

Parliamentary Estates Board
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Refreshing the Estate Strategy

FOR INFORMATION AND DISCUSSION

AUTHOR AND CONTACT INFORMATION:

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Introduction

1. The suite of documentation underpinning our Estate planning is dated and in need of a refresh, particularly in light of the gathering momentum behind Palace of Westminster Restoration and Renewal.

Action for the Board

2. The Estates Board is invited to discuss this proposal; in due course a summary should be submitted to the two House Management Boards.

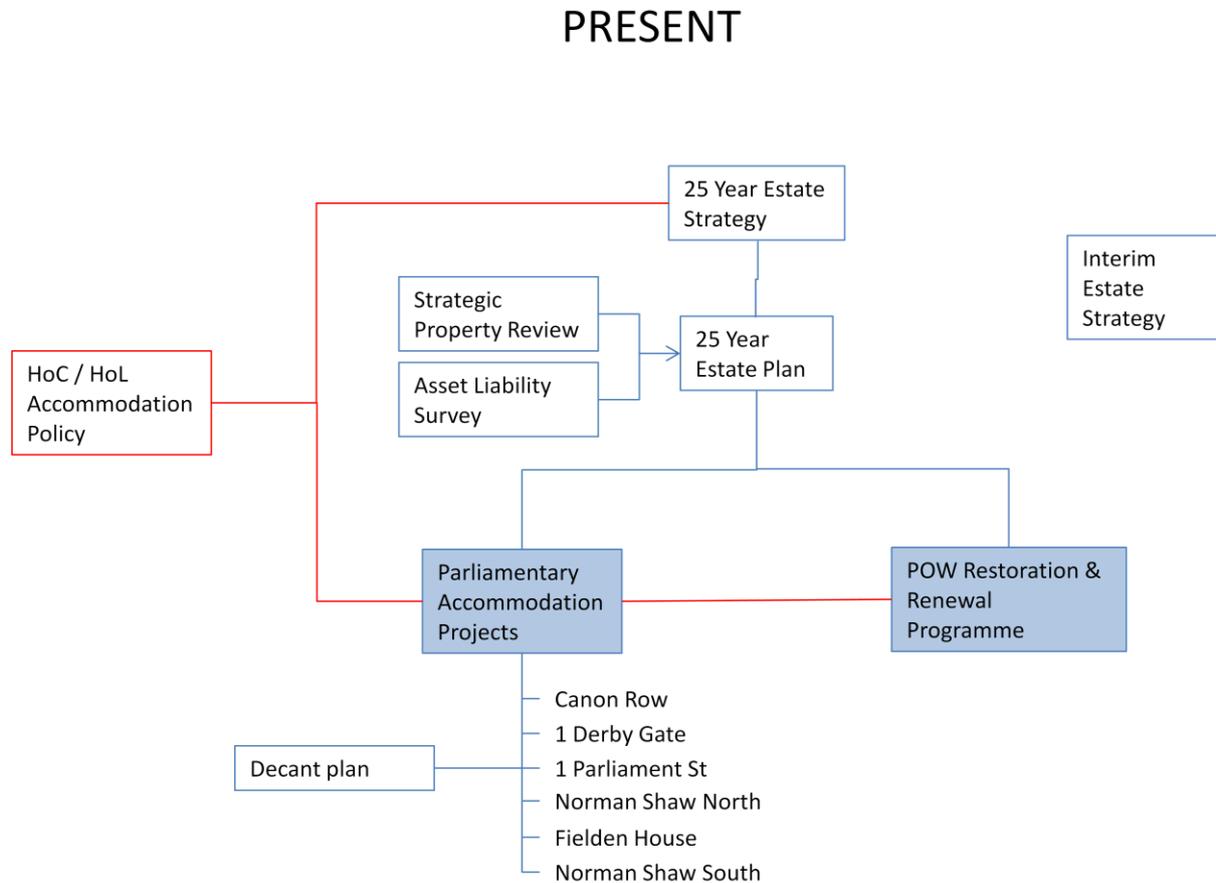
Context

3. Although Parliament's Investment Plan and Estate Programme are subject to annual review, its Estate Strategy and Accommodation Policies need to be revisited less frequently: five yearly, perhaps. There are however two particular reasons for undertaking a refresh during the course of this year's planning round:

- a. Financial pressures are unlikely to diminish and the two Houses are, accordingly, considering a joint approach to continuous improvement, in the interests of improving both efficiency and effectiveness. There will be a continuing requirement to achieve the best use of the Estate, in support of our business purposes, and at lowest practicable cost.
- b. The entire sequence of building refurbishments needs to be firmly established to allow planning for Restoration and Renewal to proceed. In all likelihood, both management capacity and decant requirements are likely to demand that outbuilding refurbishments do not take place at the same as any major intervention in the Palace.

