

One Public Estate
House of Commons
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KEY MESSAGES

- The One Public Estate programme shows what can be achieved when public sector organisations work collaboratively to address shared agendas. Communities across the country are seeing the benefits from the programme. Early projects have already raised £164 million in capital receipts, reduced running costs by £24 million, created 5,745 jobs and released land for 3,336 homes.
- The programme supports 78 partnerships across England delivering over 600 projects, and in addition to the financial benefits, by 2020 it is expected to deliver 44,000 new jobs and land for 25,000 new homes.
- Of the 600 projects currently being delivered, 150 are focused on regeneration, with others aiming to release surplus land for housing or mixed use development, and deliver integrated services for local communities.
- Further support announced by the Government in February 2019 for over 100 schemes is expected to deliver land for a further 10,000 homes and 14,000 jobs over the next five years.
- One Public Estate supports a wide range of national agendas, such as health and social care integration, attraction and retention of key workers, creating a smaller and better defence estate, digitising the justice service, and public service reform. In particular it has supported a range of health projects, including integrating health and social care services, releasing surplus NHS land for housing, and supporting independent living and step-down care.
- The programme is also promoting the use of innovative approaches to housing delivery, including modern methods of construction and the use of small medium enterprises.

Briefing

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Further information

Background

One Public Estate (OPE), established in 2013, is a national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. It has three core aims:

- Create efficiencies: generating capital receipts and reducing running costs.
- Create local economic growth: creating new jobs and homes.
- Deliver more integrated, customer-focused services: providing citizens with better access to government.

Typically led by local authorities, OPE partnerships across the country have shown the value of working together across the public sector and taking a strategic approach to asset management. At its heart, the programme is about getting more from our collective assets including:

- generating major service transformation such as health and social care integration and benefits reform.
- unlocking land for new homes and commercial space.
- creating new opportunities to save on running costs or generate income.

In 2017 it was expanded to include the Ministry for Housing, Communities and Local Government's (MHCLG) new Land Release Fund (LRF), a fund which supports councils to delivery of new homes on their land. Together OPE and LRF are creating a wider support package to unlock more surplus public land and property to support housing delivery.

One Public Estate works with over 95 per cent of English local authorities, 13 major government departments, and hundreds of wider public sector partners, working in 78 partnerships. Together, they are delivering over 600 projects across England. These organisations have come together to achieve more than they could alone, and to make better use of public estate for public benefit.

Those joining the programme must form their own cross-public sector partnership, and the projects must be delivered in partnership by multiple public sector partners. These typically bring together central and local government, alongside other national and local partners including the NHS, police, fire, Local Economic Partnerships and others.

The programme is now supporting 78 partnerships with over 600 projects. They vary in size and nature, and include:

- Bringing services together under one roof.
- Releasing surplus land for housing or other uses.
- Town centre regeneration.
- Repurposing sites for new uses.
- Researching and testing innovations such as Modern Methods of Construction.

In addition to offering practical support and funding, the Office of Government Property and LGA act as neutral brokers amongst partners. There is a small team of programme staff across both Cabinet Office and the LGA. Regional Programme Managers in this team provide particular support and challenge to partnerships.

The programme is locally-led but delivers shared national and local priorities. It does not fully fund schemes, but facilitates early work which enables projects to go ahead, or to be delivered at a significantly accelerated pace. It typically funds dedicated

programme management, and provides access to specialist skills on partnership formation and governance; masterplanning; feasibility work; option appraisals and early development work.

The programme, which is voluntary, has three broad objectives. These are integrated, customer-focused services; economic growth (homes and jobs); and efficiency savings. It encourages ambitious property-led proposals, and it is for partnerships to identify projects which meet those objectives and deliver shared partner priorities.

One Public Estate and housing policy

The last time we built at least 250,000 homes a year in 1979, councils delivered more than 40 per cent of them.ⁱ Councils once again have a key role in delivering more affordable housing and helping to build 300,000 new homes a year.

According to Government statistics, new housing completions in 2017/18 reached 163,250. This is a 16 per cent increase from the previous year.ⁱⁱ It is positive news that more homes are being completed. The figures show that whilst private developers built 134,110 and housing associations 27,410 only 1,730 houses were completed by local authorities.

OPE directly supports housing delivery by accelerating the supply of land for housing from the public sector. The safety and quality of homes must be a key factor in solving our housing crisis. Modern methods of construction will be important in delivering more sustainable homes at scale.

