

# **WIRRAL** **ASSET STRATEGY**

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**THE WIRRAL PARTNERSHIP**

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# CONTENTS

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<b>FOREWORD</b>	<b>4</b>
<b>INTRODUCTION</b>	<b>6</b>
<b>OUR VISION</b>	<b>8</b>
<b>WHAT WE KNOW</b>	<b>12</b>
<b>DELIVERING THE STRATEGY</b>	<b>16</b>
<b>OUR PRIORITIES</b>	<b>22</b>
<b>HOW WE WILL DELIVER THIS STRATEGY</b>	<b>24</b>
<b>ACTION PLAN</b>	<b>25</b>
<b>OUTCOME FRAMEWORK</b>	<b>30</b>
<b>CONCLUSION</b>	<b>31</b>
<b>ONE WIRRAL PUBLIC ESTATE GROUP – MEMBERS AND KEY CONTACTS</b>	<b>32</b>
<b>REFERENCES</b>	<b>34</b>



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## FOREWORD

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### **Councillor George Davies, Cabinet Member - Housing and Community Safety**

Introducing the 'Wirral Asset Strategy' to Wirral residents and businesses gives me great confidence for the future of our borough.

Property and land assets are key to the future of Wirral and play a central part of the delivery of public sector services and enhancing community life. We also know that outcomes for residents can be delivered effectively in a variety of ways and there is opportunity to review and change the public sector property portfolio.

Streamlining the Wirral estate will be done with all Wirral partners working together to ensure all opportunities for positive change can be delivered. Freeing property and land for reinvestment will provide opportunities for commercial and industrial growth and also community involvement, in a strategy that ensures our public assets are 'in the right place' to deliver the best services to residents.

This strategy highlights the huge importance of Wirral's public sector assets and how they support the delivery of our Wirral Plan. It provides the opportunity to become more commercial in our approach generating income and capital receipts for reinvestment and ensuring best value for money from our assets for our residents. It clearly outlines the bold and innovative steps we need to take to move forward to deliver our vision for Wirral's assets and help 'shape the place' of Wirral.



A handwritten signature in black ink that reads "George Davies".

**Councillor George Davies**

**// Freeing property and land for reinvestment will provide opportunities for commercial and industrial growth and also community involvement, in a strategy that ensures our public assets are 'in the right place' to deliver the best services to residents //**

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## INTRODUCTION

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The strategy sets the high level framework for managing Wirral's Public Sector land and property for the next 5 years. It has been developed to guide the collective strategic asset decisions of all partners and seeks to maximise efficiencies through a collaborative approach to the use and management of the whole asset portfolio.

This strategy represents a huge opportunity, not only for reducing running costs, generating revenue income, stimulating growth and making savings; but for communities that need investment in the built environment which will provide jobs, homes and high quality public services and for those public and private sector partners who can help communities to realise that vision.

We will explore every opportunity to reduce costs, streamline processes, improve our performance and generate income by

adopting a commercial-minded approach to running our business, within an overarching commercial strategy. We will explore different delivery options for ensuring Wirral has the capability and expert support required to deliver this strategy. Harnessing the spirit and practices of commerce to secure outcomes for customers, we will endeavour to go further, work faster and become more cost efficient than ever before.

To deliver the 2020 vision, the Wirral One Public Estate Board will work together to ensure Wirral's property footprint supports the delivery of high quality attainable services, provides a platform for growth and drives opportunities for enhanced collaboration with other public bodies. We will develop a clear understanding of the needs of our customers and the community to ensure our assets are 'in the right place.'

**“ This strategy represents a huge opportunity, not only for reducing running costs, generating revenue income, stimulating growth and making savings; but for communities that need investment in the built environment which will provide jobs, homes and high quality public services ”**

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# OUR VISION

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**“Our vision is to create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Wirral and the wider city region, to support businesses and to use our assets as an enabler for economic growth and income generation”.**

The Wirral Plan states that “Assets and buildings are fit for purpose for Wirral’s businesses”. This Pledge is a key building block to promote Wirral as a place where employers want to invest, where businesses thrive and importantly supports a Growth Plan which benefits the region.

