The Way Forward
Transforming Local Government
Property Asset Management
2010 - 2014
Preface

In September 2009, Improvement and Efficiency West Midlands (IEWM) released a seminal publication that highlighted the considerable revenue savings, capital receipts and carbon reduction that could be achieved from the local government estate across the West Midlands. The report identified the potential to achieve significant cashable efficiencies and generate substantial capital receipts through greater collaboration and adoption of best practice. Subsequently, the West Midlands Property Alliance (WMPA) was formed to provide leadership and become a communication and information sharing channel to help councils implement changes that would allow them to gain from the identified efficiencies.

Two years later, we provided an update as to what happened and highlighted how the region, with the help of IEWM and Local Partnerships, had established itself as the ‘look to’ area for examples of asset management best practice and pioneering activity. The evidence given in the report ‘The Way Forward – Transforming Local Government Property Management Two Years on’ was encouraging, pointing towards £32 million revenue savings and on course to support delivery of the original estimates.

This 2014 publication brings to a conclusion the work of WMPA and the associated supporting programme of the last four years and celebrates the work undertaken across the region.
As Chief Executive of Coventry Council, I am acutely aware of the huge challenges facing local authorities in these difficult economic times. Property assets represent an enormous cost to all councils. Together with construction it is the 3rd highest spend area with external spend estimated to be around £1.2 billion p.a. (25% of the total external regional spend). Additionally, the value of the assets (including schools) is worth over £10 billion.

Historically, much of our asset base has suffered from under investment and the public perception on the condition of many of our buildings is not good. Developing a modern estate that is fit for purpose and reflects the requirement to respond to more flexible ways of service delivery, together with having more energy and operationally efficient buildings presents difficult yet exciting challenges. Inevitably facing such a huge challenge will require closer work with other public and private sector partners in order to reduce costs and provide more efficient customer focussed and joined up pan government services. Responding to this challenge will also provide the stimulus for economic growth in our communities and an estate that makes both customers and staff feel welcome and valued.

I have chaired the West Midlands Property Alliance (WMPA) since its formation in 2010 and I’m extremely pleased to have been actively involved and contributed to the success achieved to date. I believe that the WMPA and the supporting programme have provided a valuable driving force and have been highly successful in delivering significant benefits.

The achievements to date are the evidence of the commitment and enthusiasm shown by individuals and councils and their ongoing collaboration that would not have been achieved if the WMPA had not existed. I would like to thank all those who have contributed towards the success of the programme and their contribution to this report.

Martin Reeves
Chief Executive, Coventry Council,
IEWM Board Member and Chair of the WMPA
This original ‘The Way Forward – Transforming Local Government Property Management’ report was published in September 2009 and over the last four years all 33 Councils have participated in the WMPA sponsored programme.

The original report identified the potential to achieve significant cashable efficiencies and generate substantial capital receipts through greater collaboration and adoption of best practice. Specifically, it outlined how gross benefits of approximately £640 million over ten years were achievable within the West Midlands. This included cashable revenue savings of £173 million, gross capital returns of £467 million, as well as avoidance of spend on backlog maintenance and a reduction in the carbon footprint of 50,000 tonnes per annum.

Since this time and with the continued support and investment by IEWM and Local Partnerships, the local councils have undertaken work which has delivered £34 million in cumulative revenue savings and set it on course to deliver the target £173 million by 2020.

Through the Property and Asset Management Programme sponsored by IEWM, we have invested over £2.2 million to support and help deliver, in partnership with Local Partnerships, many of the projects showcased within this report working.

Formed in early 2010, WMPA has become a key factor and the force behind the success of the programme. It has provided leadership, and a pro-active network for organisations and individuals committed to improving services, promoting and sharing best practice and to working collaboratively to explore the new opportunities identified in this report. Under the chair of Martin Reeves the WMPA supported councils across the region to deliver the programme and its remarkable success.

IEWM are extremely grateful and would like to thank all the contributors who produced and agreed to share the case studies within this report produced to celebrate and share the success of the WMPA programme with colleagues regionally and nationally and to encourage you to take up the opportunities identified within your own councils.

