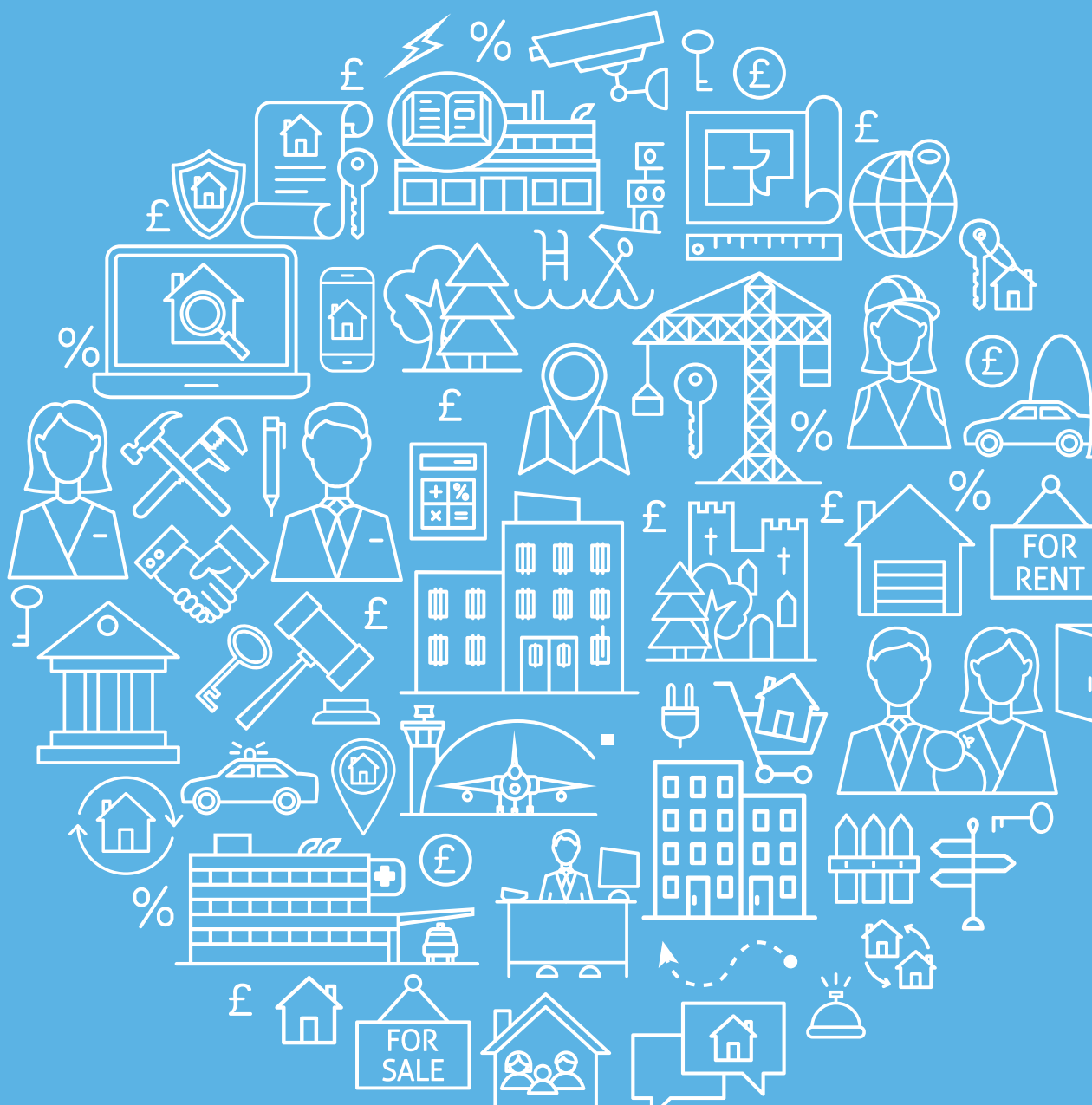


Unlocking the value in public sector assets



May 2023

Forewords



Mark Chivers

Government Chief Property Officer, Cabinet Office

"I am delighted to celebrate the 10th anniversary of One Public Estate.

