

	<p style="text-align: center;">Cabinet 16 January 2017</p> <p style="text-align: center;">Report from the Strategic Director of Resources</p>
For Information	
One Public Estate Programme in Brent	

1.0 Summary

- 1.1 This Report provides: a briefing on the Council's newly established One Public Estate Programme; governance arrangements; next steps: and proposals for evolving a common public sector estates strategy.
- 1.2 Cabinet agreement is being sought on priorities for next phase OPE projects with a particular emphasis on the fit with delivering the Health Service Transformation Plan.
- 1.3 A detailed summary of Brent's OPE projects is provided, particularly the Northwick Park OPE project, with approval sought to vary the existing Cabinet decision to allow withdrawal of Northwick Park Pavilion from the CAT programme.

2.0 Recommendations

- 2.1 To note the Council's success in obtaining £222,500 of Cabinet Office funding under the One Public Estate (OPE) programme, and the arrangements in hand to successfully deliver the programme.
- 2.2 To consider and agree the list of priority projects for further OPE bids as set out in the report.
- 2.3 To agree the withdrawal of the Northwick Park Pavilion from the Community Asset Transfer Programme.

3.0 Detail

- 3.1 OPE is an 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.

3.2 At its heart, the programme is about getting more from public sector collective assets with 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

3.3 Brent's initial involvement with OPE was via the London Borough of Barnet OPE programme, where amongst a variety of projects, Barnet has been working with Harrow and Brent to look at synergies between public sector ownerships on Borough boundaries; and ways to improve highway and public realm in Burnt Oak and Colindale. This relationship continues.

3.4 With some inspiration taken from the Barnet programme, Brent recognised the potential of the OPE programme to act as a catalyst to co-operative projects with our public sector partners in the Borough. Brent accordingly submitted a bid for OPE's September 2016 funding round.

Brent has been awarded initial funding of £222,500 up to September 2017 with a further commitment of £138,000 from September 2017. The total sum of £360,500 is available in accordance with the table set out below:

Workstreams	2016/17	2017/18	2018/19	TOTAL
OPE Programme Manager	£37,500	£37,500	£0	£75,000
Northwick Park regeneration programme	£66,250	£135,250	£69,000	£270,500
LB Brent Public Sector/Health Review	£7,500	£7,500	£0	£15,000
TOTAL	£111,250	£180,250	£69,000	£360,500

3.5 Accepting this grant fits with the Council's strategic priorities. The Council would likely have chosen to conduct such a programme to maximise the potential value within its buildings but there is now an opportunity to do the work to a higher standard. . Furthermore, One Public Estate's strategic approach should allow partners to not only generate savings and receipts but should also enable re-development of some of the sites.

3.6 Brent's bid also included projects based around: Church End, Vale Farm, and Wembley. Whilst all were recognised by OPE as having considerable potential, they were not awarded funding at the present time, with OPE encouraging working up of more detailed bids, and submission at an appropriate time.

Governance

3.7 Brent's OPE programme will be put into effect via a Brent Programme Delivery Board, chaired by the Director of Resources, and with OPE representation and attendance by Project leads. The purpose of the board will be explicitly to

oversee delivery of Brent's OPE programme, with project groups reporting to the board at each meeting on progress made and signing off on next work phases. The board will also sign off on communication to OPE using the OPE templates, and co-ordinate regular communication to other groupings in the Borough such as the Brent Clinical Commissioning Group.

- 3.8 The Board will report to 'Partners for Brent' which is the borough's Local Strategic Partnership (LSP) - a multi-agency partnership.

Projects

- 3.9 The programme work stream projects will include a Property Group, comprising the appointed project manager and relevant staff from participating public sector organisations with access to the required property knowledge, and tasked with fulfilling Brent's promise to OPE for assembling property data. The group will also lead on the development of a cross public sector strategy, as detailed below.

