

## Highland Public Sector Property Group - Annual Report for 2018-19

### For the Highland Community Planning Partnership – Chief Officers' Group

#### 1 Introduction

1.1 The Highland Public Sector Property Group (HPSPG) is a constituted, thematic public sector property group, operating under the umbrella of the Highland Community Planning Partnership (HCPP). The HPSPG brings together the senior officers, with responsibility for property, from the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the HCPP territory, together with (property) officers from other public sector partner organisations and sectors across the Highlands/HCCP region.

1.2 Core membership of the HPSPG is drawn from property representatives from the five statutory community planning partners, namely:

- The Highland Council (THC)
- Highlands and Islands Enterprise (HIE)
- NHS Highland (NHS)
- Police Scotland (PS)
- Scottish Fire and Rescue Service (SFRS)

1.3 Other affiliate public sector organisations with land and property, or service delivery, interests in the Highland Council local authority area also participate within the group, and/or are invited to attend and participate in the Group's activities, namely:-

- Cairngorm National Park Authority (CNPA)
- Department of Work and Pensions (DWP)
- District Valuer (DV)
- Forestry Commission (FC)
- Highlands and Islands Airports Ltd (HIAL)
- High Life Highland (HLH)\*
- Scottish Ambulance Service (SAS)
- Scottish Environment Protection Agency (SEPA)
- Scottish Government (SG)
- Scottish Natural Heritage (SNH)
- Scottish Water (SW)
- Hub North Scotland (hNS)

1.4 \*High Life Highland were admitted as an affiliate member of the group at its meeting (19/11/18).

#### 2 Meetings of the Property Group

2.1 The chair of the HPSPG chair passed HIE (Keith Bryers) to the Highland Council (Graham Bull) with effect from 15 March 2018 and the group continues to meet regularly on a quarterly basis. The group's quarterly meetings were held on 30 May, 21 August, 19 November 2018, and 12 March 2019.

2.2 During the 2018-19 reporting period, the HPSPG has been hosted by HIE and Police Scotland.

- 2.3 Engagement with other agencies out with the Group's geographical area continues to be developed. During the year the HPSPG Chair attended a meeting of the 'North Territory Hub Co Partnership Board' to discuss capital programmes across the contributing partnership members.
- 2.4 Attendance at meetings has varied between 60-80% of the core CPP membership during the year (see **Appendix 1**), augmented through regular/varied attendance and participation by affiliate members from HIAL, SEPA, SNH.
- 2.5 A representative from Core CPP Member (NHS Highland) has only attended one Group meeting since 14/06/17, and the Chief Officers' Group representative for NHS-Highland may wish to review this position and act accordingly.
- 2.6 For the Partner Property group to continue to function effectively it is important that partner organisations support the Group and meetings are regularly and well attended by partner representatives, in particular representatives of the core CPP Partner organisations who share a statutory duty to facilitate and co-operate on community planning, and that functions, tasks, actions etc of the Group are shared equitably across the partnership. (A schedule of key areas of work priority for the Group is included at section 3.5 of this annual report).
- 2.7 The Group (attendees) at the last meeting (annual review), 12/03/19, were unable to decide/agree upon a Group Chair for the forthcoming year, 2019-20 (no volunteers came forward primarily cited due to excessive current workloads). A register of previous Group Chairs is included at **Appendix 1**, and the Chief Officers' Group may wish to review this position and advise accordingly.

### 3. Business

3.1. The HPSPG's business is to work openly and closely with all HPSPG members; to serve as a link between local and national agencies on public sector property matters, as well as dealing with on-going and emerging property related issues which are of mutual interest to members within the group. Some of the key areas of collaboration that have taken place within/across the Group have been:-

- **'Smarter Office'** - sharing/reviewing modern office working practices
- **Benchmarking - Efficient Property Estate** - benchmarking modern office use/space utilisation
- **Procurement** – exploring shared procurement opportunities (eg. property service contracts & maintenance)
- **Community Empowerment** – shared/joint approach to Community Empowerment obligations/experiences
- **Sharing property data** - mapping partners land and property interests
- **Effective shared use of surplus space** in our public estate – opportunities for collocation and provision of 'drop-in' shared use of partner properties explored
- **Occupancy agreements** - Review of SG/SFT standard occupancy agreement model between public bodies

