

# ONE PUBLIC ESTATE

APRIL 2016

## INVITATION TO APPLY



Cabinet Office





The One Public Estate programme received a double funding boost in 2015: £6 million from the Summer Budget, and a further £31 million from the Autumn Statement. This will enable us to extend the programme to more councils and continue to support current members.

This prospectus:

- invites areas not currently part of the programme to apply to join
- invites existing partnerships to apply for additional support and funding to expand their current programmes and deliver greater benefits
- provides an outline timetable for future application and funding rounds.

One Public Estate (OPE) is a pioneering initiative delivered in partnership by the Cabinet Office Government Property Unit (GPU) 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.

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 – whether that's catalysing major service transformation such as health and social care integration and benefits reform, unlocking land for new homes and commercial space, or creating new opportunities to save on running costs or generate income. This is encompassed in four core objectives:

1. creating economic growth (new homes and jobs)
2. more integrated, customer-focused services
3. generating capital receipts
4. reducing running costs.

## Growing a national programme

OPE began as a pilot programme with 12 pilot areas in 2013. In 2014, a further 20 pilots were successful in joining the programme. Together, these 32 partnerships have shown that with the right expertise and support, a small investment can unlock significant benefits in service transformation, local growth and efficiency savings.

In December 2015, the Government announced a major expansion to the OPE programme. Backed by £6 million funding announced at the Summer Budget 2015, 107 local authorities working in 24 partnerships successfully joined the programme. These partnerships have developed a wide range of land and property-focused projects. Together they expect to deliver 16,500 new homes, 36,000 new jobs, raise £138 million in capital receipts and save £56 million in running costs over the next five years.



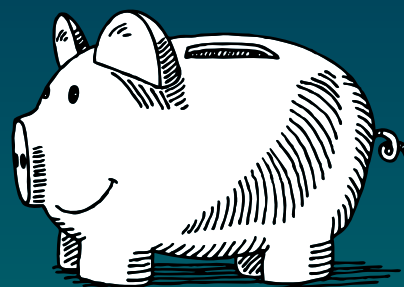
## Learning together

Whilst growing the programme, we continue to reflect on new and recurring lessons. Here are the ones we have found most valuable:

- Early engagement on planned disposals is critical to securing the best future use of public sector assets. OPE property boards play a central role here.
- Seeing property as a strategic asset can reap significant rewards. It can be an effective catalyst or enabler for reforms such as health and social care integration, benefits reform and digitisation; and for local economic growth.
- Local priorities should be the driver with property the facilitator to achieving goals.
- Councils are at the heart of successful delivery – they have the democratic legitimacy, dedicated interest and breadth of responsibilities to lead local partnerships.
- It isn't easy work. Partnerships and property require strong leadership and investment of time, energy and patience as much as cash.
- The biggest wins can only be achieved by working on a larger scale. Consider where working across a wider area could unlock larger-scale benefits.
- All ambitious schemes come up against hurdles; at times only central government has the ability to overcome them.

# £56 million

Reduction in running costs.



# £138 million

Generated in capital receipts.



# 36,000

new jobs.



# 16,500

new homes.



## Moving forward

We are looking to build a national programme on the successful foundations of earlier pilot phases. This means new partnerships will continue to record and map assets, establish property boards to bring together public sector partners, and agree and implement joint projects. We also retain the philosophy of cross-public sector working on land and property to unlock major service transformation and/or economic growth priorities locally.

We are inviting partnerships to apply, putting forward **ambitious** and **credible** work programmes to be delivered in collaboration with other public sector partners in the area. Applicants must clearly set out how they will deliver the core OPE objectives (see p2).

In particular, new applicants should also consider how the programme can support their wider service transformation and economic growth priorities, eg sub-regional level health and social care integration, unlocking major economic growth opportunities, etc. They should also set out how they see OPE and the property board aligning with wider activity such as devolution deals, including any Land Commission or joint assets board.

## Operating in and shaping a new public land and property landscape

Over the past year government departments have announced major transformation programmes. Each of these will have an impact on public land and property both nationally and locally, and represents an opportunity for future collaboration. Existing and prospective partnerships should be aware of how these initiatives play out locally and consider how they might form part of their OPE work programme.

