Operations Centre OPE5 Bid

Operations Centre OPE5 bid

gave a presentation on the above to set out the proposal to make an OPE5 bid to buy-in additional resources to provide a commercial and made the following points:

- (1) A new Operations Centre at 100 Temple Street would be established as Phase 1 of the scheme;
- (2) Capabilities were being combined across 9 teams to create integrated systems via an open date platform;
- (3) Aspirations for the scheme included telecare and monitoring. In addition to benefits in releasing public assets for sale or other uses , they would join up with other services out of hours service (social care, GP out of hours service, Metro Bus, CCTV, flood alert services etc.) and other emergency services (ie Police, Ambulance, Blue Light);
- (4) The OPE5 bid for £250,000 needed to be submitted this week funding summary benefits were set out in a table;
- (5) A Disaster Recovery Fund was being installed to address any potential issues of resilience with the operation. The scheme was linked to the current City Resilience Plan;
- (6)
 (7) There is no additional build required to expand the provision to accommodate other partners as there was elasticity within the construction. A key to delivery would be helping other public bodies with a switch over plan;
- (8) It was noted that the commercial opportunity for this was very good. The ability to deliver across services (such as Environmental Services and Public Health) was particularly welcome;
- (9) It was noted that the bid document should make clear the regional focus of the scheme and that the necessary infrastructure was in place to deliver it
- (10) , An update on the OPE5 bid will be brought back to he next Bristol Property Board on 22nd February 2016;
- (11) The Mayor suggested that the Cabinet Member for Neighbourhoods would be interested in this proposal.

Resolved – that the Board agree to put forward the above scheme to the LGA for approval. Action: Reg 13(1)



5. Update on the Central Government Hub

Update On the Central Government Hub

Reg 13(1) provided an update on the above scheme.

During discussion, the following points were made:

- (1) There were approximately 2,000 central government civil servants working in Bristol that would be encapsulated by the proposed Central Government Hub in Bristol.
- Phase 1 (Rivergate) was reaching its conclusion. As part of this, there would be 2 further moves in 2017/18, including Historic England moving and DEFR moving to Horizon House;
- (3) Phase 2 would involve the creation of a regional centre at HMRC. It was noted that a site had been identified within the Enterprise Zone and it was hoped to announce details next week;
- (4) Phase 3 would involve the existing buildings. A decision on these needed to be taken by 2021;
- (5) PJ envisages the Central Gov Hub comprising a connected hub of several buildings. The sharing of buildings would be encouraged. The location of buildings within Bristol was important from a transport and work perspective;
- (6) A discussion would need to be held concerning the need to use local labour wherever possible. It was noted that a discussion on this issue would be helpful at the Learning City Partnership Reg 13(1) was the Cabinet Member with responsibility for this area. It was important to ensure that people were not left behind by development;
- (7) Central Government is increasing its stake in Bristol and there were tangible benefits in some areas, such as the Enterprise Zone. There were some important issues connected with this, such as the electrification of the line from Temple Meads;
- (8) Other issues were also important to be considered, such as the public facing part of any building.

6. The NHS Estate Strategy

Reg 13(1) gave a presentation and made the following points:

- (1) The health sector is keen to explore opportunities to work across the public sector on the NHS Estate. There were possibilities for shared use of buildings in areas such as South Plaza in 2018;
- (2) Any disposal of buildings needed to be carried out in such a way as to ensure sufficient capital receipts were obtained. NHS England can release capital funds to develop schemes. An example of current funding arrangements was given ie Lawrence Weston where 66% of capital funding would be obtained and the remaining 34% to be separately funded.

It was agreed that an update on joint working initiatives and ideas on estates will be reported back to the next meeting of the Bristol Property Board meeting.

Action: Reg 13(1)



7. Programme of Work - BCC, GPU and HCA

Details of the above programme were circulated and a discussion took place concerning the following locations.

Ashton Gate – This property was now secured. Lyndon homes for delivery of 210 homes. A price had been negotiated at the Ambulance Station for 250 homes. A component of this would be affordable. Land could be purchased where it was not allocated for residential use.

The HCA is discussing with Bristol City Council funding a significant number of starter homes – plots for 2,000 homes had been brought forward. Hengrove Park – The Internal Programme Team were preparing delivery for the design brief. Phase 1 was in respect of residence of land near the leisure pool (approximately 260 homes)

Dunmail – It was expected to start work on the site in 2017

Harbourside – This project had stalled. There was concern about the pressure on land for events but it was noted that it should come on to the market after Christmas.

Coombe EPH – Affordable content was being promoted for this scheme.

Fulford School – This site had been releases from the Education target programme.

Lockleaze – the Urban Feasibility Design Team were working on this.

Plot 3 Temple Quarter – This was scheduled for sign off on 24th November 2016.

