

The Transport Estate delivering on The Government's Strategic Land and Property Review



Project Manager's Remit

Dated; March 2015

Background

The Government wide Strategic Land and Property Review (SLPR) and the estates community has committed in SR15 to deliver £5bn of capital sales and to deliver land for 150,000 new houses. It has also identified hundreds of assets of limited commercial value which could be better managed by local authorities and communities for local benefit. A Quad priority (PM, Chancellor, Chief Secretary to the Treasury, DPM).

The Department for Transport is a significant asset-owning department (behind only MoD, DH) and is set to support the Government in meeting these outcomes. HM Treasury has already identified this as a key area for the Spending Review with DfT Strategic Finance. Now in scope, Network Rail is completing a Strategic Land & Property Review which will significantly increase the Department's delivery pipeline beyond the current £230m.

To do so, there is a need to project manage, provide oversight, assurance and to coordinate the activities of the property professionals and agents within the central department, and all of the 12 ALBs and property owning companies.

Scope

The principal role is to ensure delivery of the 1st year Joint Disposal Programme for the department and the Group; and embed the delivery within the Group Operating Model for years 2 - 5. Review the potential for sharing properties with DEFRA and free-up sites for disposal e.g. HA/EA Depots.

Through the department's Group Property Operating Model, to project manage *The Joint Disposal Programme* forecast of capital sales and disposals of land for new houses:

1. The disposal of surplus estate identified in the SLPR
2. The *Alternative Use Valuation* programme from operational sites
3. The relocation programme arising from (2) above
4. The HCA / DCLG focus on the top housing delivery sites with transport interfaces (typically new roads / bridges over railways)

To cover the Group: DfTc: Highways England; Driver and Vehicle Standards Agency (merged estates of the Vehicle Operator Services Agency & Driving Standards Agency); Marine and Coastguard Agency; Driver and Vehicle Licensing Agency; Network Rail; London and Continental Railways; British Railway Board; HS1; HS2; Highways England – Heritage Estate; Trinity House; Northern Lighthouse Board.

To project manage the Joint Disposal Programme against target receipts, housing sites and timetable, and to identify the impact of the disposal programme, such as on the DfT FM contracts.

Timings

The delivery timetable is to be jointly agreed such that a formal implementation and delivery plan is in place by June 2015; the first cross government quarterly reporting date.

Deliverables

The high level outputs are:

1. Agree the Year 1 disposal plans with each of the Group's members
2. Coordinate the disposal plans into the Year 1 Joint Disposal Programme; identify the resources required by the Group members, the target receipts and donor sites for housing by June 2015
3. Report the target receipts to Group Finance quarterly
4. Implement the Joint Disposal Programme with the Group
5. Coordinate the Alternative Use Valuation programme by December 2015 and subsequent business case compilation for relocation
6. Embed the delivery into the Group Operating Model to ensure delivery on the Years 2 – 5 Joint Disposal Programme

Outputs

The project management outputs will include:

1. Monthly dashboard reporting
2. Monthly risk and issues register
3. Programme / timetables, updated monthly
4. Group meeting reports and minutes

Governance

The Project Manager reports to [REDACTED], Head of Property, and will submit the programme reports to the quarterly Group Property Board.

The project manager will provide monthly information and data for the conversation with HCA & DCLG and with GPU, and to provide the Group's briefing for the GPU's Property Leaders meetings.

The remit is for the project management of delivery of a key policy decision made by both HM Treasury and DCLG. There is an element of duplication on capital receipts and housing as they do not always have a shared outcome (e.g. housing is not always the highest land value).

There is no element of consultancy which will be carried out by the various ALBs appointing property agents to dispose of property. This is solely the project management of that large and complex process, and therefore there is no requirement for DAC approval.

Initial tasks

Through the Group Operating Model, the initial key areas of work are:

1. Engage each of the Group, data gather, finalise disposals pipeline
2. Agree disposal plans and potential receipts and donor sites for housing
3. Review the potential of shared properties and resulting release of properties with DEFRA, particularly in relation to hub offices, depots and port inspectorate locations
4. Write the Joint Disposal Programme; including the timescales and implementation plans
5. Manage the commencing of the implementation plans