In 2013 Cabinet Office and the Local Government Association took a bold step, piloting the programme. The aim was to bring public sector partners together to make the best collective use of our land and property to deliver local growth (including homes and jobs); efficiencies; and more integrated, accessible public services.

One Public Estate began with 12 areas, and quickly demonstrated that through the OPE approach partners could create strong and lasting partnerships, supporting transformational change for places and services. Today, 98% of English councils, 13 Government Departments and hundreds of public sector partners are involved in One Public Estate partnerships.

Since 2017, One Public Estate has partnered with the Department for Levelling Up, Housing and Communities to deliver the Brownfield Land Release Fund. This is remediating otherwise unviable council-owned land to unlock new homes. This has already delivered 483 homes and released land for a further 3,095.

In recent months I've been pleased to work with partners in the West Midlands, Hull, Derby, Sheffield and North East London to build on the One Public Estate ethos and consider our collective estate needs against a longer, 2030 timeframe, and with a more comprehensive view of central government estate. These Place Pilots are exploring how we can work together to achieve our collective ambition. I look forward to developing this approach in the months and years ahead.

I would like to thank Mark Lloyd and his team for being outstanding partners, and everyone involved in delivering over 800 One Public Estate projects and over 330 Brownfield Land Release Fund schemes. Through collaboration, One Public Estate partnerships have raised over £576 million in capital receipts from land sales, unlocked land for over 37,000 homes and delivered better public services.

These are huge achievements, and as public bodies continue to strengthen local collaboration and embed the One Public Estate ethos, I look forward to continued benefits for both taxpayers and communities."



Mark Lloyd CBE

Chief Executive, Local Government Association

“On behalf of the local government community, I am both proud and delighted to celebrate 10 years of partnership with the Cabinet Office to deliver the success that is One Public Estate.

The endurance of One Public Estate is a testament to the energy, local knowledge, and place leadership of local councils, combined with the partnership and resources of national government. Through 69 locally-led One Public Estate partnerships, communities up and down the country have been able to benefit from real improvements to how their public services are delivered - as the examples in this brochure demonstrate.

Councils have embraced the support and opportunities that One Public Estate provides, facilitating land assembly and regeneration, and deploying our planning powers to unlock assets and deliver new homes. Of particular pride are the plethora of colocation projects that One Public Estate has enabled. Today, 133 public service hubs have been delivered with the support of One Public Estate, with 265 in the pipeline.

I look forward to our continued partnership with government, led by Cabinet Office and the Department for Levelling Up, Housing and Communities, that enables local places to use public land and property to improve public services and provide much needed homes and jobs for our communities.”

The One Public Estate model

The One Public Estate (OPE) approach helps central and local government partners work together to explore and **develop joint property projects**. Thirteen government departments, 311 councils and hundreds of other public sector bodies, such as health and emergency service organisations, are involved.

One Public Estate

Over 800 OPE projects are **kickstarting regeneration and transforming public service delivery**, using OPE **revenue funding to unlock significant benefits**: delivering capital receipts for reinvestment and reducing running costs for improved public sector efficiency; providing land for homes and jobs; and improving public service delivery.

Since 2013 the OPE programme has delivered:



Brownfield Land Release Fund

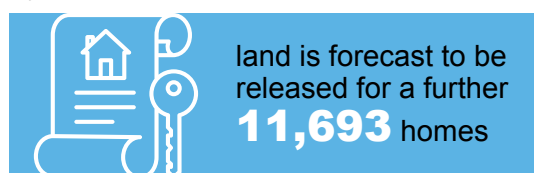
Since 2017 One Public Estate has worked in partnership with the Department for Levelling Up, Housing and Communities and delivered the Brownfield Land Release Fund on its behalf through the network of OPE partnerships.