The vision is allied to the asset management priorities outlined in this strategy and has four inter-related principles:

- **Delivering more integrated and customer focused services** – to empower, inspire and enable our customers, working in complete partnership with all agencies through the borough.
- **Creating economic growth** – releasing surplus land and property to stimulate economic growth, regeneration, new housing and employment.
- **Generating capital receipts and revenue streams** – substantial capital receipts achieved through released of land and property assets to invest in new schemes which create transformational places and services and generate ongoing revenue streams.
- **Reducing running costs** – to ensure better value for money.

Wirral’s land and property has an invaluable role to play as a key part of this bold public sector reform, that will drive forward socio-economic change and secure a sustainable future for our communities; through the rapid disposal or rationalisation of underperforming assets, innovative development of unused or surplus land and targeted investment, to ensure that all opportunities for commercialisation are optimised.

This strategy strengthens the delivery of the Wirral Plan, acting as a key enabler to and having direct links with, other pledges including:

- Thriving small businesses.
- Vibrant tourism economy.
- Greater job opportunities in Wirral.
- Increase inward investment.
- Community services are joined up and accessible.
- Good quality housing that meets the needs of residents.
- Older people live well.
- Young people are ready for work and adulthood.
- Wirral neighbourhoods are safe.
- Attractive local environment for Wirral residents.
- Leisure and cultural opportunities for all.
- Wirral residents live healthier lives.
- Transport and technology fit for the future (the Digital Strategy).



Figure 1. The Asset Strategy Model

**“ Wirral’s land and property has an invaluable role to play as a key part of this bold public sector reform, that will drive forward socio-economic change and secure a sustainable future for our communities ”**



FLORAL PAVILION

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# WHAT WE KNOW

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### What are Assets?

An asset can be defined as “an item, thing or entity that has the potential or actual value to an organisation”. Whilst asset management is about using assets to deliver value and achieve the organisations business objectives.

Wirral assets include: service delivery buildings such as cemeteries, leisure centres, libraries, municipal buildings, schools, town halls, depots and operational land such as car parks, golf courses, parks and nature reserves. Non-service delivery assets include leased land and buildings, industrial units and tenancies, many of which return an income for the Council.

### What we have been told

In 2013 the Local Government Association (LGA) reported that when comparing best practice asset management, ‘councils that had delivered significant reductions in corporate estate and consequent costs, secured capital receipts and at the same time developed services for customers with partners’, were seen as high performing councils. Wirral had at this point in time, made limited progress.

A financial peer review in 2015 echoed these findings in recognising that there was an opportunity for the Council Asset Management Plan to be further developed to ensure that assets are used to make a significant contribution to savings targets and develop a multi-agency approach to one Wirral public estate. This asset strategy sets out how this will be achieved.

### The Partnership Asset Portfolio

Wirral Council was formed in 1974, merging the urban district councils of Birkenhead, Wallasey, Bebington and Hoylake; consequently Wirral has an extensive and diverse property portfolio, often with duplication. Most of the

property involves direct provision of public services for which we have a statutory or discretionary responsibility, including schools (primary, secondary and special), libraries, museums, leisure centres, playing fields, administration offices, town halls, youth, children’s and family centres, depots.

In January 2016 the Council had a total of 1898 assets, including:

- Leisure related assets
- Cultural assets including art galleries, libraries, museums, historical landmarks and memorials
- Municipal and other offices
- Parks, allotments, public toilets, natural areas and cemeteries
- Social and community assets
- Car parks
- Education and other children’s establishments
- Recreation areas, outbuildings, pavilions
- Public open spaces
- Non-operational assets: industrial units, ground leases, easements, commercial assets, vacant/cleared land and buildings

Financially this means:

- total current asset value in excess of £450 million
- total annual rental income of £1.6 million
- annual spend in excess of £3.5 million to repair and maintain the estate
- annual spend £7.5m for utilities charges

***Between 2009 and 2015 there were 17 successful Community Asset Transfers of building assets to the community.***

In 2014 Merseyside Police published its Estate Strategy to undertake a far-reaching transformation of the police estate affecting the buildings occupied and the conduct of the police service across Merseyside. It aims to reduce maintenance and lease costs and will require the co-locating of police teams in the community. The efficiencies gained will protect front line policing. Co-location projects have commenced to deliver community police stations from Council premises and a successful Multi-Agency Safeguarding Hub operates from a former municipal office with benefits being felt across the partnership.