Keith Gordon
Former Assistant Director for Efficiency and Delivery, Improvement and Efficiency West Midlands
The West Midlands is unique in being the only area of the country that has an established, networked and co-ordinated approach to generating value from the local government property base. The WMPA Executive Board consists of senior resource officers, either finance directors or heads of property services from six authorities across the different sub-regions of the West Midlands. The Board is chaired by the Chief Executive of Coventry City Council and also features representatives from the Government Property Unit, Local Partnerships and Improvement and Efficiency West Midlands. It provides the informal governance forum to enable the programme to reflect the views of the region and to provide a leadership and co-ordination function to ensure the programme was delivered successfully. Relationships with other government agencies, e.g. Health, Police and Fire are managed in each sub-region, reflecting the more flexible and localised approaches that are tailored to deliver local needs and priorities.

Between 2010 and 2014 all 33 West Midlands local authorities have gained from the support offered through the WMPA programme, either through grants to support innovative new projects, consultancy support (notably in the low carbon programme) or received best practice information and supporting documentation, e.g. the facilities management toolkit. In addition, there are some excellent examples of collaborative working in the two tier county areas of Staffordshire, Warwickshire and Worcestershire.

The benefit of the region’s sector led support and collaboration has been nationally recognised by other organisations such as the Local Government Association (LGA) and also the Department for Communities and Local Government’s (DCLG). A number of our councils have actively participated in the LGA Capital and Asset Management Pathfinder Programme and the work of the WMPA have been consistently referenced during the early days as a blueprint for others to follow. The innovative work which Worcestershire County Council and partners have been undertaking into the development of a Joint Property Management vehicle was recognised by DCLG when it awarded the Council a grant of £0.4 million from its Transformational Challenge fund. With only £7 million available in the Transformational Challenge fund nationally, the size of the grant underlines the belief held by DCLG that collaborative public sector asset management represents a sustainable and cost effective solution and a way forward.

Inevitably, as other councils nationally benefited from our learning and achievements and as the programme became a “business as usual” activity, the challenge for the WMPA was to refocus to “stay ahead of the game”. A deliberate decision was taken early in 2012 to move away from being project focused to concentrate on promoting more strategic and joined up cross government sector initiatives, such as those in Worcestershire, and the Stimulating Growth project which will bring the WMPA programme to a conclusion in the Summer of 2014.

The output from the work undertaken by the WMPA was originally structured around the following three themes:

- Knowing where assets are and how they are performing,
- Increasing multi-agency occupancy; and
- Deriving efficiencies from Facilities Management.

There is no doubt the WMPA and the supporting programme have been a great success and having “set the ship on its course” the Alliance is leaving the programme in the hands of the councils in the region (and beyond) to implement the knowledge and best practice examples from the case studies that have been showcased in this report and to carry on building a legacy that will continue to yield benefits for many the years to come.

This report also recognises the excellent and complementary work completed in both the Construction and Low Carbon programmes.
Construction

Construction frameworks are nationally recognised as the best practice way forward in structure building and supporting infrastructure that lead to improved quality reduced build time and cost reliability. Worcestershire County Council led the development of a four year West Midlands Construction framework. This has been extremely successful and has consistently delivered high customer satisfaction in addition to high performance in terms of timescales, quality and cost. Compared to traditional tendered procurements, the direct financial savings were about 5% lower, i.e. about £9 million over the term of the framework. Over 75% of the work was subcontracted to firms within a 30 miles radius, bringing significant benefits to the local economy. Further information of the framework is available here:


To provide maximum flexibility and choice, two further construction frameworks are available to councils within the West Midlands:

The SCAPE national framework provides an efficient approach to all types of project delivery including design and build schemes that can be tailored to client’s requirements backed up with procurement and consultancy support as required, which have proved very popular in the West Midlands, with 12 councils using the framework over the last three years. In addition, SCAPE provides system solutions which include the pre-designed fixed price Sunesis and Connect school and school extension designs.

Birmingham City Council, through their arms length organisation, Acivico, procured a four-year framework, with the potential to be extended to eight years, which has an estimated value of £3 billion and is available to all public sector bodies within the West Midlands region.

