

Greater Brighton One Public Estate. Expression of Interest

Criteria 1: Confirmation of our commitment to meeting the pre-selection criteria.

On behalf of Brighton & Hove City Council we confirm that we commit to meeting the pre-selection criteria set out on page 5 of the One Public Estate Invitation to Apply (April 2016).

Participating local authorities

The local authorities that will participate in the Greater Brighton One Public Estate are:

- Brighton & Hove City Council (lead authority and accountable body for the Greater Brighton Economic Board and Property Board)
- Worthing Borough Council
- Adur District Council
- Mid Sussex District Council
- Lewes District Council

N.B.

- If the first stage application is successful full approval will be sought from the Greater Brighton Economic Board to submit the second stage by 29 July 2016. The participating local authorities are all members of the Greater Brighton Economic Board.
- The Coast to Capital Local Enterprise will play a central role in the Greater Brighton One Public Estate Initiative.
- The Homes & Community Agency have indicated their commitment to participating and supporting the Greater Brighton Property Board and One Public Estate Initiative
- Details of wider public sector partners are detailed below.

Greater Brighton City Region

Greater Brighton is made up of the local authority areas of Brighton & Hove, Adur, Worthing, Lewes and Mid Sussex. It is a true functional economic area of around 700,000 people and 32,000 active businesses. We have significant national and international connections: situated less than one hour from London and 30 minutes from Gatwick (and therefore the world) and with two ports – Newhaven and Shoreham – providing connections to France and mainland Europe.



Greater Brighton City Region

- Diverse, innovative and culturally-rich
- Coastal, urban and rural landscapes
- Globally connected
- True functional economic area with 700,000 people and 32,000 active businesses
- £2.68 billion of local authority assets
- Greater Brighton City Deal agreed in 2014
- £1,6bn Greater Brighton Investment Programme
- Devolution proposals with ambition to deliver 22,000 homes and 455,000 sq m of employment space
- A unique opportunity to exemplify new ways of working, new ways of living and new ways of governing

Our Governance: Greater Brighton Economic Board

We already have in place an effective Greater Brighton Economic Board which brings together partnership members and wider public sector partners who will help to drive our plans. The Greater Brighton Economic Board brings together the Leaders of the local authorities of the Greater Brighton City Region, alongside the Coast to Capital Local Enterprise Partnership, University of Brighton, University of Sussex, FE Colleges, South Downs National Park Authority, and Business Partners. Through the One Public Estate initiative we would aim to build upon this success through the creation of a Greater Brighton Public Sector Property Board.

With the signing of the City Deal in 2014, the strategic economic agenda of the region is led by the Greater Brighton Economic Board. Greater Brighton is an established entity with formal governance arrangements built on strong collaborative relationships between partners. We have excellent foundations upon which to build with our experience of the City Deal; Coast to Capital's Growth Deal; and our strengthened Greater Brighton Economic Board as the mechanism for strong delivery. Through our devolution ambitions we are determined to drive sustainable economic growth across the region. We have a detailed understanding of our existing economy (and the barriers and challenges to increased productivity) and an ability to have "grown up" conversations between the key players across the region to shape priorities and target interventions.



Criteria 2: key projects we plan to focus on: Greater Brighton One Public Estate

Through this expression of interest the Greater Brighton Economic Board will commit to:

- The Greater Brighton Economic Board, through its participating local authorities will act as a **leader of place for public land and property**. Our Economic Board will oversee the Greater Brighton Property Board to ensure that the work of our One Public Estate initiative is aligned to our strategic growth and public service reform strategies for Greater Brighton. It will ensure that councils are at the heart of successful delivery and give the Property Board democratic legitimacy. The governance of the Economic Board will ensure strong leadership and investment of time, with senior-level buy-in from all public partners.
- We will establish an effective **Greater Brighton Property Board** that will build upon our existing successful Public Sector Property Group, to oversee delivery of our One Public Estate programme plans. The objectives of the Greater Brighton Property Board will encompass the core objectives of the One Public Estate Initiative to:
 1. creating economic growth (new homes, jobs and employment space)
 2. more integrated, customer-focused services
 3. generating capital receipts
 4. reducing running costs.