***Wirral's Multi Agency Safeguarding Hub was established in 2014 and now has over 60 staff from a range of agencies including Council, Police, Health Service, National Probation service, working together to look after the most vulnerable in our communities.***

Merseyside Fire & Rescue's 2010-15 Asset Management Plan stated that their properties were old fashioned, lacked community facilities, were unwelcoming to communities and had poor access. Overall many of the stations were not for purpose, oversized and environmentally inefficient. They are undertaking a comprehensive review of their assets across Merseyside including Wirral with strategic aims of exploring property links with partner

organisations and increasing end user involvement. Good examples of where this is already happening is the co-location of youth facilities at Wallasey Fire Station and the new facility in Birkenhead which will see "The Hive" Youth Hub occupying land adjacent to the fire station opening in 2017.

Healthy Wirral is the plan to re-shape health services and social care in Wirral. It focuses on community based health services integrating primary and acute care systems – joining up GP, hospital, community and mental health services. This project emulates the partnership asset objectives in looking at the importance of delivering key services from a range of Wirral assets and will be a significant strand of the One Wirral Public Estate Group to explore best practice in delivering the joined-up care system across the Borough.

***In 2014 Wirral's first co-located Primary and Special School opened in Pensby following a £13m investment; this supported the Primary place review to rationalise 3 schools into one and built the first new special school in 44 years.***

We recognise that there is a significant gap between our vision for Wirral's assets and where we currently are. We know that many assets are not fit for purpose and that the public sector can work more effectively together through a shared approach. We also know that we have not optimised the commercial value of our assets or maximised the role assets can play in delivering the Wirral Plan.

This strategy has been developed to ensure that working together as a partnership we can do things differently and bridge the gap to achieve our vision.

**“ We recognise that there is a significant gap between our vision for Wirral’s assets and where we currently are. We know that many assets are not fit for purpose and that the public sector can work more effectively together through a shared approach ”**



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# DELIVERING THE STRATEGY

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## Our Approach

The strategy identifies the need to understand the collective strength and added value of assets that are owned or used by the public sector in Wirral, to help inform a single asset management profile and strategy. It will be further developed in partnership with a range of public sector, voluntary and community sector organisations and led by the newly formed Wirral One Public Estate Group initially supported by Local Partnerships.

In order to deliver the strategy we will:

- Establish governance and resourcing arrangements to drive the rationalisation of the public estate in Wirral.
- Agree a vision for the overall public estate in Wirral with the Wirral Partnership Board.
- Agree a core office accommodation strategy, building on the rationalisation already achieved.
- Carry out a series of locality (looking at all the public property in an area) and thematic (looking at specific types of property such as leisure or depots) reviews to identify assets to be retained, enhanced or disposed of. These reviews will identify opportunities for co-location with partners and potential sites for housing and or economic growth.
- Consider the most effective management arrangements to deliver the strategy, including alternative delivery model options.
- Consider opportunities for strategic acquisition where there is a positive business case and the acquisition helps deliver regeneration and/or other council priorities.
- Consider opportunities for using our assets as investment to deliver long term returns to the Council.

This will be achieved by a process of:

- Mapping assets.

- Understanding performance for occupancy, cost, condition, suitability, alternative use and value.
- Reviewing assets in partnership with partners or independently.
- Proposing and agreeing for each asset – ‘retain, enhance, dispose’, after undertaking a robust “asset challenge”.
- Establishing a programme to deliver ‘retain, enhance, dispose’ of assets, which will be subject to an options appraisal for the most effective delivery method.

## Scope

The scope of this strategy is far reaching due to the impact Wirral assets have on business, service delivery and the wider community interests. The main areas of influence are:

### Partnership

Working closer within the Wirral Partnership to share and develop assets to deliver Wirral's 2020 pledges for business, people and the environment, these include: Wirral Chamber of Commerce, private investors, community and friends groups and other public bodies such as NHS, Police, Fire and Ambulance.