Plot 6 Temple Quarter – Discussions were taking place with Network Rail to expedite delivery

Redcliff Way – This had currently been paused but a consultancy is to be appointed to pursue this in early 2017

8. Date of Next Meeting and Any Other Business

Marvin Rees is considering a proposal to invite another Member of the Council's Cabinet to attend future meetings of the Bristol Property Board meetings. He also asked that Board members advise him of any other appropriate City Forums so that any further experience could be brought into the BPB as appropriate.

advised that he will provide details of the membership of the Stakeholder Group.

Action: Any ideas on additional membership from the Board to be sent to Reg 13(1) and details of the Governance and wider West of England agenda, together with the Terms of Reference for the Group, to be sent to members of the Board

Meeting ended at 5pm		
CHAIR		



Bristol's One Public Estate Programme



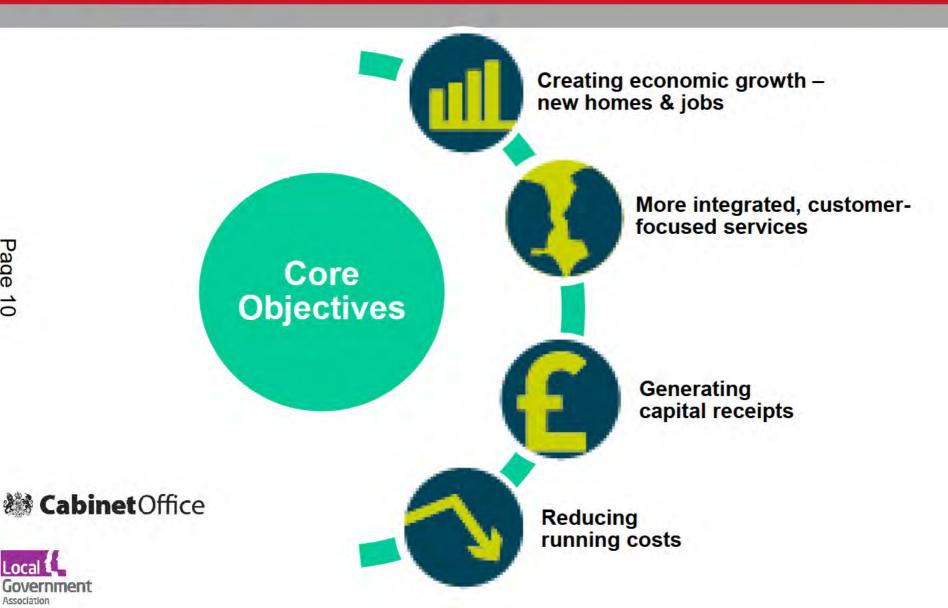
- Integrating Services in our Communities
- Driving Place-Based Regeneration





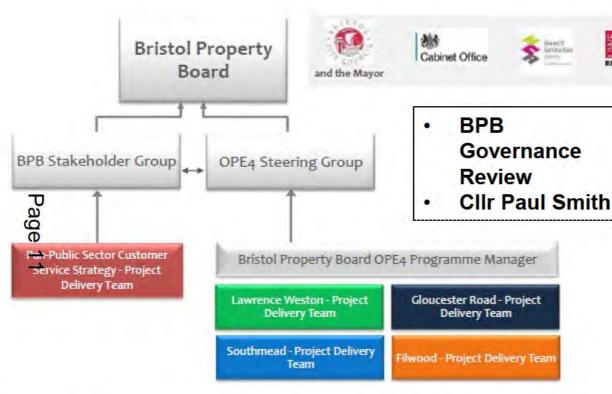
Core Objectives





Governance (at OPE4 submission)





Bristol Homes Board

Bristol Clinical Commissioning Group

Building Bristol Project Board

NHS

- Health STPs (Sustainability & Transformation Plans)
 - **Estates Workstream**
 - Health & Wellbeing Board
- Joint Assets Board (Devo)
 - Replace BPB??

Central Government

Cabinet Office

Keep City Stakeholder Group



Bristol Property Board - ToR



Background

- March 2013
- One element of City Deal. BCC area only

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Role

 "...to achieve a more integrated approach to how the public sector uses its assets in the city, and thus to support economic growth and deliver better value for money for the public purse..."

