

## **BERKSHIRE PROPERTY PARTNERSHIP**

### **TERMS OF REFERENCE**

#### **Background**

An informal collaboration of public sector owners and occupiers of land and property assets in Berkshire was set up to facilitate application for One Public Estate funding (under OPE Phase 4) and to otherwise identify collaborative opportunities for achieving economic growth, more integrated and customer-focussed service delivery, capital receipts and reduced running costs.

Having been successful in the funding bid it is now necessary for the Berkshire Property Partnership's governance to be formalised, which is a pre-requisite to receipt of said funding

#### **Structure and support**

Berkshire Property Partnership ('BPP') is an Operational Partnership Board, established to oversee and implement the day-to-day roll-out of its One Public Estate ('OPE') Programme. It consists of both a Chair and also operational leads nominated by each BPP member organisation, whose role is to represent said member organisation ('the partners'), to promote BPP's aims and to work together collaboratively to both devise and implement BPP's delivery plans and other OPE-related objectives.

To support and oversee the BPP, each of the partners' Chief Officers will meet as the Berkshire Partnership Executive Group ('BPEG') every second month, in the cycle of the existing Berkshire local authorities' Chief Executives' meeting. The locations of these meetings will alternate between the partners around the County and will be formally administered and recorded.

This two-tier governance structure is intended to provide strong programme leadership, driving pace and unblocking issues where they may arise. Progress reports are to flow to the BPEG via BPP's Chair, who is to be a nominated BPEG representative. Andy Couldrick, Chief Executive of Wokingham Borough Council, is currently BPP's Chair. He also represents Wokingham Borough Council as 'Lead Authority' for OPE purposes.

A Non-Executive Board will also be consulted via BPEG, ensuring that elected members, the Office of the Police & Crime Commissioner, the NHS, Fire Authority and other agency stakeholders are involved, informed and able to influence the programme as it develops.

#### **Frequency and notice of meetings**

BPP will meet monthly, unless otherwise agreed, with meetings scheduled to last 90 minutes and to be hosted by the Lead Authority. A notice, agenda and any supporting papers will be circulated at least 5 days in advance of the meeting by the Secretary of the Meeting, who will be supplied by the Lead Authority and who will take the minutes of each meeting.

A quorum will be at least six members. Operational leads may send a substitute should they be unable to attend.

## **Chair**

BPP's appointed Chair shall:

- Facilitate discussions in support of BPP's aims and objectives
- Seek to resolve any issues which may delay delivery of BPP's strategic objectives/plans
- Ensure that the decision-making process is informed, fair and appropriately minuted
- Report progress to both the BPEG and OPE representatives as required.

Every six months a new Vice Chair will also be appointed from amongst the BPP members to stand in for and assist the Chair in carrying out these duties if and when reasonably required.

## **Member responsibilities**

- To develop and implement a County wide borderless common estate strategy
- To pro-actively identify opportunities for service transformation, co-location (including but not limited to multi-agency hubs) and regeneration
- To seek to identify potential strategic development sites within and outside public ownership
- To commit to and manage delivery of the Berkshire One Public Estate programme
- To seek to maximise overall grant funding and other available strategic funding, and to explore alternative or innovative funding models to drive economic regeneration and growth across the region in support of the overall strategic brief
- To explore innovative models for delivering housing and employment at pace
- To embrace BPP's suggested principles of partnership working

## **Principles of partnership working**

Key principles shall include:

- Collaboration - adopting a constructive, co-operative and pro-active approach to delivering OPE outcomes
- Mutuality – understanding the common purpose with mutual benefit for the partners and BPP
- Commitment – committing appropriate resources in support of BPP's objectives whether in kind or financially (within reason)
- Clarity – being clear about objectives, roles and accountabilities
- Openness – being open about any difficulties in partnership working
- Benefits realisation – quantifying the added value derived from partnership working
- Fairness – partners will not seek to profit from each other
- Sovereignty – recognising that asset ownership and related decision-making remains with individual partners.

## **Accountability**

Unless otherwise agreed by BPEG (and in accordance with each partners' normal governance arrangements), BPP does not have any statutory or delegated powers other than in relation to the application for and allocation of external funding awarded to BPP.

Its focus is on consultation and influence to achieve shared priorities and vision. It is recognised that any course of action that BPP agrees will have implications for partner organisations and these will need to be fully approved through their normal governance arrangements. It will be the responsibility of each partner to ensure compliance with their own governance procedures.

