

One Public Estate Phase 5 – Assets and Delivery Plan

Transforming the public estate for a productive city region

Driving growth and integrated public services through reform of the public estate

Foreword

Sharon Kemp, Chief Executive Rotherham MBC & Chair Sheffield City Region Joint Assets Board

The land and physical assets of a major city region are fundamental foundations to that area's socioeconomic ambitions. Leading city regions in England have a significant opportunity to fully utilise the potential of their land and physical assets, to unlock public resources that are locked those physical assets and to unleash opportunities for business investment, infrastructure development and local integration of public services. Asset rationalisation should not be seen as an end in itself but as mechanism to inspire, challenge and deliver economic and public service transformation.

Sheffield City Region (SCR) has been at the forefront of the transformation of local growth and has led the pursuit of devolved powers and resources to deliver the change that matters for the local economy. We are a City Region that is constantly moving forward, with the recent Devolution Agreement; radical governance proposals; and the election of an SCR Mayor in May 2017, SCR are establishing a powerful strategic model for a productive economy.

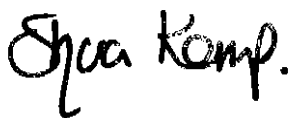
Our partnership with the One Public Estate (OPE) Programme has been an critical part of the SCR's policy and governance development with our success in OPE3 leading to the establishment of a cross-sector Joint Assets Board (JAB) to drive a radical programme of reform. We are determined to see this progress catalysed through our OPE5 proposal, aligning closely with our Strategic Economic Plan and the election of the new SCR Mayor.

But, we must deliver a step change in our approach to local assets which mirrors and complements the ambitions we have shown through devolution and our governance arrangements. We need to bring coherence to our OPE programme across the SCR geography with a compelling strategy for transforming and rationalising the public estate to deliver economic and public service outcomes.

Bringing together skills and expertise from the commercial sector alongside those of national and local public sector partners, SCR's proposal will establish:

- **a radical assets strategy for SCR** – focused on improving public services through co-location, integration and simplification while unlocking development land, capital receipts and securing savings. The strategy will align our investments (for example in enabling infrastructure) with the key, transformational land opportunities that emerge, optimising delivery and market potential, and achieving enhanced value for money.
- **a clear delivery plan** – matching our strategic ambition with a detailed, budgeted plan that provides a clear statement to public and private sectors of the opportunities within SCR's programme of estates rationalisation.
- **opportunities to accelerate impact** – partners have identified a set of specific sites which are primed for rapid rationalisation which would have significant public service outcome benefits and deliver savings for the public purse.

This is an opportunity to ensure that strategic land and asset rationalisation has a central role in the future of the SCR's economic growth and public sector transformation. There is unprecedented momentum behind SCR's growth as a leading economic area in the UK and we must capitalise on this momentum to maximise the potential of the City Region's asset base to unlock growth and support public service reform.



Sharon Kemp

Chief Executive, Rotherham MBC

Chair of SCR Joint Assets Board

SUMMARY

This proposal to expand our One Public Estate (OPE) programme continues this ethos. We will capitalise on work delivered through the OPE programme to date, including putting in place the infrastructure for the right conversations across the public sector; and comprehensive mapping of the local public estate to.

Funding of **£425,000** will allow the expansion of the SCR OPE programme and will enable:

1. Production of an estates transformation strategy (the strategy), aligned entirely with the objectives of the OPE programme. Our strategy will **improve services, unlock economic development opportunities and generate financial savings and capital receipts for public services**
2. **Capitalisation of strengthening governance arrangements** and closer working relationships between the local health system and other areas of public spending with land and property holdings
3. **Acceleration of changes at a number of specific sites** which demonstrate our commitment to our emerging strategy and trial our approach to asset rationalisation, co-location and joint working.

The strategy will be a much more deterministic vision for how we transform and rationalise the public estate in Sheffield City Region – not waiting for opportunities to arise, but creating and shaping a public estate that helps deliver SCR's economic growth priorities: unlocking key land assets for more housing, infrastructure, and business growth; connecting people to growth with more integrated services, including health and care services and in broader areas of public spending; and generating capital receipts for working capital and driving more investment.

The strategy will be produced by using detailed analysis of data and information to identify a **set of prioritised specific estate transformation opportunities**, particularly focussed on service configuration. These opportunities will be expanded in an **accompanying delivery plan and cash flow forecast**. We will develop 'business rules' to inform future estate decisions and explore **appropriate and innovative delivery and financial arrangements**; and be supported throughout with ongoing stakeholder management and engagement.

