

## Appendix 2 One Public Estate Opportunity Development Fund Proposal Form

Please complete this form and return it to One Public Estate (OPE) Regional Programme Managers by **31 March 2022**. Please read the Opportunity Development Fund Specification. You must discuss your proposals with OPE Regional Programme Managers before completing and submitting this form.

### 1. Basic details

<b>OPE partnership</b>	West Yorkshire Combined Authority OPE Partnership
<b>Partnership Accountable body - Lead Local Authority</b>	<p><i>Which Local Authority is the accountable body for the OPE Partnership?</i></p> <p>Partnership Accountable Body Lead – West Yorkshire Combined Authority Project Lead – Leeds City Council</p>
<b>Lead contact</b>	<p><i>Provide name, job title, organisation, telephone, and email contact</i></p> <p>Project Lead – Dayle Lynch, Programme Manager, Leeds City Council Tel: 07562439182 Email: <a href="mailto:dayle.lynch@leeds.gov.uk">dayle.lynch@leeds.gov.uk</a></p> <p>West Yorkshire Combined Authority – Judith Furlonger, Policy Manager – Housing, WYCA. Tel: 0113 348 1124 Email: <a href="mailto:Judith.furlonger@westyorks-ca.gov.uk">Judith.furlonger@westyorks-ca.gov.uk</a></p> <p>West Yorkshire Combined Authority – Bryony Chipp, Policy Coordinator, WYCA Tel: 0113 348 1095 Email: <a href="mailto:bryony.chipp@westyorks-ca.gov.uk">bryony.chipp@westyorks-ca.gov.uk</a></p>

### 2. Opportunity Development Fund Proposal Details

<b>Proposal summary:</b>	<p>Across West Yorkshire (WY) there is variance in the maturity of place-based public estate forums. This proposal focuses on providing specific support, which would not otherwise be available due to current resource pressures, across the ICS footprint to achieving a number of outputs in relation to public sector estates planning, now and into the future.</p> <p>At the centre of the proposal is a drive to collaboratively utilise our public estate to better support those communities across our region who experience the greatest levels of health inequalities, specifically around health, housing and education indicators.</p> <p>The first stage in the proposal is for each WY place to undergo a maturity assessment in terms of their current public sector estate forum. The output of this will enable a tailored package of support to be developed, in partnership with each place, to progress at pace towards a functioning and focused estates forum. During the period that dedicated support is being provided to each place, working towards an output of an approved estates strategy/plan, including agreed shared ambitions, aims and principles to underpin the collaborative estates programme.</p>
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	<p>A pipeline of potential property projects will also be identified, providing opportunity to enable early consideration of feasibility, prioritisation and possible future funding routes (revenue, as well as capital). These projects could involve new opportunities utilising existing buildings or land, involve new build or significant refurbishment, but where multiple partners (local authority, health, education, voluntary and community sector) are brought together to deliver services which benefit the communities within which they sit.</p> <p>Further to the above, the place-based estate strategies/plans will be used to inform the WY ICS estates element of its Infrastructure Plan (which also includes digital). There will be significant benefit in this, as partnerships across the WY footprint widen in terms of involvement, set criteria for prioritising projects and therefore investment bids, and align to national, regional and local strategic drivers of levelling up and tackling health inequalities.</p>
Strategic fit	<p>Tackling health inequalities requires a long term and collective endeavour across the public sector (and beyond). There is a key focus on addressing wider determinants of health at both regional and local levels, as well as nationally, articulated through the Levelling Up White Paper.</p> <p>Estate strategies have long reflected a focus on areas such as condition, cost and utilisation. Whilst these still have much merit, there is emerging recognition that the power of having the right estate, in the right place, used in the right way can act as an enabler for communities to thrive, providing support to tackle the root causes of health inequalities, such as poor-quality housing, lack of access to early years services, education, low skills levels, access to employment.</p> <p>At the same time as the lens is shifting to focus on estates in the context of health inequalities, there is also a national drive to move specific activities away from hospital settings into more accessible community venues, for instance diagnostic services, community maternity and same day urgent treatment. This, along with what is forecast to be significant increase in primary care workforce, is creating a significant pressure on public, and specifically health, estate in our communities.</p> <p>If these pressures are to be managed effectively, in the medium to long term, it is imperative that the public sector, in particular local authorities and NHS bodies, come together to look at their collective estate and identify collaborative projects which seek to address health inequalities.</p> <p>Further to the above the Mayor of West Yorkshire, Tracy Brabin, has a key focus on Levelling Up and addressing health inequalities that this proposal fits with, and will actively contribute towards.</p>
Project delivery:	<p><b><u>Governance</u></b></p> <p>As the regional partnership lead for OPE, West Yorkshire Combined Authority will retain accountability of the project. In line with WYCA's governance structure the OPE Leadership Board will act as the point of oversight, with the lead role for delivery being delegated to Leeds, and specifically Leeds City Council.</p> <p>Leeds will work in partnership with other West Yorkshire 'places' through the ICS's Capital &amp; Estates Strategic Board (CESB) which brings together place-based and sector representatives from across the regional. The board is Chaired by Len Richards, Chief Executive of Mid Yorkshire Hospitals Trust, and reports directly into the ICS's Senior Leadership Executive group.</p> <p><b><u>Management</u></b></p>