- Her Majesty's Revenue and Customs (HMRC) announced in December plans to slim down to 13 regional hubs: <https://www.gov.uk/government/news/hmrc-announces-next-step-in-its-ten-year-modernisation-programme-to-become-a-tax-authority-fit-for-the-future>
- The Ministry of Justice announced in February plans to close 86 courts and tribunals (see p 25-7): [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/499518/national-consultation-document.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/499518/national-consultation-document.pdf)
- The Ministry of Defence plans to publish its Footprint Strategy in the autumn. Ahead of this, it announced details of 12 surplus sites in January and a further 10 sites in March: <https://www.gov.uk/government/publications/national-security-strategy-and-strategic-defence-and-security-review-2015> <https://www.gov.uk/government/publications/mod-estate-rationalisation-plan>



- The Education Funding Authority is leading work to open 500 free schools by 2020. It is seeking to work with councils to identify suitable sites: <https://www.gov.uk/government/collections/school-capital-expenditure-and-funding>
- The NHS has just completed around 170 estates strategies and over the coming months details of surplus land will be announced. The Department of Health and NHS England have also initiated a Provider Engagement programme supporting NHS trusts and foundation trusts to identify opportunities to unlock the value in their estate: <https://www.communityhealthpartnerships.co.uk/strategic-estate-planning>
- The Department for Work and Pensions have a PFI contract terminating in 2018, and are reviewing future options across their 800 offices. The Autumn Statement underlined the department's commitment to more co-locations with local authorities (see paragraph 2.43): [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/479749/52229\\_Blue\\_Book\\_PU1865\\_Web\\_Accessible.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/479749/52229_Blue_Book_PU1865_Web_Accessible.pdf)

## The offer

- For partnerships to deliver an ambitious and credible programme of work, we are offering funding of up to £500,000 per partnership to:
  - build effective partnerships and/or capacity in your area
  - fund project management expertise to drive and coordinate across your programme
  - support partners to unlock progress on more complex or ambitious projects
  - optimise outputs where, for example, a large central government site is released.
- Practical LGA and GPU support including barrier-busting and sharing good practice.
- Technical support from analysts and data experts, including on recording, mapping and benchmarking.
- Access to senior central and local government experts.
- Access to a Ministerial Star Chamber to help overcome barriers to delivery.
- Facilitated Opportunities Workshops to identify new projects to take forward.
- Continued development of government policy to assist local delivery.
- A pool of experts to provide additional support and capacity, for example on masterplanning, feasibility work, business case development, cost evaluation, etc.

In addition, we encourage those on the programme to get involved in helping shape some of the new tools announced in the Autumn Statement and being taken forward through the Housing and Planning Bill to ensure they are fit for purpose and support delivery of OPE projects on the ground. This will include contributing to the development of:

### Housing and Planning Bill

- **A duty to engage** – this puts a legal duty on government departments to engage with the relevant local authority as they are developing proposals to dispose of land.
- **Strengthening the Right to Contest** – by allowing the Power to Direct Disposal of Land to be used in a wider range of circumstances.
- **New reports on efficiency and sustainability of local government buildings and on surplus land** – these will provide a standard format for assessing local government estates, providing a basis for benchmarking for those wishing to do so. They will also introduce a more objective measure of surplus land and require bodies to publish details of land held surplus for two years (six months for residential property) and the reasons why.

### In policy development

- **A priority purchaser status for councils** – giving those who can make the case greater access to surplus government land at market value to unlock local growth.



# SECTION A

## The application process for new areas/partnerships

Those applying to join the national OPE programme are particularly encouraged to partner with neighbouring local authorities to form a larger partnership. This may be an existing or emerging combined authority area or other sub-regional cluster. The partnership structures are for you to decide. Applications from individual councils with credible programmes that will bring about significant transformation locally are also welcome.