The strategy will **have legitimacy by virtue of coming under the remit of key decision structures** in the City Region's governance architecture. Specifically, the Joint Assets Board, which will be chaired by the directly-elected SCR Mayor from 2017, and currently is chaired by the Chief Executive of Rotherham Metropolitan Borough Council. Critically, we have secured local agreement to consider health and care estate transformation within this same forum.

Finally, we will also develop the strategy alongside a number of site specific projects, including:

1. An Outline Business Case for the relocation of staff and services from Sheffield Health and Social Care Foundation Trust HQ at Fulwood House;
2. Locality Asset Reviews in Darnall, Worksop and Bentley;
3. A Masterplan for Rotherham Town Centre

In aggregate, these projects are estimated to deliver in excess of **1,350** new houses, **c£51m** reduction in running costs, avoid the need to invest **c. £1.4m in capital** (by avoidance of backlog maintenance), and generate capital receipts in the region of **£50m**, alongside considerable benefits associated with **co-location of staff** and benefits to communities associated with **better joined up services**.

Introduction

We are pleased to submit our application for an expansion of the One Public Estate Programme in Sheffield City Region. The expansion of our OPE programme will build upon previous work done across the City Region and with the support of the OPE programme to date, and will allow us to:

1. Produce a strategy which is entirely aligned with the objectives of the OPE programme. Our strategy will improve services, unlock economic development opportunities and generate financial savings and capital receipts for public services;
2. Capitalise on strengthening governance arrangements and closer working relationships between health system and other areas of public spending with land and property holdings;
3. Accelerate changes at a number of specific sites which demonstrate our commitment to our emerging strategy and trial our approach to asset rationalisation, co-location and joint working.

This prospectus sets out how we will achieve each of the above areas of expansion, and the associated financial implications.

Produce an Estates Transformation Strategy, aligned with the objectives of the OPE programme

What will this involve

We know that there is a strong argument for a simpler and easier-to-navigate; more effective; and more efficient way of organising the public sector estate across Sheffield City Region. An estate which delivers improved service opportunities links between commissioning and 'back-office' services; and is cheaper to run. In short, rationalising the public estate has been described several times as a 'no-brainer'.

To exemplify, work currently being undertaken in relation to the NHS Sustainability and Transformation Plan has shown a combined Health and Social Care estate across South Yorkshire and Bassetlaw with over 1,100 operational land and property assets across public services, with a combined running cost in excess of £300m per annum. However, to date, much of our work on estates rationalisation has, understandably, been relatively opportunistic. When estates opportunities have arisen, we have rightly sought to maximise capital receipts, reduce running costs and improve service delivery arrangements. We now intend to produce a compelling, broad ranging, ambitious, and deterministic Estates Transformation Strategy ('the strategy') for transforming and rationalising the public estate in Sheffield City Region

We will produce this strategy with an **accompanying delivery plan** and **cash flow forecast**. It will set out **broad principles** for estate rationalisation and identify a **series of specific strategic sites**, acquisitions, developments, divestments and consolidation opportunities; and **explore how best to resource and implement** our strategy.

The strategy will align entirely with the objectives of the OPE programme and will:

- **Improve services** through co-location, co-delivery and simplification for people living in Sheffield City Region and accessing public services
- Release **land for economic growth** – for **housing development** and for **business premises** and associated **job development opportunities**
- Reduce **annual running costs** and generate much needed **capital receipts for reinvestment**

How will we achieve this?

Our approach to producing the strategy will be as follows:

1. We will **agree the areas of public spending, and geographies** within SCR that are in scope

Our intention is to cast the net wide: to include local and central government estate; at a minimum to include estate across local government, health and care, police and blue light services; and to include the whole of Sheffield City Region. Whilst this reflects the scale of our ambitions, we recognise that to achieve this will be challenging; and so we propose to trial delivery in a smaller area and to apply the learning from this to our long term vision and ambition for the public estate across the SCR. Examples of projects to support this locality based approach can be found in our Site Specific applications.

We will **agree some reforming principles** to influence and inform how we will rationalise the public estate.

While we won't draw this part of the process out unduly, it will be helpful to agree some 'rules' which can then inform the production of the strategy and to help inform decisions about specific sites in the future.

2. Undertake a **detailed analysis of data and information** about the public sector estate across the city region. This will include building a comprehensive picture about specific sites, capital value, revenue cost, leasehold/freehold and ownership arrangements; service delivery arrangements – and populations served.

Note that while much of this work has been done already – including funded by the One Public Estate programme – this has been somewhat piecemeal and there is further work required to build a strong enough evidence base for a strategy which all can support. We will recognise that an 80% or 90% complete picture of the public estate will be sufficient to develop a meaningful and valuable strategy and that getting a 100% accurate picture may not represent a sensible use of time and resource.

We will also determine how best to keep this information resource current.

