

Co-locating Public Services to Consolidate Estates and Release Land

Joe Garrod, Director of Capital Delivery

20th May 2021



One Public Estate Collaboration in Waltham Forest

- One Public Estate (OPE) Is a national programme delivered by the LGA, Cabinet Office and MHCLG
- OPE programme is the focus for estates collaboration in Waltham Forest
- Nationally, OPE has 3 core objectives:
 1. Creating new homes and jobs
 2. Delivering more integrated, customer-focused services
 3. Generating efficiencies, through capital receipts and reduced running costs
- Local Waltham Forest OPE Partnership's objectives:
 - Unlock the potential of the public asset base in Waltham Forest
 - Match delivery to increasing demand, with an emphasis on health
 - Deliver multi-agency hubs that offer health, community and social services
 - Release underused assets for alternative uses, particularly housing
 - Drive efficiency savings through collaborative working
 - Deliver housing and generate new job opportunities.



Our OPE Partners



Cabinet Office



Department for Transport



Department for Work & Pensions



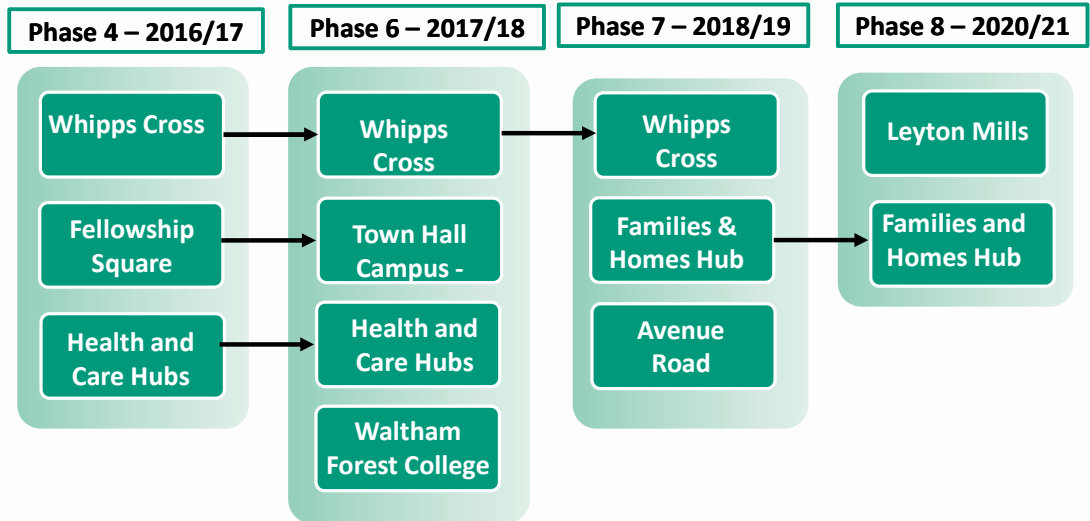
Ministry of Justice

GREATER LONDON AUTHORITY



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LBWF OPE Projects



- **Fellowship Square** – master planning
- **Whipps Cross Hospital** – master planning; integrated community care model, space planning.
- **Health Hubs Development** – development of design models and improved health care provision
- **Families & Homes** – viability studies, LRF for enabling works
- **Avenue Road** – master planning; land assembly plan
- **Leyton Mills** – development framework for New Spitalfields Market and surrounds



Key Successes to Date

- Acquisition of Magistrates Court from MOJ/HMCTS – government land receipt of £3.5m
- Relocation of the Probation Service to Rowan House
- 91 new homes on site at Juniper House
- Town Hall running costs to reduce by £1.4m
- Harvey House sold for £1.4m



Property and Delivery: Priorities for 2021/22



- Local jobs creation
- Supporting local businesses
- Reopening the Borough
- 15 minute neighbourhoods



Resetting/ delivering our strategic projects



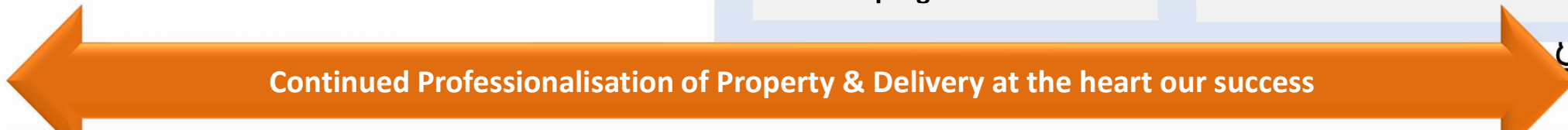
Aligning Commercial Investment & ROI to growth areas and growth programmes



Strategy aligned to recovery, strong assurance and outcomes focus



Resetting and enabling Strong partnerships – aligned to our Public Service and recovery priorities