It is important to note that all three frameworks encourage the use of local suppliers, training and apprenticeship programmes and have sustainability at the forefront of their agenda. They also encourage working with contractors with a track record of delivery. For example, the West Midlands Contractor Framework has used ‘Find it in’ web portals and collaborative ‘Meet the Buyer’ events to attract local suppliers; has consistently delivered projects BREEAM rated as very good and excellent; and recently one of the contractors has launched the ‘Worcestershire Construction Apprentice Academy’ using work generated through the framework as a springboard.
The West Midlands were represented on the National Improvement and Efficiency Partnership (NIEP) Board and played an active role in the development of delivery of the programme that focused on coordinating and promoting to Government the excellent work that has been implemented in Local Government to develop construction networks in each of the nine national regional boundaries. This has now been taken a step further in 2014 to develop a National Association of Construction Frameworks (NACF) that will provide a single voice and strong network to deliver sustainable benefits that support delivery of the Government Construction Strategy. This sector self- sustaining approach will continue to ensure an effective advocacy network exists within Local Government that promotes and shares best practice, provides an effective performance management function and encourages innovation and continuous improvement together with a central point of contact for Central Government. Further information is available here:

www.niepbuiltenvironment.org.uk/ss

The Low Carbon Programme

The 'The Way Forward – Transforming Local Government Property Management' report identified significant opportunities to reduce the carbon emissions produced by our estates. This conclusion was based on the impact of the rationalisation of our floor space and therefore less electricity and gas usage. Other factors which will also reduce our carbon emissions, such as the redesign of more energy efficient buildings or day to day operational contract management and behavioural change issues were outside the scope of the project.

The WMPA commissioned Sustainability West Midlands to identify opportunities and provide consultancy support to reduce energy costs and carbon emissions within public sector buildings. This focused on benchmarking councils’ performance, successfully completed 30 energy audits identifying over £4 million savings together with implementation support to help councils deliver the benefits and to provide a small pump priming grant to fund small scale capital works. More details are available at:

www.westmidlandsiep.gov.uk/climate-change
In addition to providing strategic and operational leadership and supporting specific projects, the WMPA has commissioned important and valuable guidance to support the three core themes within its programme.

**Valuable Guidance**

**Knowing where assets are and how they are performing**

A recommended methodology for asset mapping work was produced by Worcestershire County Council and distributed to all local authorities in the region to help establish a consistent approach that drew on the benefit of their experiences as the pre-eminent pathfinder for this aspect of work.

**Increasing multi-agency occupancy**

A practical guide to implementing successful co-locations, responding to the increasing propensity for multi-agency occupation of existing facilities, has been produced which provides practical advice, based on experiences across the region, for dealing with logistical issues such as ICT, document management, security and wider facility management. Further information is available via the link: [www.invigour.co.uk/documents/SharedServicesGuide_000.pdf](http://www.invigour.co.uk/documents/SharedServicesGuide_000.pdf)

**Deriving efficiencies from Facilities Management**

CIPFA Property were commissioned to develop a practical web based tool to promote developing best practice in Facilities Management. The scale of spend associated with Facilities Management combined with increasing multi-agency occupancy of assets, pressure to combine and standardise services as well as aggregate spend has meant a growing number of authorities are contemplating or are already involved in establishing new, collaborative Facility Management models. The toolkit charts a journey from inception to delivery, combining practical theory and online tools with example case studies of emerging practice and aims to reduce reliance on external consulting support for the early scoping and business case stages. Further information is available: [www.niepfmhub.org.uk/](http://www.niepfmhub.org.uk/)
Case Studies

Asset Mapping

Worcestershire County Council

Worcestershire County Council and the Government Property Unit (GPU) facilitated a number of workshop sessions across the region to help authorities and their partners with the process of assets mapping and identifying rationalisation and collaboration opportunities. The Council were pre-eminent experts in this area, having previously run a Total Place pilot, developing a robust methodology for mapping the public sector estate and working through issues associated with data collection, such as confidentiality and database compatibility. The workshops helped broker essential relationships for collaborative working as well as stimulate the start of pre-requisite activity for future efficiency work, i.e. the need to know where assets are, etc. It ensured a consistent approach was followed by authorities in terms of the type and format of data requested from partners which was particularly valuable for those partner bodies, such as Police and Fire, whose operational boundaries covered more than one authority.
Barriers to Co-location

Birmingham and Black Country Authorities

The Birmingham and Black Country Asset Management Group was established in 2010 as part of the WMPA programme. It led, on behalf of the WMPA, a project to stimulate integrated property solutions and help facilitate area based delivery of public services. The objectives of the project were to:

- investigate barriers to sharing property across organisational boundaries;
- identify existing examples of integrated property solutions that have facilitated area based delivery of public services,
- determine whether there was merit in pursuing a pilot to road test potential solutions to the barriers identified; and
- develop a business case for the establishment and operation of a preferred pilot facility.