3. Informed by this data and information analysis, **we will prioritise the identification of a set of specific estate transformation opportunities, particularly focussed on service configuration. This will form the basis of the accompanying delivery plan and cash flow forecast**

This is expected to be the most time-consuming aspect of producing the strategy. Based on the information and data analysis, we will identify those opportunities where there is the biggest chance of achieving the following objectives:

- *Improved service delivery*
- *Operational running cost reductions and capital receipts*
- *Housing delivery and economic development opportunities*

We will develop a methodology for prioritising estate rationalisation opportunities based on a blended, and weighted analysis of the above three objectives.

For those sites that are prioritised, the delivery plan and cash flow forecast will set out specific proposals and requirements for each site, timescales and financial implications.

4. Exploration of **delivery and financial arrangements** to implement the strategy

We will fully explore different delivery vehicles (including publicly held property ownership and management companies, partnership models and commercial opportunities), which would give us the best chance of adhering to the principles we have agreed, and to implementing the specific opportunities we have identified.

We will also explore the opportunities afforded by external financial investment – including looking at whether raising funds externally would enable to speed up the implementation of our strategy.

5. Ongoing stakeholder management to give the strategy longevity

While the approach we are taking is driven by a priority of improving public services and is, as described earlier, seen as a ‘no-brainer’, there will undoubtedly be contentious issues along the line – with staff, with members of the public, with elected members, with the leaders of organisations themselves.

A critical element of the production of a strategy that has longevity will therefore be ongoing engagement and communications activity. The people with whom this engagement and communications takes place will change over the course of the production of the strategy: when agreeing principles – with elected members, with organisations’ senior staff; when looking at specific sites, with local residents and other interested parties.

Throughout, there will be substantial consultation with key agencies, locally-elected politicians and with the public. In particular, we expect our newly elected SCR Mayor to play a key role, in conjunction with JAB members, in supporting this element of our plan.

What are the financial implications?

To produce a strategy of this ambition will take time and resources. We expect it to take 12 months, and the bulk of the time will be spent:

- Building a thorough understanding of the estate;
- Identifying and making the case for changes at a prioritised set of specific sites,
- Associated and on-going stakeholder management

This will build upon work undertaken and supported through previous OPE Rounds, and will seek to underpin and add value to this important work. Our preferred approach is to **appoint an external advisory team**, working closely with staff within organisations in Sheffield City Region. This option offers advantages of a greater likelihood of producing a strategy that is ‘fresh’, innovative and unconstrained by historical challenges; be able to bring in knowledge and experience from areas; and we could be confident that the team would be dedicated full time to the work. However, time would be required to link the team to the relevant experts – i.e. to provide the landing space for the team; and we will need to make sure the team doesn’t produce a strategy that is difficult to apply or unrealistic in the SCR.

We anticipate the total cost of this element of the bid to be **£200,000**, with match funding contributions from partner organisations coming in the form of officer time to support the initial and on-going data gathering requirements.

Capitalise on strengthening governance arrangements

What will this involve

Across Sheffield City Region, we have established a Joint Assets Board, with attendees from all Local Authorities, central Government Departments and Health partners. We are actively working with partners from across Blue Light Services to ensure they are fully engaged with the work of the group, with the expectation is that they will formally join the JAB in the near future. The JAB was established during 2015 in response to requirements associated with a successful OPE3 application, and provides oversight and strategic input into the joint planning of estates. The JAB reports directly to the Housing Executive Board, which is a key part of the SCR governance architecture and which report directly to the Combined Authority.

Establishing the Joint Assets Board has been an important first step, and we see its establishment as instrumental in realising our ambitions to drive a radical programme of reform. We will improve how this board works, its scope across public policy areas, and its relationship with Local Authority areas and other public sector partners within Sheffield City Region. We will make this change and bring this clarity of

interface so that it can provide visible leadership to the production of the strategy indicated above, and accelerate the implementation of changes at current and future specific sites.

How will we achieve this?

From now, the **Joint Assets Board will be chaired by the new Chief Executive of Rotherham Metropolitan Borough Council, Sharon Kemp**, which will give the board renewed focus and drive. From May 2017, our intention, as set out in the November 2015 devolution agreement between SCR and Government, is that **this board will be chaired by the newly-directly-elected SCR Mayor**

Estates rationalisation has been a key theme in South Yorkshire & Bassetlaw Sustainability & Transformation Plan¹ **We have agreed that the discussions and decisions about the rationalisation of the health and care estate will also come into the same decision forum – i.e., the Joint Assets Board, to ensure a truly cross-public sector approach, and further discussions are on-going to ensure the management arrangements are such that sector specific business does not detract from the strategic focus of the Board.**

We also recognise that some discussions and decisions are better taken at a geography smaller than Sheffield City Region – for example, at a local authority level. Health partners are actively involved in Local Estates Forums across the SCR, with wider engagement from Local Authority and other public sector partners in many areas. Further sub-regional partnerships exist, and there are discussions relating to the potential joining up of these to reduce duplication and to maximise local opportunities to reform public services. We have also strengthened our approach to the operational management of partner estates through the establishment of a joint Heads of Property Group, which will support the delivery of key priorities through the deployment of technical advice and expertise. **We will explore the merits of replicating the approach of the Joint Assets Board within different constituent authorities of the region.**

What are the financial implications?