Continued Professionalisation of Property & Delivery at the heart our success



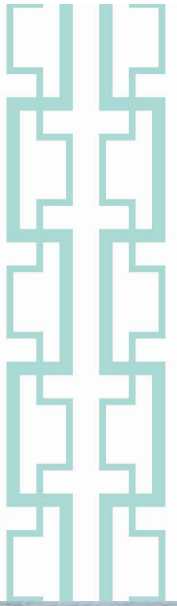
Fellowship Square

- Council operated from 10 corporately managed office buildings
- Corporate estate previously provided 1,766 workstations accommodating 1,800 staff (1:1 workstation to each member of staff)
- Vision to consolidate estate to deliver a new, modern civic facility, and release surplus land for residential development
- Placemaking and improved service provision at the heart of the project

OPE funding was used for

- Master planning the Town Hall Campus
- Project management and coordination of partners
- Cross public sector assessment of occupancy to assess collaboration opportunities

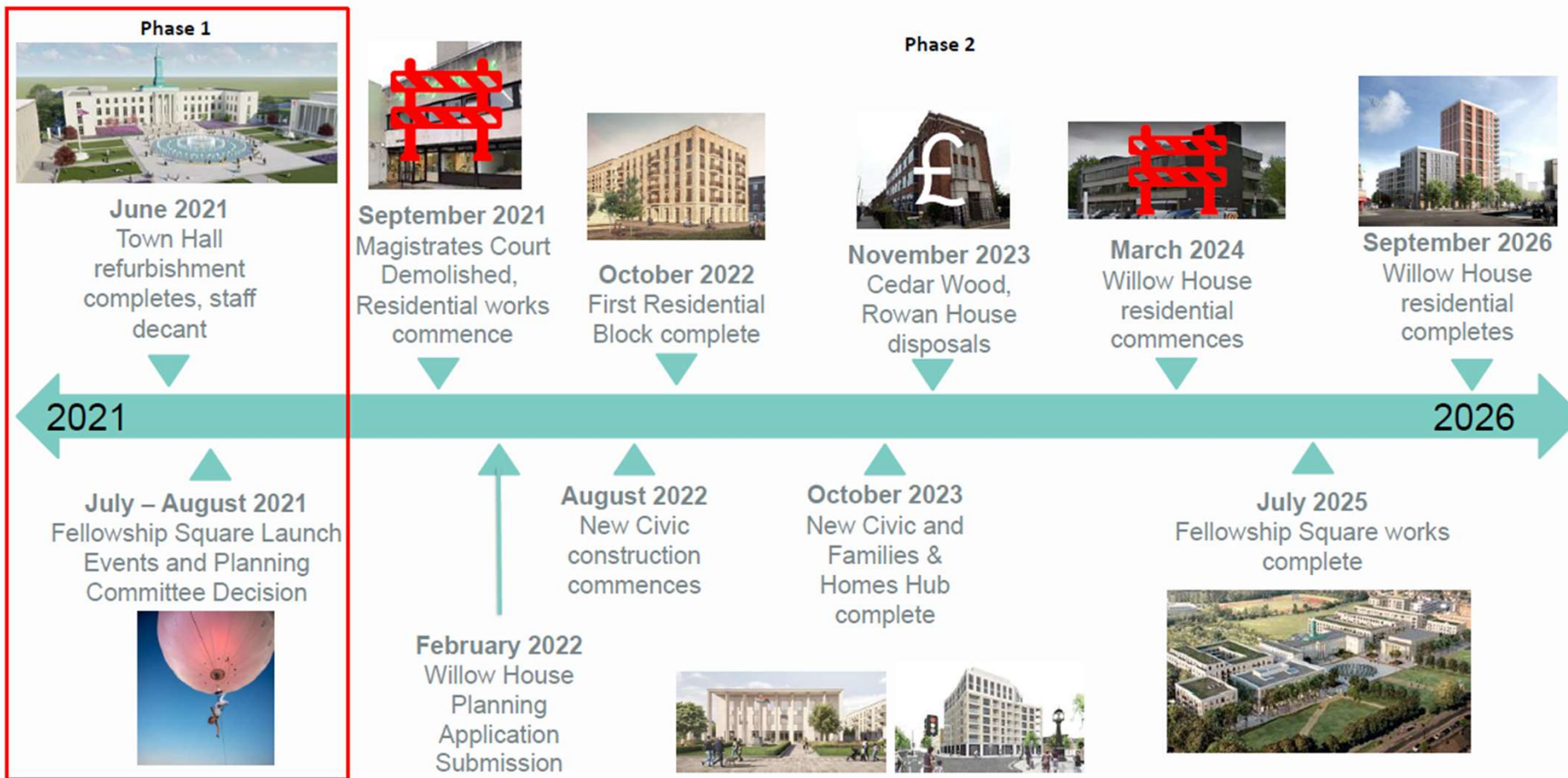
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Timeline