3.2 Some of the key benefits and advantages of HPSPG membership are cited by current members as:-

- Capturing and disseminating individual organisational 'wins' and 'challenges' to provide shared knowledge and experience
- Meet/discuss with like-minded professionals about difficult experiences/matters relating to owning/occupying large property portfolios
- Helps to maintain a national perspective/picture of what is happening across Scotland/various partner organisations

- Seeking and sharing ideas/opportunities for collaborative and beneficial development, collocate, property rationalization/disposal opportunities.

3.3 The HPSPG's reviewed, updated and agreed its constitution at its meeting, 18/08/18. The updated constitution was agreed at the Group's meeting, 12/03/19, and is included at **Appendix 2**.

3.4 For the period 2018-19, the Group was able to progress the key areas of work noted under section 3.6 (as per the HPSPG's Constitution - reviewed and agreed, 12/03/19).

### 3.5 **HPSPG Partner – Estate Strategies, Capital Programmes**

The HPSPG:-

1. **Agreed** (19/11/18) that Partners to bring capital programmes to subsequent meetings, or to pass to the Chair when available for sharing distribution.
2. **Noted** at its meeting, 12/03/19, that the partner organisations' capital programmes are at different stages of development (see table below), and **Agreed** that partners will share their estates strategies, capital programmes at the earliest opportunity.

<b>HPSPG – Estates Strategies, Capital Programme - Partner Update</b>	
THC	5 year programme; circulated to Group, May 18
SFRS	Strategic Review being undertaken; Due to be reported to Executive Board later this/early next year; Implementation due 2019-20
HIAL	<u>WIP</u> ; not yet signed off; No timescale; Surfaces (rather than real estate) likely to be prioritised
SEPA	No capital programme in development; No current plans to reduce the estate
HIE	Capital projects to be ratified by the HIE Board – October 2018
SNH	<u>Capital spend</u> very limited; no current major capital investment planned.
HLH	5 year programme; circulated to Group, Nov 18

### 3.6 HPSPG – Key areas of work priority for the Group

#### Extract from HPSPG Constitution - Key areas of work priority for the HPSPG

	HPSPG – Key areas of work priority for the Group (Reviewed/agreed at HPSPG meeting, 12/03/19)	Lead Partner	RAG Status	Timescale
1.	Form and maintain a common database of owned/leased property and land that is accessible to all members	THC		Complete
2.	Seek opportunities for sharing, collocation and integration of property/land to aid the Highland Outcome Improvement Plan (HOIP) and the local action plans of the Community Partnerships.	THC		On-going
3.	Seek opportunities for jointly considering combining property (re) development, regeneration and disposals to aid co-location and financial benefit to the public purse.	HPSPG/ Chair		On-going
	Develop an agreed protocol for sharing property disposal information for public sector assets.	SFRS		March19
4.	Align as far as reasonably practicable the agencies' property asset management strategies and capital programmes (relating to strategic property asset investment).	HPSPG/ Chair		On-going
5.	Share expertise/knowledge with HPSPG representatives.	HPSPG		-
6.	Identify areas of conflict between members' mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.	Lead Partner (TBA) – case by case		-
7.	This action incorporated into Action 3. Objective 7 - Deleted.	-		-
8.	Share information/data relating space standards (per workstation/person) to aid target setting, co-location and sharing of public sector buildings.	HIAL		3months
9.	Each member organisation, when planning and evaluating their property needs, will pay due regard to the property needs of other partners for a given geographical area.	THC		On-going
10.	In principle, the property owning agency will do no more than recover the cost of occupying, owning, leasing the property from HPSPG partners.	All HPSPG Members		On-going
11.	As appropriate, support and engage with Hub North Scotland Ltd and the SFT.	All HPSPG Members		On-going

4.2 The Group's key areas of work/priorities for each forthcoming year should be reviewed and agreed by the Group at its first meeting following the appointment of the new Chair.