Whilst there are no direct financial implications for the OPE programme associated with this aspect of our proposal, we note the key role played in the implementation of our ambitions by officers within constituent organisations.

Accelerate changes at a number of specific sites

Partners have also identified a number of local projects which have the potential to accelerate the pace at which the OPE approach is implemented at a local level. These projects formed part of the OPE Round 4 bid as a Pipeline annex, and a number of these are now in a position to move forward subject to availability of funding.

Specifically, these projects relate to the production of

1. An Outline Business Case for the relocation of staff and services from Sheffield Health and Social Care Foundation Trust HQ at Fulwood House;
2. Locality Asset Reviews in Darnall, Worksop and Bentley;
3. A Masterplan for Rotherham Town Centre.

Further work is being undertaken within the JAB to prioritise the pipeline projects, enabling transparent decisions relating to the allocation of available funding to be taken. We anticipate further discussions with our partners in the Cabinet Office and the LGA to determine and agree the best mix of projects to deliver both short and long term benefits.

¹ Although the geographies of Sheffield City Region and South Yorkshire & Bassetlaw are not entirely aligned, there is substantial overlap, with 81% of SCR's population living in the four local authority areas in South Yorkshire or Bassetlaw

1. Fulwood House relocation:

Sheffield Health and Social Care FT (SHSC) have expressed a clear ambition to relocate away from Fulwood House, a 2.5h site approximately 2.5 miles from Sheffield city centre, made up of 5 buildings including the original Fulwood House, plus a timber building which is currently let out as a nursery. Currently, the site acts as Trust Headquarters, with a range of Executive and Clinical support services housed there. SHSC wish to have vacated Fulwood House by April 2019 with a view to disposal by April 2020. A high level options appraisal will be undertaken to determine the most favourable options for the relocation of core HQ staff within the City, and it is anticipated that this work will be undertaken during November 2016. The availability of funding through the OPE programme will **significantly accelerate** the timings for release of land and associated savings.

However, a number of tenants, including Public Health England are also currently located within the site, although they have recently been given notice to quit during 2017. Discussions with these tenants regarding potential accommodation within the public sector estate are on-going within the city, but it is recognised that options for the re-provision of all other services which currently operate from the site, including PHE, will need to be undertaken. This includes potential options to co-locate SHSC clinical teams (non-core HQ staff) within partner organisations, supporting the clinical integration of Health and Social Care teams across the City. Subject to the success of this funding application it is anticipated that this work will be undertaken during early 2017. Further work to develop both outline and full business cases for the relocation of services will then be undertaken.

In parallel work will be required to identify the most favourable long-term option for the site. Whilst the Trust anticipates the sale of the site to enable re-investment of capital receipts, it is also willing to consider options such as a partnership arrangement for its re-use/redevelopment.

Key metrics	The buildings total Gross Internal Areas stand at 6,846 sq.m. A small portion (0.4h) of the site falls within the Green Belt and was previously calculated to be undevelopable. The surrounding area is predominantly residential in character, and lies within a very desirable part of the city with high residential property values. Currently there are in excess of 300+ staff on site.
1. Delivering more integrated and customer focussed services	The co-location of SHSC staff (both core and non-core HQ staff), and public sector tenants, will support the delivery of more integrated services, giving clinical teams opportunities to develop and maintain relationships with colleagues in partner organisations and supporting the wider integration of health and social care.
2. Creating economic growth	The Fulwood site lies within a very desirable part of the city with high residential property values. The surrounding area is predominantly residential in character and it is anticipated that there would be significant interest from residential developers, resulting in the creation of at least 40 new homes.
3. Reduce running costs	With a backlog maintenance figure of approx. £800k, and an annual running cost in excess of £1m , significant reduction in running costs are anticipated, which will support the estates cost of new HQ provision alongside costs of co-location of clinical teams, with a saving still anticipated.
4. Generating capital receipts	Previous work undertaken by GVA in 2014 anticipated a potential resale value for the site of £5-6m if sold with outline planning permission for redevelopment. It is anticipated that the release of funds would be reinvested back into the Trust to

	enhance service delivery and support the transformational change required in order to deliver new models of care.
<p>Proposed next steps:</p> <p>Funding is sought by the Trust and partners to access an appropriate level of technical support and expertise to enable the development of collaborative partnership options for the co-location of non-core HQ staff, and to produce associated Business Cases to support this approach.</p> <p>Funding has been secured from Community Health Partnerships to undertake the High Level Options Appraisal in relation to Core HQ Staff, and therefore this request is for £50,000 to undertake an options appraisal in relation to non-core HQ/partner staff, particularly identifying the potential co-location opportunities arising across the City, and subsequent business case production during 2017.</p>	