- 3.10 The work Brent has committed to undertake is detailed at the Appendix attached to this report, but in summary comprises:

- 3.10.1 A data capture exercise to share and publish information on public sector ownership in the Borough.
- 3.10.2 Development of a cross public sector property strategy, evolving from a review of public sector property strategies to identify common themes, and priorities, in order to draw together a common strategy document, and thus identify opportunities for common working or the release of development sites. There will be a particular emphasis on working with Health partners in order to deliver the Health Service Transformation Plan.
- 3.10.3 Northwick Park based around the agglomeration of public sector ownership at Northwick Park, delivering a wide variety of benefits including for example: growth via new homes and development; efficiencies via generation of capital receipts; and integrated services via a new energy centre. Current Partners are: London Borough of Brent, Northwick Park Hospital, University of Westminster, Network Homes Ltd, with anticipated future partners: London Borough of Harrow, Transport for London, Greater London Authority, Care and Commissioning Group (CCG)

Northwick Park Pavilion Community Asset Transfer

- 3.11 It should be noted that the Northwick Park Pavilion is currently included in the Community Asset Transfer (CAT) Programme. There is potential for a joint approach to the provision of sport at Northwick Park, with considerable demand generated by the University and Hospital. The pavilion could play a significant role in such provision. Brent's land holdings at Northwick Park are substantial, but are largely made up of playing fields, and the pavilion is one of the few pieces of built infrastructure that Brent can add to the OPE mix. Accordingly it is proposed that the Pavilion be withdrawn from the CAT programme.

- 3.12 The original CAT proposal was submitted by the Parnell Gaelic Football club (PGFA), and reported to Cabinet on 8th February 2016, when it was resolved to approve the marketing of the Northwick Park Pavilion (Main Hall and Ancillary Areas) as a CAT opportunity for a seven year lease. Discussions have recently been held with the PGFA, who have confirmed their understanding that the Council's position on the CAT is under review, and as an alternative they are prepared to submit a proposal to lease the premises, after suitable marketing by the Council. It is believed that offering a five year lease with an option to determine at the third year would provide sufficient security for the PGFA whilst at the same time ensuring its availability for the wider Northwick Park project.

Future Opportunities

- 3.13 As an enrolled member of the OPE programme, Brent now can submit accelerated bids to subsequent OPE funding rounds. It is proposed to exploit this opportunity to the full, with priorities being:
- 3.13.1 Projects that may be identified as part of the review of property data and strategies, particularly based around work with health partners. In this respect the following sites are identified as having significant potential for successful bids:
1. Central Middlesex Hospital (CMH)
 2. 11-15, Brondesbury Road & Kilburn Square Clinic, and
 3. Willesden Centre for Health and Care
- 3.13.2 Wembley for which Brent had filed an unsuccessful bid, based around the sharing of accommodation and streamlining of operations between Brent, Government and Education Sectors. OPE considered Brent had not shown sufficient ambition in Wembley, which they viewed as an area with huge potential, and a reworked bid is encouraged.
- 3.14 A memorandum of Understanding has been drawn up to provide a framework for the working with partners on the One Public Estate programme.

4.0 Financial Implications

The £361k OPE grant should cover all costs associated with the programme, therefore is no additional impact on revenue from accepting its terms and conditions.

5.0 Legal Implications

- 5.1 Funding is provided under Section 31 of the Local Government Act 2003. A Memorandum of Understanding (MoU) is not a legally binding agreement but does establish how parties intend to work together. The Council will need to satisfy itself that it will be able to meet the operational requirements of the MoU.

6.0 Diversity Implications

- 6.1 None at present. Equalities will be considered as part of detailed implementation of OPE.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 OPE to date in Brent has largely been led by Offices from the Property Service. Brent's funding award includes money for a project management resource. Whilst this money will be utilised flexibly to suit the various needs of the programme, it is likely that it will be dedicated to paying for the time of the property team, whilst the existing workload of these officers will be back filled.

