



Llywodraeth Cymru
Welsh Government

Ystadau Cymru Initial Report



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Chairman's Foreword

Ystadau Cymru's mission is to work together to make the best use of the public estate in Wales.

Since our review of the National Assets Working Group (NAWG), it became evident that we needed to be clear about our purpose and reach into organisations to enable greater collaboration at a local, regional and national level. This resulted in us re-branding to Ystadau Cymru and developing a clear strategy moving forward.

This is our first progress report for stake holders outlining what we are seeking to do and how you can engage with making public services better for people in Wales using the estate as a catalyst for change.

YSTADAU CYMRU STRATEGY

Working together to make the best use of the public estate

HARD BENEFITS

- Creating Economic Growth
- Future Generations Well Being Goals - Social / Environmental Sustainability
- Delivering More Integrated Service
- Reducing Estate Running Costs
- Good Value For Money
- Generating Greater Capital Receipts

SOFT BENEFITS

- Cooperation
 - > Facilitate delivery of mutual objectives
- Community
 - > Share knowledge/ best practice
- Consensus
 - > Long term convergence
- Citizen
 - > Better service experience, deliver more integrated and customer focused services
- Create economic growth e.g. release public land for housing



SAAB
(STRATEGIC ASSET ADVISORY BOARD)



Base of report

This is the first Ystadau Cymru report since its rebranding from NAWG and will highlight the work that has been done by the board, supporting regional working groups and individual project leads since its inception in 2018.

Ystadau Cymru

Ystadau Cymru (YC) formerly known as the National Assets Working Group (NAWG) encourages excellence in the active management of the Welsh public sector estate. It targets via strategic collaboration and the provision of good practice guidance the following:

- creating economic growth
- delivering more integrated and customer focused services
- generating capital receipts
- reducing running costs
- de-carbonisation of the public estate
- enhanced biodiversity.

Strategic fit

The Local Government Reform White Paper (2017) identified a need for:

“a more proactive collaborative asset management approach across the Welsh public sector offering the potential to integrate services (including estate management) to improve the customer experience and to create wider efficiencies. It also offered potential to rationalise the estate and improve the quality of public service assets by investing more in fewer shared physical assets. This will allow surplus assets to be included, sometimes in combination, in land release for new homes and employment-related development.”

Building upon that, and the good practice and challenges identified in the Cwm Taf Pilot report (2017); Ystadau Cymru seeks to build capacity for a comprehensive and strategic approach to estate management to prevent ‘silo’ property-based decision and a collaborative approach to service-led estate strategy and initiatives.

Ystadau Cymru’s work aims to meet the changing and more demanding needs of public sector estate management in 21st century and to develop the tools and guidance necessary to support and release efficiency savings and further facilitate collaboration.

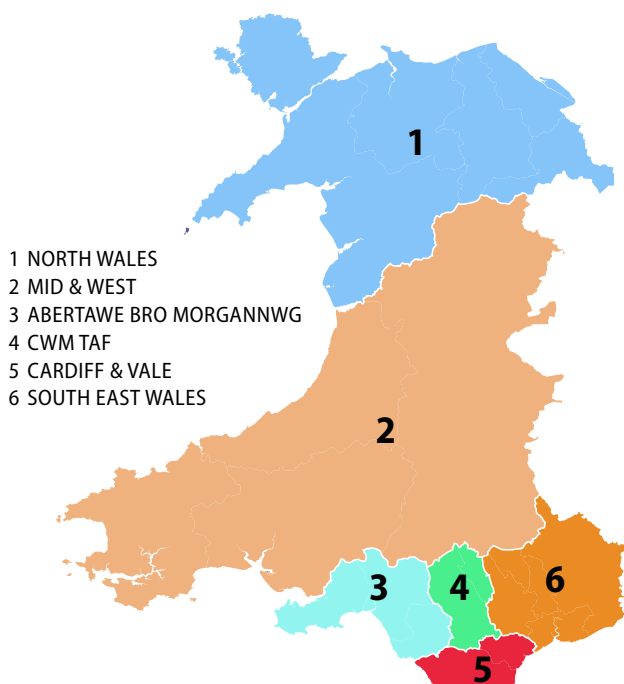
These initiatives and activities are fully aligned to the Well-being of Future Generations Act with its five ways of working and seven wellbeing goals. The Group seeks to support the challenge in the Act, that public service should be more holistic in its decision making, taking a broader perspective and recognising the interdependencies that exist and the importance of working together.

Furthermore, in line with the priorities set out in the ‘Prosperity for All’ strategy (Supporting People and Driving Prosperity & Focus on Long Term Sustainable Growth) the Group facilitate opportunities for a strategic approach to property and property management across geographical and organisational boundaries.

The core membership comprises the Police Services, (North and South), Consortium of Local Authorities in Wales (CLAW), Association of Chief Estates Surveyors (ACES), Chartered Institute of Public Finance and Accountancy (CIPFA), One Voice Wales (for Town and Community Councils), Natural Resources Wales (NRW), UK Government Property Agency (GPA), NHS Shared Services, Wales Council for Voluntary Action (WCVA), Wales Audit Office (WAO), Welsh Local Government Association (WLGA) and the Trade Union Congress (TUC).

Achievements – Map of Regions

The Group has also established six regional sub groups to increase the visibility and traction of YC and its initiatives, to develop the tools and guidance necessary to support and release efficiency savings and further facilitate collaboration; and to strengthen and develop wider stakeholder engagement.



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These are:

North Wales

- Asset mapping is nearly complete for this region and has presented an opportunity for the health board and a local authority to co-locate. It is recognised that the region needs to develop its working relationship with the three PSBs.
- The chair aims to encourage the shared services to increase their interest and involvement in collaborative working.