The Greater Brighton Public Sector Property Board will take a strategic approach to land and property assets to enable early engagement on planned disposals to secure the best future use of public sector assets. Engagement and involvement of Government Departments such as MoD, NHS Property and DWP and the HCA would strengthen delivery. This will include the development of:

- Detailed locality plans with feasibility and viability studies to deliver new housing and employment space
- Master planning
- The development of joint property vehicles
- 3D digital mapping

- We have begun to develop our **Greater Brighton One Public Estate Work Programme** which focuses on delivery of outputs. We will complete this services and assets delivery plan by 29 July 2016, setting out our programme and benefits in each of the next five years from being part of OPE.
- We have already recorded all of our local authority assets on the **ePIMS public sector asset database** system and our wider public sector partners will commit to adding their assets to the database.
- We will work towards making details of all land and property owned by the partnership **publically accessible**.
- We will provide details of current surplus land and land which is expected to become surplus or redeveloped as part of this programme.

Strengthening our Governance for One Public Estate: Greater Brighton Public Sector Property Board

Through the One Public Estate initiatives we will establish an effective Greater Brighton Property Board which would report directly to the Greater Brighton Economic Board and would build upon the city's successful Public Sector Property Group. It is proposed that the membership of the Greater Brighton Property Board would include (to be confirmed):

- Brighton & Hove City Council:
- Adur District Council
- Worthing Borough Council
- Lewes District Council
- Mid Sussex District Council
- Coast to Capital Local Enterprise Partnership
- Brighton & Hove Clinical Commissioning Group
- Coastal West Sussex Clinical Commissioning Group
- Brighton & Sussex University Hospitals
- Sussex Community NHS Trust
- Brighton & Hove City Management Board
- East Sussex Fire & Rescue Service
- Department for Work & Pensions
- SPACES (Strategic Property and Collaboration in East Sussex)
- MoD
- Sussex Police
- City College Brighton & Hove
- University of Brighton
- University of Sussex
- South East Coast Ambulance Service (SECAMBS)

Criteria 3: Benefits our partnership expects to deliver through Greater Brighton One Public Estate.

Through the Greater Brighton One Public Estate Initiative, we would commit progress of the development of a work programme which would focus upon the delivery of housing and employment space and would set out a programme of action over the next five years, aligned to the Greater Brighton Investment Programme and Devolution proposals (Appendix 2). As part of developing our devolution proposals we have identified the public sector land and property assets that that could be progressed through the One Public Estate Initiative over the next 5 years, as part of supporting Greater Brighton's ambition to deliver 22,000 homes and 455,000 sq m of employment space over the next ten years.

The work programme would also set out jobs created, capital receipts raised, running cost savings, and investment income. It will also set out how we would build upon the transformation of public services that is already taking place through the city's Public Sector Property Group (Appendix 1). The project is currently in the design stage but it would seek to deliver the following broad outputs alongside the delivery of new housing and employment space:

- Revenue savings: reduced running costs from better utilisation and more cost effective buildings
- Capital and/or income generation through sale of land and construction of homes and employment space
- Service redesign around customer contact and moving to community hub models (for example Sussex Police, Brighton & Hove CCG and city voluntary sector advice services all located alongside city council services in Hove Town Hall)
- Creation of joint property vehicles to maximise delivery of new homes
- Growth: stimulating economic growth through new housing, helping to attract and retain staff through intervention in the housing market, and creating job opportunities

A snapshot of some of the sites that could be included in our Greater Brighton One Public Estate Work Programme (tbc) is below:

Public Sector Land or Property Asset	Public Sector Owner	Potential number of housing units	Potential sq m of employment space
Preston Barracks, Lewes Road, Brighton	University of Brighton / Brighton & Hove City Council	350	7,000
Whitehawk Library, Brighton	Brighton & Hove City Council	57	0
Adur Civic Centre	Adur District Council	75	
Teville Gate	Worthing Borough Council	260	