2. Locality Asset Reviews

Funding is sought to implement a collaborative Locality Asset Review approach across public sector partner estates, to support a more comprehensive understanding of the combined public sector asset base (supply) and respective service requirements now and in the future (demand). In addition to more effective and efficient use of property to deliver public services the aim is also to contribute positively to regeneration, place making and to the supply of affordable housing within localities.

Although desirable it is not feasible to fully understand the level of detail required for integrated estates planning across an entire local government region or CCG area at one time, therefore the approach is to select priority localities or communities from within, and focus on locality level service redesign. We are proposing to implement this approach within three localities initially, with a view to further roll-out in the future. The localities identified are at varying levels of maturity in terms of local partnership working, and this approach will test the desire to implement a proactive approach to support transformational service delivery.

2a. Darnall:

Darnall has been identified as an area with potential for local residential housing growth and better transport connectivity with employment opportunities in advanced manufacturing and bio medical research & development. However, existing Planning, Health, Education, Customer Insight and Housing data has identified a number of deficiencies in Darnall including the requirement for additional housing.

The area contains a range of public sector assets and facilities and an audit of these suggests there is an opportunity to consider rationalisation and co-location e.g. the local underutilised LIFT facility can be repurposed as a Level 3 community hub allowing consolidation of local health, protection & care, Library, social housing and other local community and public services. There is also potential to for NHS Property Services and Sheffield Clinical Commissioning Group to demonstrate a strategic lead by examining local relocation and service redesign opportunities.

Key metrics	8 freehold sites owned by various Sheffield City Council portfolios and occupying approximately 21,600 sq. m. with 3263 sq. m. of built accommodation and running costs in the region of £1.065m. The accommodation is provided by both the Lift Scheme and Sheffield City Council. The population is in the region of 3,500
1. Delivering more integrated and customer focussed	Co-location of the services will offer opportunities to coordinate and integrate services across different Public Sector organisations, in particular Sheffield City Council and the health service, but with opportunity for other community based

services	services
2. Creating economic growth	Release sites for improving the neighbourhood centre and social housing growth to create up to 40 new homes. There is a demonstrated need for new housing in the area.
3. Reduce running costs	Reduce costs by reducing from 3 buildings to 1
4. Generating capital receipts	The sale of the sites will generate capital receipts, but amount not quantified until work on the project can clarify end uses.

Proposed next steps:

£65,000 is required to develop a business case and set out a delivery plan for co-location, integrated working of community based services in Darnall and release of public sector assets. The work will include site investigations and preparation of brownfield sites in public ownership which can then be released for housing delivery, and will link closely to the options appraisal to be undertaken in relation to the Fulwood bid.

2b. Primary Care and Local Authority Estate in Bentley, Doncaster

Bentley is a former mining village and suburb of Doncaster, 2 miles north of the centre of Doncaster. It has a population of c.15, 000. The area has three primary care practices serving its population and they occupy c.1, 600 m2 of built area; with each practice has declared that their facilities are either full to capacity or overcrowded. The buildings have backlog maintenance costs of £98,000, and one practice has been awarded a grant of £500,000 for expansion.

Doncaster MBC, who currently operate services from six sites within the locality, are also exploring opportunities to re-provide existing Library services in the locality, and also synergies with social care teams through the development of a locality Hub, whilst the delivery of community services within Primary Care settings is a key objective of the South Yorkshire and Bassetlaw Sustainability & Transformation Plan (STP).

The practices have a combined patient list of around 15,000 patients, and the GP occupied premises total approximately 1576 m2 of built area. Each of the practices have declared that their facilities are either full to capacity or overcrowded. There is at present £98,000 of backlog maintenance required across these buildings. One of the buildings has been allocated an ETTF grant of £500k for expansion to provide increased service capacity. By coming together the GP practices could be accommodated in a building of circa 1000m2

The primary care estate on its own would potentially make the following savings:-

- 30% reduction in building footprint and associated annual running costs.
- Elimination of circa £600k of imminent capital expenditure on the existing estate.
- Income of £500k+ from disposal of existing buildings.
- Release of three sites for possible social housing.

