

# One Public Estate – Expression of Interest Phase 4

## London Borough of Lewisham One Public Estate Programme, OPE Phase 4 bid – Expression of interest (EOI)

**Lead/organisation:** London Borough of Lewisham

**Sponsor:** Barry Quirk, Chief Executive, London Borough of Lewisham

### 1.0 Introduction

This is a combined expression of interest led by London Borough of Lewisham (LBL) on behalf of; Lewisham CCG (CCG); Lewisham and Greenwich NHS Trust (LGT); South London and Maudsley NHS Trust (SLaM); the Lewisham GP Federation; and Community Health Partnerships (CHP). The partners are fully committed in principle to working collaboratively to deliver the work strands described here within.

LBL, together with stakeholders, are either leading on or involved with 3 key property-focused initiatives with governance arrangements as follows:

- Lewisham Regeneration Initiatives – with the aim of identifying and bringing forward opportunities and strategic sites to support place-making and growth in terms of housing and employment, alongside the service and financial benefits which arise through better use of public assets.
- Adult Integration Programme – programme which aims to achieve greater integration of adult social care and health services in order to improve access to, and equality of health across the Borough of Lewisham, and encourage out-of-hospital care and greater independence.
- Lewisham CCG – Strategic Estate Planning in Lewisham delivering new models of care with a focus on collaboration between key organisations to provide better located and more efficiently utilised facilities, that manages and can better cope with demographic change and population growth across the Borough.

Following various public sector stakeholder events, it has become clear that all three projects have OPE benefits and synergies and there are obvious opportunities, for all parties to pool property assets rather than work in isolation.

The key common drivers for all of the above programmes are integrated health and social care, regeneration, place-making and new housing delivery, collaboration, co-location and shared use of assets and improved health outcomes from the provision of better pathways and facilities. This complements the work already undertaken by the Local Enterprise Partnership (LEP).

If the expression of interest is successful, the stakeholders will bring the above groups together to form an OPE Partnership Board who will commit to submitting a final services and assets delivery plan for 29<sup>th</sup> July 2016.

The public sector property portfolio in Lewisham has been mapped. This data is used regularly by stakeholders as evidenced by various workshops undertaken by the CCG, LGT, CHP, LBL, and SLaM, and has been used as a key source of data for this Phase 4 EOI.

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The partners have agreed to focus on key priority outcomes for the programme such as sharing resources, flexible working opportunities, and implementation of joint public sector projects. In addition, the delivery of housing and jobs are key. Financially the benefits of realising capital receipts and/or revenue generating models will be developed in order to strategically create overall public sector revenue savings.

1.1 The stakeholders have adopted a number of key principles:

- Stakeholders are willing to engage and collaborate honestly, and respect the ‘system’ costs and benefits. They will be flexible in terms of priorities, and property transactions undertaken between parties.
- No stakeholder is detrimentally disadvantaged in terms of cost and resources.
- Not all benefits will be in monetary terms, or equally shared.
- Decision making will not compromise the operational efficiencies and individual objectives of partners.

1.2. LBL are also stakeholders, together with four other local authorities, in a separate bid being led by London Borough of Bexley in respect of a piece of work around depot strategy. The two bids are separate both in terms of the stakeholders involved and types of work streams proposed.

## 2.0 Phase 4 of the London Borough of Lewisham One Public Estate - Programme

2.1 The three programmes need central support to bring them together to transform services as follows:

### OPE Regeneration Initiatives

The Lewisham Regeneration Strategy – People, Prosperity and Places sets out the Council’s vision for the regeneration of Lewisham until 2020, and outlines the new and emerging opportunities from which the residents, current and new, will benefit. This sets out:

- The links to the Council’s wider strategic aims;
- The main development corridor and links that are the building blocks for regeneration both large and small across the borough;
- The ways in which the Council is working to drive growth and transformation of the borough, particularly through the use of its own assets.