#### Abbreviations

HIAL	Highlands and Islands Airports Ltd
HPSPG	Highland Pubic Sector Property Group
SFRS	Scottish fire & Rescue Services
THC	The Highland Council

#### HPSPG Annual Report, 2018-19

Agreed: *HPSPG, 12/03/19*  
 Chair (for period 2018-19): *Graham Bull, THC*  
 Report Author: *Graham Bull, THC (29/03/19)*

## HPSPG Key objectives - Background/Progress Reports

1.	<b>Form and maintain a common database of owned/leased property and land that is accessible to all members</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• Highland Council</li> </ul>
	<p><b>Background</b></p> <p>The joint GIS-based map of Highland Public Sector Partner land and property interests across the Highland Council local authority area has been created and maintained by the Council since December 2017.</p> <p>This map tool enables any person, including members of the public, to have ready access to a location map of basic public sector land and property information, by organisation, across the Highlands, via a web portal (hyperlink below):-</p> <p><a href="http://highland.maps.arcgis.com/apps/webappviewer/index.html?id=d29065c2a0734c908ab0794a28d1f12e">http://highland.maps.arcgis.com/apps/webappviewer/index.html?id=d29065c2a0734c908ab0794a28d1f12e</a></p> <p>There are currently 9 participating HPSPG Partners (some of whose records are out with the Highland area) are :-</p> <ul style="list-style-type: none"> <li>• The Highland Council (3428 records)</li> <li>• Highlands and Islands Enterprise (142 records)</li> <li>• NHS Highland Council (125 records)</li> <li>• Police Scotland (158 records)</li> <li>• Scottish Fire and Rescue Services (104 records)</li> <li>• Highlands and Islands Airports Ltd (11 records)</li> <li>• Scottish Ambulance Service (14 records)</li> <li>• Scottish Environmental Protection Agency (22 records)</li> <li>• Scottish Natural Heritage (59 records)</li> </ul> <p>The joint mapping tool remains open to other Highland Public Sector Partners, and all HPSPG partners have been invited and are encouraged to join this collaborative initiative. Participants agree to update their property data annually (in the appropriate format supplied to THC in April each year).</p> <p>The map tool can be used for the purpose of conducting area property reviews; sharing property information with Community Partnerships and local Members; seeking property rationalisation, co-location and shared service opportunities across the partnership</p>
	<p><b>2018-19 Progress/Action:</b></p> <ul style="list-style-type: none"> <li>• Annual mapping data refreshed, March 2019 – complete.</li> <li>• Nine (9) HPSPG members are sharing land &amp; property data via the map tool</li> <li>• No new partner organisations have joined the joint map initiative during this reporting period.</li> <li>• This joint map tool is utilised by the Council’s Corporate Property Asset Management Team, and has been shared with the CPP- Chief Officers’ Group; other Council services (incl. Development &amp; Infrastructure - Service Management Team; CEX - Ward Management Group), and also externally with Scottish Future Trust. HIE have shared the mapping tool widely for use within their own organisation.</li> <li>• Continue to use and share the map tool in seeking property rationalisation, co-location and shared service opportunities across the partnership</li> <li>• HPSPG members to encourage wider participation &amp; membership of the map tool across the partnership affiliate members</li> </ul>