Public Sector Land or Property Asset	Public Sector Owner	Potential number of housing units	Potential sq m of employment space
King Alfred, Kingsway	Brighton & Hove City Council	570	0
New Monks Farm	Adur District Council	600	
City College Pelham Street	City College, Brighton	125	Academic floorspace
Police Station, Edward Street Brighton	Sussex Police	80	
Edward Street Job Centre, Edward Street	DWP	30	3,000
Brighton General Hospital, Elm Grove	NHS Property	200	
Patcham Court Farm	Brighton & Hove City Council	0	6,500
Grafton Multi-Story	Adur District Council		
Robinson Road Depot	Lewes District Council	80	
Dyke Road Barracks, Brighton	MoD	80	
New England House	Brighton & Hove City Council	0	7,000
Burgess Hill Station	MSDC and Network Rail	150	Employment space provided
Durrington Station	HMRC and CCG	326	3,500 B1c

N.B The above table represents a snapshot of our emerging delivery plan.

Criteria 4: How will services be transformed?

Making the most of Greater Brighton's land and property assets

Across the Greater Brighton city region there are a number of opportunities to make land and property assets 'work harder'. By pooling sites across the region and aligning leadership and vision there is the potential to generate value of a significant enough scale to secure the interest and active involvement of partners in the development of sites with a range of values and potential uses.

By working together with the support of Government, Greater Brighton can begin to deliver enough sites of sufficient quality to secure development where land values are lower or currently underutilised, including brownfield sites. This approach will help to deliver sites that would otherwise not come forward or would be outbid. This would also enable opportunities for housing, employment and businesses expansion in different parts of the region. This could take the form of a Greater Brighton Housing Company as the key delivery vehicle.

Brighton & Hove City Council has a strong track record of meeting our City Plan and Housing Strategy priority of improving housing supply in the city both through direct delivery and working in partnership to enable provision of more new homes to support our growing population and economy. In particular, we have taken a strategic approach to asset management to ensure we are making best use of all our resources to deliver more new homes. Our Housing Revenue Account Asset Management Plan is closely aligned to delivery against key strategic objectives including supporting new housing supply. As a result we continue to unlock council housing land for new council homes through our successful New Homes for Neighbourhoods programme in order to meet the current and future needs of residents. This programme has been progressing well with the first projects completed in July 2015 and February 2016. There are now a further seven projects on site and around 250 homes in the project pipeline.

As outlined in our Greater Brighton devolution prospectus (Appendix 2) we are also exploring this model on Greater Brighton level as part of an assessment of whether a Greater Brighton Housing Company could be the basis of accelerating housing delivery as part of the housing component of the wider Growth Deal.

Potential Special Purpose Vehicle / Joint Venture options we are exploring and seeking support to develop include:

- **Housing Market Intervention** – for the local authority as a potential purchaser/lessee of new accommodation, exploring ways in which we can work in partnership to secure additional housing being brought forward by partners on sites in the City meeting identified local authority needs.

- **Estate Regeneration** – joint venture options to enable estate regeneration and provision of new housing supply on neighbouring Council, public sector partner or registered provider estates.
- **Shared Equity Joint Venture** – based on joint investment pooling the skills and expertise of both partners, together with land and financial resources, in order to deliver new discounted homes with the potential to generate an ongoing revenue stream to the Council / partners subject to preferred borrowing route (PWLB or private finance)

Through a One Public Estate approach we can also maximise the release of surplus public sector land to increase the number of homes being built and drive economic growth. We would seek to create a vehicle such as a Joint Property Board with Government to influence asset development in a way that supports the growth of the region's economy.

Criteria 5: Assets we expect to see in play.

Unlocking potential. Greater Brighton's land and Property Assets.

It is estimated that local authorities of Greater Brighton have a collective land property portfolio valued at **£2.68 billion**. Through the One Public Estate initiative we would work with the full range of public sector partners across the city region to develop a shared understanding of the value of all public sector land and property assets across the city region.

See criteria 3 above for emerging examples of the kinds of assets we would expect to bring into play.