OPE is playing its part in promoting modern methods of construction to local authorities and across Government, and furthering knowledge of this emerging market. The programme has organised factory site visits, facilitated meetings between One Public Estate partners and off-site providers. It also co-sponsored the 'Off Site' village at the Chartered Institute for Housing Conference 2018 to further public sector knowledge of this emerging market.

The OPE programme has allocated funding to partnerships to take forward vital research on modern methods of construction in delivering housing targets. For example:

- In Greater Manchester, One Public Estate is supporting the Combined Authority to research how modern methods of construction can be used to increase the new homes pipeline, building a successful, flexible delivery programme.
- In the West of England, One Public Estate programme is supporting the Combined Authority through part funding the launch of the Bristol Housing Festival in October 2018. The festival is a five year initiative to showcase the latest and most innovative approaches to housing and the role housing can play in creating healthy and resilient communities. The concept enables innovators and pioneers to build housing and technology prototypes on real sites in the City.

Examples of where One Public Estate is having an impact

The One Public Estate programme shows what can be achieved when public sector organisations work collaboratively to address shared agendas. Communities across the country are seeing the benefits of One Public Estate.

The programme has developed rapidly and is having a significant impact on cross-public sector collaboration. Together, the 78 One Public Estate partnerships expect together generate £615 million in capital receipts and £158 million in running cost savings, create 44,000 jobs and release land for 25,000 homes by 2020. There are a range of examples of how this is working across various sectors throughout the country.

In March 2019 York City Council approved plans for the vast £60 million York Central regeneration schemeⁱⁱⁱ. This was first funded by One Public Estate, where the programme covered the cost of initial viability works. In addition OPE helped form the Partnership between the Council, Network Rail, and Homes England which has driven forward the scheme. It is estimated that the scheme will deliver 6,500 jobs, 2,500 homes, 100,000 meters squared of new commercial floor space and add £1.16 billion GVA to the local economy. This is as a result of an initial investment of £260,000 in 2015.

In Cornwall, the police, fire and ambulance services have co-located in a new joint headquarters in Hayle, saving £500,000 a year on running costs and releasing two sites for redevelopment. The new facility has enabled the emergency services to reach many more people within the target response time. Since the success of this first tri-light co-location Cornwall partners have since progressed a number of further blue light property co-locations, and have also piloted emergency service collaboration with a tri-service officers being rolled out across the county.

Led by the city council the Leeds OPE Partnership are developing a network of community hubs working with NHS Property Services, the fire and rescue service, police, and the ambulance service. The OPE programme awarded £50,000 of funding, which kick started the development of a series of community hub projects across the locality. Morley hub opened in January 2019, with the Otley and Aireborough hubs opening in spring/summer 2019. The Community Hubs have seen an increase in residents using the buildings, with one reporting a 95% increase in use. Two further hubs are on site or about to commence.

West Suffolk Partnership, which includes the newly merged West Suffolk Council (previously Forest Heath District Council, St Edmundsbury Borough Council) Suffolk County Council, and the West Suffolk CCG, are working to transform the delivery of local public services in Mildenhall. OPE funded the development of the business case for this new public sector hub. This will create a bigger and better school, new leisure facilities including a new larger swimming pool as well as a health centre, children's centre, public library, Job Centre and Citizen's Advice Bureau. In addition there is space for Suffolk Police, West Suffolk Council and Suffolk County Council. It is expected that these improvements will reduce the running costs by £4 million and release land for redevelopment of 90 homes, subject to planning. Construction of the new hub began in March 2019.

In its latest, seventh, round of funding, OPE has awarded £205,000 to the Shropshire OPE Partnership to identify and progress opportunities and solutions to accelerate housing and employment land development in Oswestry. The project aims to provide 1,187 homes, 4,144 jobs and 42 Apprenticeships over the next 10 years. A key part of the project involves working closely with the Environment Agency and Severn Trent Water, exploring how strategic drainage and water management can help to underpin sustainable economic growth. The Environment Agency will monitor progress of this innovative pilot to see whether it can be replicated elsewhere in the country.

ⁱ LGA Media release, March 2018 (<https://www.local.gov.uk/about/news/lga-responds-latest-government-house-building-figures>)

ⁱⁱ MHCLG, House building: new build dwellings, England: December Quarter 2017

ⁱⁱⁱ <http://www.yorkcentral.info/>