2.	<b>Seek opportunities for sharing, collocation and integration of property/land to aid the Highland Outcome Improvement Plan (HOIP) and the local action plans of the Community Partnerships.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• Highland Council (wef. April 2018)</li> </ul>
	<b>Background</b> <ul style="list-style-type: none"> <li>• Community Planning is now a statutory duty, under the Community Empowerment (Scotland) Act 2015, on all 5 key Public Sector Partners (ie. Highland Council; Police Scotland; Scottish Fire &amp; Rescue Services; National Health Service Highland; Highlands &amp; Island Enterprise) – ie. no longer just local authority's lead responsibility.</li> <li>• The Single Outcome Agreement (SOA) has now been superseded by the 'Highland Outcome Improvement Plan' developed/being progressed under the Highland Community Planning Partnership, along with local action plans developed by the 9 Highland Community Partnerships.</li> <li>• As a Thematic Group (Property) operating under the umbrella of the Highland Community Planning Partnership (HCPP) the HPSPG need to better understand how its aims, objectives &amp; priorities are aligned with/support the Highland Outcome Improvement Plan and the local action plans developed by the 9 Highland Community Partnerships.</li> </ul>
	<b>2018-19 Progress/Actions:</b> <ul style="list-style-type: none"> <li>• THC arranged for a speaker from THC/ CPP to attend the HPSPG meeting (May18) to brief the Group on (Highland) Community Planning approaches and progress – Complete.</li> <li>• THC have undertaken a pilot Area Property Review (based on the Caithness Community Partnership Areas) looking at the public sector property estate in that area.</li> <li>• THC (Asset Management and Community &amp; Democratic Engagement officers) met with the Caithness Community Partnership (CP) Chair (September18) to discuss possible links between the Caithness CP, Community Asset Reviews and the HPSPG (land &amp; property holdings; capital programmes within the Caithness CP area).</li> <li>• The Caithness CP Chair will arrange for the HPSPG representative and the Council's Community &amp; Democratic Engagement Manager to attend a future Caithness CP meeting to discuss Community Asset Reviews and raise the profile of public sector land and property in its area, which has still to be arranged. It was agreed (THC) that this should follow the Council's 2019 annual budget setting process (Feb19).</li> <li>• It is envisaged that similar meetings with other Community Partnership Chairs may follow (subject to resource availability &amp; priorities).</li> </ul>

3.	<p><b>Seek opportunities for jointly considering combining property (re) development, regeneration and disposals to aid co-location and financial benefit to the public purse.</b></p> <p><b>Develop an agreed protocol for sharing property disposal information for public sector assets.</b></p>
	<p><b>Lead Partner</b></p> <ul style="list-style-type: none"> <li>• All Partners</li> <li>• Links to HPSPG Action 2</li> <li>• SFRS – partner property disposals protocol</li> </ul>
	<p><b>Background</b></p> <ul style="list-style-type: none"> <li>• Combining development and disposals to aid co-location and financial benefit to the public purse is a key constitutional HPSPG objective, and this is an area that the Group needs to focus on and prioritise to support achievement of the wider strategic objectives.</li> <li>• A shared property disposals protocol has been previously reviewed and noted by the Group – and that differing policy/standard operating procedures apply to (non)-Government agencies (e.g. Scottish Public Sector Finance Manual does not apply to non-Government agencies).</li> <li>• No formal mechanism/process is in place between non/Scottish Government agencies to share property disposal information who operate under different protocols/standard operating procedures (SOPs). This action therefore continues to present challenges across the partnership in terms achieving this objective for those partners acting outside of their respective mandatory SOPs.</li> </ul>
	<p><b>2018-19 Progress/Action:</b></p> <ul style="list-style-type: none"> <li>• Some progress has been made informally sharing property disposal information across partners at meetings, and some partners have used email/make direct contact to other partners if seeking specific co-location opportunities with other partners</li> <li>• The Group meeting agenda includes a standing item for partners (present) to share development, regeneration, property rationalisation and disposal information at meetings.</li> <li>• The Group has undertaken to look at a shared disposal protocol again, and (SFRS) have circulated a draft property across the Group for comment and agreement.</li> <li>• Arrangements for transfer of property assets between public sector organisations to be considered on a 'case by case' basis and subject to negotiations between the participating partners.</li> <li>• THC will also be liaising with key HPSPG partners, as part of the pilot Caithness Area Property Review, about their property development and disposals in each area.</li> </ul>