With £177 million awarded to councils to date, Brownfield Land Release Fund projects are unlocking council-owned sites for housing. **Funding is addressing site viability issues**, such as demolition, remediation, and small scale infrastructure.

Since 2017 the BLRF programmes have delivered:



By 2026:





Integrated public services in Mildenhall, Suffolk

Like many English market towns, public services in Mildenhall were delivered from multiple sites dispersed across the town, many of them ageing estate, poorly utilised, and costly to run.

The One Public Estate (OPE) programme brought central and local government, wider public sector and voluntary partners together to explore alternatives: the county and district authorities, the Department for Work and Pensions, the police, NHS, the college academy and Citizens Advice developed an ambitious plan to exit five properties and create a multi-agency hub on a single site.

As well as ongoing support for partner collaboration, the OPE programme provided resources to help build the business case, and worked with the Department for Education to persuade maintenance funds to be rerouted into the new hub, so ensuring the scheme's viability.

The Mildenhall Hub was officially opened in autumn 2021, bringing together public services to improve health, wellbeing and education for the community. Outcomes for the Mildenhall community have been transformational: community health teams and leisure services are working together to offer a joined-up exercise referral scheme that supports patient rehabilitation. A full-time family hub is jointly delivering children's community and health services. In co-locating leisure services with the library, both have seen increased uptake of services, with participation in swimming lessons up 45% on pre-covid statistics, and over 700 new library members.

In summary:

- the reduced public estate footprint provides savings of £20 million over 25 years
- communities have benefitted from an upgraded, accessible and integrated approach to their local services
- vacated sites have provided 1.7 hectares of surplus land, accommodating 59 new homes.



Independent living for older people in Rochford, Essex

As part of a programme to provide homes for older people with care needs, Essex County Council and Rochford District Council worked together to re-purpose a former adult community college site in Rochford. Set in a large plot of unused space, the college had been vacant for several years.

A Brownfield Land Release Fund award of £125,000 was used to demolish the old college, freeing up the site for the development of 74 new homes. Fourteen three-bed and four-bed family homes have been completed, and 60 homes will be purpose-built for older people to meet the growing demands of Essex's ageing population. Regenerating the vacant college site is benefitting the entire community.



Meeting specialist housing needs in Rotherham

To address specific local housing needs, Rotherham Metropolitan Borough Council utilised both One Public Estate (OPE) and Brownfield Land Release Fund (BLRF) support to deliver homes on the sites of two former adult social care residential homes, which had closed some years ago.

An OPE award of £60,000 supported feasibility and project development activity in order to understand the viability gap, make the case for investment, and prepare the approach to the scheme.

A BLRF award of £300,000 funded the demolition of the vacant care homes, which had attracted anti-social behaviour.

Rotherham MBC retained ownership of the Rothwell Grange site, developing 44 homes to support social housing needs. The Copeland Lodge site provided a capital receipt of £401,000, and six self-contained one-bed homes for people with learning disabilities and autism are being delivered.

Maximising municipal assets in Codsall, South Staffordshire

Situated in rural Staffordshire, Codsall is a public service centre for surrounding communities, and the home of South Staffordshire District Council. Occupying a large, municipal 1960's building, the council recognised the potential to colocate multiple public services, delivering more integrated, accessible public services, reduced running costs, and a smaller carbon footprint.

One Public Estate (OPE) provided £125,000 to complete an outline business case, and supported partners to develop their initial concept into detailed plans, and then through to delivery.

The Codsall Community Hub opened in July 2022, with the old South Staffordshire District Council headquarters transformed into a vibrant building, hosting 25 organisations across the public, private, and community sectors and providing an integrated, modern, energy-efficient working environment. Partners occupying the Hub include the new library, GP surgery, a nursery, the South Staffordshire NHS Trust, a podiatrist, police, three tiers of local government, plus small businesses and voluntary organisations.