Objectives

- Integrated approach to management of property assets
- Release of property for regeneration
- Efficient use of space to lower running costs etc
- Customer access / service integration

Bristol's One Public Estate Programme



- Integrating Services in our Communities
- Driving Place-Based Regeneration



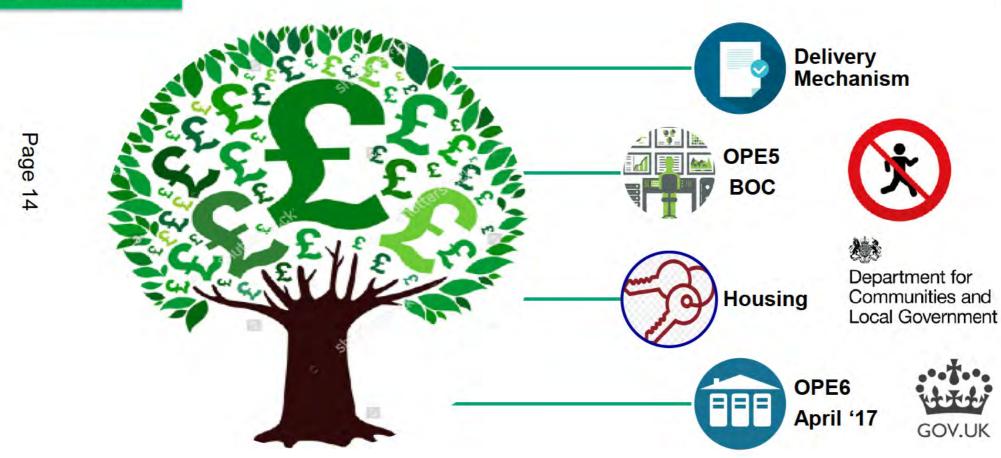


Funding Opportunities





OPE4 £253k + £136k



Phase 4 OPE Projects - Update





- Programme Manager November 2016
- Hothouse November 2016
- Stakeholder mapping, engagement & reassurance
- Internal (BCC) 'Services' working group established
- OPE socialisation
- External partners identified (via Stakeholder Group)
- Health connections Sustainability & Transformation Plan
- MoU signed off + reporting process established
- Project Manager February 2017





- Opportunities workshops (internal) Feb / March
- Opportunities workshops (external) March
- Scope clarification
- · Business cases
- Secure capital approvals Starting with Lawrence Weston



START-UP

Phase 4 OPE Projects – Delivery Governance

Programme Manager

Community Hub

- Lawrence Weston
- Southmead
- Gloucester Road
- Filwood

Engagement

- Community
- Branding / Comms

Integration / Transformation

- BCC
- Health
- Technology

Workstream Leads

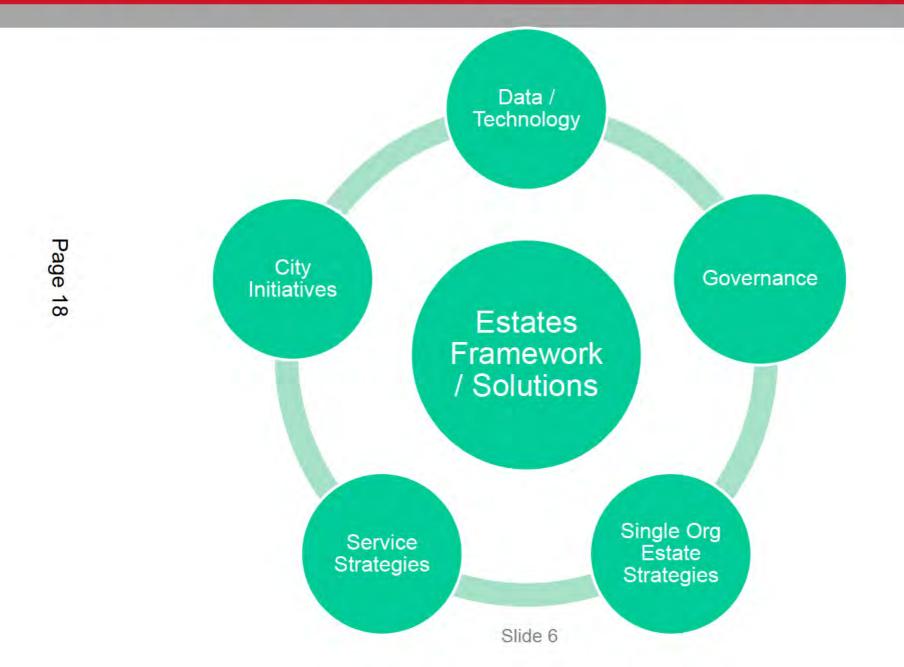
Operating Model

- Service
- Estates

Property

- Transactions
- Homes

City-Wide Public Sector Real Estate Strategy



Bristol PROPERTY BOARD

STAKEHOLDER GROUP MEETING - 25th May 2017

Time: 2pm – 4pm

Venue: 100 Temple Street - Room 4S3

AGENDA

	ITEM
1. No	tes From Previous Meeting
2. Re	port back from Bristol Property Board Meeting (February 2017)
3. W	DE Joint Assets Board
4. OF	E 6
	proach to sharing surplus building intelligence / affordable mes
6. OF	E 4 – Opportunities Workshops
7. ST	P
8. Pa	rtner Updates
9. AC	В