Recognising a need for oversight in between formal CESB meetings, Leeds has been agreed as the lead place in managing the project, including but not limited to the following:

- Development of project proposal, including milestones and programme
- Appointment and management of consultancy support
- Reporting to CESB and WY OPE Leadership Group on all aspects of the project as required, e.g. progress, risk, finance, gateway checks
- Ensuring compliance with OPE monitoring requirements throughout the life of the project
- Project closedown

A workstream, of CESB, will be established consisting of key place-based representatives to guide the work of the project from start to finish, ensuring continued collaboration at ICS level throughout, even during phases focused at place-level.

### **Procurement**

The Leeds health and care system has a pre-procured route to access the consultative services of Community Ventures Leeds (CVL). CVL is the Leeds LIFT Co. originally established in 2004 to deliver new health infrastructure via the LIFT financing route. Health partners in Leeds signed up to a 20 year Strategic Partnering Agreement in 2004 which provides for appointment of CVL to undertake consultancy services, such as supporting development of estate strategies, data gathering and analysis.

CVL's parent company, Community Ventures Ltd (CVLtd), has its own pre-procured frameworks it can call-off to secure any specific expertise required to support the project, should this not exist in-house. CVLtd is a recognised health sector infrastructure expert, has supported other regional ICS's to develop estate strategies, as well as having established relationships across a number of West Yorkshire places where support is, or has been given on specific estate projects.

It is proposed that Leeds City Council, as established OPE partner of WYCA, and employer of the CESB Leeds placed-based rep, holds the project funding on behalf of the ICS. As such the CVL pre-procured route can be used, without the need for a formal procurement exercise.

CVL has confirmed it would be able to mobilise the required resources to meet the brief and associated timescales.

### **Indicative Programme**

**Phase 1 (complete end May 2022)** - baselining of current estate forum/collaboration maturity at place-level. Maturity matrix to be developed and agreed with place leads. Each place to be supported through completion of the matrix, with associated challenge and analysis to ensure robustness of assessment.

**Phase 2a (interim completion mid-June / final complete end September 2022)** – existing and potential opportunities to be identified across places, then developed into an initial collective pipeline to meet OPE reporting requirements by 15<sup>th</sup> June 2022.

**Phase 2b (complete end October 2022)** – Individual maturity assessments to be translated into packages of developmental support to enable progress to an agreed target relating to place estate forums and production of associated strategies/plan.

**Phase 3 (complete end November 2022)** – Place-based work to be collated and translated, with identification of common themes and principles, into a WY level ICS estate strategy/plan.