Lewisham’s population is due to increase from 286,000 to 318,000 by 2021, and 352,000 by 2031. The Council’s LDF Core Strategy (until 2026) sets out the key growth areas encompassing Deptford, New Cross and Lewisham and Catford Town Centres, and during this period provision is being made for over 17,000 new homes as well as new retail and leisure space in the borough’s highest profile town centres – Lewisham and Catford. The Council is continuing to develop its strategic vision for the growth corridor connecting Lewisham with Catford, with further significant regeneration to come on top of what has already been delivered.

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Under the OPE initiative it is likely that the Council and its partners will seek to identify strategic sites which could deliver significantly both in general regeneration terms and on other objectives set out in this document, but with a focus on delivering housing units and a more sustainable commercial environment, and increased employment opportunities.

The partners are focusing on a number of key areas and will include further detail at the next submission.

## **Collaboration/Integration – Adult Integration**

Lewisham has a well-established adult social care (ASC) and health integration programme. It aims to achieve:

- Better health – by providing access to healthier life choices and styles
- Better care – through providing personalised and co-ordinated health and social care services which promote living independently and in a home of choice whenever possible
- Strong communities – sustaining resilient and caring communities through support of community organisations, volunteers, families and carers to care for the most vulnerable and one another

The programme is governed through a partnership board which includes LBL, including Public Health, LGT, SLaM, Lewisham CCG and the Federation of General Practitioners.

Lewisham GP's are formally federated and work both borough wide and in four designated neighbourhoods. Virtual multi-disciplinary community-based teams of Social Workers, Therapists, District Nurses and Physiotherapists are aligned to each neighbourhood.

The partnership between these teams and GP's is now embedded in and shaping an expanding network of primary care services and local community opportunities to help residents retain their health and independence and only be admitted to hospital when essential.

## **Lewisham CCG – Strategic Estate Planning**

One of the principle threads of the Strategic Estate Planning is to identify and develop Local Care Networks across the Borough, and a more financially sustainable model would support successful completion of this work. The development of LCNs will be the mechanism by which Lewisham responds to the need to change how services are organised and delivered locally. The services available will be proactive, accessible, coordinated and provide continuity; with a flexible, holistic approach to ensure every contact counts. This will be primary care delivered to geographically coherent populations, at scale, whilst still encouraging self-reliance. In Lewisham there are four emerging LCNs; North Lewisham, Central Lewisham, South East Lewisham, and South West Lewisham. There are 4 GP federations, where all practices are members.

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## 2.2 Scope of each project

The biggest opportunities for Lewisham will materialise if all the stakeholders work together. This collaboration will consequently unlock new homes, capital, revenue savings and jobs. It will be prudent to merge the following initiatives into one programme, under the OPE and the central support will enable the key stakeholders to form a formal partnership that will unlock complex and politically sensitive site opportunities.

<b>(i) OPE Regeneration Initiatives</b>	<b>(ii) Collaboration/Integration – Adult Integration</b>	<b>(iii) Lewisham CCG – Strategic Estate Planning</b>
<ul style="list-style-type: none"> <li>• This work will focus on area specific sites with a view to unlocking and bringing delivery forward for regeneration and redevelopment. This will seek to identify opportunities to deliver new homes, employment, fit for purpose operational assets, financial benefits and other key place-making objectives.</li> <li>• Through greater integration and collaborative working between partners, it will also seek to deliver opportunities for co-location (both front line and back office), shared use of assets and integrated service provision. For example the CCG are already negotiating to take occupation of part of the Local Authority HQ.</li> </ul>	<p>The OPE programme would allow purposely designed or renovated spaces in each ‘neighbourhood’ to support this programme through:</p> <ul style="list-style-type: none"> <li>• Priority space for expansion of emergency community based care services, avoiding unnecessary hospital admission;</li> <li>• Space to facilitate new models of hospital discharge and care at home with innovative use of modern technology and aids;</li> <li>• Provision of four ‘neighbourhood touch down spaces’ for professionals and volunteers/carers alike, close to the neighbourhood networks and resources and to where the residents live.</li> <li>• To support preventative, whole population primary care service development; and</li> <li>• Adapted space for Community engagement and initiatives where they are most needed e.g. Children’s Centres.</li> </ul>	<ul style="list-style-type: none"> <li>• This project will initiate the confirmation of the Local Care Networks in Lewisham. LCNs are not intended to be specific buildings, however it is inevitable that hubs (physical assets) will be needed for services and staff.</li> <li>• Priority will be given to reviewing the options for location (using existing public sector land or buildings), physical co-location, better utilisation, dealing with unfit for purpose accommodation in the Borough, maximising the use of existing purpose built facilities, enabling out-of-hospital care, and ensuring that primary and community care infrastructure provide, for example but not exclusively; adequate IT and development, 7-day-access.</li> <li>• An early win would be Waldron Health Centre, building on the work already done to date to achieve colocation of health and LA services, more efficient use the building, and a better understanding of how it will fit within an LCN, and neighbourhood model.</li> </ul>