### Commercial

In order to ensure the commercial value of our assets it is essential that we recognise assets as catalysts for regeneration and private sector investment negotiations. There are a number of key activities which be uppermost in outcome delivery targets, these include:

- Taking a commercial approach to estate management, taking decisions on retention and use based on asset performance.
- Actively exploring property and other commercial developments, taking a commercial approach to the value of our assets and the council's covenant.
- Undertaking regular review of rents and other charging policies and benchmarking against sector comparisons.

- Aligning the capital programme to the Medium Term Financial Plan (MTFP)
- Enabling other growth initiatives such as housing, tourism, business, economic and digital

### Growth

Use the process of delivering the core estate and rationalisation to support economic and housing growth and able to actively pursue joint opportunities for commercial development of existing sites including land assembly with our partners, closely aligned with Wirral's Growth Plan. Actively explore Alternative Delivery Models to generate income and business growth.

### Modernisation

Achieve a fit for purpose and efficient core estate, which provides value for money for Wirral customers, increases sustainability and meets changing business requirements, including school assets which are able deliver excellent teaching and learning. The implementation of the Digital Strategy will support how and where people undertake their work across the Wirral Partnership. The right approach will support customers and employees, affording greater flexibility and performance for a modern, commercial organisation operating in a digital world.

### Rationalisation

Better management of property assets will maximise revenue savings through rationalisation of the Council's estate which in turn will generate capital receipts and create new revenue streams. Quality asset data will be used to measure performance and inform rationalisation plans.

### Financial

Setting budgets for both revenue and capital requirements will capture the significant financial benefits associated with the disposal and rationalisation of property and land assets, which will yield capital receipts. Indirect revenue benefits include: new homes bonus, increased council tax income; increased business rates, increased income for assets held by the Council, carbon reduction for more efficient building and targeted capital schemes, reduced facilities management costs and other running costs. Receipts generated from the disposal of the Council's property assets will be utilised to fund planned capital spend. Failure to obtain the required level of capital receipts will mean that the Council either needs to borrow money to fund its capital programme or reduce the capital programme. The Council's Medium Term Financial Strategy (MTFS) indicates the resource issues and principles that shape the Council Budget over the next four years. As a key Council strategy it sets out the financial plans that support and enable the Council to deliver the Wirral Plan.

### One Wirral Public Estate

Wirral has established the "One Wirral Public Estate Group" which is based on the national One Public Estate Programme, a pioneering and ambitious initiative funded by the Cabinet Office and delivered in partnership with The LGA. It brings together all public sector bodies within a locality, to work together in delivering a radically new approach to managing their land and property.

Activities to deliver this strategy will use these principles with a focus on collaboration between local partners. Going forward this group will also contribute to wider Liverpool City Region One Public Estate asset approach.

Local Partnerships, the organisation jointly owned by the LGA and HM Treasury on behalf of the One Wirral Public Estate Group will support the group during its early development and to particularly focus on the required outcomes of the strategy. The work of the group will also build on the development approach undertaken with NHS Wirral and its partners through “Vanguard” which will see significant changes to the NHS.

The One Wirral Public Estate Group is formed from asset professionals from: Wirral Council, Police, Fire Service, Ambulance, Integrated Transport, Clinical Commissioning Group, Probation Service, Education Skills & Employment, Housing Providers, Citizens Advice Bureau, NHS and Department for Work and Pensions. It is likely that other organisations will come forward as the group matures. It is recognised that this collaboration will be vital in the success of the Wirral Plan as public sector financial challenges increase.

### **Governance**

In line with the Wirral Plan, the Council will provide the strategic lead for Wirral’s sustainable growth through the One Wirral Public Estate Board. This board will:

- Provide strong leadership.
- Communicate with, listen to, understand, consult and involve partners, stakeholders and businesses.
- Understand the needs of its customers and local markets to shape its places to make them work much better than we have before.
- Use public sector assets much more responsively to meet the needs of businesses and our communities.
- Ensure a positive planning environment.

- Being ambitious to help deliver an even stronger future for the Liverpool City Region by influencing growth and decision making beyond our statutory boundaries.