Background Papers

Contact Officers

Tony Nixon
Knowledge and Strategy Manager
Resources
020 8937 1565
anthony.nixon@brent.gov.uk

Sarah Chaudhry
Head of Property
Resources
020 8937 1705
Sarah.Chaudhry@Brent.gov.uk

ALTHEA LODERICK
Strategic Director of Resources

Appendix

Key Projects and activity involved	Outcomes and how it meets programme criteria
<p><u>Data Capture Exercise:</u> Record all property assets owned by partnership authorities (except social housing stock) and public sector partners on the ePIMS Lite system Provide information on the estimated value of all local authority owned land and buildings within the partnership area Make details of all land and property owned by the partnership publically accessible, including in authorities' statutory annual reports Provide details of current surplus land and land which is expected to become surplus or redeveloped as part of this programme.</p>	<p>Fulfil the OPE key requirements in respect of public sector data</p>
<p><u>Public Sector Strategy & Health Review</u> Brent proposes to take the data capture exercise a step further than the simple gathering of data. Brent will work together with its public sector partners to review the various strategies in order to identify common themes, and priorities, in order to draw together a common strategy document. Such a common strategy will help to identify opportunities for common working or the release of development sites. Initial discussions with Health Partners have already flagged up that there is a keen appetite for such an approach based around the Health Estate. This is a key priority for Brent particularly in terms of supporting the NHS Brent Clinical Commissioning Group in the delivery of their Brent Sustainability and Transformation Plan (STP). Brent will look to lobby via OPE for the retention of receipts generated locally, as without this Health Partners potentially will lose much of their motivation for co-operation in the programme.</p>	<p>Review will lead to identification of future opportunities for new capital receipts, homes, jobs, running cost reductions, and inward investment, and will generate opportunities for supplementary OPE bids.</p>

Key Projects and activity involved	Outcomes and how it meets programme criteria
<p><u>Northwick Park</u></p> <p>Working together to rationalise services and resources, and unlock development land to facilitate hospital redevelopment, new homes and improved services for the community.</p> <p>Our bid is to fund:</p> <p>Preparation of an integrated common master plan across The University of Westminster, Northwick Park & St Mark's Hospital, Network Homes land and Northwick Park Open Space, to develop an integrated transport infrastructure across the site, unlocking surplus, previously undevelopable land for mixed use redevelopment, increasing its value, and enhancing access to the entire site. Extensive study of services and resources across the four sites, to develop a strategy for rationalisation, generating revenue savings and freeing up further land.</p> <p>Preparation of a feasibility study for a joint energy centre, serving all partners and exporting surplus energy to the grid, thereby bringing in revenue savings and generating an income.</p> <p>Preparation of a feasibility study of short term, temporary residential accommodation, above existing surface level car parking, until such time as long term redevelopment for housing and other mixed uses is able to proceed. Preparation of a landscape master plan, integrating the university, hospital and Network Homes land, together with the open space.</p> <p>Stakeholders/partners</p> <p>Current Partners</p> <p>London Borough of Brent, London North West Healthcare NHS Trust, University of Westminster, Network Homes Ltd.</p> <p>Anticipated future partners</p> <p>London Borough of Harrow, Transport for London, Greater</p>	<p>Capital receipts</p> <ul style="list-style-type: none"> • Via a landmark residential development of the highest quality, attracting commercial tenants (mini supermarkets, cafes etc.), generating a revenue; and rationalisation and sharing of accommodation will generate further surplus land/capital receipt. <p>Reduced running costs</p> <ul style="list-style-type: none"> • Via a new energy centre will be far more efficient than the existing arrangement, and exporting surplus energy to the grid will generate a revenue stream. • New more energy efficient buildings • Sharing services will reduce running costs • Housing homeless families, significantly reducing the council's costs of putting up families in bed and breakfast. <p>Jobs</p> <ul style="list-style-type: none"> • The new access road and redevelopment of the site will attract larger commercial users creating new jobs locally • Building work. <p>Homes</p> <ul style="list-style-type: none"> • Regeneration of the site will generate significant areas of land suitable for residential development. • Short term potential to create up to a thousand new temporary homes, which could be relocated elsewhere as works progress.

Key Projects and activity involved	Outcomes and how it meets programme criteria
London Authority, Care and Commissioning Group (CCG)	<ul style="list-style-type: none"> • Reduced number of vacant properties, by working with partners to take up any surplus capacity.