**Successful applicants will have ambitious programmes and credible delivery plans. They will clearly show how proposals will deliver core OPE objectives (see p2).**

## Pre-selection criteria

Applicants must:

- name all local authority partners and identify a lead local authority
- name other partners from central government, the wider public sector and beyond
- by **6 May 2016** submit an **expression of interest** (see below)
- commit to produce a final **services and assets delivery plan** by **29 July 2016**, setting out your programme and benefits in each of the next five years from being part of OPE
- commit to completing the following by end December 2016:
  - record all land and property assets owned by partnership authorities (except social housing stock) and public sector partners on the ePIMS Lite system
  - have in place an effective board, bringing together partnership members and wider public sector partners who will help to drive your plans. Local authority only boards are unlikely to suffice. Local enterprise partnerships (LEPs) will be crucial players in this engagement – they will be key co-investors in your plans
  - provide information on the estimated value of all local authority owned land and buildings within your partnership area
  - make details of all land and property owned by the partnership publicly accessible including in authorities' statutory annual reports.

## Process and timetable

New applicants will complete a two stage application process as follows:

By **6 May 2016** you must submit an **expression of interest** setting out succinctly (maximum eight sides A4, minimum font size 11) why you should receive the funding and support offered by the programme. It should:

- Confirm your commitment to meeting the pre-selection criteria set out above.
- Set out the key projects you plan to focus on. Together, they should have the potential to radically transform your place and/or how your partnership goes about its business.
- Outline the likely benefits your partnership expects to deliver in each of the next five years through OPE: jobs created, new homes, capital receipts raised, running cost savings, and investment income. It should also set out how services will be transformed.
- Identify the assets you expect to see in play. These will need to be assets owned by more than one partner. Applicants are encouraged to put forward plans which bring in assets owned by other public sector bodies locally and support the delivery of central government's transformation programmes.
- Explain why you need support from the programme to progress your plans and how you plan to use funding.
- Set out the costs of this first stage of work.



By **10 June 2016** we expect to inform partnerships of the outcome of stage 1 of the application process. Successful applicants will receive up to £50,000 and support from regional advisors to develop and finalise your services and assets delivery plan – see right.

By **29 July 2016** you must submit a final services and assets delivery plan which includes:

- a plan for how your partnership will meet all pre-selection criteria by December 2016
- a detailed project plan for each project set out within your application
- the ‘early wins’ your partnership aims to achieve (ie in years one and two)
- a detailed evaluation of your proposal including an evidence base for these outputs
- a revised cost plan showing how all funding will be spent with a timeline.

Successful applicants will have an ambitious, credible, evidence-based Services and Assets Delivery Plan. If successful your partnership/council will receive an allocation of funding. We reserve the right to partially fund bids.

Once on the programme, your partnership will be eligible to bid for further funding to deliver additional projects and benefits throughout the programme. We also plan to invite new areas to apply in September 2016 and March 2017 – see right for outline table.

## Application process and timetable for new partnerships/councils seeking to join

Application stage	April 2016	September 2016*	March 2017*
Expressions of interest open	8 April	2 September	7 April
Expression of interest deadline	6 May	7 October	5 May
Decision on expressions of interest (stage 1). If successful, awarded up to £50,000	10 June	28 October	9 June
Final services and assets delivery Plan (stage 2) deadline	29 July	16 December	28 July
Decision on final applications – if successful, join OPE and awarded up to £500,000	23 September	27 January	22 September

\* Outline timetable



The OPE programme has regional teams who will be on hand to support you to develop your application. Contact details are at the end of this prospectus.

**Completed applications should be submitted by email to:**  
**onepublicstate@local.gov.uk**



# Your application

Applicants will be expected to provide an overview of their programme of work, the partners involved and a clear timetable of project outputs.

Applications will be assessed by the One Public Estate Programme Board. Applicants should be advised that higher scores will be given to ambitious and credible proposals over applications based on marketing material and applications used to apply for other initiatives.

Consideration will also be given to:

- ability to meet all pre-selection criteria within the time frames set out above
- clear timetable of outputs, including early wins in years one and two
- clear additional outputs including: new homes and jobs, capital receipts raised, reduced running costs, investment income and service transformation
- commitment to working in partnership with other public sector bodies, including neighbouring councils, LEPs and central government.