Mid and West Region

- There was a good spread of input from partners across the region, including the third sector and the region has progressed well with its asset review and mapping involving several partners within the region, including the Public Service Boards (PSB).

Abertawe Bro Morgannwg

- Several bids were received for the ACPW grant funding for asset collaboration, with a few bids being successful.
- Continued good networking for the majority of public sector organisations in the bay area.

Cwm Taf

- Identified potential areas for collaboration in contract procurement following a data capture exercise.
- Explored innovative opportunities to “Sweat our Assets” across the region to generate revenue streams from disused parcels of land.

Cardiff and the Vale

- The group shares knowledge and best practice and actively identifies opportunities for asset collaboration and partnership working.
- Fradd Consulting was competitively appointed by the Group to undertake a Making Assets Work Review (MAWR) in the region.

South East Wales

- A public asset mapping exercise has resulted in a Feasibility Study regarding a potential co-location opportunity in Pontypool.
- Establishment of the newly formed G10 Gwent Wide Public Sector Assets Group (formally South East Region) since April 2019, chaired by Mark Williams Caerphilly County Borough Council.

Key projects for Ystadau Cymru

In addition to the projects developed by the regional groups, YC also commissioned several strategic projects:

Stakeholder Mapping, Communications, Branding and Engagement Planning

- Rebranded and relaunched as Ystadau Cymru, supported by the development of a new communications and engagement plan.
- The first annual Ystadau Cymru Conference took place on 3 October 2019. The event focussed on the benefits of collaboration and making the best use of the public estate.

Skills and Training

- The final training and skills report was shared with the YC board following engagement with local authorities, professional bodies (RICS), NHS and Police and Fire services. The report is a catalyst to discuss and review the current strategic skills, training challenges and future opportunities that they manage within their strategic estates and strategic asset management workforce.
- Suggested recommendations have been presented to the board with a hope that these can be taken forward by the board.

Funding Streams

- The funding streams key project is still ongoing with the hope of finding future funding streams to promote YC collaboration.

Community Asset Transfer

- The updated Community Asset Transfer guide was launched to the sector at the Ystadau Cymru conference on 3 October 2019, by the Minister for Finance and Trefnydd. <https://gov.wales/community-asset-transfer-cat-guidance-applicants>
- The Community Asset Transfer research project which was commissioned by Welsh Government Community and Third Sector Policy Team focusses on 'Understanding the experiences of the CAT within the third sector and Town Community Council Sector'. This project is due to be published in the summer 2020.

Collaboration Toolkit

- Welsh Government and YC recognise that collaboration leads to a more efficient delivery of public services. Collaboration is necessary so that Public Sector Organisations can work together to contribute towards the seven well-being goals of Wales. The Collaboration Toolkit document was launched to the sector at the Ystadau Cymru conference on 3 October 2019, by the Minister for Finance and Trefnydd. <https://gov.wales/property-collaboration-toolkit>.

Benchmarking and Property Key Performance Indicators (KPIs)

- Workshop to consider basis for KPIs took place at the YC conference (based on the required expected benefits of YC).
- Set of draft KPIs have been produced to the board with a workshop dedicated to discuss moving forward.

Asset Collaboration Programme Wales (ACPW)

The ACPW was a grant programme aimed at accelerating and strengthening collaboration activity across the Welsh public sector, promoting the development and delivery of a range of asset management, mapping tools and activities in 2018/19.

During 2017/18 approximately £800k was committed and made available to support collaborative activity and projects, these were:

- 3 regional sub-group collaborative projects, each identifying opportunities for collaboration via data collation, project development and the identification of achievements. These are described as a more focussed version of the Cwm Taf Study
- a delivery plan for a collaborative public sector hub in Brecon
- a new model for community based services in Swansea
- a sports asset transformation project in Wrexham
- a strategic industrial assets review in Blaenau Gwent
- a project to undertake a circular economy feasibility study
- support for the technology to undertake space utilisation surveys at 5 public sector partner organisations
- research into the challenges and barriers associated with Community Asset Transfers, targeted at public bodies and the third sector.

Recipients of the ACPW grant are currently in the process of submitting evaluation reports. The evaluations will become part of the good practice that we are looking to share across the Welsh Public Sector. This report is due to be shared within the coming months.

Welsh Government Land Division

The work of Ystadau Cymru sits under the recently established new Welsh Government Land Division. The Division's role is to work across the Welsh Government and the wider public sector to unlock the potential of public assets to stimulate a more active approach to using and developing land in the public interest. There are clear synergies as the Division is tasked to ensure we make the best use of the resources available, and provide a mechanism for sharing expertise so that we can see a concerted public sector response to the development of public land for wider policy benefit.

Ystadau Cymru Website

The new Ystadau Cymru web page is now live at: <https://gov.wales/ystadau-cymru> which house the refreshed CAT Guide, new Collaboration Toolkit and the Cwm Taf report.

Ystadau Cymru Conference

Initial informal feedback from members who attended the inaugural Ystadau Cymru conference were very positive with emphasis being made on the venue and the Minister remaining to listen to the 'View of the Regions' presentation after her Key Note Speech.

Over 70 people attended the event attending workshops and plenary sessions which were well received. Building on the success of this event, it has been agreed to hold an annual YC conference along with an awards ceremony to showcase collaborative projects.

It was agreed by the YC board along with a positive response from attendees that the conference should be held annually. Moving forward it was agreed to promote collaboration within the sector with an award ceremony covering different estate and asset related topics.

The next annual Ystadau Cymru conference is scheduled to take place in late 2020, keep checking the Ystadau Cymru website for updates regarding an appointed date.



Chair Umar Hussain MBE with Rebecca Evans, AM, Minister for Finance and Trefnydd with the Community Asset Transfer guide and Collaboration Toolkit documents which were launched at the event.