



Turner & Townsend

Estate strategies

Ensuring your estate
is fit for the future

making the **difference**

Estate Strategies - why they are now more important than ever

Every organisation faces routine and often increasing pressure to secure greater value and better strategic alignment from its property portfolio. What has changed is that this pressure has now been supplemented with the need to deal with the post COVID-19 world, which has left many organisations unsure of what their priorities should be, and how they should re-purpose their estate for the future.

A well thought out Estate Strategy can bring with it many benefits. It can identify opportunities to achieve value for money through reduced operating and maintenance costs. It can become the catalyst and physical representation of organisational change and ways of working. It can focus on value for money through improved space utilisation to release funds from surplus estate, prioritising the business as usual activities and identifying efficiency opportunities.

It can also ensure an organisation complies with legislative requirements, show stakeholders how property will be used and managed in a post COVID-19 world, and give focus to where investment should be made. It can provide a route map for the delivery of sustainability targets, and can also link into and complement other internal and external business strategies.

Ultimately, an Estate Strategy will enable the estate to fully support the strategic aims of an organisation.



How we can help

With so many pressures and drivers for change it can be difficult to know where to start; if you don't have a strategy and plan in place, how will you know where to begin, and how will you know you are achieving your objectives?

At Turner & Townsend we can help you overcome these difficulties, by working with you to create effective estate strategies that are easy to implement, improve quality and drive efficiencies by:

1



Providing an independent and constructive analysis of the issues you face

2



Bringing knowledge and learning from different sectors and businesses

3



Aligning property management and investment to core strategic business objectives, and

4



Taking a strategic, long term view on property investment decisions

We have the knowledge and expertise to work with clients to identify how an effective Estate Strategy can articulate investment priorities, secure additional value, whilst ensuring that they remain aligned with core business objectives.



How we work

Understanding your challenges

We take the time to understand your organisation, its drivers and needs, and ultimately its strategic direction so we can articulate the right Estate Strategy for you.

We understand what information is required and can quickly assess how to use this information in the best way to develop and deliver the Estate Strategy.

Working collaboratively

We work collaboratively with our clients to help to identify priorities, understand risks and develop the opportunities open to them.

Only by working in collaboration can an effective Estate Strategy be developed.

Drafting the Estate Strategy

A well written Estate Strategy not only shows that an organisation is confident of its strategic direction and understands the way it wants to use its property assets, but it can also be a communication tool to promote an organisation to its funders, partners and stakeholders.

We understand areas to focus on, including what policies need to be referenced and where financial focus on the estate needs to be.

Responding to COVID-19

COVID-19 has disrupted not only strategic estate investment activities but all 'business as usual' functions and the severity of the disruption has foreshortened the outlook from years to months and even weeks at its worst. As a consequence, an Estate Strategy should be refreshed to align to the 'new normal'.

We are supporting many clients to respond to COVID-19 by planning for the long-term even during turbulent times.



Our approach

Our approach to Estate Strategy development is based on RICS Property Asset Management Guidelines and follows three steps:

Where are we now?
(data)



This establishes the “baseline” position.



Where do we want to be?
(now and in the future)



This establishes where you want to get to.



How do we deliver the change?



This establishes how you are going to get there.



Our experience



University Hospitals of Leicester NHS Trust

We were appointed to write the Trust's five Year Estate Strategy, which became a key component of the Trust's overall vision to enhance the quality of the patient and staff experience. The final Estate Strategy supported the Trust's Dept. Health & Social Care Health Infrastructure Programme funding bid that secured £450m to deliver significant estate transformation.



NHS North of England Commissioning Support

We have been appointed to deliver a specialised, COVID-19 refresh of their Estate Strategy. The new Estate Strategy will outline the impact of COVID-19 on building usage and changes to 'ways of working'. It will enable a transformation and realignment of their portfolio to reflect Post-COVID-19 requirements and ways of working.



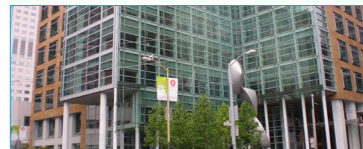
Sheffield City Region Combined Authority

Through One Public Estate funding, we were appointed to prepare an Estate Transformation Strategy for Sheffield City Region, delivering a collaborative, evidence-based framework for the implementation of strategic public sector estate optimisation projects.



Durham University

We were appointed to carry out an Asset Management review of the University's Estate Strategy. We develop an Estate Strategy Investment Plan that identified a programme of opportunities to ensure revenue growth, asset efficiency, operating margins and supported the University in their Top 50 World University ambition.



Barclays

We supported Barclays Corporate Real Estate on their journey to world-class asset management, through scoping out their Capital Investment Plan, Estate Management Strategy and Investment Guidelines that would determine their approach to making significant investment decisions across a global portfolio of 5,700+ properties.



Ministry of Defence, Portsmouth

We were commissioned to deliver a fully modelled and costed 25-year estate investment plan, complementing their Estate Strategy. The investment plan set out an estate rationalisation plan, releasing capital that could be recycled into operational and service family accommodation, dramatically improving the lives of service personnel and their families.



Nottinghamshire County Council

We were engaged to develop a new Property Asset Management Plan and Corporate Property Strategy. The Plan identified priorities for change and areas for improvements, whilst the Strategy equipped the Council with an evidenced-based decision-making framework and implementation methodology.



Sherwood Forest Hospitals NHS Foundation Trust

We authored an Estate Strategy covering their three acute Hospital sites, including a significant PFI Hospital. This Strategy was particularly complex given the split between PFI and Retained Estate, involving significant engagement with stakeholders to draw out key information, establish where they wanted to get to and most importantly how they would improve their Estate.

About Turner & Townsend

Turner & Townsend have been supporting our clients for 70 years. Our growing team of professional Consultants across the UK and Ireland provide a wide range of services across all sectors.

We are on a number of national procurement frameworks which makes it simpler for you to procure our consultancy services. Contact us to find out more about how we can help you.

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VN/02/05/RE/140/1

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