Successful delivery of the One Wirral Partnership Estate will result in a number of positive outcomes:

- Assets and buildings are fit for purpose for Wirral businesses.
- Delivery of more integrated and customer focused services.
- Reduced running costs.
- Increased commercial worth.
- Support for economic and housing growth.
- Generation of capital receipts and ongoing revenue streams.
- Retained assets that are fit for purpose.
- Increase the use of digital technologies to support business, customer service and an agile workforce.
- A stronger and cohesive portfolio of assets which work effectively for the benefit of the wider Wirral public service agenda.

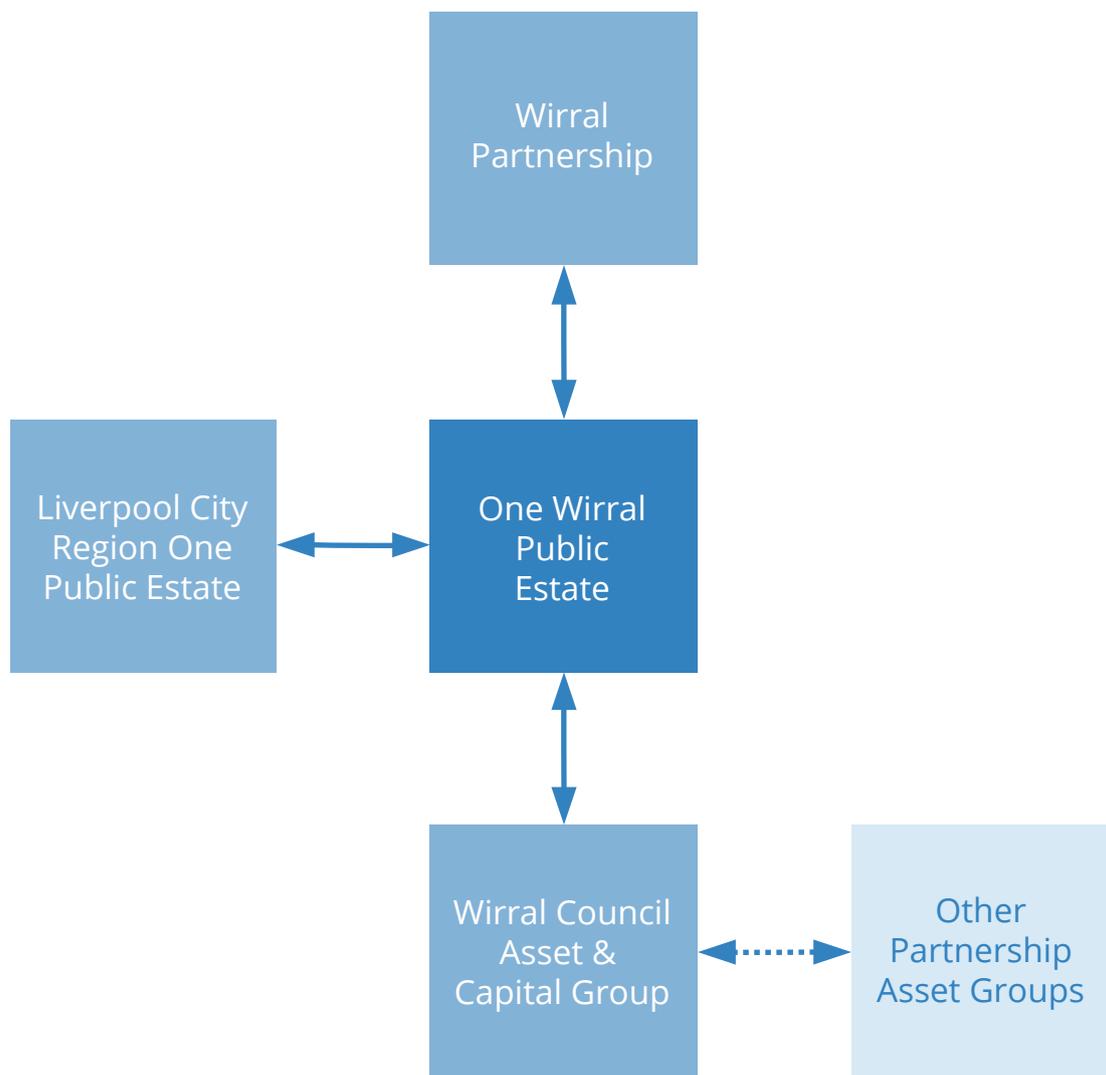


Figure 2. Wirral and City Region Asset Groups

**“ Better management of property assets will maximise revenue savings through rationalisation of the Council’s estate which in turn will generate capital receipts and create new revenue streams ”**