Although a pilot was considered worthwhile and a number of potential facilities were identified, it was not possible to identify a suitable multi-agency team to test and evaluate the envisaged working environment. However, the outputs of the work are now being used to help develop multi-agency accommodation facilities in the participating authorities as well as a number of others such as Solihull and Shropshire Councils.

Shropshire County Council

Shropshire Council and its partners have, via participation in the LGA/ CLG sponsored Capital and Asset Pathfinder (CAP) wave two programme, formed an effective Shropshire Estate Partnership (SEP) which has mapped all public sector assets in Shropshire and agreed a ten year implementation plan. SEP has a rich source of public estate property information and has undertaken a number of place based asset reviews, predominantly focussed on the needs of Shropshire market towns, to adopt a local commissioning approach to asset management. Essentially, this means that the need to rationalise, share and improve a smaller portfolio of public assets is determined by the needs of the local towns, the business drivers of the organisations involved and the approach being taken by Shropshire Council to commission more and directly deliver less public services in future. This commissioning approach is backed by the Cabinet Office with LGA and CLG continuing to encourage and support Shropshire partner organisations and their regional agencies to support the growth agenda while reducing costs.

The ten year implementation plan has already begun to deliver benefits with £6.4 million of capital receipts together with a further £20.7 million earmarked to be sold for 2014/15. Additionally, this has yielded significant ongoing revenue benefits through the estate rationalisation as well as reduced carbon emissions.
Collaborative Procurement

**Coventry, Solihull and Warwickshire Property Officers**

The Assets and Facilities Management Leads from across all eight local authorities in Coventry, Solihull and Warwickshire along with Warwickshire Police and Coventry PCT have come together to create a sub-regional approach to their services. As a result of a series of steering group meetings and workshops, a number of short and medium term collaborations have been identified in relation to procurement, statutory maintenance and compliance services, design and building services, and repair and maintenance.

The initial work looking at statutory maintenance and compliance services represents approximately £3 million of expenditure across the sub-region. Financial savings of at least 10%, i.e. £0.3 million per annum, have been delivered as a consequence of aggregated scale. The arrangements will also bring about reduced procurement and contract management costs as well as intelligent distribution of resources that eliminates periodic under and over-capacity within different organisations across the sub-region.

**Occupying Less Space**

**Birmingham City Council**

As part of Birmingham City Council’s ambitious Business Transformation programme the authority has developed an innovative efficiency programme called Working for the Future (WFTF) which aims to transform and rationalise its core office estate generate significant financial and environmental savings in the process. The Central Administrative Buildings (CAB) element of WFTF programme will realise £100 million of net benefits over 25 years. Savings are being generated by a combination of disposals (generating capital receipts), vacating expensive leased building and by a significant reduction in ongoing property operating costs, achieved by reducing the amount of office space occupied.

**Staffordshire County and District Council Programme**

Although the County Council made savings of £0.25 million per annum, with the development of 1 and 2 Staffordshire Place in Stafford, which enabled them to move out of 17 buildings, it was clear that if a significant rationalisation of the estate was to be achieved this had to be done by engaging with partners at District/Borough Council level, blue light and health services. Consequently, working in partnership with all eight district councils Staffordshire undertook a strategic property review that subsequently identified over 100 potential sites that might be suitable to develop co-location working. This was later narrowed down to the top 25 sites that appeared to provide the best opportunities. The outline business case identified potential net capital receipts of up to £19.5 million, together with annual revenue savings of up to £2 million. Additionally, this project could also yield significant reduction in floor space, equivalent to the size of about 4 football pitches and a reduction in CO2 emissions of about 1725 tonnes annually. These projects are being delivered through District Property Boards.
**Walsall MBC**

The Way We Work – Smarter Workplaces programme transformed the way work is carried out in several council departments. It led to the reduction in the number of main council offices from 25 to 2 buildings through an £8 million capital investment that is yielding annual savings of circa £1 million in addition to other benefits, such as significant carbon emission reductions and improved staff working conditions. A short video about the Walsall’s journey can be accessed via the link: [http://youtu.be/Nl4E_bjZwoo](http://youtu.be/Nl4E_bjZwoo)