At Present

4. A schematic of the current family of documentation supporting the Estate Programme is shown below:



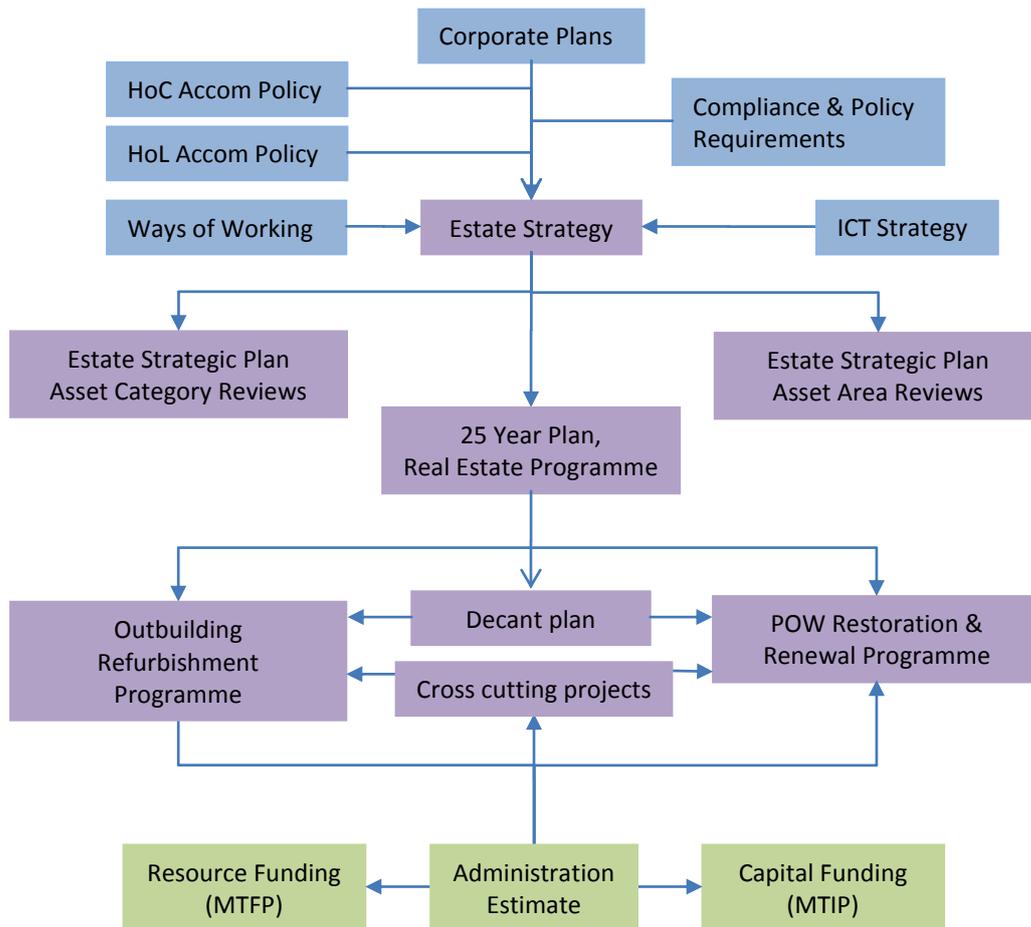
5. This is a coherent arrangement, but it does have some shortcomings:

- a. The Strategic Property Review (a comprehensive compendium of information on the capacity and overall condition of our buildings) overlaps with the 25 Year Estate Strategy.
- b. A draft Short Term Parliamentary Accommodation Outline Business Case was produced by the Parliamentary Accommodation Programme Board in April 2011, but it was not circulated for approval, and the building refurbishments are being tackled as standalone projects.
- c. We do not yet have an overall Decant Plan, although thinking on the decant requirements for individual building projects is well advanced.
- d. There is no structured relationship between Parliament's ICT Strategy and its Estate Strategy: we not likely, therefore, to establish the improved ways of working that derive from the best use of technology and space.

Proposal

6. I suggest the following arrangement, which reflects the RICS best practice model¹, shown at Annex A:

ESTATE STRATEGY SCHEMA



7. PEB is requested to confirm, or suggest, sponsors for each of these elements, as appropriate, by completing the table at Annex B.

8. Recommendations:

- a. The Estate Strategy should be reviewed and re-issued.
- b. The Strategic Property Review should become the ‘Estate Strategic Plan’. It should include both Asset Category and Asset Area Reviews.
- c. The Accommodation Programme OBC should be updated and circulated for approval, with the capital funding required included in this year’s MTIP