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# OUR PRIORITIES

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**Five priority themes have been identified in order to deliver the asset strategy. Each of these themes has a number of associated key actions that will ensure that the 'vision' becomes a reality.**

#### Priority 1 - Place Shaping

What do we mean: Place shaping is where, together with our partners, we will collectively use our influence, powers and abilities to create attractive, prosperous and safe communities; places where people want to live, work and do business. In order to accomplish this, we need to understand the required provision and how our assets can be used to drive this aspiration going forward.

This priority supports regeneration and local growth enabling business investment and town centre rejuvenation projects. It enables land assets to be released for housing and devolution projects across the Liverpool City region. There are direct links to the growth plan, housing strategy and digital strategy

#### Priority 2 - Asset Policy and Strategy

What do we mean: All strategic decisions must reflect the policies set out in the asset strategy. The Council's Asset and Capital Group will ensure greater understanding of each service ambition and take decisions to achieve optimum efficiency from the Council's assets. The decisions at this level will contribute to the One Wirral Public Estate along with other partner asset priorities.

#### Priority 3 - One Wirral Public Estate

What do we mean: This priority seeks to maximise efficiencies through a collaborative approach to managing, sharing and driving value from our property estate across the Wirral Partnership. Delivery will streamline the public sector asset base, encourage and support community asset transfer and ensure we are able to deliver the right service in the right place. Consideration will be given to the four constituency area hubs and ensuring integrated workplaces and delivery models and ensuring robust school place planning.

#### Priority 4 - Financial Efficiency

What do we mean: Maximise the value achieved from land and building assets, through the best combination of revenue savings and income generation. Continuing the rationalisation of assets, increasing capital receipts and minimising facilities management costs. Implementing a robust Capital programme which will support service needs, whilst driving efficiencies and delivering carbon reduction targets.

#### Priority 5 - Managing the Corporate portfolio

What do we mean: Overseeing day to day management to ensure effective use of the estate including existing property maintenance and repair, effective management of leases and licences and identification and streamlined disposals and transfers of surplus properties. Developing new buildings that are well designed and fully meet service needs to facilitate the optimal delivery of frontline services, support economic growth, investment and job creation.

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## HOW WE WILL DELIVER THIS STRATEGY

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The following actions will be delivered over the lifetime of this strategy with detailed project plans to be developed. There will be regular monitoring of the actions and the outcomes delivered through the Wirral One Public Estate Group. An annual review of the strategy will take place, ensuring that the objectives meet the ambitious transformation agenda.

## ACTION PLANS

### 1. Place Shaping

Theme Lead: Senior Manager, Asset Management, Wirral Council		
Action	By When	Lead Organisation
<b>Complete a Business Survey</b> – with focus on the commercial business requirements across Wirral which will set the direction and approach to remodelling available assets.	December 2016	Wirral Chamber of Commerce via the One Wirral Public Estate Group
<b>Asset Challenge 1:</b> Conduct pilot council service asset reviews – The continued use of individual assets will be challenged and reviewed.	July 2017	Wirral Council
<b>Asset Challenge 2:</b> Conduct pilot area asset reviews – to identify opportunities for shared use of assets and/or alternative options for management or ownership; to reduce the number of properties occupied and simplify customer access to the Public Sector.	July 2017	Wirral Council