4.	<b>Align as far as reasonably practicable the agencies' property asset management strategies and capital programmes (relating to strategic property asset investment).</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• All Partners</li> <li>• Links with HPSPG Action 3</li> </ul>
	<b>Background</b> <ul style="list-style-type: none"> <li>• The Group's constitution includes an item for partners (present) to share development, regeneration, collocation, property rationalisation and disposal information at meetings.</li> <li>• The HPSPG meeting agenda includes a standing item for partners (present) to share development, regeneration, collocation, property rationalisation and disposal information at meetings.</li> </ul>
	<b>2018-19 Progress/Action:</b> <ol style="list-style-type: none"> <li>1. THC has shared its capital programme (2018-19 to 2022-23), agreed by Council (07/03/18), with the Group (May18). HLH shared their capital programme with the Group (Nov18).</li> <li>2. THC have held a fact finding meeting with NHS Highland regarding their 'Caithness Redesign' proposals for improving healthcare in the area, and invited NHS Highland to present their proposals to date to the Group's meeting, 12/03/19.</li> <li>3. Other Partners are requested to share their capital programmes, or confirm timescales to share, at the meetings at the earliest opportunity. A schedule capturing where respective partners are with their estates strategies, capital programmes is included at <b>Section 3.5</b> of this annual report.</li> <li>4. THC will also be liaising with key HPSPG partners, as part of the pilot Caithness Area Property Review, about their development, regeneration, property rationalisation/disposal, collocation opportunities in the area.</li> </ol>



5.	<b>Share expertise/knowledge with HPSPG representatives.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• All partners</li> </ul>
	<b>Background</b> <ul style="list-style-type: none"> <li>• This action is on-going and is a key focus and priority of the group.</li> <li>• HPSPG also consider, from time to time, whether there are any specific external parties that the Group would wish to invite/hear from at its future meetings, or even attend site visits (by arrangement).</li> </ul>
	<b>2018-19 Progress/Action:</b> <ol style="list-style-type: none"> <li>1. Good progress has been made sharing knowledge/expertise within group and through external parties invited to attend/present at Group meetings, eg. the following external parties have attended group meetings during the reporting period:- <ul style="list-style-type: none"> <li>• Highland Council – Community Planning; Community Asset Reviews</li> <li>• NHS Highland – Caithness Redesign</li> </ul> </li> <li>2. THC's Community and Democratic Engagement Manager gave a presentation, with ensuing Group discussion, at the Group's meeting (30/05/18) on (Highland) Community Planning.</li> <li>3. NHS Highland's Project Director, Project Manager gave a presentation to the Group (12/03/19) on NHSH's 'Caithness Redesign'.</li> <li>4. Partners to continue to share knowledge/expertise within the group and through external parties invited to attend/present at Group Meetings.</li> </ol>
6.	<b>Identify areas of conflict between members' mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.</b>
	<b>Lead Partner</b> N/A
	<b>Background</b> Case/issue specific – HPSPG to agree Group lead officer where need arises.
	<b>2018-19 Progress/Action:</b>  Group members will continue to raise, as and when, specific areas of conflict to be considered by the Group and any actions/Group lead officer to be agreed on that basis.

7.	<b>Develop an agreed protocol for sharing property disposal information for public sector assets.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• See HPSPG Action 3</li> </ul>
	<b>Background</b>  This action incorporated into HPSPG Action 3 and Action 7 to be deleted

8.	<b>Share information/data relating space standards (per workstation/person) to aid target setting, co-location and sharing of public sector buildings.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• Individual Partners</li> </ul>
	<b>Background</b> <ul style="list-style-type: none"> <li>• Partner organisations have shared with the Group property data relevant to their own organisation's modernisation and efficiency programmes and share space standards/information on a 'case by case' basis.</li> <li>• Different organisations have different occupancy space standards depending upon service function and maturation of each individual organisation's approach to implementation of modern space standards/flexible working etc.</li> </ul>
	<b>2018-19 Progress/Action:</b> <ul style="list-style-type: none"> <li>• Public sector partners (DWP; HIE; ChangeWorks; HLH) have successfully co-located within THC's office premises in Wick and Fort William (2018), and were found to have differing space requirements/standards based on their own organisational or specific location/functional needs/requirements.</li> <li>• (HIAL) have agreed (Nov18) to prepare and circulate for comment and agreement a draft Group methodology for sharing information/data relating to space standards to aid target setting, co-location and sharing of public sector buildings</li> <li>• Group members will continue to share space standards/information on a 'case by case' basis.</li> </ul>