These benefits could be substantially compounded by integrating the wider public sector estate. The purpose of this feasibility study would be to assess the opportunities available to partners in the locality in relation to co-location opportunities for primary care providers, community health, Local Authority Services inc. social care and library. A key assessment will be the feasibility to redevelop the current library into a locality hub housing services outlined above. Initial stakeholder engagement shows this as a

favourable local option amongst partners.	
Key metrics	Three practices occupy 1,576 m ² built area. Nine GPs operate out of the three practices, whilst DMBC operates from a further six sites within the locality.
1. Delivering more integrated and customer focussed services	Integration of the services would lead to an improvement in their effectiveness and an ability to increase the number of services delivered locally. Opportunities to coordinate and integrate services across different Public Sector organisations
2. Creating economic growth	Release of three sites for possible social housing development. We will work closely with the Homes and Communities Agency (HCA) through the JAB and the Housing Executive Board to accelerate housing delivery
3. Reduce running costs	Anticipated reduction of 30% in building footprint and associated running costs through consolidation of the primary care facilities.
4. Generating capital receipts	Avoidance of an anticipated £600k of forthcoming capital expenditure (£500k for new facility and £98k for backlog maintenance); anticipated income of c.£500k for disposal of sites
<p>Proposed next steps:</p> <p>£45,000 is required to undertake a full and focussed review of the current estate and the future requirements across public services as a whole for Bentley. This would allow a greater understanding of the current and anticipated future nature, use, and metrics for the estate in and around Bentley, across Health, Local Authority, Social Care and Blue light services. It would then explore potential for specific sites; and opportunities for co-location and integrated working across Public Sector organisations, particularly focusing on the feasibility for the enhanced provision of primary care services in the locality.</p>	

2c. NHS and Public Sector Estate in Worksop, Bassetlaw

Worksop is the largest town in Bassetlaw District with a population of circa 45,000; it is also the most deprived area within Bassetlaw. The English Index of Multiple Deprivation 2015 (IMD) measures relative levels of deprivation across England, specifically in reference to an unmet need which is caused by a lack of resources including income, employment, health, education, skills, training, crime, access to housing and services, and living environment. The IMD ranks Bassetlaw 115th out of 326 local authorities (where a rank of 1 is the most deprived in the country and a rank of 326 is the least deprived). Furthermore Bassetlaw has five areas which rank within the top 10% most deprived areas nationally and a further six within the 20% most deprived. The most deprived areas in Bassetlaw District are concentrated within the urban area of Worksop, with parts of the Worksop South East Ward being within the 2% most deprived areas nationally. In short, the people of Worksop are in need of significant support.

Public Sector bodies generally have been incentivised to transform service delivery, and this is particularly true for health and social care services, the key to which is the effective integration of relevant services. Whilst there are many ways in which integration can be implemented, a major means is the physical integration of service planners, commissioners and providers, and such integration requires estate facilities that supports that integration.

Unfortunately, current Public Sector services are all too often delivered from accommodation that in many cases restricts the effective delivery of current services, prevents the introduction of additional services in line with developing Service Strategies, and prevents the integration of services across organisational

boundaries. Furthermore these limitations are clearly evident in Worksop where health, local authority, Blue Light and Government Department services are delivered from nineteen separate facilities, many of which are close to reaching, or have reached, a point where they are no longer fit for either their current or future purpose. This culmination of challenges provides Public Sector organisations with facilities in Worksop with a once in a generation opportunity to coordinate their individual requirements across the Town.