Selection Phase	Criteria	Weighting
Pre-selection criteria	Applicants must set out the partnership, name its lead authority and commit to fulfil the requirements above by 29 July and the end of December.	Pre-selection criteria must be met
Written application	<b>Strength of partnership arrangements</b> <ul style="list-style-type: none"><li>• Does the application clearly set out how the partnership will operate?</li><li>• Does the application show how the partnership proposes to deliver outcomes together with central government and/or wider public bodies?</li></ul>	25 per cent
Written application	<b>Delivery plan</b> <ul style="list-style-type: none"><li>• Does the delivery plan clearly detail the key programmes/projects the partnership will look to deliver?</li><li>• Does the application clearly identify the assets across a range of public bodies that will be key to successful delivery?</li><li>• Does the programme deliver major service transformation and/or economic growth across the partnership area?</li><li>• Does the application demonstrate clear and achievable outputs, broken down by year?</li></ul>	50 per cent
Written application	<b>Schedule of costs</b> <ul style="list-style-type: none"><li>• Does the application clearly justify requested funding and set out how it will be used to deliver projected outputs and benefits?</li><li>• Does the application clearly break down areas of spend?</li><li>• Does the application provide a programme management cost?</li></ul>	25 per cent

**The application must be signed off by the lead authority's s151 officer or chief executive.**

An open day to discuss applications will be held on **28 April 2016** at **Local Government House, Smith Square London, SW1P 3HZ**. Please email [onepublicestate@local.gov.uk](mailto:onepublicestate@local.gov.uk) for details if you wish to attend, and we will be in touch with further information.



SECTION B

Application process and timetable for existing OPE members

The application process for existing OPE members

Existing OPE members are also invited to bid for further funding and support to deliver additional projects and benefits. Where this is a modest bid with an existing partnership, applicants will follow a streamlined process – see right. Where there is a substantial bid and/or expansion in the partnership applicants will follow the process set out in Section A. OPE regional teams can advise on the appropriate application route and will work with partnerships to develop bids.

Application stage	April 2016	September 2016*	March 2017*
Invitation to apply for additional funding to expand programme	8 April	2 September	7 April
Deadline for appendix to service and assets delivery plan (developed in partnership with OPE regional teams)	3 June	28 October	2 June
Decision – if approved, funding allocated and MoU revised	29 July	16 December	28 July

\* Outline timetable





# Your service and assets delivery plan appendix

Existing OPE members should set out succinctly what additional projects and outputs will be delivered, the timetable and what additional funding and support is requested.

Submissions will be assessed by the One Public Estate Programme Board. Higher scores will be given to ambitious and credible proposals. Consideration will also be given to:

- projects that involve a range of public partners and deliver OPE core objectives
- new projects that have not previously received OPE funding or existing projects that have been significantly developed in scope with a demonstrable increase in outputs
- clear projected benefits including new jobs, homes, capital receipts raised, reduced running costs, investment income and service transformation
- a strong track record of OPE engagement and delivery.

## Contacts

For support and advice whilst developing your OPE application, or for further information on the programme please contact your OPE regional team:

### Region: North West, West Midlands

**Jayne Traverse**  
jayne.traverse@local.gov.uk  
07464 652 847

**Martin Connor**  
martin.connor@cabinetoffice.gov.uk  
07803 575 993

### Region: North East, Yorkshire and Humber, East Midlands

**Michael O'Doherty**  
michael.odoherty@local.gov.uk  
07464 652 905

**Susan Betts**  
susan.betts@cabinetoffice.gov.uk  
07736 846 786

### Region: East England, North London

**Craig Egglestone**  
craig.egglestone@local.gov.uk  
07824 371 718

**Liz Wigley**  
liz.wigley@cabinetoffice.gov.uk  
07841 800 771

### Region: South West

**Mike Brough**  
michael.brough@local.gov.uk  
07917 085 149

**Martin Connor**  
martin.connor@cabinetoffice.gov.uk  
07803 575 993

### Region: South East, South London

**Mike Brough**  
michael.brough@local.gov.uk  
07917 085 149

**David Francis**  
david.francis@cabinetoffice.gov.uk  
07834 106 887

Applications must be signed off by the lead authority's s151 officer or chief executive.

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**onepublicestate@local.gov.uk**





**Local Government Association**

Local Government House  
Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000  
Fax 020 7664 3030  
Email [info@local.gov.uk](mailto:info@local.gov.uk)  
[www.local.gov.uk](http://www.local.gov.uk)

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please contact us on 020 7664 3000.  
We consider requests on an individual basis.