Criteria 6: Why we need support from the programme.

A full cost plan on how the funding will be spent with a timeline will be developed during the first stage of work and will be submitted along with the final services and asset plan on 29 July 2016.

Support we are likely to need from the programme is anticipated to include:

Funding for:

- Detailed locality reviews to identify housing and employment space opportunities and develop detailed feasibility and viability studies (business case development, cost evaluation)
- Master Planning studies and development of planning applications
- 3D digital mapping for locality studies and master planning to demonstrate the ambition of the One Public estate work programme
- Development of Joint property ventures
- Project management to deliver the Greater Brighton Property Board's work programme

LGA and GPU support needed from the programme is likely to include:

- Technical support
- Access to central government experts

Criteria 7: Costs of this first stage of work.

The first stage of work will involve the following costs:

• Project Management to establish the Greater Brighton Property Board and develop work programme	£25,000
○ The project management will develop:	
▪ Terms of reference and operational arrangements for the Greater Brighton Property Board	
▪ A detailed project plan with 'early wins' that the Property Board will aim to achieve	
▪ Detailed evidence base for outputs in our proposals	
▪ A detailed cost plan show the funding will be spent with a timeline	
• Two facilitated workshops to build an effective Greater Brighton Property partnership	£ 5,000
• High level locality GIS mapping of Greater Brighton Land & Property assets	£15,000
• Development of communications and marketing strategy for Greater Brighton Property Board	£ 5,000
Total costs for first stage work	£50,000

Appendix 1.

Interface and alignment with other One Public Estate Bids within the Greater Brighton city region

This Expression of Interest from Greater Brighton Economic Board bid brings partners together at a wide scale across the whole of the Greater Brighton City Region. The programme aims to build capacity at a strategic level to deliver sufficient housing and employment space, to develop a balanced regional economy with new housing supporting local employers and growing businesses.

Worthing Borough Council has also submitted an expression of interest addressing a specific issue local to Worthing. Worthing Borough Council's Expression of Interest requests One Public Estate support to bring together a range of local partners to enable and support a challenging project that will deliver a new model of practice for health and social care in Worthing by co-locating 6 existing health care services on one new premises, and will contribute to Worthing Town Centre's ambitious plans for regeneration by delivering new facilities and new homes. The Greater Brighton Economic Board has identified the regeneration of Worthing Town Centre to be a key priority for the City Region and is fully supportive of this local scale programme.

Worthing Borough Council fully supports the Greater Brighton One Public Estate programme and will be an active member in the proposed Greater Brighton Property Board.

Appendix 2.

Alignment with Greater Brighton Investment Programme and Devolution proposals

Delivering new housing and employment space is central to supporting and facilitating all aspects of growth. We want to accelerate housing and employment space delivery across Greater Brighton. This will help to develop a balanced regional economy with new housing supporting local employers and growing businesses.

To ensure our growth ambitions can be realised, we intend to accelerate and surpass our planned supply through an ambitious devolution deal that will deliver 22,500 new dwellings over the next decade (a 55% increase on the current average rate of housing completions) covering a mix of types and tenures, and 455,000 sq m of employment space.

To help deliver our ambition we need to take a fully joined up approach to the identification of land and assets which can be brought forward. Across the region there are a number of opportunities to make land and property assets 'work harder'. We have already identified a number of significant growth sites and developments which we will bring forward. We need to go further. By pooling public sites across the region and aligning leadership and vision there is the potential to generate value of a significant enough scale that we could secure the interest and active involvement of development partners in the development of for sites with a range of values and potential uses.

Our objectives within our devolution proposal are:

1. To increase the number of identified opportunity sites, including a new drive to pool public land and assets from across all partners – local and national - which could be used to provide new homes and employment space.
2. To unblock and accelerate their delivery by creating new mechanisms and vehicles that will allow these sites to be brought forward within the short to medium term.
3. To ensure schemes get delivered by establishing investment and funding vehicles.