Key metrics	<p>The nineteen Public Sector estate facilities across Worksop range from small converted residential premises to hospitals, of which some are freehold and other leased (see attached map). An indicative summary of the current Public Sector estate in Worksop identifies the following metrics:</p> <ul style="list-style-type: none"> • Overall Site Footprint: 9 acres • Overall Internal Space: 24,500 m2 • Overall Running Costs: £5.2m pa (average of £212 m2 pa) <p>It is also assumed that a reduction in estate requirement of 20% could be achieved through increased rationalisation and utilisation of that space.</p>
1. Delivering more integrated and customer focussed services	The benefits of a more coordinated approach to estate matters in Worksop would be an improvement in the effectiveness of current services, an ability to increase the number of services delivered locally, an ability to improve the coordination and integration of services across different Public Sector organisations, and a more efficient use of the Public Sector estate.
2. Creating economic growth	In addition to improving service delivery and estate efficiency, there are clear economic benefits to Worksop in more effectively coordinating Public Sector estate requirements in the Town. Assuming a reduction in estate requirement of 20% as outlined above then 1.8 acres of land could be released for development. Assuming this land was disposed of for residential use then circa 32 residential dwellings could be developed on those sites (assuming 18 dwellings per acre); alternatively, those sites could be developed for commercial/retail use. Either way, such developments would support economic growth and employment opportunities.
3. Reduce running costs	Assuming a reduction in estate requirement of 20% as outlined above then a saving of circa £1.04m pa could be expected based upon a reduction in the estate by 4,900 m2 at an average running cost rate of £212 m2.
4. Generating capital receipts	Assuming a reduction in estate requirement of 20% as outlined above then a capital receipt of between circa £1.26m (residential use) and £1.44m (commercial/retail use) could be generated by the disposal of an area of 1.4 acres based upon a sales value of circa £700k per acre for residential use and circa £800k per acres for commercial/retail use).
<p>Proposed next steps:</p> <p>To ensure the opportunities and benefits of a more coordinated approach to the Public Sector estate in Worksop are exploited there is a need to increase the visibility of the current estate and the future requirement across the Public Sector as a whole, which in turn would allow more informed decision-making by all parties, and that visibility can best be provided by a focused review of the Public Sector</p>	

estate across Worksoop.

Therefore, the sum of **£15,000** is requested to conduct a review of the Public Sector estate in Worksoop.

Rotherham Magistrates Court and Town Centre Regeneration

3. Rotherham Town Centre Regeneration: Former Magistrates Court Site

In August 2016 Rotherham Metropolitan Borough Council (RMBC) set out its [vision](#) for Town Centre transformation, central to which is the desire for additional residential development of a number of key sites within the centre to both meet housing growth requirements and to drive the new retail, leisure and cultural offer that will deliver a thriving and re-energised Town Centre. Additional regeneration components contained within the plan will address employment growth proposals, an improved education offer and much improved public transport connectivity.

The Council has recently completed an ambitious Work Smart programme significantly reducing its operational footprint and running costs, reconfiguration of the Town Centre will provide additional opportunities for the reconfiguration and improved delivery of public services.

RMBC is committed to working jointly with Sheffield City Region (SCR) partners to acquire a number of key sites for the residential, commercial and cultural regeneration of the centre. Initial acquisition requirements are scheduled for completion by the end of 2016.

Implementation of the delivery phase of the plan will require robust management to ensure the eight outcomes sought by the Council are of a distinctive quality and are delivered in a timely fashion, particularly by accelerating the rate of housing provision through the Government's Starter Home scheme.

Key metrics	<p>The Council is currently in negotiations to buy back the Magistrates court for £1. The current market value of the property is deemed to be in the region of £600,000. The Magistrates Court currently occupies 0.40ha of brownfield land and has been allocated for community use in the adopted Unitary Development Plan. Development of the site will provide 120 residential units including 60 starter homes, i.e. 50% of the total units to be built.</p> <p>The wider development incorporating Forge Island and Weirside will deliver 25,000 sq. ft. cinema, 20,000sq ft. hotel and 6,000sq ft. A3 uses. The adjacent Magistrates Court and Weirside sites will deliver 225 residential units of which 113 units will be Starter Homes. Total land developed 2.43 HA. Jobs created 200.</p>
1. Delivering more integrated and customer focussed services	<p>The primary focus for this project will lie elsewhere – releasing land for housing development</p>
2. Creating economic growth	<p>A Town Centre Supplementary Planning Document was adopted in August 2016, provides a clear framework for the development of these key sites and will be used to inform the recently commissioned Town Centre Master Plan. The Magistrates Court is one of several sites the council is seeking to develop to transform the town centre and the surrounding area. As agreed within the Economic Growth Plan (2015), the plans for the Magistrate Court (and town centre) will support the wider economic growth objective of delivering 10,000 net new jobs over the next 10 years and 750 businesses over the 5 years.</p> <p>This underpins the council's ambition to improve the town centre, creating a new</p>

	town centre community that will support economic growth by increasing footfall and attracting complementary businesses. The LGA for example outlines statistics that for every home built, 2.4 jobs are created, whilst the DCLG states that for every £1m spent on new housing provides work for 19.9 workers for a year and one construction job supports 0.78 jobs in the local supply chain.
3. Reduce running costs	Implementation of Work Smart has already delivered a reduction in Council town centre floor area from 45,000 m2 to 30,000 m2, a reduction in town centre buildings energy costs from £867,000 to £396,000 a year and a reduction of desk space by 40%. Similar outcomes are likely to be achieved in any additional public sector asset rationalisation arising from these proposals.
4. Generating capital receipts	Flood risk arising from the proximity of the identified development sites to the River Don is a concern. Ensuring that new development is adequately and sustainably defended is likely to impact on overall receipts.