9.	<p><b>Each member organisation, when planning and evaluating their property needs, will pay due regard to the property needs of other partners for a given geographical area.</b></p>
	<p><b>Lead Partner</b></p> <ul style="list-style-type: none"> <li>• Individual Partners</li> <li>• Links also with HPSPG Action 3 – Area Reviews; 4 – Capital Programmes</li> </ul>
	<p><b>Background</b></p> <ul style="list-style-type: none"> <li>• The Group/partnership network formed enables any member organisation to liaise, discuss, contact any other member organisation to seek opportunities for co-location and sharing land/property.</li> </ul>
	<p><b>2018-19 Progress/Action:</b></p> <ul style="list-style-type: none"> <li>• Good progress made, with specific examples across the partnership of co-location, premises and property cost sharing with other HPSPG members, eg:- <ul style="list-style-type: none"> <li>○ <b>THC Caithness House, Wick</b> – DWP collocated with THC (10year lease arrangement) from 12/17; Further partner co-location opportunities are being explored.</li> <li>○ <b>THC Charles Kennedy Building, Fort William</b> – DWP co-located with THC (10-year lease arrangement) from 12/17 on THC’s new office development site in Fort William. Further partner co-location opportunities are being explored.</li> <li>○ <b>THC Alexander Ross Building, Fort William</b> – HIE, ChangeWorks, HLH are co-located (June18) with THC on its new office development site in Fort William (alongside other Council Services; DWP). Further partner co-location opportunities are being explored</li> <li>○ <b>East Ross-shire</b> – THC are in dialogue with a public sector agency about a potential co-location.</li> <li>○ <b>SNH</b> – have developed further co-locations with Public Sector Partners at Great Glen House, Inverness, Golspie and Aviemore.</li> </ul> </li> </ul> <p>Continued/further opportunities for co-location, premises and property cost sharing are being sought through the Group, and through other initiatives, such as, the Council’s Area Review approach (HPSPG Action 3)</p> <p>THC has recently contacted key partners to ascertain interest in a potential multi-public sector agency mixed-use/office development in Inverness.</p>

10.	<b>In principle, the property owning agency will do no more than recover the cost of occupying, owning, leasing the property from HPSPG partners.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• Individual Partners</li> </ul>
	<b>Background</b> -
	<p><b>2018-19 Progress/Action:</b></p> <p>This principle has been applied by THC in respect of the office collocations with public sector partners at its Council offices</p> <p>– Caithness House, Wick (DWP); Charles Kennedy Building, Fort William (DWP)</p> <p><b>THC</b> - in respect of the office co-locations agreed with public sector partners at its Council offices – Caithness House, Wick (DWP); Charles Kennedy Building (DWP) &amp; Alexander Ross House (HIE; ChangeWorks), Fort William; and in potential future partner co-locations in Wick, Golspie, Fort William, East Ross-shire.</p> <p><b>SNH</b> – various public sector partner organisations are collocated with SNH at Great Glen House, Inverness</p>
11.	<b>As appropriate, support and engage with Hub North Scotland Ltd and the SFT.</b>
	<b>Lead Partner</b> <ul style="list-style-type: none"> <li>• Individual Partners</li> </ul>
	<b>Background</b> -
	<p><b>2018-19 Progress/Action:</b></p> <ul style="list-style-type: none"> <li>• Hub North Executives have previously been invited to and have attended HPSPG meeting.</li> <li>• SFT representatives have been invited to and have attended an HPSPG meeting (15/03/18).</li> <li>• Various Group members have been/are working directly with hub North Scotland and/or Scottish Futures Trust on specific organisational initiatives/projects, eg: <ul style="list-style-type: none"> <li>○ <b>SNH</b> have worked with SFT on the development and implementation of Smarter Working across its property estate.</li> <li>○ <b>THC</b> – Schools – Inverness Royal Academy; Wick 3-18 Campus; Alness Academy</li> <li>○ <b>SEPA</b> – working with SFT across the SPEA estate during 1718 (and on-going)</li> <li>○ <b>NHSH</b> – have been working with SFT on their ‘Smarter Offices’ programme.</li> </ul> </li> </ul> <p>Group members continue to work directly with hub North Scotland Ltd and/or Scottish Futures Trust on specific organisational initiatives/projects.</p>



## Appendix 2 - HPSPG Constitution – March 2019

# CONSTITUTION

For the

## HIGHLAND PUBLIC SECTOR PROPERTY GROUP

### 1. Preamble

The Highland Public Sector Property Group (HPSPG) met for the first time in September 2011 having been originally established by the Highland Public Services Partnership Board.