¹ RICS Public Sector Asset Management Guidelines - A guide to best practice

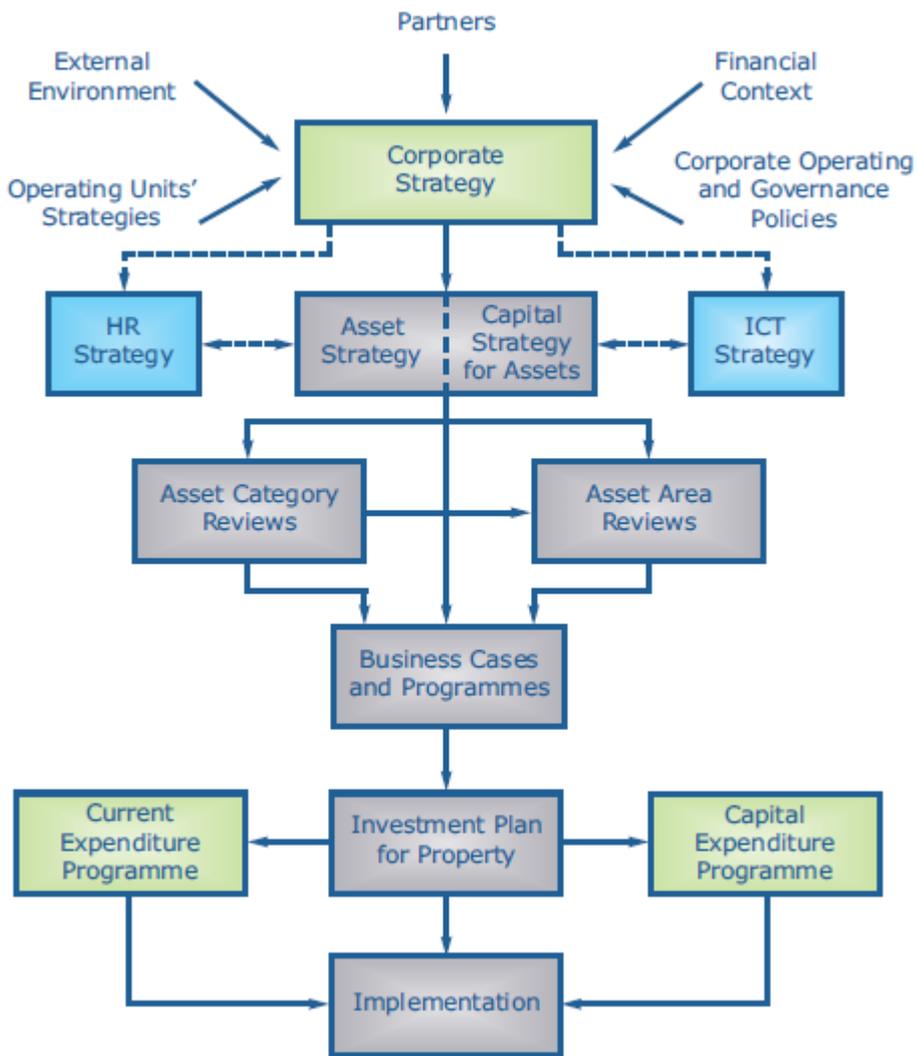
submission.

- d. An Outbuilding Refurbishment Programme should be formally constituted, under an SRO appointed by both Management Boards, to ensure the optimum sequencing, and timely completion, of the various building overhaul projects required ahead of Restoration and Renewal. A Programme approach would offer opportunities for a comprehensive relationship with industry, perhaps following a partnering approach, across all of the projects involved. Alternatively, each House could sponsor a separate Programme, with overall co-ordination through either the Parliamentary Accommodation Programme Board, or the PEB itself.
- e. A Decant Plan should be produced, and maintained, to enable both the Outbuilding Refurbishment Programme and the POW R&R Programme.
- f. The Parliamentary Director of Estates should lead on ensuring coherence and optimum dependency management across the building refurbishment projects and the various related estate wide programmes and projects, such as fire safety, lifts and amenities.
- g. Accommodation Services should lead on driving business requirements into the Estate Strategy, through the respective House Accommodation policies. These business requirements should be developed from the Corporate Plans, and be explicitly shaped by means of an open, continuing and explicit relationship with the ICT Strategy. Proposals for structuring this work should be brought by its sponsors to both PEB and PICTAB.

9. Completion of the documentation should be overseen by the PEB, with elements submitted for approval by Management Boards and Member Committees as appropriate.

John Borley
DG Facilities (HoC)

Figure 3.6: The asset planning process within the overall business planning process



ANNEX B

HoC Accom Policy	James Robertson (JR)
HoL Accom Policy	Carl Woodall (CW) ?
Compliance & Policy Rqts	As appropriate
Ways of working	JR / (HoL rep?), working with PICT
Estate Strategy	Steve Beck (SB)
ICT Strategy	Richard Mclean (RM)
Estate Strat Plan (Asset Category)	SB
Estate Strat Plan (Asset Area)	SB
25 Year Plan	SB
Real Estate Programme	SB
Outbuilding Refurbishment Programme	Christine Sillis (CS) – as SRO
Decant Plan	SB
Cross Cutting Projects	Mel Barlex (MB)
POW R&R	John Borley (JB) – as SRO
Administration Estimate	Myfanwy Barrett / Andrew Makower (MB / AM)
MTFP	MB / AM
MTIP	MB / AM