Proposed next steps:

The Rotherham Strategic Housing Market Assessment published in 2015 underpins the case for supporting the delivery of starter homes with the former Magistrates Court site designated as a key site for the Starter Homes programme.

The Magistrates Court is part of a broader site assembly strategy which will include Forge Island, which the Council is currently acquiring from Tesco, and Weirside and Riverside Precinct, both adjacent Council owned sites. These sites taken together will create a site of strategic critical mass which when developed will transform Rotherham town centre. The current Town Centre Supplementary Planning Document anticipates that the area will be developed for a mixed use leisure/residential development anchored by a new 7 screen cinema and 80 bed hotel on Forge Island (with ancillary A3 uses) and town centre residential units on the site of the Magistrates Court (120 units) and Weirside (105 units).

The site will be offered to the market shortly, with the Magistrates Court re-locating to an alternative site. There are plans in place to give the Council priority purchaser status, with the area identified as a key site in the Starter Homes Programme. Key to the successful implementation of this project will be increased local capacity to support delivery of the ambitions programme. Therefore, **£50,000** is requested to support this capacity requirement for the 2017/18 year, and we anticipate that further funding will be identified to match this figure, through subsequent OPE Rounds and through local funding sources.

Summary of expected outputs

The strategic approach outlined within this application will establish the basis for the delivery of a wide range of outcomes, which align both with the strategic ambitions of the Sheffield City Region, and also the One Public Estate Programme. The Town Centre Plan lays out a clear vision for the delivery of key outputs in housing, employment and economic growth and further supports the transformation of public service delivery.

Total projects highlighted within the plan identify almost **18**. ha of land for regeneration and redevelopment. The wider economic benefits associated with this approach are still being calculated but will be significant.

Overall, it is anticipated that further achievable outputs associated with this suite of projects are:

- New houses **c1,350**
- Reduction in running costs **c£51m**
- Capital avoidance **c£1.4m**

- Capital receipts **c£50m**

It should be noted that these outputs are in addition to those already expected from previous applications to the programme and related SCR OPE activity.

Summary of funding requirements

The total funding requirement associated with this application is **£425,000**

Year	Strategy development	Project funding				
		Fulwood	Locality Asset Reviews			Rotherham
			Darnall	Bentley	Worksop	
2016/17	£25,000	£20,000	£20,000	£45,000	£15,000	
2017/18	£175,000	£30,000	£45,000			£50,000
Total	£200,000	£50,000	£65,000	£45,000	£15,000	£50,000
Anticipated partner contributions	In kind (officer time for Project Management and support of governance arrangement aligned to the CA) SCR and partner organisations	£20,000 (CHP contribution) In-kind (officer time for Project Management) SHSC, CHP	In kind (officer time for Project Management) Contribution from CIP capital pot for operational asset rationalisation	In-kind (officer time) DMBC Doncaster Community Solutions NHSE DCCG	In-kind (officer time) BDC North Notts Community Solutions BCCG	In-kind (officer time) RMBC

Annex 1 – Pipeline of Future Opportunities

Production of an overarching SCR Asset Management Plan, aligned to the wider asset rationalisation and shared services work across Local Authority and Health Partners

Site specific opportunities at a range of locations across the SCR, including:

- Barnsley Town Centre Office Accommodation Rationalisation.
- Mount Vernon Hospital Site, Barnsley.
- The Smart Growth Programme in the Sheffield-Barnsley & Wakefield-Leeds Rail Corridor, Barnsley and the wider Dearne Valley.
- Review and rationalisation of the Courts/ Police estate, a key part of the Doncaster Civic Centre.
- Masterplan and vision for the Swinton Civic Core, supporting commercial activity and housing growth.
- Masterplanning for the future of the Collegiate Site, Sheffield.
- Further site specific opportunities for housing growth resulting from the Sheffield Locality Review, including sites at Stocksbridge, in the Gleadless Valley, and the Jordanthorpe/ NE Derbyshire border.

Annex 2 – Maps illustrating detail of project specific applications

Fulwood House site map



Worksop Services

- Locations
- Newgate Medical Group
 - Larwood & Village Surgeries
 - Westwood Surgery
 - Bassetlaw Dist Gen Hosp
 - NHC - Sex & Repro Health
 - NHC - Psychiatry
 - NHC - Lets Talk Wellbeing
 - NHC - Int Neighood Team
 - NHC - Int Neighood Team
 - LA - Bassetlaw DC
 - LA - Library
 - LA - Learn Dis Team
 - LA - Childrens' Centre
 - Fire & Rescue
 - Ambulance
 - Police
 - County Court
 - Probation Trust
 - Dept Work & Pensions