**Solihull MBC**

Solihull identified New Ways of Working and Going Lean as two of the ‘Top 5’ Business Critical Areas in the Solihull Council Plan and both concepts rely heavily on their success of the introduction of agile working at all office locations across the Council. Consequently, a pilot flexible working approach was adopted on one floor at the main council offices to test the concepts and practicalities resulting from reconfiguring the office layout and the supporting infrastructure, e.g. “hot desks with ICT and telephone links. It proved so successful that it is now being rolled out across all four council key locations and will yield over £0.15 million savings annually together with 30% reductions in both floor space and CO2 reductions. It has also received a very favourable response from staff. The main council base is now set up as a public sector hub with a bank of desks and IT connection points set aside to enable other public and third sector partner organisations to use the office as a touchdown location.
## Aggregation and Re-Design of FM Services

### Staffordshire County Council

The Council are leading on the development of a new model for delivering facilities management services that respond to the financial and policy pressures and are driving increased collaboration.

The project has delivered aggregated savings of between £2.8 million and £4.5 million but will also bring about better budget management and control, more appropriate application of rates to volume and scale, intelligent distribution of resources that eliminates periodic under- and over-capacity within different organisations across the sub-region, and increase the ability to influence exposure of local SMEs to the supply chain.

### Walsall MBC

Walsall undertook a detailed review of their hard and soft facilities management services, including building maintenance and design. The LEAN review revealed significant areas for improvement in key areas such as customer service, value for money, performance and quality. Consequently, all FM functions have now been centralised into a corporate landlord function that will exercise a greater degree of cost control, improved procurement and contract management, improved systems and processes, performance management and customer focus. This yielded £0.25 million annual savings almost immediately together with an anticipated further £0.5 million when all the solutions have been fully implemented. Walsall also completed a pilot reverse auction for a number of the building maintenance activities at the beginning of May 2014. This is a national 1st and delivered savings of 41%, equating to £0.18 million per annum for the four year contract period. Walsall Property Services intend to conduct a number of other reverse auctions, following on from the huge success of this pilot. IEWM supported this procurement as part of the wider regional procurement reverse auction programme that has delivered over £60 million savings to April 2014.

### Sandwell MBC

A service-wide health check of Sandwell’s Urban Design and Building Services undertaken in May 2013 highlighted the need to look in further detail at its property maintenance activities. CIPFA were commissioned to carry this piece of work forward as a LEAN review into the many processes and procedures that had clearly evolved as a result of incremental changes over time and not necessarily wholly relevant to the current needs of both customers and the council. The subsequent ‘customer focused’ LEAN approach has identified a new, more streamlined and effective approach that will realise significant efficiency savings, improve quality and timeliness of repairs and further support the council’s adoption of the corporate landlord model. Through the adoption of new methods of procurement and driven by a customer service programme Sandwell will deliver savings in excess of 25% across the management and implementation of cyclical, planned and reactive repairs and maintenance works on the council’s commercial stock, currently at a value of approximately £5 million per annum. It is therefore anticipated that the LEAN project will yield efficiencies of circa £1 million per annum.
**Dudley MBC**

Dudley MBC’s *Transforming Our Workplace* project involves disposing of 12 surplus office sites within the town centre. The project sees a 40% reduction in floor space with resultant annual revenue saving of c. £0.4 million. The project is facilitated through the Council’s innovative partnership PSP Dudley LLP – a jointly owned company with Public Sector Plc. The LLP facilitates the disposal of the surplus office sites by guaranteeing a market value and sharing any profit after disposal on a 50/50 basis. This strategic 10 year partnership has given the Council greater choice, flexibility and has enabled risk to be transferred to the private sector whilst ensuring statutory compliance and a share of development profit. The deal has meant that capital receipts of c. £3.4 million have been ploughed back into the refurbishment of core office to be retained creating a new, sustainable environment compatible with the Council’s new agile working policy.

