

Report to: East Sussex Strategic Partnership (ESSP)
Date: October 2014
Title: SPACES Programme Update
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Purpose: To provide an update on the SPACES Programme

Recommendation:

That the East Sussex Strategic Partnership note

1. the report; and
2. the current programme activity taking place

1. Introduction/Background

- 1.1. The Strategic Property Asset Collaboration in East Sussex (SPACES) Programme has been running since 2011 and is a public and third sector partnership. This partnership identifies ways of co-locating and collaborating to achieve a more cost effective estate asset base. The benefits expected include a reduction in the running cost of property, realisation of capital receipts, increased partnership working and co-location of related services.
- 1.2. This report is intended to give an update on the status of the SPACES Programme to date specifically regarding delivery of projects and programme development.

2. Programme Updates

- 2.1. Brighton and Hove City Council joined the SPACES partnership in summer 2014.
- 2.2. The Programme was reviewed in July 2014 to consider the direction of travel and whether the right activities were underway. From this a series of principles emerged for the SPACES activities which partners agreed to. These can be found in Appendix A.
- 2.3. A model of types of Collaboration was adopted to enable measurement of outcomes for co-location projects and be clear from the outset what the aims were. This can be found in Appendix B. This model has been applied to all co-location activities and will be used for all future projects.
- 2.4. A successful bid was made to the DCLG Transformation Fund with The Link Programme and £420,000 was awarded to the programmes. This is being used to fund the Programme Manager role for SPACES and take forward a piece of work called Collaborative Workspace which will include a Wi Fi solution from the Link. More details on this can be found in section 3.3d.

3. Project Delivery

- 3.1. A total of 15 projects have now been delivered by the SPACES Programme. Those which have been delivered since the last update are as follows:
 - a. Sussex Community and Development Association have an Employability Hub located in Eastbourne Town Hall.
 - b. Southover Grange and The Maltings land swap between Lewes District Council and ESCC completed.
 - c. A SECAMB response post is now situated at The Ridge Fire Station.

- d. An Estates Management Support Contract has been jointly procured between ESCC and Rother District Council and is open to other partners to buy from should they choose to use it.
- 3.2. A further 21 opportunities have been identified and are being developed into projects for delivery. They include:
- a. Job Centre Plus co-locating with Rother District Council in Bexhill in Spring 2015.
 - b. A SECAMB response post being situated at ESCC's Ropemakers park in Hailsham. Heads of Terms are being considered for this.
 - c. Newhaven Fire Station Development continues with ESFRS, Lewes District Council and Sussex Police planning to share accommodation through developing a derelict site in Newhaven Town. Expected delivery late 2015.
- 3.3. As well as co-location projects, other SPACES activity is underway as follows:
- a. The SPACES Procurement Group have been considering energy and are benchmarking their costs against the routes to market to identify whether economies of scale can be realised. The outcome of this activity is expected late 2014.
 - b. The Emergency Services Fleet activity started within SPACES was passed to the Blue Light Collaboration team who are taking this forward to identifying cost savings that can be realised. This will not be reported via SPACES in future.
 - c. A physical Document Storage Solution is being designed by ESCC to enable other partners to use the facilities at Ropemaker Park, bringing down the cost of storage to the public purse. This is being developed with input from a number of SPACES partners including Sussex Police and Wealden District Council. West Sussex County Council is also engaged in this work.
 - d. The Collaborative Workspace Project is being developed to consider shared hot desk and touch down spaces across East Sussex and Brighton and Hove for all public sector partners. This is in early stages but intends to provide shared space in geographical hot spots across the county.
 - e. The partners have agreed to use e-Pims, the Government estates database to share information on property. All partners have signed up to undertaking this work and their progress is being monitored to jointly develop the database to make it a useful tool for the partners over time in identifying meeting rooms, underutilised buildings and hot desk points.
 - f. A first meeting of Customer Contact colleagues across the SPACES partners took place. The group have identified a number of activities that could be jointly progressed considering face to face, online transaction, telephone and written communications and now intend to prioritise these.

4. Next steps

- 4.1. To continue to match space needs and space available between partners and have oversight of the co-location projects being delivered
- 4.2. To develop the Collaborative Workspace project to a pilot activity
- 4.3. To finalise the energy benchmarking activity and identify any savings that can be made
- 4.4. To finalise the document management solution for partners including processes and cost models

Appendix A – Principles agreed by SPACES partners

- a) The highest appropriate level of collaboration will always be aimed for (this is based on the 4 steps of collaboration model)
- b) We will aim for all staff to be able to work from hot desk locations provided by self or partners (there will be exceptions to this which will be explored to understand whether they can be designed out or are true exceptions)
- c) All partners will have an asset management strategy (or equivalent document) and this strategy will reference SPACES and how the strategy aligns with SPACES in support of the Principles agreed by SPACES Board.
- d) All partners will have an IT Strategy and this will reference The Link and how the strategy enables the partner to work with The Link to enable co-location and maximise the opportunities for data sharing in order to provide joined up and integrated services to customers
- e) Every organisation will either: have the link network and integrated communications or; identify when they will switch to the link or; identify how their solution of legacy or choice will work with the link. This means a business case will be generated for both network and integrated communications for all partners to explore the right way forward
- f) Where charges between partners need to be applied, to ensure consistency and sustainability, they will be capped at market rent. Where cost sharing would result in lower charges, this will be the adopted model. Activity to agree the charges will be undertaken in a transparent, open book fashion with a view of the overall cost to the public purse of any potential outcomes.
- g) Where a SPACES member is making decisions through their asset management strategy on building disposal or change of use they will communicate and engage with the SPACES Board to ensure that all opportunities for partner working and a public sector narrative are identified
- h) Asset Management performance information will be maintained and up to date and share within SPACES (via e-Pims) to ensure there is a strong value for money driven utilisation of the whole estate
- i) Any refurbishment or new office space created will be designed for flexible and potentially shared use. Once the Collaborative Workspace design has been established this will be the model adopted
- h) Agreements to share/licence space to be referred to each organisation's estates and facilities function, with appropriate approvals required as per organisational corporate governance to avoid ad hoc / opportunistic use of premises hindering strategic plans for the estate
- i) To measure the gross value added (GVA) contribution to the economy from SPACES Projects as appropriate

Appendix B: The four types of Collaboration Model

Types of Collaboration

- ① Shared building → No interaction
- ② Shared Space (hot-desking) → Cost basis driven, some interaction
- ③ Shared information (reception desk) → Customer contact, triage
- ④ Shared staff → Integrated Service Delivery