### Membership and representation

Those partners engaged to date are as follows:

Partner	BPEG Representative	Operational Lead
Local Government Association		Mike Brough OPE Regional Adviser
Homes & Communities Agency		Catherine Turner Head of Public Sector Land South West
Thames Valley Local Enterprise Partnership	Tim Smith Chief Executive	
West Berkshire Council	Nick Carter Chief Executive	Richard Turner Property Services Manager
Reading Borough Council	Simon Warren Interim Managing Director	Giorgio Framaliccio Head of Planning, Development & Regulatory Services
Wokingham Borough Council (Lead Authority)	Andy Couldrick Chief Executive (also BPP Chair)	Chris Gillett Service Manager, Strategic Assets
Bracknell Forest Council	Timothy Wheadon Chief Executive	Steve Caplan Chief Officer: Property
Slough Borough Council	Roger Parkin Interim Chief Executive	Joe Carter Assistant Director - Assets, Infrastructure & Regeneration
Royal Borough of Windsor & Maidenhead	Alison Alexander Managing Director	Chris Hilton Director of Development & Regeneration
Royal Berkshire Fire & Rescue Service	Andy Fry Chief Fire Officer	Alex Brown Strategic Property Manager
Thames Valley Police	Nicola Ross Assistant Chief Constable	Peter Smith Strategy & Assets Manager
Berkshire Healthcare NHS Foundation Trust	Julian Emms Chief Executive	Greg Scott/Mark Davison Director of Estates & Facilities

NHS Property Services	Elaine Hewitt Chief Executive	
Berkshire West CCGs Federation	Cathy Winfield Chief Officer	Rebecca Clegg Acting Chief Finance Officer
Berkshire East CCGs Federation	John Lisle Accountable Officer	Nigel Foster Director of Finance & Performance
Frimley Health NHS Foundation Trust	Sir Andrew Morris Chief Executive	John Smith Project Manager

Partner representatives will need to ensure that they have delegated authority from their organisations to make decisions on behalf of that organisation.

### **Aims**

With the support of the BPEG, the intention of the BPP is to pursue a collaborative approach to the strategic management of public sector land and property assets across the County, with a view to:

- Achieving enhanced value from the public estate for members of BPP and wider stakeholders including the community;
- Driving savings through more effective property planning, use and management and to release surplus assets for re-development;
- Aligning the public estate to future delivery requirements of the wider public sector where practical;
- Facilitating change in public service delivery through better use of less property, facilitating joined up service delivery with the development of multi-agency hubs wherever practicably possible;
- Promoting and, where practical, facilitating or enabling Place Making within local communities aligned to One Public Estate objectives, implementing a programme of Area Reviews;
- Promoting regeneration of surplus/vacant publicly owned land and property assets across Berkshire to improve provision of new housing and new employment opportunities;
- Facilitating the associated infrastructure growth in support of the overall regeneration brief;
- Exploring greater collaborative working on facilities management taking advantage of the procurement and purchasing power opportunities afforded by viewing the public estate as a borderless common estate.
- Establishing a Memorandum of Understanding initially, but also scoping the options for a single, joined up service vehicle for delivering Operational Property and Facilities Management leading to operational efficiencies, recognising that not all partners may want to participate directly or from the outset.
- Implementing identified quick wins, developing relationships, progressing more strategic/complex projects and generally identifying new opportunities in support of overall One Public Estate objectives.

## **Berkshire One Public Estate Programme**

For the avoidance of doubt, the Berkshire OPE programme must include, but is not limited to, implementation of the detailed Services & Assets Delivery Plan submitted as part of BPP's bid for funding under OPE Phase 4. Said Delivery Plan includes the following key elements:

1. Progressing & accelerating the 14 major projects identified;
2. Area Reviews in Slough, Reading, Wokingham & Bracknell to drive delivery of co-location, asset rationalisation and integrated health & social care (it is noted that a number of potential projects have already been identified for consideration as part of these reviews);
3. Scoping for a multi-agency property vehicle, initially with an FM focus.

Engagement with new & existing stakeholders is also vitally important.

Any additional delivery plans, amendments or objectives agreed by BPP will be minuted.

## **Funding**

Allocation of funding under OPE Phase 4 is both based on the Delivery Plan and subject to agreement with OPE representatives.

The funding breakdown may be subject to change, as agreed between OPE representatives and Berkshire Property Partnership from time to time.

Decisions concerning the proposed allocation of any new funding or in the event that a re-allocation of existing funding is required at any time will be determined by a quorum of BPP members, and by reference to a suitable scoring/prioritisation process. Any dispute or lack of decision will be referred to BPEG for determination.

## **Implementation timeline**

A programme for Delivery Plan implementation is to be developed and updated no less than quarterly.

**Appendix 1: Phase 4 Services & Assets Delivery Plan**

The relevant Services & Assets Delivery Plan for Phase 4 is attached at Appendix 1 to these Terms of Reference.

**Appendix 2: Funding Breakdown as at 11/01/17**

The funding breakdown may be subject to change, as agreed between OPE representatives and Berkshire Property Partnership from time to time, but the latest breakdown is attached at Appendix 2 to these Terms of Reference.