To meet our objectives, through our devolution proposals we have offered to:

- Develop a Greater Brighton Housing & Property Investment Plan – in conjunction with Coast to Capital LEP – to provide a strategic delivery plan to deliver more housing and employment space across the region.
- Create a Greater Brighton Property Board, building upon our existing Public Sector Property Group, comprising all relevant Government departments with other public sector bodies and the HCA, with a clear remit to promote and secure development.
- Maximise housing delivery by building upon the work of the Greater Brighton & West Sussex Strategic Planning Board and the award winning Greater Brighton and Coastal West Sussex Local Strategic Statement by undertaking updates and reviews. This will allow long-term opportunities to be explored for meeting unmet housing needs and the identification of delivery mechanisms including updates to the local strategic statement and local plan reviews. Share planning expertise across the Greater Brighton Area on delivering strategic development sites.
- Identify a number of public sector sites where development could be bought forward quickly to deliver new homes and employment space.
- Establish a Greater Brighton single approach to a brownfield sites register building on and extending Greater Brighton Property Board (demonstrating a commitment to release public land) and the Public Sector Property Group approach used in Brighton & Hove.

- Develop collaborative public/private approaches to unlock housing and employment land through institutional investment vehicles. This could include the Greater Brighton Housing Company as a key delivery vehicle and a public sector property group that reports to the Land Commission that works to release public buildings and sites for redevelopment. .
- With Coast to Capital, put forward for Growth Deal funding a small number of fast delivery prioritised sites which can deliver homes and employment space in the next five years.

Appendix 3.

Building upon existing partnerships: Brighton’s Public Sector Property Group

Through the One Public Estate initiative we would aim to build upon the progress that has been made with the city’s public sector property group but extend this across the Greater Brighton city region. The City’s Management Board (CMB) is engaged on strengthening and focusing the totality of public service delivery within Brighton & Hove. The board is made up of the key public service decision makers in the city in order to focus on delivery improvements city-wide.

The Public Sector Property Group was mandated in 2014 with leading on an identified priority for the City Management Board: *‘Making the best use of our limited availability of land’*. The Public Sector Property Group meet to take a collaborative approach to assets in the city. Projects undertaken by the group have lead to more integrated services, co-location and sharing of space. The group monitors partner’s asset management strategies, which has allowed projects to develop which meet the councils long term strategic objectives as well as their partners. There is a political aspect to this discussion, as land use can easily become politicised. However, there is also an objective discussion to be had on developing our assets and the use of those assets most effectively to deliver the services and outcomes that are required by our city, its residents, businesses and visitors. The issue has been captured in the City Wide Risk Register, again, this is owned by City Management Board.

The current members of the Brighton Public Sector Property Group are:

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| • Brighton & Hove City Council: | • Department for Work & Pensions |
| • Brighton & Hove Clinical Commissioning Group | • SPACES (Strategic Property and Collaboration in East Sussex) |
| • Brighton & Hove Connected | • Sussex Community NHS Trust |
| • Brighton & Sussex University Hospitals | • Sussex Police |
| • City College Brighton & Hove | • University of Brighton |
| • East Sussex Fire & Rescue Service | • University of Sussex |

Success to date includes:

- Redevelopment of Hove Town Hall into an integrated services hub with City Council services, Brighton & Hove Clinical Commissioning Group, Sussex Police, and voluntary sector advice services all co-located.
- Brighton General Hospital: Identification of potential site options, re-provision of services.
- Sharing updates on sites that are in construction such as the development of the new Royal Sussex County Hospital to ensure that impacts of construction such as traffic/ travel, and coordination with other developments are effectively managed.
- Work to identify new sites for South East Coast Ambulance Service (SECAMBS). Joint work undertaken with Spaces Group.
- Implementation of ePIMS: Ensuring a coordinated approach by group members to populating ePIMS.
- Considering the development plan for the Universities: Discussions concerning University plans for expansion, implications of the plans, implications for city plan and for development of affordable housing.
- Future provision of Health and Social care facilities to serve the increasing local population.

Despite the success of the city’s Public Sector Property Group we recognise that 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. We now wish to extend this work across the Greater Brighton City Region.

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