New homes are being provided for Codsall through the sale of surplus council and police owned assets, which generated over £3.4 million in capital receipts for local reinvestment. In addition, partners are collectively saving over £500,000 in running costs over a ten-year period. In recognition of the project's achievements, a Gold award for asset management and regeneration was received at the national iESE (Improvement and Efficiency Social Enterprise) 2022 event.

The OPE approach has become embedded amongst local partners. The partnership working that developed through the Codsall project has directly led to the police, NHS and county council estate teams reviewing and aligning their asset strategies.





Relocatable modular homes in Dorset

With predominantly rural environs, Dorset Council and the NHS struggled to find the right supported living accommodation to meet the needs of those with disabilities and mental health challenges. The delivery timescales to construct new homes meant a different solution needed to be found.

While Dorset Council considered redevelopment options for a 1.6 hectares surplus middle school site, One Public Estate supported the council and NHS partners to come together and use an area of the school site as a meanwhile use, providing £115,000 for feasibility and technical work to bring relocatable modular homes onto the site.

Using this innovative solution means the modular homes can be moved and used on other surplus public sector land sites with potential for meanwhile use in the future, once permanent homes have been built on the school site. In addition, the modular homes are tech-enabled to provide the optimum support and accessibility for the residents, and importantly could be delivered where they are needed at pace.

The 18 new modular homes welcomed their first residents in summer 2020, an incredible achievement around 12 months after receiving OPE support.

Award winning design in Brighton, East Sussex

With pressing housing needs from population growth in a place constrained by the sea and topography, Brighton and Hove needed to explore using challenging brownfield sites to meet local housing needs.

The council received £144,000 of Brownfield Land Release Funding for ground works to address contamination, and to resolve 35 complex party wall issues on the site of three former car parks in the North Laine area.

Working in partnership with the Guinness Trust, 12 new council homes were constructed. The award-winning scheme has resolved issues of graffiti and anti-social behaviour on the former car parking sites, and has provided wider regeneration benefits for the community.





Transforming Northwick Park

Owning adjacent landholdings at Northwick Park, Brent Council, London North West University Healthcare NHS Trust, the University of Westminster and Network Homes came together to unlock a 12.45 hectare area. The partnership shared a vision to secure Northwick Park's future by delivering a first-class, modernised university hospital, improved transport links, good quality affordable homes and jobs for local people.

One Public Estate (OPE) provided support to bring the partners together and adopt a collaborative, strategic approach, which saw the partners act as one entity to bring forward ambitious proposals that met joint and individual aims. OPE also provided £530,500 for masterplanning, infrastructure planning and development advice.

Planning consent has been achieved for the first phase of housing, and the new Spine Road. Construction has commenced on the new Spine Road, and a land transfer has taken place between Network Homes and the Hospital Trust, realising a capital receipt for the NHS Trust. As part of the project, the NHS Trust has secured planning consent to build a new energy centre to reduce carbon emissions at Northwick Park Hospital by over 2,500 tonnes annually and deliver a minimum guaranteed saving of £25.5 million over the next 15 years.

In April 2023, Network Homes commenced a joint venture with Countryside Partnership to begin construction of 654 new homes, of which 323 are affordable, as part of the first phase. The overall regeneration of Northwick Park will eventually provide 1,600 homes, 800 student bedspaces, 8500sqm of new sports facilities, 17,800sqm of modern academic space and 5000sqm of commercial/retail space delivered over multiple phases.

Continuing support for collaboration

The One Public Estate (OPE) model, built on local and central government and wider public sector collaboration through the medium of local OPE partnerships, and the wider ethos of public property as a transformation enabler, means it is an effective and efficient way to collaborate across the public sector. Alongside the 13 government departments involved in OPE, over 98% of English councils are engaged in the OPE journey.

Post pandemic, the needs and ambitions of places continue to evolve, and decisions about how public services are best delivered provide opportunities to further transform the public estate. The OPE programme continues to support public bodies to consider how public estate collaboration can transform places, regenerate communities, boost local economies and provide new homes.



Fellowship Square, Waltham Forest, opened Summer 2021



Discover OPE

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