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## 2.3 Partners and governance

Each project is linked back to an existing programme/initiative/strategy, led by a senior officer from the relevant organisation namely:

- (i) **Lewisham CCG – Strategic Estate Planning** – Martin Wilkinson, Chief Officer, NHS Lewisham CCG
- (ii) **Collaboration/Integration – Adult Integration** – Tim Higginson, Chief Executive, Lewisham and Greenwich NHS Trust, (and SRO for Estates Stream)
- (iii) **OPE Regeneration Initiatives** – Barry Quirk, Chief Executive, London Borough of Lewisham

If the EOI is successful, a Lewisham OPE partnership will be set up, incorporating all of the above workstreams, with an appropriate governance structure.

Stakeholders identified for each project:

<b>(i) OPE Regeneration Initiatives</b>	<b>(ii) Collaboration/integration – Adult Integration</b>	<b>(iii) Lewisham CCG – Strategic Estate Planning</b>
London Borough of Lewisham Lewisham and Greenwich NHS Trust South London and Maudsley NHS Trust NHS Trust	London Borough of Lewisham Lewisham and Greenwich NHS Trust Lewisham CCG South London and Maudsley NHS Trust GP Federations	London Borough of Lewisham Lewisham and Greenwich NHS Trust Lewisham CCG South London and Maudsley NHS Trust GP Federations Community Health Partnerships (CHP)

## 2.4 Financial

Funding will be critical in order to progress and set up project teams to deliver these three initiatives. Without further support and resource these projects will take significantly longer to deliver and run the risk of not proceeding. Workstreams will be required such as; feasibility studies, needs assessments, data analysis, site appraisals, and internal and external consultation. The total bid across all three projects amounts to £500,000.

The following brings together the three projects, showing funding requirements and phased activity.

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<p><b>Workstream's required to achieve the three key property-focused initiatives;</b></p> <ul style="list-style-type: none"> <li>- OPE Regeneration Initiatives</li> <li>- Collaboration/integration – Adult Integration</li> <li>- Lewisham CCG – Strategic Estate Planning</li> </ul>
<p><b>Funding required:</b> £500,000</p>
<ul style="list-style-type: none"> <li>• <b>The workstreams have already developed various site opportunities across Lewisham, however specific surplus sites cannot be declared, or agreed, until the strategy for the LCNs has been completed.</b></li> <li>• Undertake stakeholder engagement and needs analysis for the LCNs. Appraise potential sites / locations for LCN and engagement. Workshop arranged in May 2016.</li> <li>• Identify and provide 'neighbourhood touchdown spaces', with potential link to LCN and hub model.</li> <li>• Feasibility/option appraisals to confirm core public sector assets that can deliver the four OPE core objectives.</li> <li>• Agree surplus land with SLaM, LA, LGT, the GP Federations, and CHP.</li> <li>• Promote community care and out-of-hospital initiatives through development and utilisation of IT innovations.</li> <li>• Agree physical co-location opportunities for administrative and HQ functions, and community engagement initiatives, across the public sector.</li> <li>• Develop models for generating capital receipts or revenue generating options.</li> <li>• Agree strategy with all stakeholders.</li> <li>• Declare surplus land and market.</li> <li>• Deliver full programme, i.e. site decant, architectural surveys, legal support, planning appraisals etc.</li> <li>• Confirm housing numbers to be delivered.</li> <li>• Generate either capital receipts or revenue streams.</li> </ul>