In tandem with the project (one of several facilitated through the LLP) the Council is currently progressing its Corporate Landlord Model which sees the centralisation of property and asset management services. The project, underpinned by consultative work funded by IEWM and facilitated by partners of the LLP, will help the Council create a leaner, more effective organisation that has driven out savings of around £0.5 million in the first year and an opportunity to realise further savings in the future. The creation of a new Energy Management team (based on research funded by IEWM) will be integrated into the new Corporate Landlord Model to ensure the reduction of energy consumption and carbon emissions becomes embedded into future work programmes.

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**Consolidate Health and Social Care Estate**

**Herefordshire Council**

Herefordshire Public Services represents the partnership between Herefordshire Council and NHS Herefordshire and involves co-delivery of services under one management team and the Chief Executive. An estate reconfiguration programme is being undertaken which will result in a consolidated corporate administrative estate and co-located service spokes. The programme has reduced revenue spend on property by £0.76 million per annum and generated at least £6.8 million of capital receipts. The overall benefits case for the wider transformation programme is significant and supported by the property transformation will deliver better public services more efficiently.
Community Led Co-Location of Services

Worcestershire County Council

Involving the community in the re-modelling and management of community based assets on a locality by locality basis, Worcestershire’s project is aiming to maximise the use of space and deliver savings from the synergies and economies of service co-location as well as improve service accessibility. The strategic outline business case for the programme estimates that as much as £100 million of revenue savings can be generated over 25 years as well as £60 million worth of capital receipts. The outline business case has been presented and the next stage will be to work up detailed proposals to create the development of a Joint Property Management vehicle as discussed previously and to deliver the programme of efficiencies.

Collaborative Working with the District Councils

All the examples above focus on projects undertaken by upper tier authorities but a significant amount of collaborative work is carried out amongst second tier authorities. Such examples were showcased in the previous publication “The Way Forward, Transforming Local Government Property Asset Management – Two Years On” and progress has been updated to reflect the current position;

- **East Staffordshire Borough Council** recognised the financial and organisational constraints of a significant element of its office portfolio and is capitalising on an opportunity to share office premises with a major private sector employer in the area. This arrangement is expected to save the Council approximately £0.3 million per annum, and will also enable it to generate a significant capital receipt as well as restructure its facilities management provision.

- **Cannock Chase District Council** agreed a back office sharing arrangement with Stafford Borough Council that will involve staff from Cannock Chase relocating into Stafford Borough Council premises. The overall arrangement is anticipated to save £1.4 million over three years with property cost reduction making a material contribution to this figure.

- **Lichfield District Council**, in actively managing and reviewing its accommodation needs, has been able to create three surplus office facilities, two of which are being converted into residential properties to respond to the need for affordable housing in the area while the third will realise a valuable capital receipt for the Council. They have also obtained planning consent for a scheme of 24 affordable units on land at City Wharf, Lichfield. Development is expected to start in the near future.

- **Tamworth Borough Council** are continuing to work closely with its main public sector partners as part of the Tamworth Local Property Board, set up following the County wide review completed in January 2012. The County Council and Tamworth Borough Council have continued to increase their local co-location, and further discussions are ongoing to promote a public sector hub that should lead to both capital and revenue savings together with more accessible public services.
Stratford on Avon District Council, following a period of consolidation during the economic downturn, is pursuing a number of initiatives that seek to both improve the financial and social returns to the District Council and enhance the quality of the District. These include:

- A £5 million investment in the Stratford Visitor and Leisure Centre
- An involvement in the consolidation of the Public estate in Alcester to continue provide District Council, Museum and Library facilities.
- Further subletting of surplus office space to allow expansion of a local school.

Worcestershire are working in partnership with all five District Councils together with other partners such as Job Centre Plus, The Police Authority, CAB and Community Groups to develop a more sustainable library service through shared use of buildings. These different arrangements have reflected local needs and opportunities. In all cases the revenue costs of the services provided have been significantly reduced for all partners and often the assets released have been able to kick-start localised regeneration within the town as well as raising much needed capital receipts.

Stimulating Growth and Economic Regeneration

As highlighted above, the WMPA programme refocused in 2012 to concentrate on promoting more strategic and joined up cross-government sector initiatives, such as those in Worcestershire, and the Stimulating Growth project which will bring the WMPA programme to a conclusion in the summer of 2014.