The HSPSG is now one of a range a Thematic Groups operating under the umbrella of the Highland Community Planning Partnership (HCPP) which brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes (Appendix A).

The HCPP works through a series of geographical local Community Partnerships and regional thematic groups, which, ultimately, deliver the Local Outcome Improvement Plan (LOIP) for the Highlands (aka. the Highland Outcome Improvement Plan, or HOIP).

[The HOIP is a ten year strategic plan agreed in October 2017](#), which outlines the HCPP's aspirations for Highland and the specific actions it will be implementing to deliver them. The HOIP is both informed and informs local action plans through the nine Community Partnerships. Over the course of the ensuing twelve months the HCPP will be considering evidence and further engagement with communities and other stakeholders with the development of detailed action plans which will deliver the changes and outcomes expressed in the HOIP.

The HPSPG feeds into the Chief Officers Group (COG) which brings together the senior officers from within the named statutory organisations within the Community Empowerment (Scotland) Act 2015 with Partners from other organisations and sectors. The Chief Officers Group reports into the Highland Community Planning Board (which is the governance board for the HCPP).

This constitution provides a framework for co-operation and joint working between the members of the Highland Public Sector Property Group in the management of public property assets across the HCPP territory.

### 2. Purpose and Aims

2.1 The purpose of the HPSPG is to establish close working relationships with all members so that the planning of property developments, disposals, excambions and leases - in effect the strategic property asset management - is considered by all members to:

- Support the delivery of service strategies.
- Support the achievement of the Highland Outcome Improvement Plan (HOIP) and the local action plans developed by the nine Community Partnerships.
- Serve as a link between local and national public sector agencies, to achieve joint working within strategic property asset management delivering a capital base that provides best value for the public purse.
- Focus on strategic/performance issues.
- Encourage innovation and better ways of working and ultimately free capital/revenue resources from property to better support the delivery of service strategy.
- Align all potential future investment in strategic property asset management ensuring all opportunities of co-location but more importantly joint working are maximised.

2.2 The purpose and aims of the HPSPG will be achieved by:

- Working openly and jointly with, and co-operating with, all members of the HPSPG and including other public sector agencies as appropriate who are not members of the HPSPG.
- Entering partnerships with and contracting with members of the HPSPG in agreeing particular property asset objectives and delivering integrated best value services.
- Initiating innovative approaches to resolving strategic property asset related matters which support flexibility and alternative work styles.
- Working with the Scottish Futures Trust (SFT) as appropriate.
- Recognise and work with hub North Scotland Limited where appropriate to develop solutions in support of our aims and objectives.
- Aligning as far as reasonably practical the agencies respective capital and revenue plans relating to strategic property asset investment.

### 3. Membership and Organisation of the HPSPG

3.1 The HPSPG brings together the senior officers, with responsibility for property, from the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the HCPP territory, together with (property) officers from other partner organisations and sectors across the Highlands region.

3.2 Membership of the HPSPG may not be restricted to those agencies represented within the Community Planning Partnership (CPP) Board. It is also recognised that the membership of the Group does not include all of the organisations who own and manage public sector property assets in the Highlands, nor does it include organisations who overlap or share our geographic boundaries.

3.3 The HPSPG will therefore, by agreement of a majority of the core members, have the power to invite Affiliate Members to attend meetings and be involved in the work of sub-groups.