- **2015:** Council approved in principle a consolidation plan for office-based operations
- **2016:** One Public Estate funded masterplan
- **2017:** Council purchased former Magistrates Court from Ministry of Justice, refurbishing building to commence consolidation of staff
- **2018:** Cabinet approval of a revised masterplan and approval to proceed with Development Partner Procurement
- **2019:** Public consultation events on Campus masterplan. Development Partner procurement undertaken.
- **2020:** Phase 1 refurbishment works at the Town Hall. Signing of development agreement with Countryside.
- **2021:** Phase 1 to complete in June. Planning application for Phase 2 submitted

Fellowship Square Transformation Programme



Decant Strategy and Feeder Sites

Phase I



Mar 17 - Feb 18

Staff decant from Harvey House and Sycamore House to the refurbished Magistrates and from Juniper to Sycamore



The Magistrates



Sycamore House



Juniper House

Harvey House

Redevelopment

Disposed

Phase II



Aug 19 to May 20

Staff decant from Town Hall to enable refurbishment



Assembly Hall



Sycamore House



The Magistrates



Willow House

Phase III

Jun 21

Staff decant into refurbished Town Hall to allow New Civic construction to begin



The Magistrates Redevelopment



Assembly Hall



Grove Road Disposal



Sycamore House Redevelopment

Phase IV

Aug 23 - Nov 23

Staff decant to New Civic and F&H Hub releasing sites for redevelopment or disposal



New Civic



F&H Hub



Cedar Wood House Disposal



Rowan House Disposal



Willow House Redevelopment

- Up to 450 new homes 4-8 storeys high
- 1 Fit for purpose civic building
- 2 Community spaces at ground floor including cafe/workspace
- 3 Introducing new pedestrian paths
- 4 Planting over 100 new trees
- 5 Celebrating existing monuments



1. VIEW OF THE NEW CIVIC HUB AND FELLOWSHIP SQUARE



3. VIEW OF REVIVED PLAYSPACE WITHIN CHESNUTS FIELD



2. VIEW OF THE NEW CIVIC HUB FROM THE ENTRANCE AT FARNAN AVENUE / FOREST ROAD

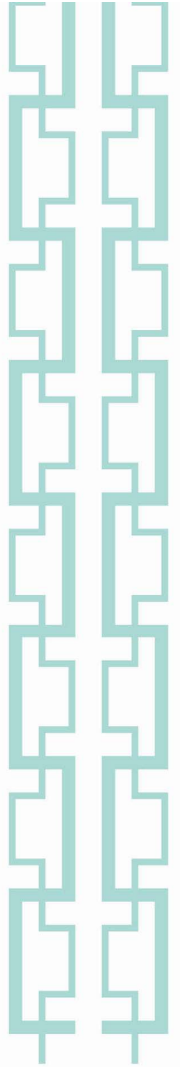


4. VIEW OF THE TOWNHALL REAR GARDENS



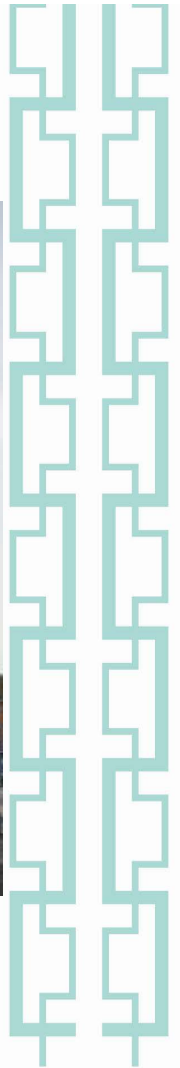
Fellowship Square this Week

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Feeder Site Example: Families & Homes Hub

- Wood Street Library relocated to brand new premises, making former site available
- Currently, Housing and Families services are provided from a number of sites across the Borough
- Hub will provide co-located and coordinated services to help residents live more independent lives
- Touchdown space for other public services
- Funded by an enabling residential development – 67 homes, 50% affordable
- Supported by OPE feasibility funding and Land Release Fund capital





Proposed plaques

Keys to Success

- Recognition of the importance of the OPE Programme and Partnership at all levels, and of the opportunities it presents
- Ambition to build upon past successes – early identification of pipeline OPE projects. This also helps make the case for future funding rounds
- Commitment to maintaining and strengthening the Partnership through regular OPE Boards and collaborative working
- Robust monitoring of identified benefits helps demonstrate strong track record of delivery
- Knowledge sharing with other OPE Partnerships allows partnerships to grow and develop