## 2.5 Deliverable/outputs/benefits

<p><b>Deliverables, outputs ad benefits to be delivered by the three key property-focused initiatives;</b></p> <ul style="list-style-type: none"> <li>- OPE Regeneration Initiatives</li> <li>- Collaboration/integration – Adult Integration</li> <li>- Lewisham CCG – Strategic Estate Planning</li> </ul>
<p><b>Deliverables &amp; Outputs</b></p> <ul style="list-style-type: none"> <li>• This exercise will go some way to contributing to the Councils target of a minimum of 17,000 new homes.</li> <li>• A programme for site disposal and related capital and revenue generating benefits. We will have a clear service provision for LCNs that define location, size, and occupants.</li> </ul>

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- Development of facilities and technology, and greater integration of services within the four designated neighbourhoods that will support service drivers.

## Benefits

- A plan for surplus estate, consequently delivering housing, improved healthcare facilities, capital receipts, revenue savings and jobs.
- Overall running costs will reduce for the public sector estate in Lewisham.
- A fully utilised estate, fit-for-purpose estate, in the right location and providing the right services.
- Public sector integration and communication, including administrative and clinical accommodation.

## 2.6 Project plan

Each project has identified a high level project plan.

### Project plan for proposed workstreams

#### 0-3 months

- Feasibility studies to deliver LCNs and neighbourhood touchdown spaces (perhaps in the same place).
- Differentiate above initiatives with wider regeneration projects, and confirm collaboration. Focus on complementary opportunities.
- Continued stakeholder consultation
- Review GP Practice space utilisation results and feed into feasibility work
- Confirm potential surplus sites by 29<sup>th</sup> July 2016, in time for the submission of the final services and assets delivery plan.

#### 3-6 months

- Identify potential funding options for surplus assets, and sharing opportunities.

#### 6-18 months

- Undertake pre-application meetings where appropriate and release surplus land and market
- Set up full programme for implementation and delivery for above workstreams.
- Public and staff consultation

#### 18 months+

- Capital receipt or revenue generating initiatives confirmed/generated.

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## 3.0 CONCLUSION

A huge amount of work has already been undertaken. Collaboration is underway, however needs to be continued and developed to extract specific opportunities.

There will be huge benefits to the Borough of Lewisham, by bringing all three workstreams together under one programme. OPE funding will enable these workstreams to operate in parallel to maximise emerging opportunities and bring forward delivery timescales.

LBL are excited about new opportunities to create a far more unified One Public Service in Lewisham that delivers growth in terms of housing and jobs. This will benefit to patients and residents.

Savings to the public purse, and an improved economy, will result from this project.

Improvement to patient service delivery and consequential benefits to the acute sites through improved community care will be inevitable.

The practical support from the Local Government Association and Government Property Unit will be essential to unlock barriers, sharing good practice, providing bespoke expert analysis, and assist in developing economic benefit cases for action.

## Appendix 1

<b>Capital Receipts (or generate revenue streams)</b>	A number of public sector assets could potentially be surplus to requirements. However the specific sites cannot be confirmed until the LCN strategy has been approved and more work has been carried out on other projects to give a more accurate estimate of the full scale of opportunity. The application for OPE monies will enable the partners to do this.
<b>Reduced Running Costs</b>	Similarly as above, further work is required to determine the Reduced Running Costs by July 29 <sup>th</sup> .
<b>Jobs Created (FTE)</b>	As above.
<b>New Homes</b>	As above.