## 2.Asset Policy and Strategy

Theme Lead: Manager, Asset Strategy, Wirral Council		
Action	By When	Lead Organisation
<b>Governance</b> – establish a process to ensure that all asset decision making is assessed for compliance within the asset strategy.	July 2016	Wirral Council
<b>Policy Review</b> – asset policies to be reviewed	October 2016	Wirral Council
<b>Responsibilities</b> – ensure explicit responsibility is embedded for strategic asset management decision making (within the Council and The One Public Estate Group) to ensure rapid disposal, transfer or re-alignment of assets.	April 2017	Wirral Council
<b>Alternative Delivery Models</b> - undertake an asset management capacity assessment review to consider whether Wirral has the capability to deliver its property plans, ensuring access to expert support, considering strategic workforce planning. To be regularly revisited.	April 2017	Wirral Council
<b>Conduct National Benchmarking</b> – of the condition of the retained estate to measure performance against government targets, success of maintenance management policies and to prioritise allocation of resources.	April 2018	Wirral Council

### 3. One Wirral Public Estate

Theme Lead: Senior Manager, Asset Management, Wirral Council		
Action	By When	Lead Organisation
<p><b>Wirral Partnership</b> – establish the forum for The One Wirral Public Estate Group to include private, voluntary, community and other organisations, together with a programme of meetings (proposed 4 times a year).</p>	July 2016	Wirral Council Local Government Association
<p><b>Process</b> – establish the collaborative approach for considering options for the management and ownership of Wirral's collective assets and increasing the pace of disposals and asset transfers including:</p> <ul style="list-style-type: none"> <li>• What the partners want to achieve with property in meeting the priorities?</li> <li>• Why and when they want to do it?</li> <li>• Providing sufficient resources to achieve the outcomes.</li> <li>• Shaping capital programmes to deliver the desired outcomes.</li> <li>• Ensuring elected members and/or trustees views are considered.</li> </ul>	February 2017	The One Wirral Public Estate Group
<p>Electronic Mapping – of Wirral public service assets to provide a basis for discussions, within the terms of reference decided above.</p>	April 2017	Wirral Council Wirral Estates Collaborative

#### 4. Financial Efficiency

Theme Lead: Manager, Assets & Surveying, Wirral Council		
Action	By When	Lead Organisation
Review Council owned commercial property – identify opportunities to release Council owned assets for commercial development; generate additional income from surplus or underperforming space; optimise the use of our real estate; facilitate new build schemes via alternative delivery options.	December 2016	Wirral Council
Capital Programme Performance Strategy – review capital project performance against anticipated outcomes.	December 2016 (6 month reviews)	Wirral Council
Establish a Sustainability Strategy and develop an Energy and Carbon Management System – to complement the Asset Management System and comply with requirements to drive improvement in energy efficiency and reduction in CO <sup>2</sup> emissions	January 2017	Wirral Council
Implement Office Rationalisation Programme – to identify efficient co-location models with the aim of reducing office space to 10 people for 6 desks. <ul style="list-style-type: none"> <li>• Complete study September 2016.</li> <li>• Report recommendation of study by December 2016.</li> <li>• Implement programme by March 2017</li> </ul>	March 2017	Wirral Council One Public Estate
Complete facilities management data capture programme – Capture running costs for priority assets to support and enable strategic decisions.	December 2018	Wirral Council

## 5. Maintaining the Corporate Estate

Theme Lead: Senior Manager, Construction & FM, Wirral Council		
Action	By When	Lead Organisation
Implement Capital Programme - the Asset and Capital Group will direct the capital programme.	December 2016	Wirral Council
Implement Repair and Maintenance Programme – implement a rolling programme of condition surveys with a funded programme of repairs, to reduce backlog maintenance; ensure assets are fit for purpose and performing efficiently; inform strategic decisions to vacate high cost properties.	December 2016	Wirral Council
Embed Asset Management System – create a reporting structure giving accurate and meaningful data to inform strategic decisions. Reports to include: fully detailed property reports, suitability assessments, condition surveys, analysis of running costs and level of usage.	September 2017	Wirral Council

## OUTCOME FRAMEWORK

Performance measurement and management is critical in ensuring the success of any strategy. The new Asset Management System, commissioned in November 2015, will support the management and performance of the estate, allowing benchmarking and sharing of data amongst partner organisations, this will be linked to the Transformation programme.