	<p><b>Phase 4 (complete end December 2022)</b> – Design and production/publication of the strategy/plan.</p>										
<p>Project outputs:</p>	<p>The project outputs will be 4-fold:</p> <ol style="list-style-type: none"> <li>1) Establishment and/or maturity of place-based public sector estates forums</li> <li>2) Identification of a pipeline of collaborative estates opportunities</li> <li>3) Place-based estate strategies/plans</li> <li>4) ICS estate strategy (part of wider Infrastructure Strategy/Plan)</li> </ol> <p>In-line with the criteria for allocation of the OPE Opportunity Development Fund, key focus throughout the project will be on developing collaborative working across public sector partners at place-level. This will include identification of opportunities to develop estate projects which seek to:</p> <ul style="list-style-type: none"> <li>• Support tackling health inequalities and the levelling up agenda</li> <li>• Create greater collaboration across public sector organisations, including education (through LAs, Academy Trusts and FE colleges)</li> <li>• Enable health and care service integration</li> <li>• Improve quality of estate</li> <li>• Contribute, where possible, to development of quality housing, recognising the strong part good homes plays in creating good health</li> <li>• Align estate with national, regional and/or local drivers, e.g. community diagnostics</li> </ul> <p>At this point wider outputs are not known but could include:</p> <ul style="list-style-type: none"> <li>• Release of sites for disposal and/or new housing, through consolidation of services</li> <li>• Employment opportunities, through services (including the 3<sup>rd</sup> sector) widening their service offer</li> </ul>										
<p>Cost breakdown:</p>	<p>It is proposed the funding is used entirely to buy in consultancy support across all phases of the outlined plan. This is in recognition that there is limited availability of resource and expertise, if any, at both place and ICS level to support development of mature estate forums, strategies and plans. The total available funding has indicatively been broken down into spend per phase, the amount translates into a set number of days consultancy support (assuming an average daily rate of £750).</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Phase 1 – Maturity assessment of place-based estates collaboration (30 days)</td> <td style="text-align: right; padding: 5px;">£22,500</td> </tr> <tr> <td style="padding: 5px;">Phase 2 – Tailored package of individual place-based support (119 days)</td> <td style="text-align: right; padding: 5px;">£89,500</td> </tr> <tr> <td style="padding: 5px;">Phase 3 – Bringing together place-based plans into ICS level strategy (24 days)</td> <td style="text-align: right; padding: 5px;">£18,000</td> </tr> <tr> <td style="padding: 5px;">Phase 4 – Design and production work (16 days)</td> <td style="text-align: right; padding: 5px;">£12,000</td> </tr> <tr> <td style="text-align: right; padding: 5px;"><b>Total</b></td> <td style="text-align: right; padding: 5px;"><b>£142,000</b></td> </tr> </table>	Phase 1 – Maturity assessment of place-based estates collaboration (30 days)	£22,500	Phase 2 – Tailored package of individual place-based support (119 days)	£89,500	Phase 3 – Bringing together place-based plans into ICS level strategy (24 days)	£18,000	Phase 4 – Design and production work (16 days)	£12,000	<b>Total</b>	<b>£142,000</b>
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## Key project milestones

Date	High level milestone
4 <sup>th</sup> April 2022	Project start
27 <sup>th</sup> May 2022	Phase 1 complete maturity assessment of place-based estates collaboration
10 <sup>th</sup> June 2022	Phase 2 'bid-ready' and early pipeline of opportunities identified
28 <sup>th</sup> Oct 2022	Phase 2 complete place-based estate strategies/plans
25 <sup>th</sup> Nov 2022	Phase 3 complete ICS Estate Strategy
19 <sup>th</sup> Dec 2022	Phase 4 ICS Estate Strategy approved and reported back to OPE Leadership Group

Please add any comments on the key milestones	The milestone timetable has been developed in recognition that there is likely to need to be high-support and high-challenge at place level, so phase 2 has been given the greatest time allocation. This is also mindful of the summer holidays when the project may decelerate for a number of weeks due to availability of key individuals.
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February 2022