3.4 The current HPSPG organisational membership includes:-

#### **Core Membership**

Comprised of the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the Highland Council local authority area:-

- The Highland Council
- NHS Highland
- Highlands and Islands Enterprise
- Police Scotland
- Scottish Fire and Rescue Service

#### **Affiliate Membership**

Can be any public sector organisation with land and property, or service delivery, interests in the HCPP area. Current Affiliate Membership of the HPSPG is:-

- Cairngorm National Park Authority
- Department of Work and Pensions
- District Valuer
- Forestry Commission
- Highlands & Islands Airports Ltd
- High Life Highland
- Scottish Ambulance Service

- Scottish Government
  - Scottish Natural Heritage
  - Scottish Water
  - Scottish Environment Protection Agency
  - University of the Highlands and Islands
  - hub North Scotland Ltd
- 3.2 A detailed list of the current nominated organisational representatives shall be maintained by the Chair and shall be reviewed and distributed annually.
- 3.3 Member representatives will be provided by the organisations to participate fully in the purpose and aims and will be empowered by their organisation to commit time and resources to the achievement of the objectives of the Group.
- 3.4 The Chair of the HPSPG will be appointed/approved by the HPSPG on annual basis (in March each year). The Chair will be responsible for setting out the framework for the number of meetings, duration, frequency and reporting the Group's Annual Report to the COG for approval/comment/instruction.
- 3.5 A Vice-Chair will be appointed/approved by the HPSPG to conduct the business of the meeting in the absence of the Chair.
- 3.6 Sub-groups may be established by the HPSPG to take forward any strategic asset management projects requiring detailed work. These groups will normally report to the HPSPG in writing at each meeting.
- 3.7 A record of the HPSPG meeting decisions and actions will be drawn up and submitted to the next HPSPG meeting for approval.
- 3.8 The overarching secretariat will be provided by the Chair's Office. However, at visiting venues a minute secretary will be provided by the member hosting the meeting, or by one of the Group Members present (other than the Chair/VC, if chairing the meeting) if the host member is unable to provide a minute secretary. The first draft minute taken by the host member requires to be passed to the Chair within 5 working days. All minutes will be circulated in draft within 10 working days.
- 3.9 Meetings will generally be held in the Inverness offices of one of the Group's members. A quorum is required of three members being present that shall include at least two core group members and the Chair/Vice Chair (where the Vice-Chair is standing in for the Chair) before any decision can be taken.
- 3.10 The incumbent Chair (at the end of their annual term) will provide the COG with an annual report by 31 March each calendar year that includes:-
- A review of the HPSPG's constitution, remit and management arrangements
  - An annual progress/update report against key work tasks/priorities for the Group
4. Key Areas of Work Priorities for the Group:
1. Form and maintain a common database of owned/leased property and land that is accessible to all members
  2. Seek opportunities for sharing, collocation and integration of property/land to aid the Highland Outcome Improvement Plan (HOIP) and the local action plans of the Community Partnerships.



3. Seek opportunities for jointly considering combining property (re) development, regeneration and disposals to aid co-location and financial benefit to the public purse. Develop an agreed protocol for sharing property disposal information for public sector assets.
  4. Align as far as reasonably practicable the agencies' property asset management strategies and capital programmes (relating to strategic property asset investment).
  5. Share expertise/knowledge with HPSPG representatives.
  6. Identify areas of conflict between members' mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.
  7. Objective incorporated into Objective 3. Objective 7 deleted.
  8. Share information/data relating space standards (per workstation/person) to aid target setting, co-location and sharing of public sector buildings.
  9. Each member organisation, when planning and evaluating their property needs, will pay due regard to the property needs of other partners for a given geographical area.
  10. In principle, the property owning agency will do no more than recover the cost of occupying, owning, leasing the property from HPSPG partners.
  11. As appropriate, support and engage with Hub North Scotland Ltd and the SFT.
- 4.2 The Group's key areas of work/priorities for each forthcoming year should be reviewed and agreed by the Group at its first meeting following the appointment of the new Chair.

5. Conflict Resolution

Conflict with the HPSPG's purpose and aims with that of members own organisational policies/standing financial instructions will result in this being reported to the CPP Board in the hope of finding a resolution. Failing which, the member organisations policies/standing financial instructions will prevail.

Date: Approved by HPSPG, 20 February 2012

Revised: Agreed by HPSPG, 12 March 2019

# Appendix A – Highland Community Planning Partnership - Organogram

## Highland Community Planning Partnership

September 2016

