

Report to: East Sussex Strategic Partnership (ESSP)
Date: Thursday 18 July 2013
Title: SPACES Programme Review
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Purpose: To provide an update on the SPACES Programme



Recommendation:

That the East Sussex Strategic Partnership note the review, its recommendations and outcomes, as approved by the June SPACES Board.

1. Introduction/Background

- 1.1. The SPACES Programme Board agreed on 28 May 2013 that a Programme Review would be undertaken by the recently appointed Programme Manager. The purpose of this was to identify the progress made to date, assess whether the direction of travel remained appropriate and enable the Board to agree any changes required to enable success.
- 1.2. The report was produced and presented to the 24 June Programme Board for consideration.

2. Contents of the Review

- 2.1. The review gave a brief history of SPACES and identified that good progress had been made in collection of data related to assets and that this would be a significant help for future activity.
- 2.2. There have also been new relationships formed between organisations and the collaborative working ethos of SPACES developed these to a point which enabled trust and openness, both of which are needed to enable opportunities to be identified and exploited.
- 2.3. The Programme Board was established supported by geographic sub groups with good engagement achieved across a variety of partners, meeting regularly.
- 2.4. A 10 year implementation plan was developed to collate opportunities and targets. The plan unfortunately did not link activities and stakeholders to the benefits expected to be realised and therefore output recognition to date has not been monitored as effectively as it could have been to show the true extent of success.
- 2.5. The difficulty in translating ideas into delivery was identified and linked with potential discrepancies between the SPACES direction of travel consisting of an ad hoc project identification approach and other insular activities within partner organisations to consolidate their estate.
- 2.6. It was also identified that there is a need with any new group such as SPACES to initially develop relationships, build trust and begin to share ambition and aims prior to any ability to achieve more strategic goals. With these foundations now built, SPACES can move forward to a more structured and strategic approach to estate collaboration.

3. Recommendations of the review

- 3.1 Recommendations were brought to the board including:

- a. Agreeing a revised joint vision and objectives,
- b. Setting a strategy to enable the vision and objectives to be achieved,
- c. Setting agreed KPIs to measure progress against,
- d. Standardising project approach and communications to the Programme Board and into the governance of each participating organisation,
- e. Better aligning the disposal and acquisition of estate between partners and
- f. Over time identifying a capital investment budget for SPACES projects to be set against the benefits each partner expects to achieve.

4. Outcomes from the review

- 4.1 The board accepted the review as indicative of the current situation within the Programme.
- 4.2 The board accepted the recommendations in principle with the understanding that they would not all happen immediately and specifically the capital investment budget would be more of a long term aim likely to evolve with the programme.
- 4.3 The aim to align disposal and acquisition was agreed with a caveat regarding sharing information at an appropriate time and not before, and that a process should be identified or this.
- 4.4 On this basis work has commenced on identifying the programme tranches, developing a joined vision and objectives and identifying the KPIs against which success will be measured, including collating the benefits realised to date.

5 Current SPACES Project Activity

- 5.1 There are a number of joint discussions currently taking place across the SPACES partners and these include but are not limited to:

1a Grove Road Eastbourne

Stakeholders – Eastbourne Borough Council, Sussex Police
Current status – feasibility

ESFR Meecham Road Development Newhaven

Stakeholders – ESFRS, Lewes District Council, Sussex Police, SECAMB
Current status – feasibility

Newhaven Library development

Stakeholders – ESCC and DWP
Current status – feasibility

Bexhill Town hall and Job Centre

Stakeholders – Rother DC and DWP
Current status – feasibility

Aquila House Hastings

Stakeholders – Hastings Borough Council, Sussex Police
Current status – feasibility

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