Indicator	Current Performance	Source
Increase commercial asset space available for release	To be developed and baseline established in 2016/17	One Wirral Public Estate Group
Increase income generation from Wirral Council's investment properties and underperforming space	£1.6m in 2015/16	Wirral Council
Capital Receipts £ generated by the disposal of Wirral Council's surplus assets	£1.28m in 2015/16	Wirral Council
Reduction in Wirral Council's corporate emissions of carbon dioxide (CO2) due to energy use	2008/09 baseline 45,481 tonnes from which we measure progress towards a 60% reduction by 2025  A reduction of 14,085 tonnes since the 2008/09 baseline  Target for 2016/17 is 31,761 tonnes	Wirral Council
Increase the multi-use of assets through shared / alternative use	To be developed and baseline established in 2016/17	One Wirral Public Estate Group

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## CONCLUSION

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**Assets play an essential role in the delivery of public services and have the potential to drive the financial stability of the Wirral Partnership and economic success of Wirral.**

We are facing unprecedented challenges which call for profound change and adaptation. Delivering this strategy will take huge strides in developing long term relationships with all organisations and businesses in Wirral to secure a sustainable future and a thriving base for commerce.

This is a new approach to delivering services and how we manage the asset portfolio in order to maximise growth and financial stability. We will work together to create an open and fast moving partnership, seeking all opportunities to collaborate, in ways that will achieve rapid results.

Together we will play a pivotal role in modernising asset management in Wirral, helping to shape the place of Wirral, generating crucial savings targets and ensuring that the wide ranging 2020 pledges are successfully delivered.

## 9.0 ONE WIRRAL PUBLIC ESTATE GROUP – MEMBERS AND KEY CONTACTS

The new Asset Management System, commissioned in November 2015, will support the management and performance of the estate, allowing benchmarking and sharing of data amongst partner organisations, this will be linked to the Transformation programme.

Organisation	Lead Officer	Supporting Officer(s)
Local Partnerships	Jenny Coombs, Director	Pauline Davis, Project Manager
Wirral Council	Jeannette Royle, Senior Manager – Asset Management	Tony Simpson, Manager – Assets & Surveying Steve McMorran, Manager – Assets & Surveying Mandy Chesters, Manager – Asset Strategy
NHS	John Loughlin, Associate Director of Infrastructure	Mark Greatrex, Director of Finance Val McGee, Director of Integration & Partnerships Dawn Williams, Head of Estates Mark Blakeman, Director of Informatics Mark Bakewell, Chief Financial Officer CWP, NHS
Wirral CCG	Jon Develing, Chief Officer	Iain Stewart, Head of Direct Commissioning
Wirral University Teaching Hospital	Gary Lewis, Associate Director of Estates	One Wirral Public Estate Group
Cheshire & Wirral Partnership	Sheena Cumiskey, Chief Executive	Justin Pidcock, Associate Director Estates & Facilities (Acting) Tom Parry, Transformation Projects Manager

Wirral Chamber of Commerce	Paula Basnett, Chief Executive Officer	
Clatterbridge Cancer Centre NHS Foundation Trust	Fiona Jones, Project Director	
Merseyside Fire and Rescue	Stewart Woods, Head of Estates	
Merseyside Police	Mary Donnellan, Head of Estates and Facilities Management	
Wirral Met College	Sue Higginson, Principal and Chief Executive Officer	
DWP	Gillian Thomas, Business Job Centre Plus Merseyside	
Magenta Living		Joanne Francom, Assistant Director
North West Ambulance Service	Chris Baker, Estates Manager	Neil Maher, Assistant Director Estates
HCA	Jacqui Walsh, Area Manager Carl Moore	
Land Registry	Pam White, Business Development Team Leader	

<b>Other asset groups</b>	
One Public Estate – City Region	Simon McEneny (Liverpool CC) Aneesha Ray (Liverpool CC)
Wirral Estates Collaborative	Karen Howell, Chief Executive, Wirral Community NHS Trust

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## REFERENCES

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- (i) One Public Estate: Transforming Property and Services LGA and Cabinet Office (August 2014)
- (ii) The Role and Value of Local Authority Assets in Town Centres (Published by APSE January 2014)
- (iii) Wirral Growth Plan (Approved by Cabinet 4 February 2016)

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