The Stimulating Growth project is being delivered through our joint partners, Local Partnerships, and will be reported in more detail in a separate publication “Rebuilding our local economies – How West Midlands councils are using assets for growth”, and will focus on how councils together with other public and private sector partners are working together to stimulate regeneration and growth in their communities through both the innovative leverage of finances and the use of assets. We are already aware of some excellent examples across the region, e.g. Stoke and Herefordshire. These and others will be showcased in the final report with the aim to raise the profile and awareness of different approaches that may in turn generate new ideas and initiatives both regionally and nationally. The publication will also be a reference point for shared learning and could potentially provide councils with an opportunity to network and share learning and/or work collaboratively.

Inevitably the difficult economic challenges councils face in response to the Government’s austerity programme continue to place significant strain and provide greater emphasis on “balancing the books”. However, the emerging evidence recognises that efficiency targets and stimulating growth can be delivered in tandem and are complementary opportunities. For this to be successful it needs to be driven forward within an integrated and co-ordinated approach between the public and private sector and local authorities are well placed to help drive this agenda forward.
Summary

This publication highlights the work and successes achieved by the West Midlands Property Alliance (WMPA), since its formation in early 2010. Supported by over £2 million funding from Improvement and Efficiency West Midlands (IEWM) the programme is on course to deliver over £170 million of efficiencies together with significant service improvements and has provided tremendous networking and best practice sharing platform. The WMPA is one of the most active and successful Property and Asset Management related networks nationally and continues to deliver benefits for all local authorities across the West Midlands.

Transparency and accountability are key if we are to learn from those councils who are implementing new and innovative ways of working in partnership with out private sector colleagues. As the impact of the Government’s austerity measures continue to impact upon local government organisations, inevitably this will have an impact upon property and asset related services. This is a significant challenge but also a fantastic opportunity for colleagues to embrace this challenge positively and to explore new opportunities to transform the public sector estate, stimulate growth through regeneration, deliver efficiencies through areas such as co-location, workplace redesign and estate rationalisation facilities management, procurement, business transformation, continuous learning and best practice information networking, and to recognise that reducing our carbon footprint is a long term critical priority for all councils. The case studies within this publication are a testament to the honesty and openness within which the WMPA operates. We wish to thank those officers for their considerable help in producing this report.

More Information

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More information about the WMPA and many of the case studies within this report are available on the IEWM website:

www.westmidlandsiep.gov.uk/wmpa

More information about the NIEP can be found at:

www.niepbuiltenvironment.org.uk
## Appendix 1 - List of Case Studies

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<td>1</td>
<td>Regional Construction Frameworks</td>
<td>Worcestershire, Herefordshire and other wider public sector organisations</td>
<td>A West Midlands Construction framework with turnover of £180 million during the 4 year contract period and projected savings of £9 million. Over 75% of the work was sub-contracted to firms within a 30 miles radius, bringing significant benefits to the local economy.</td>
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<td>The Low Carbon Programme</td>
<td>All 33 Councils</td>
<td>A programme of energy audits in 30 Councils across the West Midlands identified over £4 million savings and provided implementation support to help councils deliver the benefits. Provided £0.172 million pump priming grant to fund small scale capital works.</td>
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<td>Knowing where assets are and how they are performing</td>
<td>Valuable Guidance for all 33 Councils</td>
<td>A methodology for asset mapping work was produced by Worcestershire County Council and distributed to all local authorities in the region to help establish a consistent approach.</td>
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<td>A practical guide to implementing successful co-locations dealing with logistical issues such as ICT, document management, security and wider facility management.</td>
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<td>A practical web based tool to promote developing best practice in Facilities Management.</td>
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<td>6</td>
<td>Facilitated workshops to promote a consistent approach to asset mapping</td>
<td>Worcestershire CC</td>
<td>A series of facilitated workshops to help authorities and their partners with the process of assets mapping and identifying rationalisation and collaboration opportunities.</td>
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<td>7</td>
<td>Researching physical barriers and associated solutions to creating multi-agency, co-location facilities</td>
<td>Birmingham and The Black Country Councils</td>
<td>Advice to enable Councils to consider the practical barriers and solutions associated with implementing multi-agency co-locations.</td>
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<td>8</td>
<td>The Shropshire Estate Partnership and rationalisation programme</td>
<td>Shropshire CC</td>
<td>A 10 year disposal and rationalisation programme that has generated £6.4 million of capital receipts together with a further £20.7 million earmarked to be sold for 2014/15.</td>
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<td>Case Study Number</td>
<td>Title</td>
<td>Participating Councils</td>
<td>Projected 5 Year Efficiency Savings</td>
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<tr>
<td>9</td>
<td>Independent research of a range of asset and FM collaboration opportunities across the Coventry, Solihull and Warwickshire sub-region.</td>
<td>Coventry, Warwickshire and Solihull</td>
<td>A £3 million per annum collaborative procurement between eight local authorities along with Warwickshire Police and Coventry PCT for statutory maintenance and compliance services, design and building services, and repair and maintenance. The procurement delivered savings of £0.3 million per annum.</td>
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<tr>
<td>11</td>
<td>Staffordshire District Property Boards</td>
<td>Staffordshire CC and the District Councils</td>
<td>Rationalising the County Councils main offices from 17 to 2 delivered £0.25 million per annum benefits. Additionally an outline business case identified potential further net capital receipts of up to £19.5 million, together with annual revenue savings of up to £2 million by implementing a Staffordshire multi-agency rationalisation programme, including all eight District Councils together with the blue light and health services.</td>
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<td>12</td>
<td>The Walsall “Way We Work” - Smarter workplaces programme</td>
<td>Walsall MBC</td>
<td>A reduction in the number of main council offices from 25 to 2 buildings through an £8 million capital investment that is yielding annual savings of circa £1 million.</td>
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<td>13</td>
<td>Piloting a generic, flexible workspace area to precipitate new ways of working</td>
<td>Solihull MBC</td>
<td>A Council wide agile working and “hot desking” programme delivered savings of £0.15 million. Additionally a public sector hub was created to enable other public and third sector partner organisations to use the office as a touchdown location.</td>
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<td>14</td>
<td>Developing a new model for delivering Facilities Management services</td>
<td>Staffordshire CC</td>
<td>A new collaborative model for delivering facilities management services has delivered aggregated savings of between £2.8 million and £4.5 million.</td>
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<td>15</td>
<td>Application of systems thinking to a local authority’s asset and facilities management function</td>
<td>Walsall MBC</td>
<td>The implementation of a corporate landlord function delivered £0.75 million per annum savings. A pilot reverse auction for building maintenance activities achieved a 41% cost reduction, equating to a saving of £0.18 million per annum.</td>
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<td>16</td>
<td>Health Check &amp; LEAN Review</td>
<td>Sandwell MBC</td>
<td>The adoption of the corporate landlord function together with new methods of procurement will yield efficiencies of circa £1 million per annum.</td>
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<td>17</td>
<td>Public Sector Partnership</td>
<td>Dudley MBC</td>
<td>The innovative partnership PSP Dudley LLP – a jointly owned company with Public Sector Plc facilitated the disposal of 12 surplus office sites within the town centre delivering saving of circa £0.4 million per annum. Additionally, The implementation of a corporate landlord function delivered £0.5 million per annum savings.</td>
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<td>18</td>
<td>Reconfiguration and co-location of the public sector estate</td>
<td>Herefordshire Council</td>
<td>Herefordshire Public Services is the partnership between Herefordshire Council and NHS Herefordshire and involves co-delivery of services under one management team and the Chief Executive. An estate reconfiguration programme has reduced revenue spend on property by £0.76 million per annum and generated at least £6.8 million of capital receipts.</td>
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<td>19</td>
<td>Re-modelling and management of community based assets on a locality by locality basis</td>
<td>Worcestershire CC and partners</td>
<td>The strategic outline business case for the programme estimates that as much as £100 million of revenue savings can be generated over 25 years as well as £60 million worth of capital receipts arising from the synergies and economies of service co-location as well as improved service accessibility.</td>
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<tr>
<td>20</td>
<td>Collaborative working with the District Councils</td>
<td>District Council Projects</td>
<td>Examples of work completed by District Councils in Staffordshire, Worcestershire and Warwickshire that have delivered efficiencies, service improvements and led to wider community benefits.</td>
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<tr>
<td>21</td>
<td>Using Property Assets to Stimulate Growth</td>
<td>Valuable Guidance for all 33 Councils</td>
<td>A report showcasing how West Midlands Local Authorities are working with other public and private sector partners to stimulate regeneration and growth in their communities through both the innovative leverage of finances and the use of assets.</td>
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